

TRANSFORMATION

SERVICE DELIVERY METHOD STATEMENT

INTRODUCTION

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

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

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

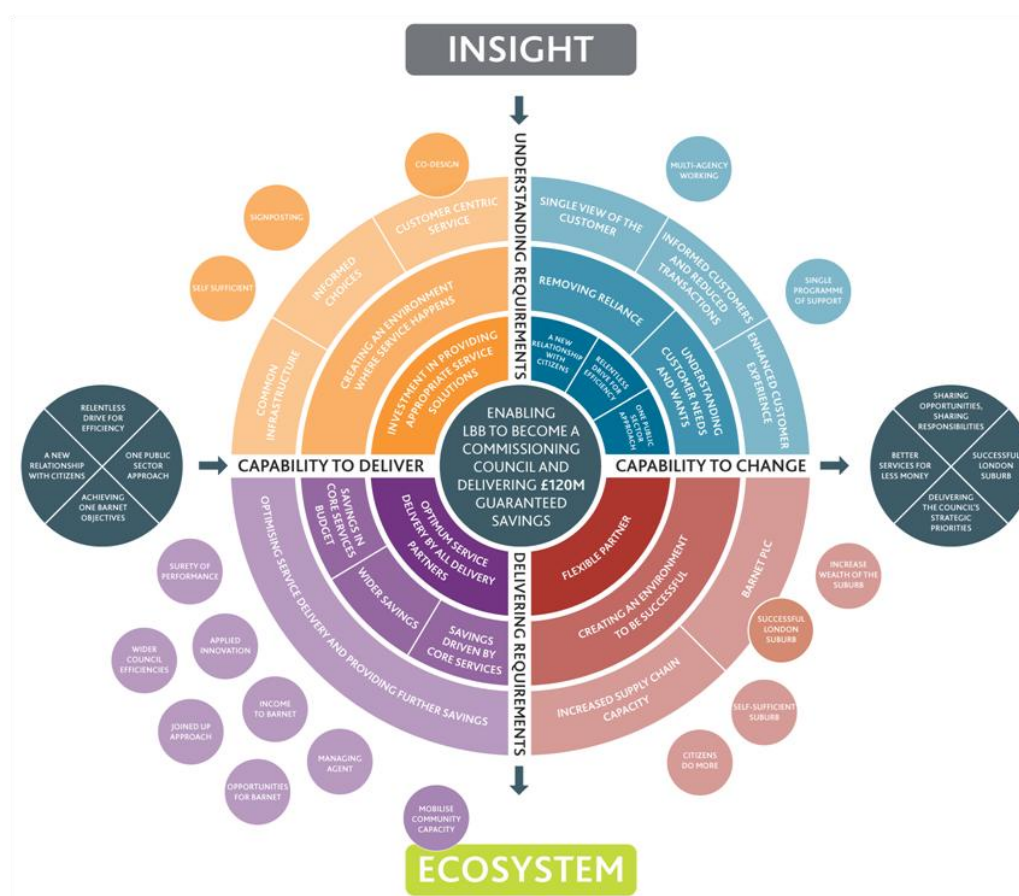


Figure 1 - Vision

Our ambition for the Barnet-Capita Partnership is summarised in the diagram above, which outlines the component parts of our approach and the interconnected nature of the elements. At the centre is our overarching commitment - **enabling LBB to become a commissioning council and delivering £120m guaranteed savings**.

The remainder of this Method Statement is split into 2 parts, reflecting the left hand and right hand sides of the diagram respectively:

Part A - Capability to Deliver

Describes how we will deliver the transformation required through the NSCSO to meet the Council's requirements and create the framework for establishing wider transformational change across the Borough.

It includes details on how we will invest in providing a **common infrastructure** for service delivery by **investing in new service solutions** and **creating an environment for successful service delivery**. This will result in the availability of **customer centric services**, enabling customers to make **informed choices** and create the right environment for a *new relationship with citizens* to develop.

It also includes details of how we will establish **optimum service delivery by all partners**, leading to **savings in core services budgets**. This will enable us to **optimise service delivery and provide further savings**, supporting the Council's *relentless drive for efficiency*.

Part B - Capability to Change

Describes how, through the provision of NSCSO services, we will support the wider, cross Borough, transformation.

It has a focus on enabling the Council to achieve its three key principles for a *new relationship with citizens*, a *relentless drive for efficiency* and a *one public sector approach* by **understanding customer needs and wants**, delivering solutions that will **remove their reliance** on the Council to deliver them. These, allied with delivery of a **single view of the customer**, will enable us to deliver an **enhanced customer experience** and lead to **informed customers and reduction in transaction volumes**.

It also shows how we will act as a **flexible partner**, working closely with the Council, **creating an environment for success**, developing **increased supply chain capacity** and driving towards **Barnet plc** and a **successful London suburb**.

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PART A - CAPABILITY TO DELIVER

We commit to developing and delivering services to meet the needs of the London Borough of Barnet as expressed in your Output Specifications and progressed through dialogue.

1 SERVICE DELIVERY

1.1 DELIVERING THE OVERARCHING VISION

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

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

Our objective is to offer high quality and relevant services. We will provide effective, engaging and personalised services at every touch point. To achieve this, we will promote a shift from the typically supply dominated “Push” approach to service design and delivery to a Customer Orientated “Pull” approach, which is time and location independent, personalised and contextual.

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

1.2 SERVICE DELIVERY MODEL

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

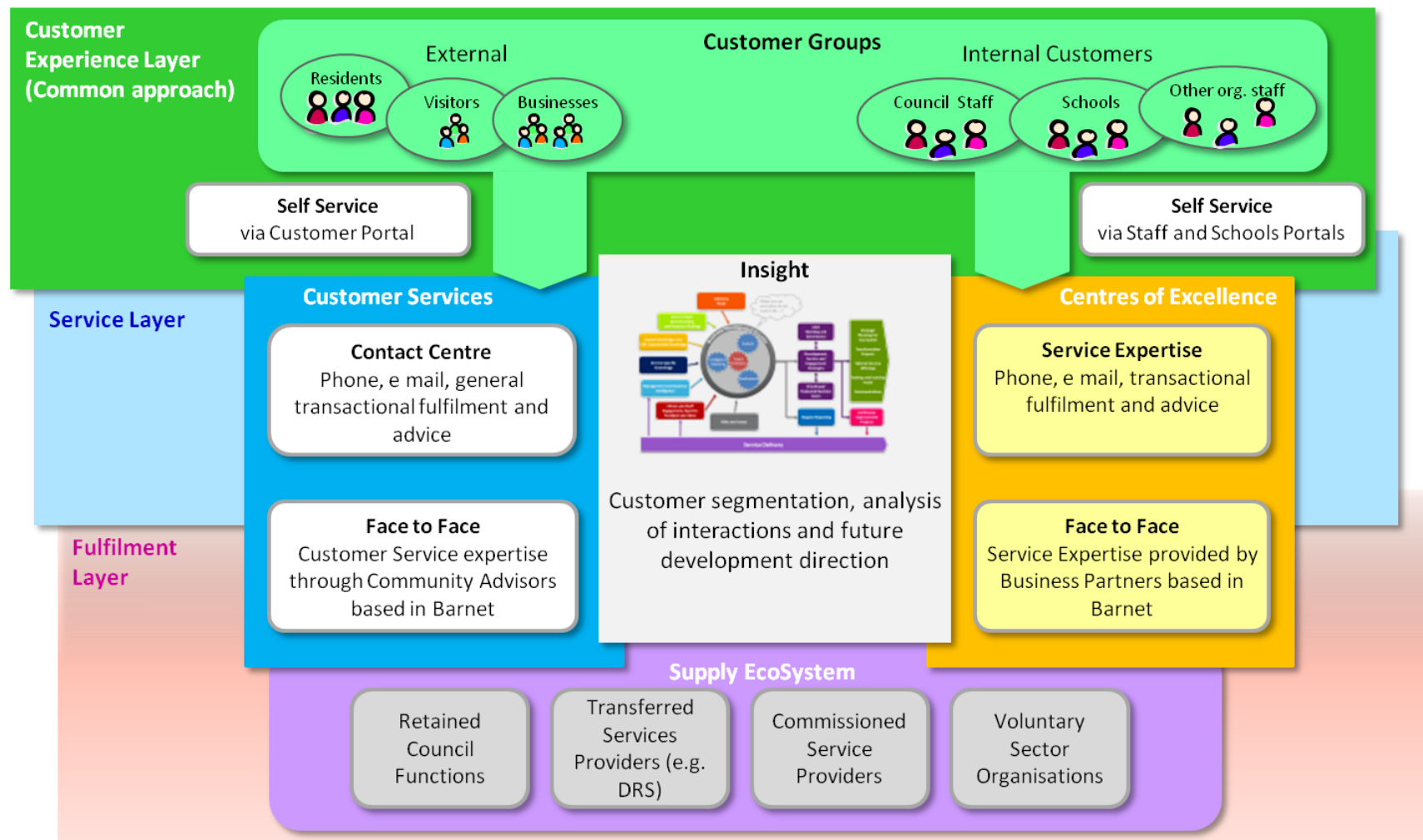


Figure 2 - NSCSO Service Delivery Model

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

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

At the heart of our proposition is a drive for effectiveness and increased self-help and self-service. This will only be realised if the customer experience is excellent, the services are relevant and execution is timely. To achieve these, we need to understand what our Customers want to do and design our services, and their constituent transactions, around those needs, ensuring we deliver effectively from beginning to end.

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

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

1.2.1 CUSTOMER EXPERIENCE

In line with the principles described above, developing the Customer Experience has taken precedence and has provided the parameters for all other aspects of our solution design. From our work with other commercial and retail businesses, we know this is the only way of guaranteeing a seamless and fulfilling customer experience. In particular we want to:

- Ensure all interactions are managed in a truly professional and customer focussed way through the Customer Service Organisation (CSO), responsible for managing all internal and external customer interactions, irrespective of the chosen access channel
- Offer a choice of contact channels which reflect customer demand, whilst promoting channel shift in line with the Council's wider objectives - in particular customers' increasing demand to access services through smart phones and tablets
- Employ co-design and customer-centred design techniques to engage with customers during the transformation process, to design a range of multichannel services that fit into customer lives and are easy for them to use
- Develop and enhance the Council's Portal strategy to establish new access for self-service through:

- Citizen Portal - An improved, flexible and resilient Internet platform, with a range of content and transactions, sourced from within the Council and wider Barnet EcoSystem, to enable and maximise channel shift
- Employee Portal – This will become the place where employees “go to work”, whether they’re sat in the office, out on the road or working at home. We will create a feature-rich and engaging user interface (UI), which employees will see as an invaluable tool which they use on a daily basis. The Employee Portal will help employees and Managers to get their job done, as well as making them feel part of the Council’s employee community
- Supplier Portal - This will provide access to a range of services to Council suppliers such as access to eTendering, and for registered suppliers secure access to check payment progress against their invoices
- Schools Portal - This will provide schools with a complete catalogue of services they can buy and allow their staff to self-serve to make key interactions and access to knowledge, especially in HR and Payroll, much easier
- Members Portal - This will provide Members with access to Insight that is relevant and tailored to them
- Deliver personalised, interactive web self-service facilities with modern functionality, typically provided by commercial, retail organisations including:
 - Personalised information provision, with individual ‘My Account’ log on
 - Fully transactional web services enabling customers to complete transactions without having to visit or call the Council
 - An intelligent search engine offering customers alternative or related information, based on intelligence gathered from other customers
- Handle external customer contacts made by telephone through contact centre based customer service professionals, supplemented by Barnet-based Community Advisors to handle face-to-face contacts
- Route internal customer contacts made by telephone to Capita Centres of Excellence in the specific service area being handled
- Route calls to someone who is equipped to respond to the customer’s enquiry in full wherever possible
- Proactively target services through, emails, web communications and outbound calls
- Ensure customer records are accurately maintained with all Council interactions updated in real time, irrespective of the access channel
- Monitor and track the resolution of all enquiries including those which need to be passed to other Council functions for fulfilment
- Automatically update customers regarding the progress and resolution of their enquiries

- Enable other suppliers to seamlessly interface with the Council as part of our EcoSystem proposals.

1.2.2 END TO END SERVICE DELIVERY

We recognise that in a complex service delivery environment, with multiple service units, establishing the right approach to managing end to end service delivery is crucial. In our experience, end to end service delivery passes through four domains:

- Event/Trigger characteristics
- Pathway/Life Event selection
- Pathway/Life event management
- Fulfilment.

These domains, together with our approach to service co-design and customer persona development described later in this Method Statement, will enable us to map all interactions for consistency, irrespective of channel.

This can be illustrated as shown below:

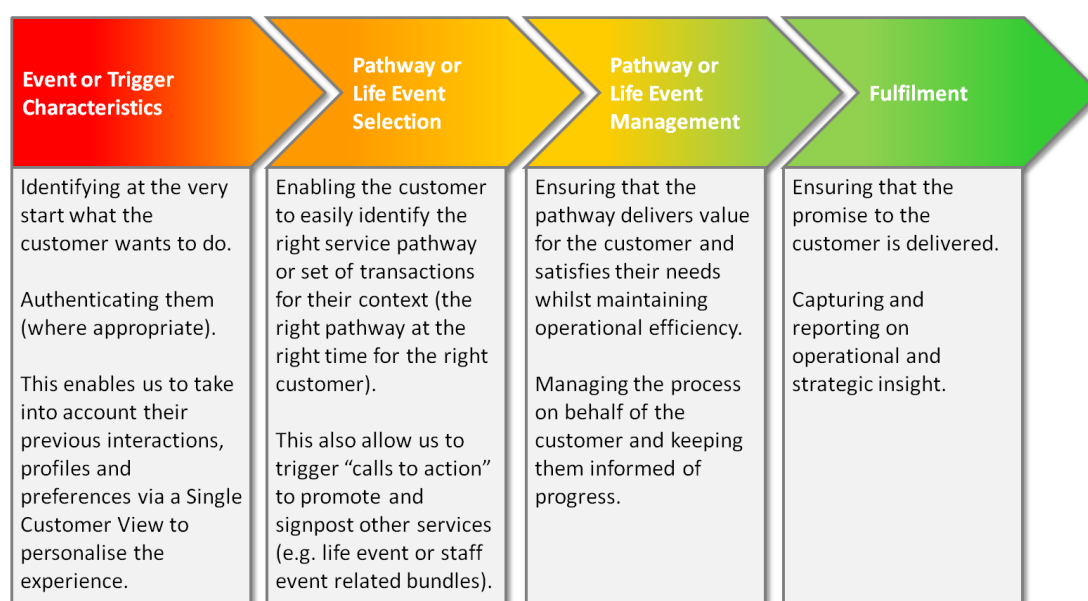


Figure 3 - Customer centric, effective end to end service delivery

An example interaction could be a young professional moving to Barnet from another London Borough.

The customer telephones the Contact Centre as they know they need to make arrangements to pay their Council Tax. The basic information about the individual will be captured which is recognised as a Life Event which guides the interaction. The characteristics of the customer and the life event prompt the agent to:

- Offer personalised services such as setting up a Direct Debit mandate

- Provide Controlled Parking Zone parking permit information
- Provide local facility information such as libraries
- Promote online interaction in the future by offering to create their online Citizen Account.

Additionally, to help enrich our understanding of the needs of citizens, we could run a campaign, for example, where we ask people for alternative contacts should their property alarms go off when they are not around. Whilst this serves a purpose to resolve noise issues, it also provides information about their network of support. The contact provided by a citizen could be an elderly relative in the ward therefore enriching our view of their network of support allowing us to promote appropriate support packages.

1.2.3 SERVICE INTEGRATION

Our aim is that contacts are resolved by the person who first handled the call as far as is possible, and we will put in place a range of tools to support this approach. However, we recognise that some queries will need to be routed to a subject matter expert for resolution.

When this happens a case will be created. The case will then be automatically routed to the appropriate delivery unit or service as required. The underlying enterprise systems and integration platform will continue to track the investigation, ensuring any updates and outcomes are recorded and communicated back to the customer and to the Customer Service Advisor who initially handled the contact. Where a response by a service expert is nearing its due date, the subject matter expert will be automatically reminded and the Customer Service Advisor will be alerted to take follow up action.

This type of interface will be replicated across a whole range of service areas and access channels, ensuring that any type of enquiry which needs to be handed off to a subject matter expert is properly routed and tracked. Typical hand-offs will be to:

- Council employees e.g. Adult Social Care staff
- Other organisations which form part of the Barnet EcoSystem e.g. Jewish Volunteering Network
- Other outsourced service partners e.g. the Council's new waste disposal contractor.

The same approach will apply where front line Capita staff in our Centres of Excellence need access to subject matter expertise, such as from:

- Back office teams and subject matter experts carrying out administrative processing and providing specialist advice for Revenues and Benefits, HR, Payroll, IT, FM, Finance and Procurement
- ICT Engineers and Facilities Management operatives providing services on the ground in Barnet

- Business Partners providing strategic analysis and support to managers across the Council.

1.3 TECHNOLOGY

The shared technology systems that support our Service Delivery Model (SDM) are critical to its success. For example, our proposed technology stack will support the customer experience through faster, automated processing of customer enquiries and robust hand offs to back office teams, with accurate recording and monitoring of service fulfilment.

The IT systems that will support our SDM are:

- **New Mobile Platforms** – we will enhance functionality for employees, Council partners and for citizens via online and offline mobile applications. We will decide on the best technology platforms for building applications required to run on mobile platforms, taking into account the benefits and limitations of different approaches, measured against each business requirement. This will include an assessment of security, functionality and the user base. For example, in some cases we may choose to develop a native application that runs on Apple iOS, but in others it may be more appropriate to develop a HTML5 solution
- **Customer Relationship/ Case Management System** – to enable full end-to-end call resolution we will use a single helpdesk platform for all users. We will implement Lagan CRM v8 which will enable us to manage and resolve requests in a common way and to ensure all users are kept up to date
- **Single views - of the customer, property and debt** - we will develop and automate processes to integrate data from disparate sources using the toolset Informatica Data Services for extraction, transformation and loading routines. Where disparate sources cannot be joined using a common key, we will undertake name and address matching using the Informatica Data Quality Identity Match Option tool, which will be tailored and tuned for matching Barnet data. Using these approaches we will develop analytical views of residents and households. For residents that have interacted with our services, we will create a Single Customer View based on their interaction history that we capture via the Contact Centre and Citizen Portal. This history will be supplemented with propensity and demographic data to build a rich picture of the Citizen which in turn will be used to drive interaction and promotion rules and aid personalisation
- **Knowledge Management Systems** - we will implement an intuitive, intelligent and simple to use Knowledge Management solution. We will use our partner Transversal's industry leading platform which will support and encourage internal users to self-serve and ask such questions as 'How do I do this....?' via the Employee Portal. It will also support residents via the Internet. This tool will be able to read and understand questions using natural language capabilities and will provide the highest ranked answer and other suitable answers linked to the meaning of the question. This will provide help across all areas of Council including Employee and Manager Self-Service. The Contact Centre Advisors will also have access to a more comprehensive Knowledge Management capability (Transversal Intrafaq platform) to enable increased first time resolution

- **User Identity** - we will use strong authentication protocols to ensure that users are who they say they are and provide them with appropriate access to their information
- **Telephony** – we will deploy Natural Voice to route calls to the correct team, provide automatic ID and verification and allow self-service
- **Business Process Management (BPM)** - we will introduce BPM using the K2 Blackpearl Platform. K2 will enable data and tasks to be pushed and managed around multiple back office systems enabling true end-to-end self-service transactions to be completed. The BPM processes will be created via a graphical interface which enables business users to configure and change processes over time as the Council modifies its business requirements. This approach will allow for a Continuous Improvement view of the business processes
- **Rules Engine** - we will enable flexible and versatile business rules to be created and managed which will control the process flows between the user interaction and back office systems. These rules which will be developed from a combination of the Knowledge Management, CRM, and BPM systems, and the portals will also drive promotions and pathway management
- **Enterprise Search** - we will enable all internal users including employees and Contact Centre Advisors to search multiple data sources within the Council to obtain information and data using strict access controls and security parameters. In addition, we will provide this facility to external users including suppliers and residents. We will deliver this capability using Apache Solr, which we have successfully deployed within Sheffield City Council
- **Integration Layer** - we will use Capita Connect and K2 to manage the communication between the User Interaction and Business Management layers and the London Borough of Barnet back office systems and external services. This layer will provide control, error, transaction logging and message translation as required to control end to end transactions which will enable deeper self-service capabilities

Capita Connect provides for registration and authentication within the Council's web site. It is a productised solution contracted for by over 100 local authorities.

We will complete a phased implementation by April 2014 and will prioritise, as part of our co-design approach with users and the Council, which transactions and functionality to implement at what stage. Our proposal includes the following service areas and transactions, although this will be subject to formal specification and scoping exercises with the Council to ensure we provide for high demand services:

- Council tax
 - Pay council tax online
 - Change council tax address online
 - Check balance of account online

- System: Civica
- Parking and Permits
 - Pay permits online
 - Contest parking fees online
 - System: Civica
- Housing Benefits
 - Claim housing benefit and council tax benefit online without using PDF forms
 - Check on housing benefit claims online
 - Re-pay housing benefit overpayments
 - System: Civica
- Assisted Travel
 - Travel vouchers and Freedom pass
 - System: Northgate
- Electoral Registration
 - Enable people to register to vote online
 - System: iDox Strand
- Env't & Operations
 - Refuse collection
 - Environmental Health
 - Systems:
 - CRM to raise requests/ job tickets
 - Acolaid to process Safer Communities and PIT enquiries and service requests
- Registrars
 - Book appointment online with registrar for birth / marriage / death
 - Order replacement certificates
 - System: Stopford

- Libraries
- Schools
 - Admissions

We will re-use existing code where possible and develop additions using our standard platform and tools.

Capita Connect is continually enhanced based on user demand and benefit realisation for its client base. As a key client of Capita the Council will be in the unique position of being able to drive our future development roadmap. A good example of a recent enhancement is the ability for citizens to register their loyalty card (Nectar, Tesco etc) as an incentive to start using on line services.

In addition we have identified 4 service areas to be targeted for integrations with Lagan CRM. The integrations are summarised below:

- Decorated URL's for:
 - Libraries
 - Education
- Two way integration for:
 - Parking & Permits
 - Environmental services

We have chosen these areas because we believe they are likely to be high volume and high value for Customer Services and the citizen. As highlighted earlier we have made provision for the above integrations, but will re-evaluate suitability with the Council and service areas at the next stage. The Single Customer Account can be expanded to other services areas (outside of our initial provision) and we would expect this to be examined via the agreed business case process.

- **HR, Payroll, Finance and Procurement NSCSO Services** - the Council's current SAP system has had significant investment, both in terms of time and money spent on it as part of ongoing SAP Optimisation projects. Feedback from the Council users is that the SAP system is not as user friendly as they would like. Following a review with Capita's system experts, we have decided to replace SAP with new HR and Finance systems, i-Trent and Integra, for the following reasons:
 - Lower Total Cost of Ownership through lower ongoing unit price and lower cost of change - both routine and major change – typically 25% of the cost of SAP
 - Intuitive self-service capability - true web applications whilst the core applications uses a client/server model. This allows us to drive effective self-service through our proposed Employee Portal without incurring a significant SAP optimisation cost

Capita will take on the risk and cost associated with any extension of the Logica SAP managed service and exiting from SAP licences and maintenance.

Through competitive dialogue and examining the documents placed in the Council's dataroom, we have obtained a good understanding of what SAP is used for and also the levels of service the SAP system is managing to deliver. We are also aware of the pitfalls of the current SAP support arrangements, with a higher cost of change than is desired. The solution we have proposed, in our opinion, provides a broader range of functionality than a single SAP system, and because it uses simpler technology, we believe that the cost of change is significantly lower than that currently experienced. Within our solution we have specialist Finance and HR & Payroll packages supplemented by a broader transformation platform. Our transformation platform includes BI, Workflow, CRM and online self-service capability. We believe the combination of these software components and platforms are more than capable of replacing all the functionality provided for by the current SAP system.

Therefore we are happy to take on and carry the risk associated with any reasonably foreseeable functions currently supported by SAP and commit to working with the Council in an open and transparent way to resolve any unforeseeable issues.

At PB stage we will be in the position to perform extensive discovery activities which will allow us to, working closely with the Council, identify any unforeseen or undocumented functions and test their requirements against our software components and platforms. Our approach will always be to leverage our new systems for the benefit of the Council.

While we have not yet (as at this ISFT submission) entered into contracts with our proposed software providers we anticipate no restrictions or limitations other than those associated with the number of users of the systems.

With regards to Integra, which is our own platform, we have not limited the number of web users for the software modules included (web users are non-core Finance Team users within the Council such as budget holders and managers). We have priced for 100 concurrent users within the core Finance Team, which we believe, coupled with the unlimited web user capability is more than adequate for the Council's future needs. Should the Council require additional concurrent users this will be pro-rata in bundles of 10.

I-Trent will be licensed by Capita based on Council and Council-related employee record numbers as outlined in Schedule 4. There are no restrictions on the number of managers or employees who can access self-service. In the event that actual employee record numbers are higher than this then additional license coverage will be required and that this would be addressed as a volume change in line with the volume bandings in Schedule 4 Part 2 Pricing Appendix 3.

- **Scanning** - external bulk scanning services will be implemented and managed remotely by our Capita Total Document Services (CTDS) facility in Darlington
- **Invoice and Purchase Order Matching** - we will use Capita's existing and proven functionality within our Darlington centre to automatically match Purchase

Orders with scanned invoices in a controlled and audited way. We will automatically pay invoices against agreed parameters

- **Payment Service** - we will use our Secure and PCI compliant payment service Paye.NET to enable full transactional online services and payments over the phone via the Contact Centre
- **Health and Safety (H&S)** - we will use Info Tracker to deliver an enhanced H&S service which will deliver business benefits beyond the current SAP managed process
- **Recruitment and Applicant Tracking** - we will use a single Applicant Tracking System and Vendor Management System
- **Insight Systems** - the insight systems will include Portrait Data Miner (fast and powerful deep dive analytical tool) and MapInfo Pro (for spatial analysis), supported by an analytical relational data mart for data transformation. Data matching will exploit the Informatica name and address matching capabilities within the data warehouse
- **Management Information and Business Intelligence** - Delivery of NSCSO Management Information (MI) and Business Intelligence (BI) will be through the current Business Objects Suite complemented by reports from other NSCSO operational systems, e.g. Lagan and K2. Operational data from these systems will be available to the Barnet Insight team through the Enterprise Data Warehouse, automated through the Informatica Extract, Transform and Load (ETL) tool.

1.4 PARTNERSHIP INSIGHT FUNCTION

Insight sits at the heart of our proposed solution. The NSCSO Insight capacity will support not only the operational needs of the NSCSO but provide support for other partners in the wider insight community, specifically including the Barnet Council insight staff within the Commissioning Group as well as crime analysts from the Police and public health analysts. We have described how the Insight Function will operate in our Enterprise Wide Use of The NSCSO Insight Function method statement. It is much more than a typical insight unit, where effort is focussed on research, production of statistical information and production of reports. Insight in our proposition will also involve the practical application of learning from a wide range of sources to key aspects of our approach focussed on delivering on key outcomes. As well as gathering, analysing, utilising and reporting on insight, the Insight team will continue on to the next phase of activity - using it to improve service delivery.

We commit to establishing a dedicated London based Insight Delivery Team, available from the start of contract. The Insight Delivery team will be lead by a senior Insight professional, supported by quantitative analysts and co-design practitioners. Together, the team's skill-sets will include data sourcing, matching and transformation insight, data analysis and modelling, ethnographic studies, qualitative research and design techniques including focus groups, surveys, structured interviews, facilitating multi-disciplinary teams through customer journey mapping exercises.

In addition, we will establish an Advisory Panel that can provide specialist insight into Barnet's needs, involving representation from organisations such as FutureGov, Alzheimer's Society, Barnet Homes, Nutmeg Youth Group and others.

Our Insight Delivery Team will be supported by an Insight Engine, which will extract and utilise insight from a variety of sources to develop services in line with customer needs and measuring customer satisfaction across all services. The Insight Engine is a mature data analysis environment comprising analytical modelling tools and data infrastructure insight processes and techniques.

The Insight Engine will gather insight from a wide variety of internal and external sources, analyse the data and inform potential strategies, transformation projects, new service offerings, training and development needs. It will provide the Partnership with a rich picture of context and opportunity through an integrated framework of data analytics, performance management and review, and a variety of mechanisms to encourage and support the capture of ideas and insight from all customer groups and stakeholders.

The diagram below shows the overall Insight Engine and interactions:

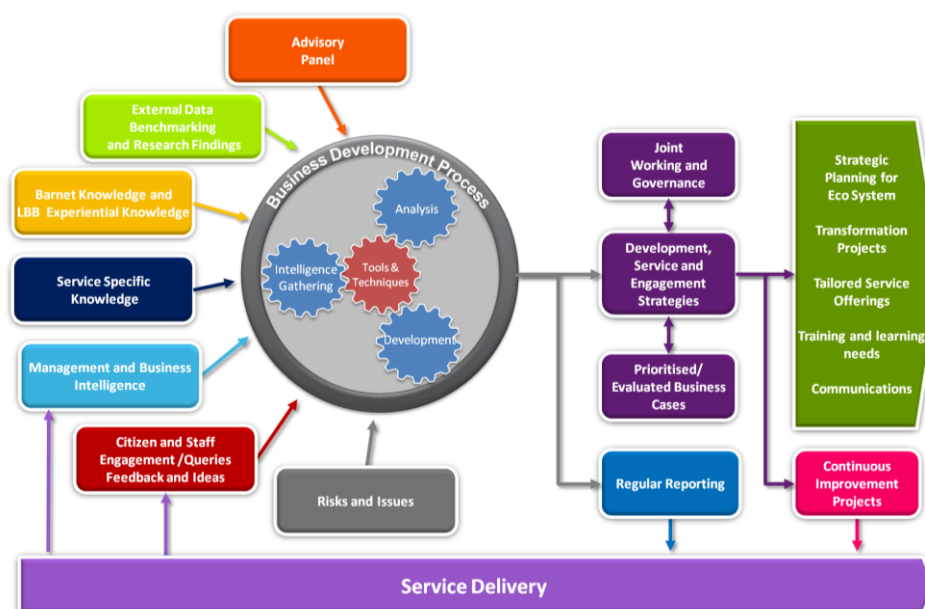


Figure 4 - Delivering Insight

Toolset

The Insight Engine toolset includes Portrait Data Miner and MapInfo for analysis and mapping. The team will exploit the data warehouse, using the name and address matching capabilities within Informatica Match, and exploiting the Informatica ETL to establish and automate regular data feeds. The diagram below shows the interactions:

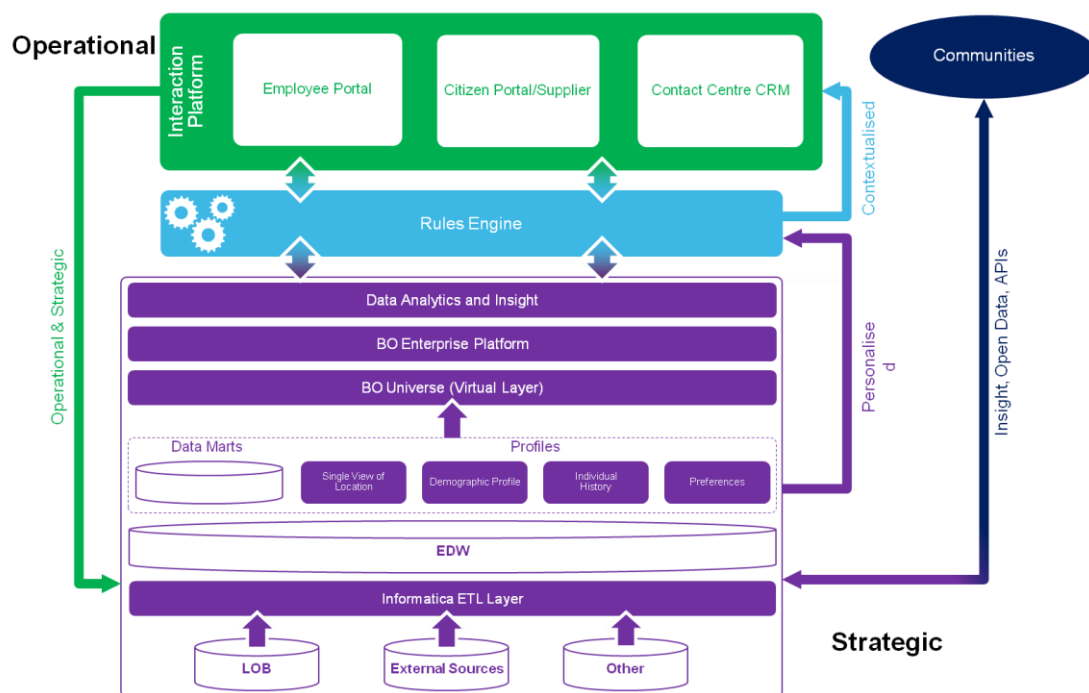


Figure 5 - Insight Toolset

The Insight Engine will incorporate the exclusive collaborative insight partnership between Capita and O2 (Telefónica UK Limited) including:

- The SmartSteps insight tool providing understanding of local areas within Barnet based upon O2 network traffic, analysing small geographic areas by time of day, by network users demographics and their previous location. Example applications of this insight include:
 - Understanding night time revellers and binge drinkers, where have they come from; support and track behavioural insights / social marketing around behaviour change
 - Impact of parking charges – hard evidence of high street users to complement/counteract the voice of the retailer
 - Understanding the residential estate – hour by hour population behaviours within the housing areas
- Collaboration to investigate the potential further exploitation of data passing over the O2 networks such as calling data, message content analysis, and browsing details.

The Insight Delivery Team will also have access to a wealth of data sources from across Capita, such as our local benchmarking tool Internal Intelligence Infrastructure (III), described in our Revenues and Benefits Method Statement. Internal Intelligence Infrastructure (III) uploads daily performance data from across our Local Government partnerships into a data warehouse to provide a cross-partnership performance dashboard.

Availability

We recognise the need to make Insight data accessible to the Authority and other authorised users. In order to achieve this, we will provide login access with password protection for Council and other authorised users to insight data (including Members, who will have access to ward-based data). The details around levels of security access will be discussed and agreed with the Council.

Regularly provided data and profile information will be available via self-service access supported by interactive tools. How the results of specific insight projects will be provided will be agreed at the start of each project.

Enterprise Search

For web searches we have assumed that the classification quality is low at the moment and that we will need to set up a taxonomy and search schema that will enable us to provide accurate and relevant search results for current and future content. Strong Search capability is crucial to local government website capability and ultimately the citizen's user experience and therefore we are putting a strong focus on this. We will build on the experience we have gained with other local government clients such as Sheffield, to deliver a powerful federated search system that will drive channel shift and answer queries. It will search the Barnet website as well as selected partner sites including The Barnet Group, so that users can find answers to queries they would otherwise direct at Customer Services or Barnet Council staff. This is all in addition to the Knowledge Management searching facilities we will provide via our on-line Knowledge Management platform. Similarly on the intranet, we will be implementing a substantial search system and therefore will be re-structuring the intranet content. Again we are assuming intranet information quality is low and aim to remove any onerous activity overhead from the Council.

Managing Sensitive Data

Capita will ensure sensitive data is managed with a high level of data security employing techniques appropriate to the data sensitivity level, including as required:

- Ensuring secure storage and transmission to the appropriate Impact Levels
- Encryption
- Password protection
- Restriction of access using role based access control
- Data preparation to remove personal identifiers from data as soon as practicable (e.g. once data matching between sources has occurred and they're no longer relevant to the analysis)
- Data retention regimes to ensure restricted data is deleted as soon as practicable
- Vetting of staff to the appropriate security level (e.g. Enhanced Disclosure and Barring Lists, Basic Identity, Security Check) according to the nature of data, for example requiring highest check levels on analysts looking at data for children or vulnerable adults.

Access to Insight Information

We will make Insight data and reports accessible to users within the Council's commissioning group and service delivery units in the forms of:

- Segmentation profile reports
- Regular reports and dashboards showing operational service insight
- One off Insight reports providing a summary of the output of insight projects
- Regular production of standard Insight reports showing trends of interaction or behaviour and from previous analytical projects where it is valuable to regularly reproduce parts of the output.

The reports will be published in standard office document formats such as MS Excel, MS Word, Google Docs, Adobe PDF or web pages.

Council owned data that is used for insight activity will remain owned by the Council. The Council will also own the analysis which is commissioned by the Council.

We respect the confidentiality of our clients' data and specific insight derived from data for a client would be considered commercially confidential and therefore given with their agreement only. However, the Council will benefit from learnings and best practise being shared across our client base and in particular through linking to our established Local Government Partnerships and through the Leadership Panel proposed as part of contract governance. We also have a successful conference programme including several annual conferences on customer insight at which many local Council's share their insights.

1.5 CO-DESIGN

Co-design (also known as Customer-centric or User-centric design) is fundamental to the successful delivery of services within NSCSO. Within co-design, we seek to take opportunities for new services or re-design of existing services identified as a result of customer demand through Insight and establish the optimum service design that meets customer needs. We will apply co-design according to proven iterative service design techniques, drawing on Capita Group Service Design and its membership of the International Service Design Network, to deploy latest thinking.

Co-design for Customer Services and the Website

Our whole approach to service design is based on co-design and is embedded across all of our services' transformation activity and investment as we develop customer centric services. Specifically for Customer Services and the Council's Website we will do the following:

- Vision, business aims and strategy: workshops with stakeholder groups to ensure we understand business objectives and how to realise them which is done collaboratively with Barnet
- Personas Creation (target audience groups): define target audiences in collaboration with Barnet stakeholders and user interviews - it is very important that we keep these target groups in mind throughout the co-design and build process and we continually test what we build with them

- Initial round of usability testing of services with users - test existing website with representatives of website personas
- Usability test of prototypes - once we've understood business aims, target users and groups, and got a good grasp of their needs, we will develop prototypes, as a co-design activity, and refine, test and deploy with service users.

For the intranet we will follow the same process and approach. In addition to the above we have made a provision of 730 days of effort to centrally lead and support all transformation co-design activity across the transferring service activity. Following transformation our Service and Channel Development Team (6 FTEs) will continue to employ this co-design approach for future service changes and innovations.

As part of Insight, we will develop segmentation models for representative citizen, business and voluntary sector groups across Barnet. These will be based on recognised groups, such as Mosaic or Cameo, but specifically geared to the demographics of Barnet. From these, we establish personas (representing archetypal customers) that can be used to test potential service change. Some work has already been done on this around Citizens and details are included in the Customer services Method statement.

When a service need is identified, we will undertake initial research into the potential for meeting that need and assess from the segmentation and personas how the need might be met. The insight gained will be used to establish clear design briefs and we will then gather groups of representative stakeholders together to explore options for redesign, such as:

- **Customers** - represented either as real customers in the room, or personas, or 'proxies' (in the form of frontline staff who can represent customer needs)
- **A multidisciplinary team** - made up of experienced staff from IT, process management, staff training, frontline customer engagement and marketing communications.

These groups work to map the customer's experience of a given task or issue, across a sequence of touch points, and to identify how each needs to improve to meet customer expectations and organisational aspirations. They use creative idea generation techniques (brainstorming, scenario development, sketching etc) to drive out new solutions to meet the challenge.

Wherever possible, we will try to create early visualisations of what the future service and touch points will look and feel like for the customer, as this helps develop build a shared vision. These will generally be represented by customer journeys. Where appropriate, these visualisations will be used to prototype and refine each idea with the relevant customer groups.

Once an improved experience has been agreed as viable by the group (generally this is an iterative process), it is then 'blueprinted' to identify the new capabilities and capacities required to deliver the change, prior to more detailed specification of changes to IT, people, business process and infrastructure.

The diagram below shows the basis of our overall co-design approach, which is adapted for specific circumstances:



Figure 6 - Customer Centred Co-Design Process

Where a requirement for process redesign is identified, this will feed into Capita's consistent, standardised approach to business process redesign and management. Wherever possible we will render processes as follows:

- Automated
- Enabled through self-service
- Recorded, tracked and monitored through Business Process Management (BPM) software.

In addition, different types of transactions e.g. making a booking, making a service request, will be designed and delivered using the same design principles irrespective of the services being delivered. This approach will ensure consistency of customer experience. These design principles, which govern interface and communication design, will be captured in a Service Style Guide.

We will also combine different processes to support life events (as opposed to internal service silos), reducing hand offs and increasing fulfilment at the first point of contact.

Staff participation in co-design

We will proactively engage staff from Capita (and the Council where appropriate) in co-design, drawing on their experience handling internal and external customers, and their resourcefulness in finding resolutions. We will engage them through Customer Journey Mapping exercises, where we will work with them to map current customer tasks, identifying issues and opportunities with the customer's experience, and finding ways to remove obstacles to achieving positive outcomes for the Council and the Customer.

Our experience is that engaging staff in this way is a very tangible example of 'putting the customer at the heart' and contributes to a more rounded service design. Furthermore, when correctly facilitated, this type of engagement helps overcome cynicism they may hold towards the change process, by co-opting them as 'co-designers' of the future service.

Participating in co-design activities also reconnects staff to the customers they are trying to serve. Our work with Social Workers on the ASCH Proof of Concept project identified a frustration that: although they had become social workers because they had a deep empathy with those they were trying to help, they felt increasingly distanced from that customer by bureaucracy that was beyond their control. By participating in co-design, they will have an opportunity to reconnect with those customers in a very practical way, to work strategically to fix issues they regularly encounter, and bring to bear any ideas as to how services could be innovated.

Applying co-design to NSCSO

In the **short-term**, we will work to fix urgent and unprecedented issues within the service. Where Capita has experience of a precedent, whether within the LBB contract or elsewhere, we will leverage that insight to resolve the issue.

As well as this reactive short-term approach to issues as they arise, we will also undertake proactive and planned improvement of key customer tasks and life stages over the **medium-term**. These are either tasks that large volumes of internal and external customers are trying to complete within the service, or major changes in the situations of a significant number of customers, that have significant implications for the user and service provider alike.

In the **long-term**, as part of continuous improvement and innovation, we will draw on trended insight and wider best practice findings from the marketplace (such as trends in local government best practice, new approaches in the service industry and shifts in customer demographics) to question and reassess the current Service Delivery Model and Operating Model. An example of this could be asking whether new channels need to be launched to meet changing needs, and others decommissioned.

1.6 EcoSYSTEM

As LBB increasingly moves to becoming a Commissioning Council, it is vital that any vision for transformation takes account of roles of the Council and the NSCSO provider in the complex EcoSystem of citizens, businesses, service providers and other stakeholders, and the interdependencies between them, shown in the picture below:

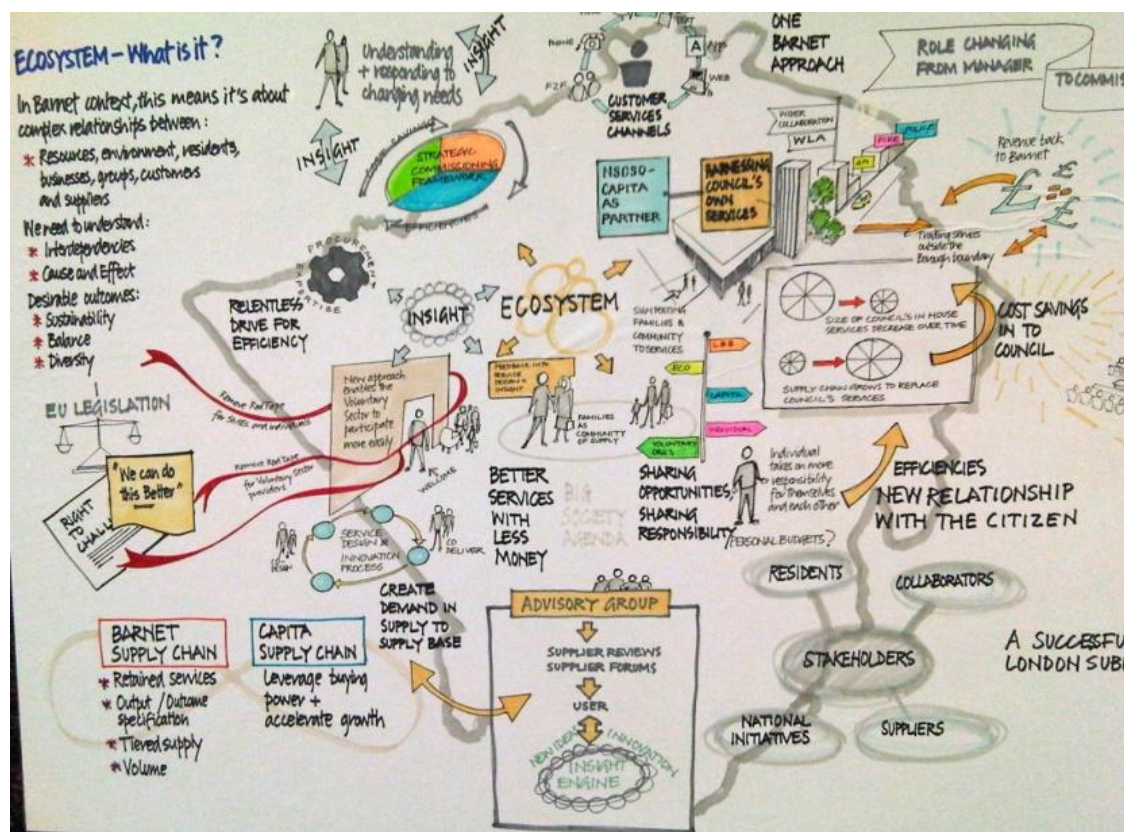


Figure 7 - EcoSystem Interactions

As the NSCSO partner, we aim to play a key role in shaping the EcoSystem to the benefit of the Council and its customer base. We will leverage the whole EcoSystem for the benefit of Barnet by using:

- Insight to recognise service need and identify failure demand
- A co-design approach to determine how best to design or re-design services to meet that need
- Recognised business process re-engineering techniques (such as LEAN and Systems Thinking) to establish the most efficient way of putting that into practice
- Procurement/ commissioning to identify/ enable the most appropriate delivery partner(s).

This will enable citizens, businesses and communities to share responsibility, and signpost customers to support that is available to them elsewhere, not just from the Council e.g. from other parts of public sector at national, regional or local level, or from the community itself through community organisations and self-help groups.

To achieve this, we will identify and engage with stakeholders in Barnet and from the wider EcoSystem in transformation activities. In particular, we will engage customers so that we can address needs and co-design services.

We will ensure that we consider the applicability of self-help, alternative delivery models, joint commissioning, collaboration and interfaces with delivery partners in all

options appraisals/business cases. This will all drive and enable a new relationship with the citizen, and avoidance of duplication within the EcoSystem.



Figure 8 - Customer Access to EcoSystem

We will develop our infrastructure to enable effective collaboration with the Council's network of delivery partners and delivery units. By increasing traded services, we will offer the benefits of shared services and infrastructure. Our estates strategy will look for opportunities to reduce costs and improve the customer experience through collocation of services with other partners, for example, in local 'Neighbourhubs'.

In developing specifications and contracts for new services, our Procurement team will consider how they fit within the overall delivery EcoSystem and include provisions to facilitate collaborative working, effective information exchange, and a seamless customer experience. For example, compliance with the overall customer access strategy and interfaces with the customer services organisation and infrastructure to enable effective delivery of e.g. information and advice, customer advocacy and case management.

We will adopt a proactive approach to optimising the supply chain and stimulating the market where necessary as part of a holistic approach to the overall EcoSystem, supporting Barnet in moving towards its vision of becoming a Commissioning Council. We will invest in developing the capability of the local voluntary and community sector, alongside stimulating growth in the SME sector.

Through provision of tools and techniques (such as social return on investment tool), we will help the Commissioning Group adopt a holistic approach to evaluating and commissioning services, which recognises the role of the wider EcoSystem in delivering the desired outcomes. For example, our social value tool would enable the role of the family in supporting individuals to be formally recognised and valued within the overall service design.

Our Procurement Method Statement sets out further detail on how we will enable the EcoSystem transformation, including the vital role that our Procurement Service will

play in fostering productive relationships with third party suppliers and stimulating the local supply base.

1.7 SERVICE DELIVERY LOCATIONS

Our service delivery locations have been influenced by a number of factors:

- The opportunity to leverage our existing shared service centres which provide:
 - Best practice processing and SME expertise
 - Increased resilience through the ability to share resource across contracts
- Reduced overheads with shared infrastructure and management costs
- Our investment in Business Process Management tools, detailed in 1.3 above, will create a Processing Engine to:
 - Route process steps to any location
 - Track, monitor and report on service fulfilment even if these activities are carried out outside Barnet
- The need to locate some Specialist and SME roles in Barnet.

Taking these factors into account we are proposing the following service delivery locations:

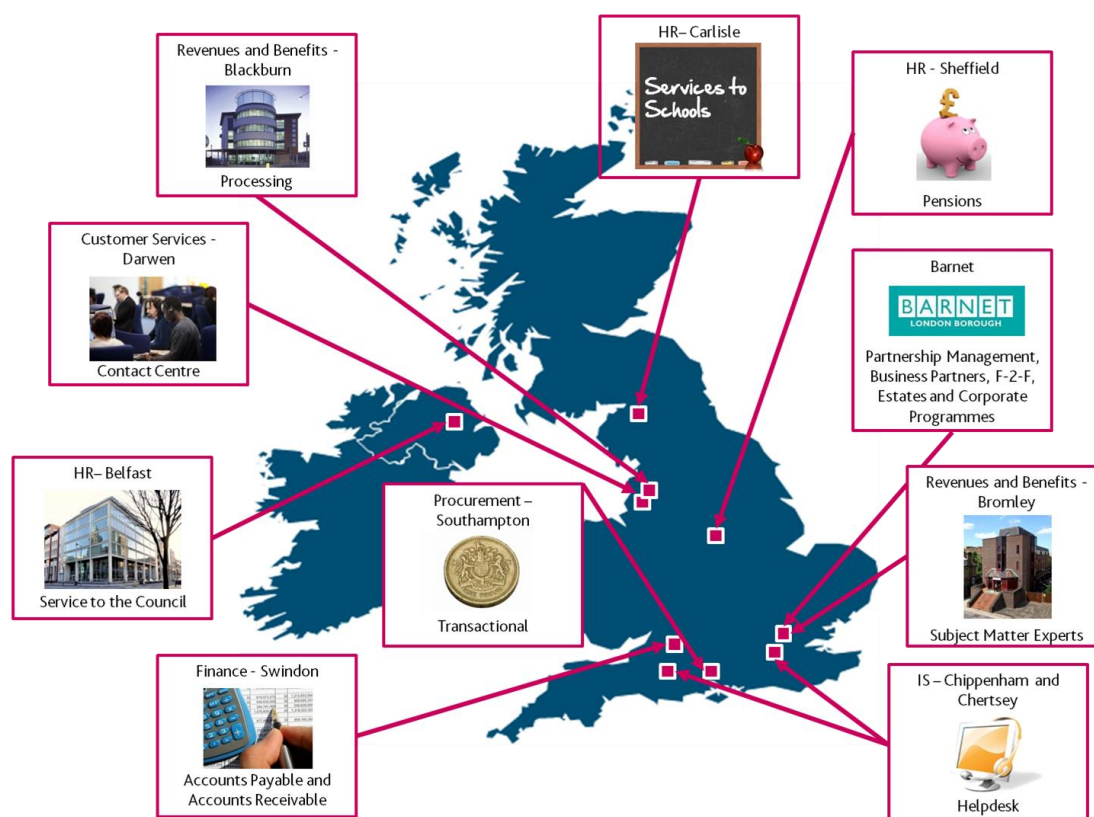


Figure 9 - Service delivery locations

These locations will be supported by our network of Centres of Excellence for disaster recovery.

1.8 EXTENDING SERVICE DELIVERY

We are committed to establishing a comprehensive transformation of the NSCSO service delivery. We also recognise that this is a 10 year partnership and over that term we will see significant change, in particular as the Council move towards its new role as a Commissioner and as it faces continued financial challenges from reduced Government funding. We will also be informed by vast amounts of Insight data, which will help to highlight opportunities and areas of continuous improvement.

As a result, we recognise the need to continually push the boundaries of our service delivery to not just delight and exceed customer expectations, but also develop our service offerings in new ways, such as seeking opportunities for:

- **Extension of scope** - widening the range of services offered to Customers through Customer Services and completing more transactions at the first point of contact, as outlined in the proposed phase 2 programme described in the Customer Services Method Statement
- **Demand Management** - reducing the demand on Council services through the application of better and more systematic diagnosis of customer needs. Using this to interact intelligently with customers in their initial contact, reducing inappropriate deployment of front line resources and subsequent rework
- **Revenue Opportunities** - building on the relationship we create with customers and our insight we will be able to tailor provision of services to meet their needs. This could include the offer of services for sale to customers who do not qualify for state support, sharing discounts we secure for the Council with their customers, and targeting campaigns for local events which are relevant to a specific customer interaction or life event
- **Innovative Partnerships** - bring Capita's innovative partners to challenge and develop how services are being delivered in Barnet. For example using our exclusive collaborative insight partnership with O2 (Telefónica UK Limited) to provide understanding of local areas within Barnet based upon O2 network traffic, described in more detail in the Insight Appendix 1 below.

Opportunities for savings in addition to our core offer may be identified through the potential Managing Agent function and these will be assessed through a Strategic Business Case process in accordance with Schedule 15 Special Projects, contributing to the Managing Agent savings.

2 TRANSFORMATION APPROACH - DELIVERING THE SERVICE DELIVERY MODEL

The development and implementation of the new NSCSO Service Delivery Model (SDM) will be managed as an integrated Transformation Programme. This will start at service take-on and run parallel to the transition activities described in our Transition Method Statement.

We have applied the following principles in developing the NSCSO transformation programme, we will:

- Build our new IT solutions prior to transforming services into a new location (so we only need to train staff in the new location once in how to use their systems)
- Recruit sufficient staff and managers, who will work in the new locations, early to own the SDM design activities
- Co-design to ensure that we build our solution in a way that is intuitive, works for customers and is deliverable by staff
- Take a risk averse approach to change, phasing changes within each service to ensure service continuity
- Take a rigorous approach to testing new systems to ensure they work first time
- Integrate the reporting of change into Capita's operational management process (MOB) to ensure that business as usual and change are managed side by side, service leads are held to account, and changes are delivered to time.

2.1 BALANCING CUSTOMER AND BUSINESS NEEDS

We are committed to putting the customer at the heart of everything we do, which means taking a different approach to transformation. As well as recognising and orientating the programme towards delivering business needs and business outcomes, we will also introduce customer needs and outcomes. By introducing this 'healthy tension' within the programme, with the customer represented at Programme Board level, we will ensure that our transformation activity shapes a service that delivers value for all.

We have illustrated this in the diagram showing our approach to Transformation, in section 2.2 below, with co-design as a 'steel thread' throughout the transformation programme, ensuring that customer needs are considered at each stage. We will take a pragmatic approach to this consideration and focus our effort on the key customer focussed deliverables, such as the Customer Portal. Understanding customer needs and engaging them in the design is a key lever in changing customer behaviours to achieve the proposed channel shift savings. This 'customer consideration' will amount to detailed co-design, whereby we collect detailed customer requirements and test early paper prototypes with representative customers. Our approach is based on the guiding principle that money invested in early design, pays dividends in terms of achieving the desired user behaviours over the long term.

To support this pragmatic approach to balancing customer and business needs, we will adopt four key principles:

- **Insight** - we will develop a clear evidence-base as to what the customer needs from each project, and what a successful customer outcome is for the project. At one extreme this will involve working with personas (representations of archetypal customers, maintained by the Partnership Insight team) whilst at the other end it will involve detailed primary research, such as ethnography and focus groups

- **Co-design** - we will not only rely on our own internal expertise, but will engage the customer in the creative process, to leverage their own expertise and resourcefulness. Similarly we will call upon the experience of frontline staff in dealing with customer needs on a daily basis. We will employ user-centred, graphic and information design methods to improve the form and functionality of services, so as to make them attractive and engaging
- **Prototypes** - we will seek opportunities to visualise the service early on and to test those (often paper) prototypes with real customers. Though exposing our early ideas in this way can be challenging, we recognise that finding and removing points of failure early on and at low cost, will contribute to a better service in the long-term
- **Business case** - for every project, we will ensure a clear business case exists, such that we identify the lowest risk, lowest investment option to achieve the agreed goals, with a high return on investment.

2.2 OVERARCHING TRANSFORMATION METHODOLOGY

Our overarching programme and project management method is our Business Transformation and Change (BTC) framework, which is based on MSP and Prince2 principles. This is the same methodology that we have proposed for delivering the Corporate Programme projects and is described in our Corporate Programmes Method Statement.

The diagram below outlines the phases and how they align with the NSCSO bid and transformation journey.

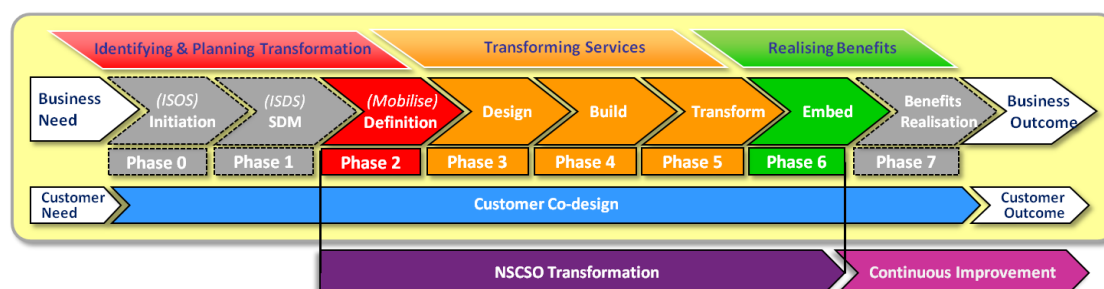


Figure 10 - Transformation Lifecycle

2.2.1 PROGRAMME PHASING

The NSCSO Transformation programme will be logically organised in five phases as described below and illustrated in the diagram above. Inevitably because of differing dependencies and business drivers between the projects, the phases at the programme level will overlap. The table below outlines the indicative dates.

Phases 0 and 1 will have been completed through the ISOS and ISDS stages of the bid.

PHASE	PHASE DESCRIPTION	START	END
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PHASE	PHASE DESCRIPTION	START	END
2	Definition (Mobilisation)	Contract signing	Month 2
3	Design of New Operations	Month 1	Month 6
4	Build and Set up of New Operations	Month 3	Month 20
5	Transform and Go Live	Month 7	Month 24
6	Embed	Month 18	Month 24

2.2.2 IMPLEMENTATION MILESTONES

The main transformation milestone events are shown in the diagram below.

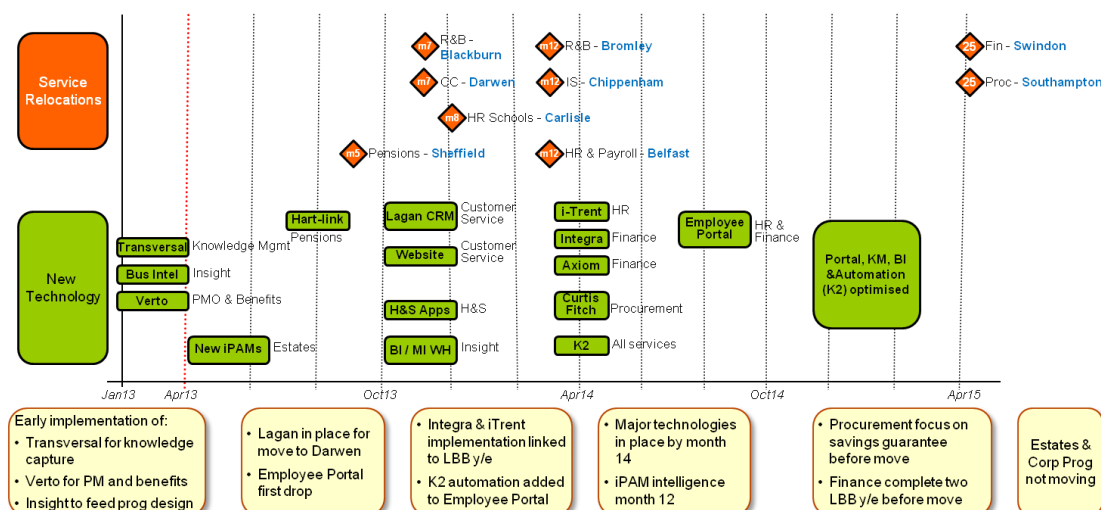


Figure 11 - Implementation Milestones

2.3 PROGRAMME DEFINITION (PHASE 2)

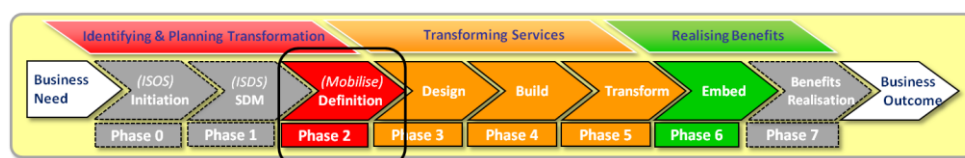


Figure 12 - Phase 2

This phase will start during the mobilisation of the contract in January 2013. The purpose of the phase will be to mobilise the programme team and governance, and define and plan it in detail.

2.3.1 GETTING THE TEAM IN PLACE

During the period between contract signature and Service Transfer Date we will establish the governance model to direct and control both the Transition and Transformation programmes.

The NSCSO Transformation will be governed by a jointly staffed Partnership Transformation Board reporting into the Strategic Partnership Board. The role, function and operation of these Boards are described in Schedule 12 Governance.

We will establish a single **Transformation Team** as a core component within our Partnership Management function. This team will be led by our **Transformation Director**, who will be a part of Capita's Barnet Partnership management board. The Transformation Team will manage all change that Capita are responsible for delivering across the NSCSO; the Council; and the Council's delivery network.

The Transformation Team will include:

- An **NSCSO Programme Manager** responsible for successful management of the transformation programme. The role requires the effective co-ordination of the projects and their inter-dependencies, and any risks and other issues that may arise. This individual is also responsible for the overall integrity and coherence of the programme, and developing and maintaining the programme environment to support each individual project within it
- An integrated **Programme Management Office** (PMO) responsible for the reporting and day-to-day governance arrangements, change management and benefits tracking across all Capita managed change projects
- A **Design Authority** with ownership of the integration of solutions delivered by each programme and project to the Council and NSCSO's service, people, technology and place architectures. Under our model, the Design Authority will hold dual responsibility. In addition to the traditional responsibility for ensuring that the business outcomes of transformation are achieved, they will also be responsible for seeing that the customer outcomes are achieved. As such they will ensure that transformation is customer-centred and that the service provides the right circumstances to enable the customer to achieve their outcomes, as measured through an agreed set of testing protocols, such as service usability testing. To assist the Design Authority in this role we will assign the role of 'Customer Champion' to a member of the Insight team, to represent the interests of the Customer in matters of solution design. The Design Authority will also be supported by Channel Development team, the individuals responsible for delivering a high quality experience within the Customer Experience layer of our Service Delivery Model.

Collectively the Transformation Director, (and Transition Manager), NSCSO Programme Manager, and Design Authority will form the Capita Programme Management team and they will drive the Transition and Transformation programmes. This requires cross-programme risk and issue management and problem resolution, developing and agreeing detailed project plans, securing and co-ordinating other resources as required, and joint progress reporting against the agreed plan.

The diagram below shows the suggested programme team structure:

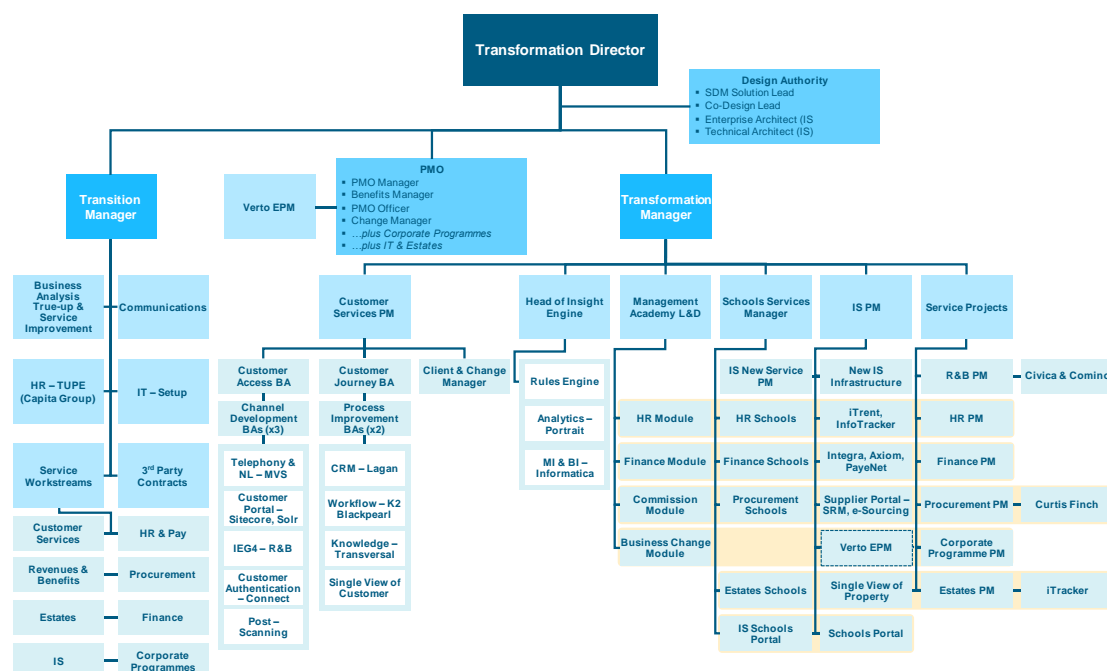


Figure 13 - Organisation Structure

The horizontal orange bars show the key elements of the Service projects that will be brought together.

The PMO and NSCSO Programme team will be located in offices in Barnet, to be close to the Barnet Partnership team, other stakeholders and in scope staff. Though the exact composition of the team will change throughout the two years of the programme, we would expect the Programme team to be based there for the duration.

Below the Programme Management team, the Transformation programme will be organised into a number of projects, each one designed to deliver part of our NSCSO Service Delivery Model. Each project will be managed by a project manager, reporting to the Programme Manager. Each project manager will be responsible for the delivery of the transformation activities and outputs in their respective project.

A Business Sponsor will be assigned to each project from the relevant service area within Capita, who will be responsible for delivering the benefits expected to accrue from each project. In this way the transformation programme is aligned with the business. Project Managers will be responsible for project delivery and making sure its outputs and products are delivered. Business Sponsors are responsible for ensuring the targeted benefits are realised within the service area of the business, and the 'Customer Champion' will undertake an assurance role in respect of Customer interests.

All the projects will be supported by a set of workstreams, determined by the requirements of the individual projects:

WORKSTREAM	PURPOSE
HR Integration (internal)	To deal with all union negotiations, staff redundancy matters, change of role and consultations across all services affected in the programme.
Insight	To provide Insight and ensure the 'Customer Journey' vision is maintained.
Business Process Re-engineering	To provide business analysts and SMEs to document procedures, develop the 'to-be' processes and produce user requirements.
Technology	To deliver IS across the programme.
Training	To develop a programme wide training plan, and direct and co-ordinate training across all projects.
Communications	To develop and execute a Communications plan addressing all the programme stakeholders, agree communications protocols (internal and external) relating to Transformation.
User Acceptance Testing (UAT)	To provide user testing framework, resources, plans and scripts across the programme.

These workstreams will be a resource pool available across the programme providing common standards, approach and process to all projects in which they operate. Other project-specific workstreams will be created as required.

The arrangement of projects and workstreams can be expressed as a 'matrix', whereby each project team can be comprised of its own project-specific workstream(s) as well as drawing on resources from one or more of the common workstreams described above.

2.3.2 COUNCIL STAFF INVOLVEMENT

Involving customers and end users in the day-to day programme activity is key to our inclusive approach to project and programme management. This enables us to benefit from their local knowledge and expertise, helps ensure that the Council has visibility of progress and issues as they arise, as well as furthering the spirit of partnership in a practical way.

Accordingly we expect to involve Council staff in a variety of roles in the transformation:

- As SMEs providing advice and information (including policy) in their area of expertise

- In a programme managerial role to work with the Capita programme team on the resolution of risks and issues affecting both parties, making Council resources available as required, and at a high level, reviewing programme progress against plan
- In a governance and contract management capacity to help run the Partnership governance and clarify/resolve transformation related contractual matters.

2.3.3 DEFINING THE TRANSFORMATION PROGRAMME

There are a number of products to be delivered by the programme during the Mobilisation phase. In addition to the Transformation team itself, an effective Programme governance model and a fully functioning PMO, the most significant products are:

- Programme Definition Document (PDD)
- Service Delivery Model Blueprint
- Communication Plan.

The PDD will be produced by the Transformation Director, agreed with the Council and signed off by the Partnership Transformation Board. It will form the over-arching control document for all programme deliverables and products, and be used as a reference point on programme scope and how its objectives will be achieved. The PDD will address:

- Programme objectives and vision statement
- A summary of the Transformation Programme blueprint
- Outcomes and Benefits (for both the business and customer)
- Programme organisation and structure
- Stakeholder Map
- Customer Map (including segmentation and personas)
- Quality and Assurance
- Technology governance
- Delivery approach (including the role of insight, EcoSystem and co-design)
- Programme Control (including progress reporting and role of the PMO)
- Risk and Issue Management.

A Service Delivery Model blueprint will be produced, detailing the overarching design of the Service Delivery Model. In the same way that the PDD serves as a reference document for how the programme will be organised and how it will achieve its goals, the Blueprint is designed to provide a similar function for the solution, and how the business will be transformed to achieve it.

The Blueprint defines the business model for the NSCSO services, the associated Service Delivery (SDM), and underlying design principles. It will explain how all the features of the Capita solution e.g. single view of the customer, business and operation will be achieved, the tools and new systems to be deployed to achieve them, and will describe the various steps on the journey to be followed to reach the SDM.

The Blueprint will be owned by the Design Authority who will draw on SMEs from each of the service areas to help with its production.

2.3.4 PROGRAMME AND PROJECT PLANNING

The individual project plans and Project Initiation Documents (PIDs) will be developed to the point where they can all be baselined. Collectively the PID and the individual project plans form the basis upon which progress will be tracked and reported. The project plans will be consolidated into a programme level view, to be used for reporting against at the Partnership Transformation Board.

A series of workshops will be held with stakeholders to:

- Ensure all cross project dependencies are identified and reflected in the respective project plan
- Ensure that action plans are in place to test and prove relevant assumptions made in the bidding stage
- Ensure all projects are fully resourced and immediate and future resource requirements (including requirements on the Council) are known and documented
- Develop the risk register into a robust document with risk owners assigned, programme impacts identified and mitigating actions defined and put in place. At the same time an Issues log will be developed to start capturing programme and project issues as they arise
- The weekly and other regular reporting cycle is fully understood and first project and programme progress review meetings meeting held
- Develop an effective way of working together, ensuring a co-operative spirit is introduced from Day 1.

It is important to identify project risks and issues from programme ones. Project managers will manage the former and only those that impact the programme level plan will be promoted to the Programme Risk and Issues log.

2.3.5 PROGRAMME COMMUNICATIONS PLAN

Communications on all aspects of the transition and transformation programmes will be managed by a joint Partnership Communications workstream. Early in the Transition Programme i.e. shortly after the announcement of Preferred Bidder this workstream will develop a mutually agreed set of communications protocols and a Communications Plan to cover the period of both programmes.

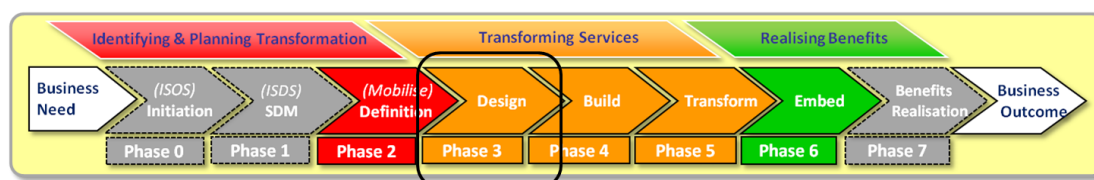
The plan will address all programme related communications to internal and external stakeholders and establish protocols for proactive and reactive communications. It

will develop a timeline of the key milestones in the programme when communications are to be made both internally to staff (i.e. on HR matters and announcements on programme delivery) and externally to customers, the media and other stakeholders. At a high level the initial plan will identify the messages to be communicated, the target audiences, and channels to be used.

As the programme develops, the plan will be updated and refined as more detail regarding communications becomes available. The communications workstream will work closely with all parts of the Programme team to ensure consistency and synchronicity with staff communications, strategy and actions.

A key part of the Communications Plan will be a Stakeholder Map identifying the programme stakeholders, their interest in the programme and information needs. A draft Stakeholder Map will be included in the final Method Statement to illustrate how this will be used to help determine communication flows and circulation of information throughout the programme.

2.4 DESIGN OF NEW OPERATIONS (PHASE 3)



This phase will start immediately upon Service Transfer Date. The purpose of the phase will be to develop the SDM Blueprint into a detailed design.

All new operations introduced within the Transformation programme will be implemented as a result of following a rigorous and well-developed design process covering requirements specification, design, testing, training, organisational change, readiness assessment and implementation.

At the core of our approach is the dual focus on the changes in the programme being business-led and customer-led. Though technology will be key to our ability to meet our service delivery model, it will operate as an enabler to the business.

The customer and functional requirements will be specified by Business Analysts within the transformation programme team, collaborating with the Service Design specialists within the Insight team to draw upon SMEs, staff and customers. This is at the heart of our customer-centred co-design approach. These will be signed off by the appropriate Business Sponsor and the Design Authority. In this way we will secure buy-in to the transformation from the very beginning.

The signed-off specification will be used to develop the new system and process design, which in turn will feed the technical design and development. The business analysts involved in defining the new processes will work closely with the technical developers to ensure the customer requirements are accurately translated into the technical design. The role of the Design Authority in this process is key to ensure the resulting design is consistent with the Blueprint (overall solution), upon which the Service Delivery Model is predicated.

The design of the new operation will also identify the roles required in the service and the operations they are to perform, both at the new Capita locations where the services are to be migrated, as well as for the services still being delivered from Barnet. The new organisation structure that maps the service team onto these roles forms part of the detailed design.

Where appropriate, as part of the implementation of the 'To Be' process, we will follow due consultation process, including comprehensive communications (in groups and/or where necessary on a one-to-one basis). Where an employee is dissatisfied with the outcome for them, as part of our grievance procedure we follow a prompt and objective appeals process.

In parallel with the co-design, we will undertake a gap analysis to identify training needs for each member of staff. This will in turn give rise to a Training Needs Analysis of the Council's future needs, with the primary focus on the new 'To Be' processes created by the User centred Process Design stage.

From this we agree Training Plans for each staff member, and then ensure that the planned training is indeed delivered and the new skills embedded/ reinforced at the workplace by the line managers.

The Training Needs Analysis also informs the skill levels required for any recruitment so that the service continues to meet the ever-evolving needs of the customer.

2.5 BUILD AND SET-UP OF NEW OPERATIONS (PHASE 4)

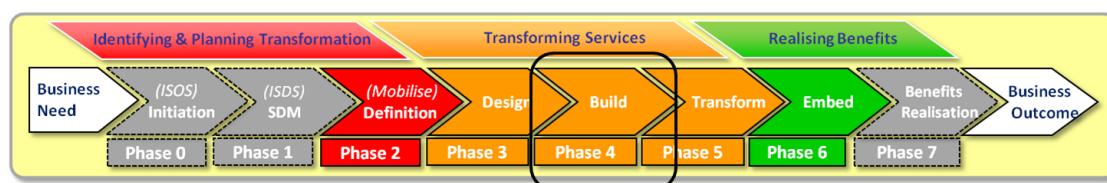


Figure 14 - Phase 4

Each new operation will comprise a combination of technology, re-location, and people changes.

2.5.1 GETTING THE TECHNOLOGY IN PLACE

The main technology-specific components involved in delivery comprise:

- Strategy
- Applications Management
- Telephony
- Compliance
- Service Desk and Service Management
- Desktop Services
- Infrastructure Network services

- Disaster Recovery
- Security.

The significant IT systems to be delivered as enablers to the main business driven projects are:

SYSTEM	SERVICE USERS	PROPOSED PRODUCT
HR & Payroll	HR	iTrent, Transversal, JIRA, ResourceLink (see note below)
Pensions	HR (and Pensions)	Hartlink
Financial Ledgers and Modelling	HR, Finance, Procurement	Integra, Axiom
Scanning	Finance, Estates,	CTDS
On line financial processing	Citizens	Paye.NET
BPM	HR, Customer Services	K2 Blackpearl
Customer Relations & Case Management	Customer Services	Lagan CRM Capita Connect
Knowledge Management	All	Transversal
Revenues and Benefits	Revs & Bens	Civica
Estates Management	Estates	Tramps, Atrium, Condecco
Telephony Natural Voice	CS, HR, Revs & Bens	NetCall
Health & Safety	Safety, Health & Wellbeing, HR	Centrum, eLearning
MI & Business Intelligence	All	Informatica
Analytics	Insight Delivery Team	Portrait & Portrait Miner
Content Management (Portal)	All	Sitecore / Magnolia

SYSTEM	SERVICE USERS	PROPOSED PRODUCT
Programme Management & Benefits Tracking	All	Verto

Jira and Resourcelink are our Shared Service technology platforms deployed at our Schools Centre of Excellence in Carlisle and will be leveraged to deliver our Barnet Schools service.

Jira is our Schools Shared Service Centre Contact Management tool which ensures that incoming calls and emails are captured and tracked to resolution. The details of schools calls will be captured by Advisors to ensure that the customer can be confident that they do not have to explain the issue if they call again. Emails will route directly into Jira to enable all Contact Centre team members to respond to them quickly and efficiently. Jira provides management information so that trends and potential issues can be identified early and acted upon.

Resourcelink is our dedicated Schools Shared Service HR Information System and will provide Payroll and HR Admin services to Schools. It has a full suite of employee and manager self service functionality called 'MyView' which will be available to schools who procure this service and will provide faster, paperless processing.

Leveraging existing Shared Service technologies allows us to drive economies of scale and deliver competitive, quality services to our Schools customers.

All Performance and Management Information (MI) will be available to the individual Schools and the Council and can be fed into the Insight Engine where appropriate.

2.5.2 GETTING THE LOCATIONS READY

During transformation, some services will be relocated to existing, well-established Capita Centres of Excellence, This will achieve economies of scale, and provide greater staff cover and professional support across the services.

Preparation activities will include recruitment (if needed), training on Barnet policies and procedures and new systems, mapping the required telephony changes, ensuring IT connectivity exists between the sites and establishing the knowledge base.

The planned moves for each of the services are summarised in the table below:

SERVICE	OUT OF BOROUGH LOCATIONS	START	RETAINED IN BARNET
Revenues & Benefits	Blackburn (Processing)	Month 7	Core service experts
	Bromley (SMEs)	Month 7	
Procurement	Southampton	Month 25	Most staff stay in Barnet

SERVICE	OUT OF BOROUGH LOCATIONS	START	RETAINED IN BARNET
Finance	Swindon	Month 25	Most staff stay in Barnet
HR	Carlisle (Schools) Belfast	Month 8 Month 12	HR service experts and Business Partners
Pensions	Sheffield	Month 5	None after Month 12
Safety, Health & Wellbeing	Southampton	Month 5	On site presence
Customer Services	Darwen	Month 7	Social Care Direct
IS	Service Desk (Chippenhams)	Month 12	Some staff ('touch' services & account/ service management) (see note below)
Estates			All staff supplemented by Capita Symonds
Corporate Programmes			All staff supplemented by Capita Consulting
Insight (New team)			All staff

Capita will retain an on-site IS support team to handle all 'touch' services, for example for those Incidents and Service Requests where a desktide visit is required, and on-site staff who will work closely with key stakeholders within the Council in order to gain an in depth understanding of the Council's business strategy and processes. The dedicated Service Delivery Manager and Enterprise Architect will also be based on-site.

It is our intention to relocate the Service Desk function to our existing facilities in Chippenhams and Chertsey within the first year of operation. We also intend to relocate core infrastructure support services to Chippenhams in conjunction with the migration of that infrastructure to our Data Centre (which is located very near Chippenhams). We have no specific intentions to relocate any other IS functions, however this is dependant on the skills and experience that come over to us as part of the TUPE transfer of Council staff.

2.5.3 GETTING THE PEOPLE IN PLACE

The people changes will be underpinned by and include staff consultation, recruitment, training, organisational change, and knowledge transfer. Our detailed

approach and capability in each of these disciplines is described elsewhere in this document, but it is important to understand their context in the Transformation programme.

We will plan the staff consultation associated with each service relocation to a Capita location on an individual work move basis, thereby avoiding unnecessarily lengthy periods of putting large numbers of staff at risk of redundancy and the associated uncertainty. Each period of consultation will be planned carefully to allow for staff to consider and discuss their options of relocation, possible re-training opportunity and redeployment to an alternative employment in Capita or redundancy.

We will in many cases be relocating processes to other Capita locations where there may well be some spare capacity amongst the incumbent workforce. Where possible we will consider using existing experienced staff on those sites to work on the relocated Barnet service and recruit new staff to backfill their jobs. In any event, we will ensure the appropriately qualified required staff numbers, using a combination of re-location and re-deployment of existing and transferred resources and recruitment of new staff to meet service resource requirements, in time to allow for their training and preparation for the services being relocated.

All staff will be trained in all relevant parts of the transferring service which will often include training in the new systems and processes being implemented to support the work migration activity.

Each move will bring with it a number of organisational changes both to the existing Barnet and to the receiving Capita locations. These will be managed by the respective service managers in conjunction with HR and communicated to all affected staff. Resulting new organisation charts and job descriptions will be communicated and implemented as part of the detailed work relocation plan.

A vital requirement of any such planned work relocation, is to ensure that key knowledge of the services is not lost. This involves undertaking targeted knowledge transfer - collecting, documenting and passing on the important knowledge of the services being migrated, that may otherwise be lost when the key individuals leave those service areas. We utilise a variety of techniques to achieve this, including job shadowing, agreeing with the affected staff to extend their deployment to the service areas and retain them for the whole work migration, before then redeploying them in Capita to ensure their skills and knowledge are not lost to the company.

2.5.4 MANAGING CHANGE

During Transformation, we plan to relocate a number of work functions as described above. Across the operation, there will be staff impacted by our planned changes; the prospect of either re-location; working with new processes and systems; or a combination of them all. We fully recognise this will be a time of concern for staff coming to terms with job uncertainty and the pace of change, and will require a sensitive, well-planned and professional approach in its management.

To help address this we will include an HR workstream to operate across the programme, to ensure consistency and to achieve the goals and implement the principles of the new Barnet Partnership.

The main HR challenges throughout the NSCSO Transformation programme will be:

- Maintaining staff morale
- Staff communications regarding programme updates affecting services
- Consultation regarding staff being put at risk of redundancy
- Relocation, Recruitment, Redeployment and Redundancy.

The co-ordination of all staff communications and the effects of organisational change are addressed in our Transition Method Statement.

Maintaining staff morale

Our approach to maintaining staff morale is covered in the Transition Method Statement.

Internal communications

We will implement a communications programme that achieves two things - a shared understanding of the approach and timeline for change, particularly where roles are concerned, and a clear and enthusiastic vision for the future service, to galvanise interest. We will achieve this through the following typical activities:

- A programme of verbal and written bulletins keeping people abreast of day-to-day developments
- A clear articulation of what the future service will look like and how it will be better
- Emphasising opportunities to participate in the redesign of services.

This communications activity will be based on a Communications Strategy and Plan that we will agree with LBB within 3 months of service commencement.

Approach to Staff Being Put at Risk of Redundancy

We will deploy a dedicated HR team to support the operational senior management team to deliver the Transformation programme. Our team will have a co-ordinated approach to the relocation of each function.

In the event of significant change including any staff redundancies, Capita will engage and consult with Trade Unions and employee representatives at the earliest opportunity. We appreciate that consultation is not just about informing the representatives, but should be meaningful and should allow employees and representatives the opportunity to suggest ideas and feedback with the aim of reaching possible solutions. A full redundancy consultation process involving individuals and Trade Union representatives will be followed not only to meet our legal obligations but also to ensure that individuals are treated with honesty, openness and respect and provided with the support they need during a difficult time for them.

A key element of change is to ensure ongoing clear communication and Capita will ensure that all staff are provided with information on our solution and our future plans. Our aim is to remove any uncertainty from the change process, which allows

our employees to appreciate the positive implications and understand the organisation's decisions.

We will have strict governance with regard to the consultation process, and will take the following steps to ensure those at risk are supported:

- Regular on-site HR presence and proactive support, including use of a Group HR Portal to share details of those at risk with HR advisors within all Capita businesses
- One-to-one sessions to identify and address individuals' issues in order to allay any worries or concerns
- FAQs and staff bulletins to ensure all communication with individuals and representatives is meaningful
- Providing staff with details of other local Capita businesses where skills may be relevant, with the opportunity to visit these sites, meet current employees and gain information on the current vacancies
- Ensuring staff have access to the Capita group intranet (CapitaConnections) – where all group vacancies are advertised.

Our open and up-front approach ensures that staff are fully informed throughout the process. The key dates of all significant changes and potential redundancy impacts will be maintained in the HR plan and periods for which affected staff are to be placed at risk will be agreed in discussion with the Programme team and the operational managers.

Capita approaches consultation on change, including consultation on potential redundancy, with an open and positive mindset. We believe that through frank consultation and discussion within the consultation process we can explore ways to mitigate the risk of redundancies having to be effected.

Staff who are willing to trial redeployment opportunities are fully supported and their redundancy terms preserved through the trial period. If redundancies are effected we confirm in writing all notices of redundancy, and provide a clear personalised schedule which sets out their individual severance packages. We expect and encourage staff to work their notice periods and during this notice period, to continue to work with us closely to seek redeployment opportunities across the wider Capita organisation, as well as availing of the outplacement support which we will offer. Throughout the notice period we adopt a flexible approach to giving staff time-off to engage with local employment agencies and JobCentre Plus, to optimise the opportunity to secure employment outside the company as quickly and as easily as possible.

Approach to Recruitment

Our recruitment procedures, which sit along side our Equality and Diversity Policy are based solely on the necessary and justifiable job requirements and the individual's suitability. Job profiles and person specifications are drawn up for every post to be filled. Where posts are advertised externally, consideration is given to the most appropriate outlets to ensure that a wide range of potentially suitable applicants have

the opportunity to apply. Selection methods, including interviews, are conducted in accordance with documented and standardised procedures and checklists, designed to ensure that discrimination forms no part of the recruitment process. The objective is to make each appointment on the grounds of selecting the most suitable candidate for the post.

Capita's policy is that, where possible, job opportunities are advertised internally in the first instance and are only advertised externally if we have been unable to fill the post from the existing workforce.

To assist with external recruitment, Capita owns specialist recruitment agencies (including, IT Recruitment, Interim Management, Managed Services, Social Care & Housing, Veredus), as well as an expert internal resourcing team. The advantages of this are that we have in-house expertise that can fill specific recruitment needs at very short notice, and the agencies will work with the business to advise on and support recruitment programmes. Capita Internal Resourcing also provides permanent, contract and temporary resourcing solutions exclusively to Capita.

Outplacement

Capita People Development (CPD) is a specialist division within Capita Business Services. They work with organisations undergoing periods of change, whether it be a merger, acquisition, restructure, downsizing or growth, to ensure that the human dimension of change is carefully assessed and managed. They have combined traditional service delivery methodologies with the power of Internet based technologies to meet and anticipate the evolving needs of their clients.

Capita People Development have consultants based nationwide and are able to support staff at a local level throughout the UK, offering staff a programme that will help them to assess their career options and provide them with the skills, tools and confidence to cope with a job market that they may not have experienced for some time. Examples of the staff programme can include:

- Awareness seminar
- Self-marketing / self-employment workshop
- One-to-one counselling
- Resource centre (set-up & mailshot)
- Provision of job fair
- Provision of multi-agency taskforce
- Provision of independent financial advice & one-to-one follow up
- Provision of Capita career manager via online support.

Staff can be referred to Capita Outplacement services and will be offered a number of support elements, tools and techniques, as outlined above and agreed as appropriate with LBB, to help focus individuals on making the right career move. Previously this has included conducting initial 'diagnostic' sessions with individuals to

understand key requirements and to ensure that outplacement support elements are delivered appropriately. Followed by one-to-one career guidance sessions with a professional consultant that covered CV writing, interview techniques and the creation of a personal development plan. In addition, workshops focussing on proactive job search, self-employment issues and retirement planning have been available.

2.6 TRANSFORM & GO-LIVE (PHASE 5)

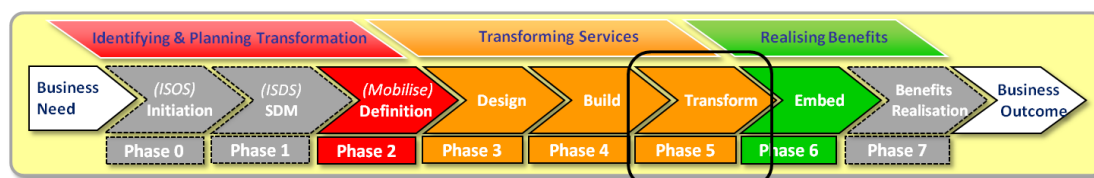


Figure 15 - Phase 5

We will create a detailed Action Plan for both the relocation of the operation, as well as for the phased introduction of new IT elements. The latter will include comprehensive testing (using off-line servers where appropriate), together with good quality staff communications so that each individual in the process understands what will change and why. This will be followed by training coupled with on-the-job support, post-training.

Where changes are not transparent to the customer/supplier/citizen, these will be explained in communications worded clearly for the target audience, which will also be given to the relevant staff members involved in service delivery.

Capita will nominate one of the change team to take personal responsibility for delivery of the Action Plan, and for the appropriate level of Stakeholder engagement throughout.

Go Live of any new service will be closely monitored by line managers and Subject Matter Experts, so that the introduction will be smooth and trouble-free.

2.6.1 SERVICE CONTINUITY

Within a period of transformation it is important to preserve service continuity to ensure that BAU is maintained at the same time change is being introduced.

Transferring staff will continue to be available to provide continuity and operational support during the transformation phase. Capita will seek to redeploy surplus in-scope staff within its business. This will ensure that although they may no longer be directly serving the Barnet contract, they will still be available for consultation. Where staff cannot be redeployed, Capita will employ its proven Knowledge Transfer process to capture any information that may otherwise be lost. This involves a series of one-to-one meetings with leaving staff, combined with template data documents which must be completed.

We have described Staff Retention and Motivation in the Transition Method Statement, which serves as one of the tools to help preserve Service Continuity. Other important ways we try will minimise disruption to Service continuity are:

Readiness Assessment

Before the implementation of each major business change we will develop a Readiness Assessment plan. This involves the project team and the relevant business project sponsor, agreeing a series of readiness assessment measures against which the new system/ procedures are to be judged. Against each readiness assessment, one or more acceptance criterion will be applied - these have to be met before the readiness assessment exercise can be deemed complete.

A Tracker report will be produced and updated each week to show progress towards readiness. Typically this process will run for a minimum of 4 weeks prior to the planned cutover, but may be longer in instances of parallel running or phased cutover.

Business Acceptance/Business Project Sponsor

Part of the role of the Project Business Sponsor is to represent the business within the transformation programme and ensure that what is to be delivered meets user requirements; is fit for purpose; and will enable the business to achieve the expected benefits. The Sponsor also has a quality assurance role and will work with the operational staff to ensure the implementation of new systems and procedures will be undertaken at a time and in such a manner so as to minimise service disruption.

Parallel running

Parallel running will be used where operationally practical to observe the operation of the new system alongside the operation of the system it replaces. This allows fine-tuning and improvements to the operational performance of the new system, prior to the business becoming completely reliant upon it. The method and plan for operational parallel running for each system will be described in the Action Plan described earlier, which will describe all aspects of the implementation including roll-back arrangements, support and contingency.

2.7 EMBED (PHASE 6)

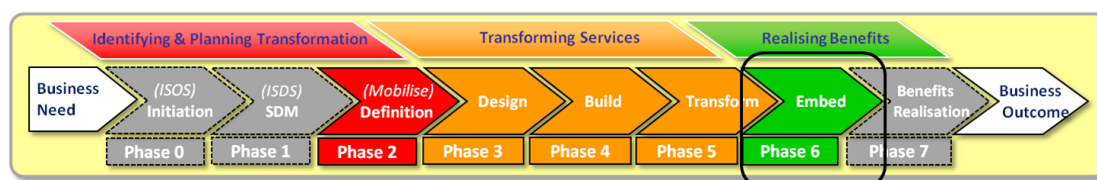


Figure 16 - Phase 6

Capita's wide experience of business transformation and change means that we fully appreciate the need for stability of operation to be achieved rapidly and on a lasting basis. Not only will this contribute to a consistently high standard of customer service, it will also support the transition process for the transferring staff.

We would like to agree with the Council during dialogue the measures by which 'stabilisation' will be defined, but as a minimum we expect key performance indicators to include:

- Customer satisfaction levels to be at or above the levels prior to the contract being let

- Staff satisfaction levels to be at or above the levels prior to the contract being let
- Staff attrition and sickness to be at - or an improvement on - the performance before the contract let date.

2.8 SERVICE-SPECIFIC TRANSFORMATIONS

The following sections summarise the transformation activity planned in each service: more detail can be found in the respective service method statements.

All month numbers described in the following sections are relative to Service Transfer Date, hence Month 1 is April 2013.

2.8.1 CUSTOMER SERVICES

The key aspects of the NSCSO Customer Services transformation programme are:

- The integration of external and internal customer services
- The provision of Self-Help and improved face-to-face (F2F) services
- The relocation of the contact centre to Darwen. Social Care direct will be retained in Barnet.

The service will be underpinned by a new CRM system, Lagan, enhanced telephony capability and intuitive web-based services, to enable channel shift and efficiency improvements. The design for how these work will be developed using co-design. The majority of these changes are planned to occur within 8 months of the Service Transfer Date, followed by a period of 4 months scheduled for stabilising and further improving performance levels.

The design process will commence in Month 1, and involve staff, SMEs and customers. The outputs of this process will be user and functional requirements specifications that will be used to develop the related technology projects (workflow, improvements to data storage, telephony and web enhancements) implementation of which all start in Month 7 when the Contact Centre functions are relocated to the Capita site.

The move to the Capita Contact Centre will involve extending our existing customer service operation through recruitment and training, all to be completed by Month 6. The live operation of the service from the Capita Contact Centre will start with a period of 2 months parallel running to ensure that operating the service from the new location is stable and meets the service levels before migration of the transferring functions is complete.

During this period the migration of work will be phased in 3 stages, with 3 teams being established in the new Contact Centre at monthly intervals, starting in Month 6. At the same time, we will use IVR routing and natural voice recognition to reduce average handling times and call volumes.

Our ability to achieve significant channel shift requires greater use of customer self-service and providing customers with an ability to complete transactions via each appropriate channel. To achieve this, we will implement Knowledge Base and form improvements in the first six months. The first release of the co-designed self-service

portals will occur at the end of Month 6, thereby providing the platform to drive the change.

Initially we will continue to operate the F2F service in the current manner, though we plan to move to services located at Neighbourhubs and supported by partners. In the first 6 months we will use our data on service provision, customer groups, the current demand for F2F and the propensity for channel shift to inform dialogue with the Council and develop our strategy. We will move to an 'appointment only' access for F2F, and encourage online access wherever appropriate.

Achieving the FTE reduction through the transformation programme is underpinned by the following six major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 1	Increased agent utilisation on external calls through applying standard contact centre tools (workforce management, forecasting and capacity planning, performance and quality management).
Month 2	Increase SLA to 80% of calls answered in 20s.
Month 6	Relocation of service to Capita contact centre, increase in Admin Occupancy and reduced shrinkage due to new model.
Month 8	External contact reduction - Avoidable contact/root cause analysis.
Month 13	Channel shift and volume reduction.
Month 16	Switchboard reduction and completion of transformation interventions.

2.8.2 REVENUES AND BENEFITS

The key element of our NSCSO transformation programme for Revenues & Benefits will see the migration of processing to our Centre of Excellence in Blackburn, and the transfer of SME roles to our Centre of Excellence in Bromley. This will be underpinned by a programme of activity designed to;

- Ensure a smooth transfer with minimum disruption during the transition of the service from Barnet to Capita
- Optimise the service so that it is in a state of readiness prior to the migration
- Refine and transform the service as it embeds in to the existing Capita centres.

During the first six months post Service Transfer Date, we will focus on the implementation of a comprehensive performance management and quality regime. We will:

- Review existing process maps and tailor training programmes in order to increase the resolution of queries at the first point of contact; building on the measures already implemented by the Council to promote self-service and the use of e-forms
- Agree a long-term strategy for maximising channel shift to alternative channels
- Develop a Customer Access Strategy for Revenues and Benefits in collaboration with Customer Services. This will be informed by a detailed analysis of Barnet's customers
- Introduce measures to maximise revenue collection, principally through targeting recovery activity. This will also allow us to reduce processing times through proactive intervention for customers experiencing difficulty accessing the Service and the Can't Pays who need assistance with debt management or claiming other benefits.

During this stage, we will also prepare our Blackburn and Bromley Centres of Excellence for the migration of the Service.

We will build capacity through our Centres of Excellence, providing resilience from the outset, allowing us to maximise the use of resources whilst mitigating the risks of the implementation of Universal Credit and without compromising the stability of the Service.

It is our intention to use experienced Council Tax and Benefits Officers on the Barnet Service by affording existing staff at these centres and at Barnet the opportunity to transfer from an existing contract where their position will be backfilled. This minimises the risk to Barnet's service.

Should an instance arise where the service could face potential disruption as a result of staff shortages we will either increase our offsite support to the service through our other Shared Service Centres or consider the early migration of some activities to Centres of Excellence, thereby providing a degree of confidence that business will continue as normal throughout this difficult phase.

The service migration to Blackburn of back office processing will be completed by Month 7. Following this, the relocation of SME work from Barnet to Bromley will be phased over Months 7-12, to allow for a longer period of knowledge transfer, thereby protecting service continuity and stability. Depending on how this process progresses it may transpire that some SMEs are retained in Barnet.

The Customer Access Strategy for the realignment of the Revenues and Benefits will put the customer at the heart of service delivery. The majority of claims and queries will be resolved through self-service or when the customer first makes contact. By month 13, better working practices, maximising take up of self-serve, and channel shift to the online benefits application IEG4 e-claims will reduce the FTE headcount.

Achievement of the FTE reduction through the transformation programme is underpinned by the following five major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 7	Move processing centre staff out of Barnet to Blackburn. Integration with Capita shared service infrastructure, best practice/ BPR reviews and performance management.
Month 8	Move SME staff out of Barnet to Bromley Phase 1.
Month 12	Move SME staff out of Barnet to Bromley Phase 5.
Month 13	Continuing annual improvements & efficiencies start of Yr 2.
Month 25	Continuing annual improvements & efficiencies start of Yr 3.

2.8.3 FINANCE

The majority of Finance services will continue to be operated from Barnet, supported by a combination of changes to transform the Service:

- Replace SAP with a new Finance system, Integra
- Change the retained Cash Systems that currently interface to SAP to interface to Integra
- Implement Business Objects Budgeting, Planning and Consolidation
- In Months 11-13, we will undertake training for non-finance staff in new processes - this will apply specifically to the tasks and functions that are to be delivered from our Finance Centre of Excellence to enable us to achieve maximum economies of scale
- From Month 15-17, we will build and implement a Supplier Portal to facilitate self-service. Using the data gained from the calls received since contract commencement, we will tailor the portal to ensure we are covering the most frequent and highest volume of queries. Introduction of the portal will be supported by road shows, feedback sessions and workshops, encouraging Suppliers to 'play' with the portal and offer ideas for improvement
- In Months 18-19 there will be a shift to the e-invoicing service
- In Month 20 the traded schools services will be expanded to other bodies.

Schools

- The Schools Finance Service will be delivered in accordance with the Barnet Traded Service to Schools 2012-2013 document. This includes providing a helpdesk service, Basic accountancy support, an Accountancy Service, budget monitoring, and a Schools business manager
- Capita's Schools Portal will provide access to the Schools Traded Services Catalogue, with prices, contract details, service level agreements with an easy to complete ordering mechanism. This will be rolled out to schools during 2013/14 in line with the services that schools have purchased
- Development of the portal and roll-out of self-service functionality will be undertaken in line with our co-design methodology ensuring the solution is tailored to the requirements of schools in general and Barnet schools in particular
- During the initial stages of the contract, we will seek to minimise the impact on the schools from the service transferring to Capita. We will provide ready access to additional finance experts during this initial period to support the transferring staff and to provide additional resilience
- We recognise that some schools are happy with the service which is currently provided, and for those schools we will continue to provide the services in the same format. For those that want to change, we will be able to offer an upgrade of their IT system post April 2014 to the Integra platform which the Council will be moving to
- This transition will allow the schools to take advantage of the self-service which is offered through the software, allowing for transactions to be processed using the Finance Centre of Excellence which Capita will be using for the Council.

Achievement of the FTE reduction over Finance Services during the transformation programme will be underpinned by the following six major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 2	Transfer of invoice scanning to Capita CTDS operation (Darlington) and data capture – setup.
Month 12	Integra, new Financial functionality implemented.
Month 13	Finance Business Partners embedded in Council departments.
Month 13	'Self-Help' Supplier portals for queries & invoicing.
Month 19	Channel shift to electronic invoicing.
Month 25	Move transaction activities out of Barnet to Swindon.

2.8.4 PROCUREMENT

We will continue to operate the Procurement service from Barnet for the first two years from Service Transfer Date. At the end of that period (Month 25) we will transfer certain functions to our Shared Service in Southampton. The Procurement processing functions to be relocated will include Self-Help, Information and services requests, bookings, application for eligibility assessment, change of circumstances/ information & notification of incidents, Cash in & out, Case and project management, service provision, and strategic and management support.

The initial focus following service commencement will be to develop a procurement communication strategy that aligns with the Council's. The output of this strategy will include the implications for each business area, and the change required across the business.

In parallel, a communications plan will be developed to ensure that the message is communicated to the business. This transition and transfer of best practice procurement tools, processes, techniques and methodologies will enable the incumbent procurement team to sustain and further augment the savings strategies and continue to realise significant value, savings and efficiencies after we have exited.

To achieve this, we will utilise our 'Alongside' methodology - the principle is to engage with Council retained and transferred procurement staff and stakeholders throughout the life of the engagement and introduce a structured knowledge transfer programme. The sustainability of benefits will be inherent from the skills transfer and development undertaking throughout the process.

Achievement of the FTE reduction over the Procurement services during the transformation programme will be dependent upon two major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 13	Channel Shifting to user self help and supplier self-resolution
Month 25	Administration re-engineered and moved to our Southampton Centre of Excellence

2.8.5 HR/PAYROLL

The developments in HR and Payroll will be designed to improve the customer and employee experience across the service, and deliver a more agile, cost effective and efficient operation.

The new HR system, iTrent, will proactively inform service users of the next stages in a process or when they have transactions / actions to complete. Alternative access channels will be developed for those who work remotely (e.g. key Self-Service options will be available through the implementation of a Touch Tone Telephony solution for those staff who do not have direct access to self-service in their work locations).

Starting at Service Transfer Date, transformation will focus on:

- Using co-design to make the portal and online interface more intuitive, user-friendly and tailored to the individual, we will deliver the increased levels of Self-Help and Self-Service to drive channel shift
- Development of these process improvements along with the introduction of iTrent for managers, employees' self-serve (e-Portal), the new BPM workflow, and the new knowledge management system. Implementation of these changes will run will start in Month 10 and take ten months to complete its rollout to provide self-service to Council staff. The move to the Centre of Excellence will be complete by Month 11
- A review of the Web site content
- Developing and implementing of Natural voice within a year of Service Transfer Date, with Touch-tone telephony, at the same time
- Risk Assessment & triage of Case management
- Assessment of HR business partners resulting in the creation of a development programme for the partners after 3 months. The programme will be developed and delivered over the subsequent 8 months (by Month 11)
- User friendly and easily accessible MI.

Pensions

Pensions Administration service will be migrated from Barnet to Capita's Centre of Excellence in Sheffield, who will start taking responsibility for the administration services from the start of Month 6. The Pensions payroll will be moved to Sheffield with a two month parallel running period starting in Month 3. It will be fully effective from Month 4.

The roles transferring to Capita at Service Transfer Date are 9.8 FTE admin and 2 FTE on payroll.

As a result of migrating the work from Barnet in Month 6, there will be an immediate small FTE saving, though this number will be further reduced by Month 13 to a combined 8.3 FTE across Pension Admin and Payroll.

In month 2 we will start development of the Web site, culminating in its live deployment in Month 8.

Safety, Health & Well-Being

During transformation we will replace the current Health and Safety system with Info Exchange. The Safety, Health and Wellbeing (SHaW) service will be transferred to our Centre of Excellence (CoE) in Southampton six months from STD. Our CoE will provide advice and support and will manage administration. This service will be complemented by the full time presence of a SHaW Officer based in Barnet who will be devoted to face to face activity such as audit, inspections, investigations and attending meetings and the development of service strategy.

Schools

The Schools HR Service will be delivered in accordance with the Barnet Traded Service to Schools 2012-2013 document. This includes HR, Payroll, Safety, Health and Wellbeing (including Occupational Health) services to schools (see HR Method Statement for details).

Capita's Schools Portal will provide access to the Schools Traded Services Catalogue, with prices, contract details, service level agreements with an easy to complete ordering mechanism. It will also provide access to the HR Employee Portal for schools. This will be rolled out to schools during 2013/14 in line with the services that schools have purchased. Training and support will be provided to encourage users to take advantage of the self-service options. It will provide the ability to view or change staff personal or job related data and run reports. Schools staff will be able to undertake many HR processes on line without the need for paper documents and forms and search for HR policies, advice and information tailored to schools requirements.

Development of the portal and roll-out of self-service functionality will be undertaken in line with our co-design methodology ensuring the solution is tailored to the requirements of schools in general and Barnet schools in particular.

- Eight months from STD we will transfer the Schools HR and payroll services to our Education CoE in Carlisle where we will provide telephone support, guidance, administration and case management services based on best practice in education. These will be underpinned by stringent service controls, audit and performance measurement and reporting to ensure that schools receive a consistent and good quality service at all times
- We will provide ready access to HR experts via employee relations case managers based in Barnet who will be available to attend meetings and provide the support required as appropriate. Additionally we will provide an HR Business Partner dedicated to supporting strategic activities in schools
- Through the portal, Schools will also gain access to information and advice on Council SHaW policy and procedures, self-audit completion, investigations and legislative requirements as well as self-service functionality to undertake Health and Safety Training, submit occupational health referrals, pre-placement questionnaires, access a staff counselling service, report accidents/incidents as well as conduct DSE assessments and view comprehensive management information
- As part of Capita's existing Education services we will provide resilience and continuity of support with access to a larger pool of SHaW, HR and Payroll expertise.

Achievement of the FTE reduction over all of HR services during the transformation programme will be dependent upon a series of eight major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 6	Transfer of Pensions to Sheffield and SH&W to

INTERVENTION MONTH	DESCRIPTION
	Southampton.
Month 8	Transfer of Schools service to Carlisle (except business partners and some SMEs remaining in Barnet).
Month 12	Implementation of new HR system, iTrent. Transfer of service to Belfast (except business partners and some SMEs remaining in Barnet).
Month 15	Self-Service K2 BPM implemented in Month 13) - reduction in FTEs in line with HR Process Catalogue calculations – Schools.
Month 17	Drop 2 of Self-Service.
Month 17	Reduction of Pay and Data Services Specialist with reduction of Council Staff.
Month 17	Reduction of EE Relations Case Managers with reduction of Council Staff.

2.8.6 IS

This section describes the technology infrastructure changes that will take place in transformation to support transferred and retained staff and the service delivery model.

In the first year following Service Transfer Date, and starting in Month 3 we will develop and improve the existing service framework with a new set of procedures, organisational structure, contracts and training required to move service provision to the new model.

We will also migrate the existing Data Centre to our ARK Data Centre in Corsham in Year 1. At the same time we will provide a new DR utilising our Cody Park Data Centre site in Farnborough. In the interim we will implement a 'Ship to Site' disaster recovery solution for business critical systems such as Swift.

The Citrix thin client to provide access to applications and data will be upgraded within the first 6 months. Our plan is to move to web based and Citrix thin client based delivery, enabling us to support an increasingly mobile workforce. This will also enable the adoption of a 'Bring Your Own Device' (BYOD) policy. During this period we will work with the Council in defining the criteria that will allow this to happen in a secure manner that enhances rather than reduces usability and performance.

Implement the technology required to support Capita's target Service Delivery Model, particularly the CRM, BI/MI and Knowledge Management technologies required to deliver the 'single view of the customer', the Insight Engine, and to drive self-service and channel shift between months 4-12.

As part of our approach to agile working we will implement application portfolio management and cloud based services that support web and thin client delivery. This will reduce the complexity of the application estate and deliver better value in operational support and software licensing and help us identify the appropriate level of DR. During Year 1, we will review the applications using our tried and tested methodology, classifying each as 'invest', 'retain', 'replace' or 'retire'. Once the overall rationalisation programme has been completed, we will develop the application roadmaps and evolve the Council's application landscape over years 1-3.

Also in the first year we will replace existing contracts (infrastructure, networks, telephony), and, where appropriate, bring them under centralised management. In the same period we will undertake a strategic Desktop refresh and for the transferred staff, re-image to align with Capita desktop.

We will implement a Metropolitan Area Network in Year 1 to provide a cost effective wide area communications service that can flex and change to accommodate the Council's business strategy and the working styles of its staff.

We believe that Google Apps can help reduce costs associated with the delivery of email and other collaborative working technologies, and also act as a catalyst for business transformation. In the first months of the contract, we will implement a pilot that will allow the Council to assess the impact of such a totally web based service on its business and to jointly address any concerns regarding security, performance, usability and integration with existing business applications. Dependant on the outcome of the Google Apps pilot we will manage the migration of the Council's user email boxes to a cloud based Google mail service. Above and beyond the Google Apps roll out we will maintain a secure email service for those users that require it.

Schools

The implementation of the revised service delivery model for the schools ICT service will also deliver a number of improvements across the services. The specific ICT service improvements delivered to schools at no additional cost will include:

- Self-Service Schools Portal for recording of Incidents and ordering of services
- Extended Service Desk access times — in line with our overall IS service provision, users will be able to log calls with the service desk 24/7/365 (excluding English bank holidays). Calls logged outside the core service hours will be dealt with the following working day
- Printers included in fix time
- 3rd party management of curriculum apps (not just Microsoft)
- National benchmarked hardware pricing for new implementations – Admin and Curriculum

- Projects will generally be undertaken by a separate team - however, should the expertise and skills of these staff be required on a specific project, we will ensure that the quality of day to day service delivery is not compromised at any time and will backfill these staff if necessary to ensure that there is no detrimental impact on service levels
- Support for SIMS as well as RM Integris/RM Finance (or other alternative)
- Several improvements against the current Gold Service.

Achievement of the FTE reduction over IS services during the transformation programme will be dependent upon a series of five major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 5	Service Infrastructure implemented.
Month 8	Citrix Thin Client completed
Month 11	Implementation of Self-service tools.
Month 12	Service Framework complete. Service Desk to Chippenham
Month 13	Data Centre Migration complete

2.8.7 ESTATES

The programme objective for Estates is to develop the Service to support the transformation of the Council's building usage. To this end the Estates workstream will:

- Introduce technology changes to replace access databases, booking systems and energy systems with a fully integrated suite of property-based systems (IPAMS - Tramps, Atrium, Condecco and InfoExchange) and UPRN. Implementation will start in Month 3 and complete 9 months later
- Develop Agile Workplace options - within 3 months of Service Transfer Date we will appraise the options for the use of Agile Workplace, and then look implement the outcome across LBB's office based staff to create a modern office environment, increase the density and utilisation of workstations and improve the agility of the workforce. Our plan will provide an enhanced opportunity to execute the 2015 break clause in the North London Business Park Building 4 lease and deliver significant revenue savings to the Council
- Develop an Enhanced Strategic Asset Management Plan. From Month 7 to Month 11 we will develop a strategic plan to enable the integration and improvement of asset management performance and investment decision making
- Develop a Locations Strategy and 'One Barnet' property stakeholder engagement plan by Month 6. Starting at Service Transfer Date we will facilitate a 'One Barnet'

Property Group Forum to look for opportunities to co-locate across the public sector and deliver front line services. Specifically, we will: develop a 'One Barnet' accommodation strategy within 18 months of service commencement, and develop and implement a 'One Barnet' locality strategy in xxxxxxx within 6 months of service commencement

- Implement a Corporate Landlord Function to bring together the control, management and budgets associated with Council Land and Property Assets currently devolved to the operational Directorates. This will allow an integrated asset management service to respond to all property and accommodation requirements across the Council. This implementation will run for a year, starting in Month 4
- Implement an Internal Property Charging system from Months 13-18. Using the Unique Property Reference Number (UPRN) we will integrate all property information and provide financial property data including total cost of property (current and future), and cost of occupation. This in turn will allow us to demonstrate the financial benefits of releasing property space no longer required or under-utilise
- Invest in new technology and improved printing solutions to completely refresh all multi-function devices and print room high volume machines by month three of service commencement. This will enable the service to develop into the premium source of document solutions for the Council, Members, schools, Barnet Homes and other partners within Barnet, providing us with an opportunity to grow the service via our shared accommodation and 'One Public Sector' proposals. In addition, our new solution will have the capability to allow end users to experience 'follow me' printing so they can print to, and scan from, any machine within the fleet no matter what Council building they are working from.
- Deliver a management service including compliance testing, across the full in-scope estate. We will also provide a management service across other properties, as and when required, where funded by individual budget holders.

To drive these transformation changes, we will appoint an Estates Director in Barnet with the capability and experience of delivering Strategic Asset Management services within a local authority environment. Our Estates Director will be supported through our National Property Group that we operate across all of our Local Authority property partnership.

In respect of the hub run by Barnet Homes, we will provide accommodation for the regular (believed to be quarterly) forum meetings held to discuss services provided by Barnet Homes with residents. There will be no fixed charge for provision of this facility, only for the variable costs associated with security, catering and cleaning.

Schools

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

We will improve the service from day 1, delivering additional features and improved service levels at no additional cost compared to the current level of the service. These enhancements include:

- Schools Portal with property specific details, such as individual school page, electronic compliance records, property financial spend and commitment information available on-line, as real time information
- School Building Development Plan linked to the provision of educational outcomes through more 'inspired' schools spaces to enhance the learning environment
- Energy reduction plan
- Attendance at Governors' meetings upon request
- 2x annual technical/ H&S awareness training sessions for site managers/ supervisors
- Feasibility reports and funding advice for refurbishment, extensions and new construction projects
- A Planned Maintenance programme for repairs and maintenance services to replace the current reactive service
- Improved management of the supply chain through QA vetting, additional training and post job audits across circa 10% of all jobs completed
- In addition to these enhancements, we will also offer schools additional services which they can opt in/ opt out of, at any time during the service. The additional service we will offer include:
 - A named Building Liaison Officer for your school with pre arranged term/monthly site visits for proactive management
 - Statutory Compliance and full service contract delivery/ management
 - Full range of Facilities Management services including cleaning, porters, handyman, security, waste management etc.
 - Service contract management for repairs and maintenance
 - Design of new buildings and extensions
 - Educational Spaces – Specialist advice on the best use of space to deliver educational outcomes
 - Sustainable learning service
 - On site print and MFD service.

Details of our proposals can be found in section 2.3.4 'Education Services' of the Estates Method Statement.

Achievement of the cost reduction in the Estates services during the transformation programme will be dependent upon a series of five major interventions:

INTERVENTION MONTH	DESCRIPTION
Month 3	Implement new IPAMS (property management systems)
Month 7	Diagnostic reviews and team restructure leading to 15% efficiencies
Month 12	'One Team' development programme completed removing duplication New planned Vs reactive maintenance regime in place
Month 24	Energy consumption reduction programme
Month 32	Vacate NLBP Building 4
Month 84	Vacate NLBP Building 2

2.8.8 CORPORATE PROGRAMMES

The basis of taking on the existing Corporate Programmes service is different to the other services in that there will be no budget attached to the TUPE transfer of staff for the team. Their costs will be recovered by re-charging the team through projects they manage.

It is our intention to maintain their utilisation on the transferring projects and new NSCSO projects within the transformation programme, thereby avoiding headcount reduction

Through the Transformation Team, the Corporate Programmes service will develop the Council's Programme and Project Management (PPM) infrastructure and implement Verto, a portfolio management tool with a collaborative documents repository and benefits tracking capability.

We will:

- Put in place a flexible project management service to support the Council in achieving their transformation objectives
- Establish a Design Authority to lead on and resolve key design issues across the all programmes and projects
- Provide an integrated PMO with a single view of change, achieving standardisation on process and documentation, across governance, reporting, co-ordinating change management, and benefits tracking and realisation.

2.9 TRANSFORMATION RISK MANAGEMENT

Here we have described how Transformation risks will be identified, mitigated and managed. Our broader approach to risk management for the Partnership is described in our Transition Method Statement.

We will hold a Joint Risk Workshop during the Programme Definition stage to validate the major risks identified below and also identify any new risks. The risks and actions output from the workshop will be used to develop the detailed Transformation Risk Log, which will be used as the basis for the risk identification, impact and mitigation throughout the transition period.

Aligned to the Council's risk strategy, the process will identify, control and mitigate any problems that may damage the service or the Transformation programme. It will:

- Identify risks and monitoring issues
- Assess impact and probability
- Record new risks/issues
- Assign ownership
- Develop appropriate responses
- Implement appropriate actions
- Manage residual risk
- Monitor and report on updates on logs on weekly basis.

The PMO will be responsible for managing the Transformation Risk and Issue Log. The Transformation Manager will review logs weekly and, as a minimum monthly with the Partnership Transformation Board.

2.9.1 MAJOR RISKS AND THEIR MITIGATION

Failure in the introduction of change to processes, systems or facilities

The introduction of new ways of working brings with it inherent risks that the new methods and tools will work. In the design of our solution we have focussed heavily on selecting processes, tools, and facilities that Capita has significant experience of deploying. Through the operation of the in scope services to multiple Local Authorities we have experience that we will draw on of each aspect of our proposed solution in multiple instances, although not all brought together in one account.

This experience has been applied to the development of our detailed Transformation Plan, and we will ensure that project staff from previous engagements are involved in the implementation of this Transformation Programme.

Lack of engagement in the programme from existing staff

Transferring staff whose job is at risk may either not engage with the Transformation programme or even choose to be disruptive. We will engage proactively with staff and unions to ensure they are informed of what is happening and what is expected of them.

Risk of Service Failure

As a result of staff who choose to exit early from the Council, there is a risk that existing services may be under resourced prior to the migration to the new Centres of Excellence. To mitigate this we will ensure that we are either able to bring resources into Barnet or transfer work to an alternative site with spare capacity. With the scale of Capita's operations in each service area we are able to make additional experienced staff available from our other operations, and back fill their roles. We are also able to create capacity in our Centres of Excellence, in advance of migrating services into them by recruiting early and ensuring the appropriate technology links are in place.

Change fatigue within the Council

Capita acknowledges that the Council is currently undergoing significant change as it moves to becoming a Commissioning Council. As described in section 2.3.2 above it is critical that Council staff are engaged and involved in the design of how the NSCSO services will support them. We will work with the Council to ensure that their involvement and time commitments are kept to a minimum across the multiple transformation projects and their input is utilised as effectively as possible. By taking an integrated change management across the Transformation programme we will work with the Council to ensure communications is clear and targeted.

Lack of capacity within the Council

By moving to its new Commissioning Council organisation structure, the Council will have a smaller client function of its support services. This may mean that the Council's client input to direct and steer the programme to deliver its desired outcomes may be restricted. It is incumbent on Capita to drive the most effective and efficient route to the delivery of the Council's outcomes.

During the planning stage of the programme we will work with the Council to identify the elements of the programme where the Council which to have the greatest influence and build their engagement around these elements.

Unable to vacate NLBP4 and/ or NLBP 2

A significant component of our projected estates savings arise from our ability to jointly manage the successful vacation of NLBP4 by the targeted date in 2015. To rationalise the LBB occupancy at NLBP, we are proposing to relocate staff from NLBP4 to NLBP2 and Barnet House by 2015 as part of a break clause option in the current lease, and then to exit NLBP 2 at the 2020 lease end for the building and relocate staff to Barnet House as part of our Agile Work Programme.

The major risks in this activity are: that the required cultural change required within the Council to move to a more flexible and agile workforce and hence facilitate the changes, may not occur soon enough; and that the break clause in the lease is not successfully executed.

To help manage the first of these risks, we will implement our Agile Workplace Programme (AWP) already proven in a number of Local Authorities, other public sector organisations and the private sector. Through this experience, we have developed tried and trusted systems, processes and methodologies to enable Agile Workplace and will implement these within Barnet. With staff located in non public facing accommodation we will adopt our 'Me and My Workplace' on line survey tool,

which supports a corporate wide communication strategy to develop the cultural shift required to successfully implement our Agile Workplace proposals. We propose to develop a joint communications team between the Council and ourselves and will use this group to develop a communications strategy for our AWP proposals. We will use our in-house specialist workplace strategy team to implement the agreed strategy.

To enable the planned exit from NLBP 4 in 2015 our AWP proposals will help us to develop a property strategy that allows the Council to successfully remove its reliance on space requirements in NLBP 4 and NLBP 2. This will mean the Council will have the ability to execute an existing break lease clause. The main risk in successfully executing a break lease clause is the meeting of tenant 'pre-conditions' i.e. being up to date with rent, giving up occupation and leaving behind no continuing subleases.

Within the first 6 months of Service Transfer, we will carry out a detailed review of the existing lease and develop a plan of actions required to execute the break clause. Our experience informs us that dilapidations can often lead to dispute and therefore our plan will include a detailed schedule of dilapidations for negotiation with the Landlord. Key dates and actions will be shared and agreed with the Council and our property lawyers. However, as the title holder, only the Council will be able to notify the Landlord that they wish to execute the break clause.

3 ENSURING SERVICE DELIVERY EXCELLENCE

We will put in place a number of functions to ensure that excellence in service delivery is achieved and maintained throughout transformation:

- Governance
- Quality Management
- Performance Management
- Business Continuity/Disaster Recovery.

3.1 GOVERNANCE

The governance structure for the Partnership is fully described in schedule 12. The diagram below summarises the approach. All of the Boards will be jointly resourced by the Council and Capita.

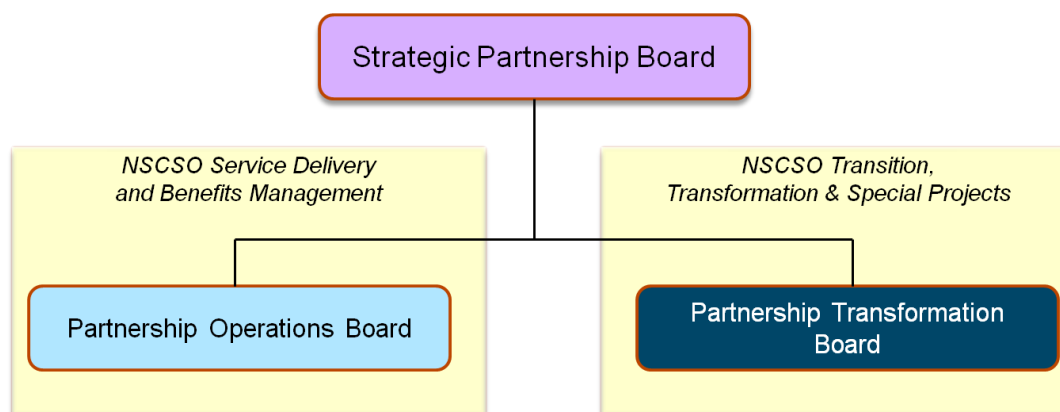


Figure 17 - Partnership Governance Structure

The Strategic Partnership Board will provide the overall vision and direction for the Partnership throughout the life of the contract. All other partnership boards will ultimately feed into the Strategic Partnership Board. The Partnership Operations Board will be responsible for the transition, transformation and delivery of the NSCSO services.

The Partnership Transformation Board will be responsible for enabling the Council to achieve its strategic priorities through the initiation and delivery of all Special Projects. The Benefits Board will be responsible for ensuring the achievement of benefits is progressing to plan and that timely decisions and actions are taken to enable delivery of the benefits.

3.2 QUALITY MANAGEMENT

Capita is committed to delivering the NSCSO services in a manner that consistently meets or exceeds agreed service standards to ensure that we can delight our Customers. To achieve this Capita will operate a number of proactive and reactive quality management measures.

3.2.1 MULTICHANNEL SERVICE STYLE GUIDE

This clearly establishes what a 'good Barnet service' looks like to customers, regardless of the channel they access through. The guide will be built around the customer personas, which we will develop to understand and drive the customer journey. It sets out guidance for everyone that speaks or writes for the service - establishing the correct tone of voice as well as guiding people towards preferred phrases that are proven from customer testing. It contains visualisations of aspirational customer journeys across the service, to demonstrate the role different channels play in connecting customer touch points to a coherent outcome, and into a consistent high quality experience. The Style Guide will be part of staff training.

3.2.2 BUSINESS ASSURANCE FRAMEWORK

This will ensure that those who deliver the service adhere to the Multichannel Service Style Guide, and that in doing so the service continues to meet the evolving needs of the Council and its Customers. The Business Assurance Framework will be an evolution from the role of the Design Authority during transformation, and will ensure that quality is embedded into all aspects of our service, so that 'routine' services are delivered to meet and exceed requirements; change projects are managed ensuring

they achieve their objectives and do not disrupt operational/ BAU services, and we are able to respond to urgent changes in an appropriate way.

The diagram below outlines at a very high level how Business Assurance (the green loop) complements Continuous Improvement (the red loop). The Business Assurance Framework is a mechanism for ensuring adherence to the agreed service specification while Continuous Improvement is driven by challenging the service specification and making changes to it thus ensuring that the highest services levels are delivered for the lifetime of the Future Contract.

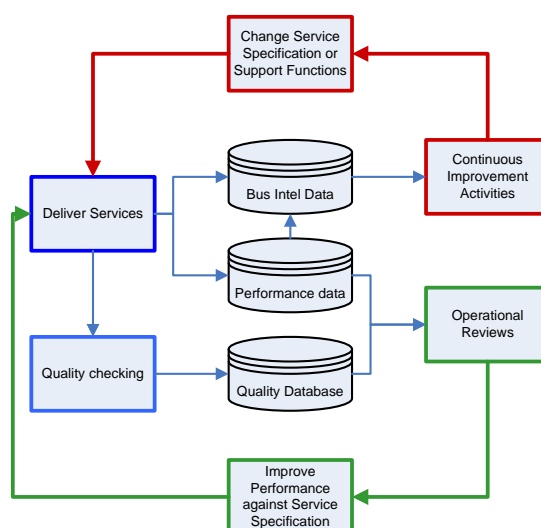


Figure 18 - Business Assurance Overview

Business Intelligence is represented above as a data source. In reality it comes from a range of different sources, such as:

- Insight
- Operational data and management information
- Customer satisfaction and research
- Environment/ horizon scanning
- Ideas from the floor
- Internal management meetings
- Capita/LBB forums
- Capita best practice forums.

The quality database is a record of individual achievement against the various quality criteria set out in the service specification and business assurance frameworks (e.g. input accuracy, reconciliation activity, accurate completion of tasks including within change projects, etc.).

Business Assurance will provide an objective framework that underpins all operational processes to ensure consistently high levels of customer service is delivered to the Council and its staff and customers. The Business Assurance approach will produce an overall, controlled and monitored set of operational processes.

The Business Assurance process will ensure objective monitoring of compliance and analysis at an individual, team and department level. Any identified issues will be communicated, discussed and an action put in place to correct or prevent the non-compliance.

3.2.3 MINIMISING ERRORS

Capita is implementing a number of tools and process improvements across the NSCSO services. On top of this there are a number of specific activities that will underpin the Business Assurance process provided for the Council and ensure that errors are minimised by monitoring adherence to process. These are:

- Individual Quality Adherence – focusing on the individual adherence to process and quality of output
- Performance Management – to review individual performance and competency levels
- Line Manager Compliance (Business Assurance) – to monitor line management practices.

Individual Quality Adherence

A sample of all staff work will be quality checked on a weekly basis to ensure that objective measurement is occurring. Work checked can include data input accuracy and completeness, reconciliation activity. Checking will initially be conducted by an independent Business Assurance team, with item by item results recorded in a specially designed database. Over time this will build up a picture of adherence for each individual within the operation, which will be used within staff performance reviews to help improve quality aspects of individual performance.

Individual errors identified at the time of checking can be rectified and where errors are prevalent, the level of checking can be increased and /or re-training provided. Where error rates appear high across the operation, this can point to systemic problems with process or supporting technology, leading to consideration as part of Continuous Improvement.

Performance Management

Within the Business Assurance framework, there is a clear performance management process to ensure that all employees are developed to meet their full potential. We are committed to managing people consistently and providing objective and constructive feedback through monthly one-to-one reviews, quarterly reviews and annual appraisals.

Capita's performance management includes both team and individual objectives directly aligned with the Council's strategic outcomes and the performance targets set out within the contractual requirements, as well as targets for personal

development. These objectives are formally monitored at biannual performance reviews as well as through regular one-to-ones. One-to-ones will help individuals to achieve the required standard. If issues occur with an individual's performance, they will be addressed immediately and then also discussed within the next performance review.

Employees who do not achieve agreed performance targets will be supported to assist them to achieve their objective. This will include line manager coaching to identify development areas and find a solution to improve performance.

Line manager compliance

The compliance of all operational staff to defined procedures will be measured on a weekly basis. Quality audits will be completed with consistency across all departments, covering adherence to performance management guidelines, management duties and accuracy of data quality. The output of these audits is recorded in the business assurance database to enable trends to be tracked.

The quality performance of each team in aggregate can be examined, alongside other team metrics, as an objective measure of the performance of the line manager. Alongside personal adherence to process and guidelines as recorded in the business assurance database, line managers' development and any corrective actions can be agreed.

The results of all monitoring will be communicated regularly throughout the operational line management structure along with recommendations for improvement.

3.2.4 EMBEDDING BUSINESS ASSURANCE INTO SERVICE DELIVERY

Within the first six months of operational go live, Capita will introduce a robust NSCSO Business Assurance framework that will be a key tool in ensuring the operation is running efficiently and effectively and that activities are completed on a timely basis and to the level of quality expected and within budgets. The evolved framework will combine the best of the current working practices with Capita's experience to provide the greatest possible benefit and drive service excellence.

A comprehensive communication exercise will be undertaken with staff and unions to effectively 'sell' the benefits of this system. Our experience elsewhere has shown that both staff and unions typically respond positively to the introduction of a framework that promotes fair treatment of all staff and supports everyone having a development plan. This communication is essential given the linking of performance with the reward system.

The Quality Assurance Process is shown, and described, below:

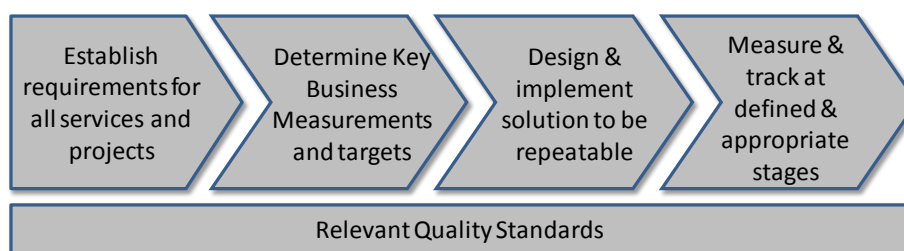


Figure 19 - Quality Assurance Process

- Establish requirements for all services and projects: this will be based on stated service requirements underpinned by policy and legal requirements
- Determine key business measurements and targets: from the service and project requirements, a number of key business measurements and targets will be extracted against which the service delivery can be measured
- Design & implement solution to be repeatable: central to ensuring that service quality is adhered to is ensuring that the processes are designed and implemented in a way to be repeatable
- Measure & track at defined & appropriate stages: the Quality Assurance Manager is responsible for ensuring that adherence to process is measured, tracked and reported on.

Underpinning the QA process is a number of standards and methodologies which Capita will embed into and throughout the service to ensure adherence with the defined processes. These include:

- ITIL, (configuration, change / release, incident and problem)
- PRINCE2 / MSP (project and programme)
- TOGAF / MODAF Architecture Framework (Capita will support and integrate with)
- ISO 8000 Data Quality
- ISO9001 / Payroll
- SAS70 / Payroll
- ISO 22399 / BS 25997 BCP
- ISO 20000 IT Service Management,
- We operate to ISO 27001 & 2 Information Security
- CESG Information Security Guidelines.

Capita operates in a range of markets and provides a wide variety of services. We always strive to provide a quality service, meeting the immediate and developing requirements of each client and market in which we operate. To this end across the business we hold a range of accreditations including ISO 9001, IIP, European

Foundation for Quality Management (EFQM), Charter Mark, Call Centre Association Accreditations and a variety of others. In addition, Capita IT Services is fully ITIL compliant incorporating embedded Continuous Improvement practices and programmes for incident and query management. Continuous Improvement and development are integral themes to all of these accreditations and operating methods and so are embedded in the way Capita's operating framework.

Capita will achieve BS11000 a British standard for Collaborative Business Relationships with LBB. The BS11000 standard was launched in 2010 by the British Standards Institution (BSi) Group, which issues a range of established standards for quality and performance, including the Kitemark, one of the most recognised symbols in the world. BS11000 benchmarks the collaborative capability of organisations and exemplifies best practice.

Capita Resourcing was the UK's first recruiting organisation to become registered to BS11000, the British Standard for Collaborative Business Relationships. This approach is being applied to further underpin a number of our long term partnering arrangements.

Within Capita we believe that quality is the responsibility of everyone within the operation, not just the quality assurance function. The construction of the processes and systems for quality compliance described above facilitates this culture, since the assurance function is responsible only for checking whether quality targets are being achieved in an objective manner. Performance is managed through the line management function and improvements in process through the continuous improvement team.

3.2.5 OPTIMISING PERFORMANCE

Capita regards accurate adherence to agreed processes as a single strand in an overall performance regime as it must work in tandem with:

- Individual productivity, supported by the analysis of performance data for individuals with team leaders as part of a broad range of management support functions
- Team productivity, which is the aggregate performance of everyone in the team and therefore takes into account attendance and time available for productive work, which is a key target for the team leader
- Training and guidance, the quality of which is continually reviewed and ideas for improvement put forward to the training and documentation teams
- Process efficiency / continuous improvement, which is the opposite side of the coin to business assurance. Where business assurance provides adherence to process, continuous improvement addresses whether the process itself is the most effective vehicle for delivering the outputs/outcomes
- Service level achievement, which can act as a counter to efficiency as in order to maintain turnaround times with fluctuations in workload it is not always possible to operate at maximum efficiency as a small level of overstaffing results during lower workload periods. This will be mitigated to a certain extent by the use of multi-skilling, which we will seek to deploy wherever practical, particularly where there is

the potential to release staff from lower priority tasks to deal with peaks in high priority work.

3.2.6 QUALITY IMPROVEMENT

We understand that there is likely to be significant change over a contract of this duration. Business Assurance management must adapt to accommodate change and in itself is a driver for further change, providing the raw data that drives Continual Service Improvement. Equally, quality management plays a key role in validating, tracking and confirming the benefits accrued post implementation of change as it proceeds.

Our Partnership Management team will review the MI Quality reports and identify any deviation from plan including emerging trends. Our objective is to catch an issue early before it causes us to miss a contractual KPI, taking corrective action early. The evaluation and review process will be completely open with the Council having full visibility. We fully recognise the importance of a culture of 'No Surprises' in the relationship.

The Partnership Management team will determine the steps necessary to address each issue identified. This may be a simple adjustment to processes and procedures, or it may require more fundamental process change which will be managed through the Change Control procedures and formal Project management.

Corrective action procedures (Change / Release and Problem Management) will be followed in the event of a non conformance occurring. This will be followed by the design and implementation of the corresponding preventative action to remove the root cause of the problem to avoid the reoccurrence of such non conformity in the future.

3.2.7 DEALING WITH FAILURES

In practice, dealing with failures relies on an environment where individual employees are not afraid to acknowledge errors and mistakes and that a 'no blame' culture allows ready rectification of those errors. It is also important in the QA process to identify and learn from 'near misses' - where potential errors have been rectified in advance. For example, the role of the payroll control function (for Pay, Allowances and Pensions) is to run reports which are used to identify errors in payroll prior to payment. By adopting a proactive approach to identifying and remedying errors/failures we can highlight trends and themes which on further investigation present opportunities for service improvement/development.

The remedy of failures may involve a number of steps, including:

- Pro-active actions to deal with a failure
 - Manual fixes or work-rounds where an error is as a result of system failure
 - Emergency/interim actions - e.g. emergency payments
 - Refocus resource and re-prioritise workloads to ensure failures are addressed and rectified

- Monitor remedial actions to ensure consequential (intended and potentially unintended consequences) actions are addressed
- Ensure short-term work-rounds are reviewed and long-term remedies are put in place
- RAG reporting on actions to address
- Updating training materials, Desk Instructions, Operational Handbooks etc
- Review through Team and Management meetings
- Agreeing extended terms for remedy (e.g. where overpayments have been made as a result of Capita error)
- Post error identification actions
 - Review of processes and the control framework
 - Implementing training activities
- Communications actions
 - Pro-active communication with priority personnel
 - Team communications and updates
 - Pro-active communication with affected stakeholder groups (to notify in advance of the error where a number of individuals are involved)
 - Proactive communication with the Enquiry Centre to enable them to respond to queries
 - Positive feedback on actions taken to address failures.

3.3 PERFORMANCE MANAGEMENT

Effective performance management will support the achievement of our goals to provide reliable, accurate and timely services, and is a key factor in successful partnering. Our solution provides a clear focus on the measurement, management and achievement of outcomes and optimises the process of performance management so that it is cost-effective, with minimal overhead from monitoring.

Our approach to Performance Management incorporates the following features:

- Performance measurements aligned to key outcomes and outputs and provides evidence to prove that outcomes and outputs have been delivered
- Performance measurements is broadly based to give a 'balanced' view of performance
- An emphasis on exception reporting in order to focus attention to those aspects that are under-performing (or over-performing to the extent that there may be opportunities to reduce costs whilst still maintaining a satisfactory service level)

- Reports are easy to digest and use, be 'RAG' style reports wherever possible and other mechanisms (such as online reporting tools) that make the distribution and understanding of information easier will be used
- Measurement, reporting and reviewing follow a regular cycle but significant incidents or problems should be notified to the Council as soon as is practical
- A positive culture of early notification of under performance and openness in identifying issues leading to potential under-performance
- Significant incidents or problems subject to investigation and root-cause analysis that lead to a plan for remedial action
- Measurement is automated wherever possible
- Monitoring performance leads to actions to address areas of concern or areas which offer opportunities for improved quality or efficiency and the progress and effectiveness of such actions should also form part of the monitoring process
- Regular reviews of the relevance of the performance measurements are taken in order to test their continued relevance and value.

3.3.1 OUR COMMITMENTS TO PERFORMANCE MANAGEMENT

Effective Performance Management is critical to the success of the NSCSO Services and the partnering relationship we both wish to establish. Therefore, we commit to the Council that, as part of our overall solution for the NSCSO Services, we will:

- Establish and maintain an auditable system of Performance Management that will give assurance that outcomes are achieved, outputs are delivered, processes operate efficiently and individuals' contribution is aligned to the service delivery requirements, provide reports on performance in accordance with the Service Method Statements and that, in addition to these reports, we will provide further information as the Council reasonably requests to help us both to manage the performance of the service delivery
- Ensure that our analysis of performance information leads to the identification of opportunities for improvements in performance and efficiency
- Provide flexibility so that the focus of measurement, analysis and improvement activity may shift from time-to-time as priorities change for the Council
- Work closely with the Council to identify opportunities to measure performance of the end to end processes that take place across the NSCSO and Council services with a view to identifying whether any issues outside the boundary of the NSCSO are causing problems in the delivery of timely and accurate services.

3.3.2 MEASURING, REPORTING AND MONITORING PERFORMANCE

We recognise the need to ensure the services deliver outcomes for the service users who use them as well as delivering the contracted service delivery requirements of the Council. The outcomes we are seeking to achieve are:

- Delivery of accurate and timely services

- Robust and enhanced quality IT services
- Flexibility and responsiveness to change
- An improved user experience reflected in improved ratings of customer satisfaction
- A mature partnering relationship, driving Value for Money (VFM)
- Motivated and skilled staff able to respond to the needs of their customers.

To assess the achievement of these outcomes, we will measure a number of factors:

Service Delivery

Our measurements of service delivery will include each of the indicators set out by the Council of the output specifications and agreed during dialogue. We recognise that each of these indicators is important and, collectively, they will demonstrate the delivery of timely and accurate services.

The nature of the indicators is such that different approaches to collecting and presenting data will be required. Some indicators will be monitored on a transactional basis. These will be measured as part of day-to-day business and reported to Council monthly. Other indicators may be assessed by specific activities or audits.

We will measure all change activity:

- Project delivery, assessing actual milestone delivery against planned delivery in terms of cost, quality and time criteria
- Responsiveness to requests for change
- Change backlog.

Following the implementation of new releases of software (as part of contracted or non-contracted change projects), we will measure the impact the release has on the provision of operational services with a view to identifying, tracking and eliminating any disruption which can arise from future software changes.

End to End Measurement

We will work with the Council to define suitable mechanisms to monitor end-to-end service delivery performance with a view to improving accuracy, timeliness and customer satisfaction.

Customer Satisfaction

We will build on the current practice of measuring the satisfaction of service users. We regard this measurement as important because we will always have in mind that we are a service provider whose job is to ensure a high level of customer satisfaction. We will also be mindful of dealing with staff in a way that helps them fulfil their roles and obligations.

We will pay particular attention to the measurement of satisfaction in the period immediately after the introduction of significant enhancements. Therefore, we propose undertaking surveys at quarterly intervals for the year following the introduction of our Service Delivery Model. This will be a focussed exercise to ensure that the end user designed solution meets the expectations and requirements established by our User Centric Design methodology.

We will record and report all complaints as part of a regular monthly report. We consider an analysis and understanding of complaints to be a rich source of information about how the service could be improved (as well as delivering other valuable knowledge) and is a related measurement to customer satisfaction.

Using customer satisfaction surveys and an analysis of complaints to drive improvements is good practice. However, we believe we also need to provide feedback to those who provide comments to us in order that they can see how their views and concerns are being used to develop the service. Therefore, we will provide and publicise the results of each survey together with information about the actions we are taking as a result of them in addition to considering a direct feedback loop within the Customer and Employee Portals.

Partnering Measurements

We propose making contractual commitments to the Council about the partnering behaviours we will exhibit throughout the life of the contract. These behaviours will contribute to the success of the contract and will encourage the achievement of our contracted outcomes. It is important that we both have a way of assessing whether these behaviours are being observed and whether the relationship between us is 'healthy'.

3.3.3 HOW WE WILL CAPTURE DATA

The achievement of outcomes will be assessed both through operational systems (we would, for example, expect a degree of automation to capture errors on input and complaints) and through surveys conducted to assess customer satisfaction.

The operational systems and monitoring tools that we will put in place will provide the bulk of the data that relates to service availability and service performance. We understand that there are systems currently in place to capture, analyse and report the performance of the services. Through Transition we will ensure these systems and the data they process are capable of meeting our requirements for reporting and analysis.

We will measure the progress of change projects using our programme and project management tools.

Data relating to customer satisfaction will be captured through both surveys and targeted interviews, building on current practice. We will use electronic survey techniques where appropriate but we recognise that such means may not be feasible for all service users.

3.3.4 HOW WE WILL REPORT AND REVIEW

We will report performance against the KPI and PIs on a monthly basis or as agreed with the Council. We propose that these reports should be 'exception' based, and

presented using a 'RAG' (Red, Amber, and Green) form to draw attention to any areas of concern. Where there is no specified requirement for performance to be reported, we will agree with the Council how performance should be verified so the Council receives assurance that the service conforms to requirements without generating undue workload in either the Council or our own operations. We will, as a minimum, expect to provide:

- A live 'dashboard' of performance against critical measurements such as system availability and accuracy of payroll
- A monthly report that summarises performance against the service KPIs together with a review of progress against change projects. Within the monthly report, we will highlight any incidents or problems
- For all significant incidents or problems, we will provide detailed analysis and corrective action plans
- Progress against outcomes and the partnering measurements will be reported at a frequency to be agreed but at least annually
- Proactive analysis of management information to suggest interventions as part of the continuous improvement process.

Our review and monitoring proposals will provide a cost effective service to the Council:

- We will provide information from automated systems, wherever practical
- Reporting will be 'by exception', meaning that only performance levels that fall outside agreed boundaries will be highlighted, although the full range of performance measurements will be utilised internally to continually drive performance improvement and will be available to the Council as required
- The reports will highlight key issues to avoid the Council the expense of routine effort to analyse data in order to draw conclusions
- The data and information will be used to drive improvements in service performance and efficiency.

Change activity is a key component of service delivery. Although the precise details of the reporting requirements for change are still to be developed, we expect to provide the following information:

- A summary of all contracted changes undertaken within the reporting period
- A summary of proposed contracted changes to be undertaken in future periods
- A report showing the status (i.e. whether it is on schedule, on budget or facing any particular circumstances that are worthy of reporting) of all in-flight change projects, which shows:
 - Change that has been completed within the period

- Change that is 'in progress' (including any change initiated in the period) as at the end of the reporting period
- Change that has been approved but not yet started
- A summary of change requests that are due for consideration through the change control procedures
- A summary of the impact of change projects on the services so that the outcomes achieved by these projects can be assessed
- Relevant reporting on benefits realisation, especially where change projects have been undertaken on a 'risk and reward' basis.

We recognise that reporting is not just about a routine reporting cycle. We will adopt a culture whereby significant issues are communicated to the Council in a timely manner in order that their impact can be assessed and managed in the most effective way.

We would expect a review to be held with representatives of the Council on a monthly basis. This review would ensure that the level of performance was in line with requirement and, by exception, would agree and monitor actions needed to address any shortcomings. During this review we will also assess future periods with a view to identifying and mitigating any risks and preventing errors occurring.

The performance of the services will be subject to review and scrutiny internally within Capita. A critical business process is our Monthly Operating Board (MOB) Review, which gives visibility of performance to the Capita plc Board.

Through this process, the performance of all aspects of each business or major contract are reviewed and reported through to our Board. This process is undertaken to a strict timetable, using a common set of corporate systems supported by common data standards and definitions. This process allows us to identify risks and opportunities at an early stage and to ensure that management action is taken to manage them to best effect. The MOB process gives clients an assurance that their operations are being managed effectively and efficiently in a way that has been proven to be successful in different environments.

3.3.5 HOW WE WILL MANAGE THE PERFORMANCE OF STAFF

People deliver services and well motivated and well trained people deliver excellent services. All Capita staff will participate in our personal performance management processes which include:

- An annual appraisal conducted by line management to assess performance in the previous year and to agree objectives for the forthcoming year. Through the appraisal process, all staff are encouraged to seek views from colleagues and customers regarding their performance and use this feedback as part of their input to the objective setting process
- Establishing personal objectives and development targets that are related to both the needs of the business (normally the needs of the particular service contract on which the individual is working but they may extend beyond this for certain corporate roles) and the development needs of the individual

- Identifying training and development opportunities, including formal training through traditional means such as courses as well as the use of 'work shadowing' and secondments, which relate to the delivery of the role or future career advancement within the job family
- Regular meetings with line management to discuss any matters relating to the performance of the services delivered and the role of the individual (we operate an 'open door' policy and encourage staff to work closely with line management and we insist that line management take responsibility for managing the wellbeing and performance of their staff).

Managers will use operational performance information to inform and improve staff performance. For example, staff within the contact centre will be monitored in terms of their productivity (e.g. number of calls closed successfully, average time per call type). The information available to managers will help them identify any opportunities for improving personal performance throughout the year without waiting for the annual appraisal process as well as identifying opportunities to provide staff with recognition of individual good practice and thanks for a job well done.

All staff in Capita have access to a range of support services to help them develop their skills so as to maximise their contribution to our business and our clients. These include access to online services (Capita Connections and Capita Desktop) through which people can access:

- Guidance on how to undertake a range of tasks (e.g. recruiting staff, managing risk, managing a cost centre)
- Information that is relevant to the performance of their role
- On-line training
- Facilities to help them record and monitor their personal training and development activities.

3.4 BUSINESS CONTINUITY AND DISASTER RECOVERY

We describe our approach to, and management of, BC and DR plans in detail in the Transition Method Statement. This includes our 3 stage approach to the development of BC/DR plans.

- **Stage 1 BC/DR Plan** - to address the immediate and most pressing business continuity requirements, including the Swift system, prevailing at the time we take over the services i.e. STD. (This will be an interim plan developed prior to Service Transfer Date)
- **Stage 2 BC/DR Plan** - designed to cover the changes that will take place throughout transformation, up to the realisation of the SDM. As the transformation will involve many location and system changes, this plan will of necessity be a dynamic model, in need of regular refresh to retain currency. It will also address BC/DR arrangements for those services being retained in Barnet
- **Stage 3 BC/DR Plan** - A Strategic Plan, to be developed during the Transformation programme, to cater for the BC and DR requirements going

forward, once transformation is complete. This will also cater for special projects commissioned and delivered during the post Transformation, BAU period.

The Stage 2 plan to cover the period of transformation will be developed and agreed with the Council immediately after STD.

The strategic Stage 3 plan – will cover the post transformation period and will be developed and in place prior to the end of Transformation programme. It will be included in the list of deliverables included in the handover to BAU operation at the end of the programme.

4 CONTINUOUS IMPROVEMENT & INNOVATION

We are committed to embedding a culture of Continuous Improvement and Innovation throughout the life of the partnership. In Schedule 3 we have described the longer term vision for the Continuous Improvement of the Partnership which we will work with the Council to deliver and our approach to Continuous Improvement for the Partnership.

Capita views Continuous Improvement and Innovation as fundamental tenets to a long-standing successful relationship. We will therefore collaborate and co-operate with the Council to achieve:

- Consistent service delivery quality in line with agreed service levels
- Value for Money
- Continuous improvement
- Ongoing reshaping of the service to better deliver outcomes
- The effective management of change.

This commitment will be underpinned by a rigorous approach to the management of services, based on our experience of running critical operations on behalf of clients in both the public and private sectors.

4.1 CONTINUOUS IMPROVEMENT

The fundamentals of our approach to Continuous Improvement are to leverage insight from across the organisation to drive a monthly review of opportunities for improvement. In order to do this, we will:

- Use quantitative and qualitative insight to quickly identify where outcomes are not being met: For business outcomes, this will include, for example, where service levels are regularly falling outside of tolerance. For customer outcomes, this will include, for example, where there is evidence that customers are failing to complete key tasks
- Take a rounded view across stakeholders as to why failure has occurred
- Develop a set of recommended remedial steps to resolve the situation, drawing on expert judgement (within the Partnership and within Capita as a whole) where

there is a precedent, and on creative co-design and root analysis techniques where there is no precedent

- Where necessary, run a rapid prototyping exercise to prove whether that fix will deliver the desired improvement
- Develop and maintain a Continuous Service Improvement Plan (CSIP) that guides improvement activity and provides transparency to the Authority.

Our Insight team will have a key role in identifying areas for service re-design, continuous improvement and innovation. They will help identify and prioritise patterns of failure to be resolved (such as repeat contact or failed transactions) as well as opportunities to innovate (such as a newly identified and under-engaged demographic).

New services will be commissioned based on the improved understanding of residents and businesses gained through Insight. Details of specific needs will be provided by Insight and used as part of the process of strategic commissioning within the EcoSystem to initiate the commissioning cycle and ensure that the commissioned services meet the required needs.

Feedback on which services have been commissioned from whom and the results of measuring the success of delivery of the commissioned services will be provided to Insight to inform future planning activities.

Council Involvement

Continuous Improvement implies a degree of change and it is essential that the Council is fully informed and involved in decisions about changes. Through the governance structure for the Partnership, the Council and service users would be involved in reviewing performance and approving change in the following ways:

- Council representatives would be an integral part of the collaboration process to generate ideas in response to insight
- The Council would play a key role in the monthly and annual review of any recommended ideas and initiatives
- Any significant operational change would be reported formally through the monthly review (and our commitment to operating as a partner means that we would advise the Council informally in advance of such review meetings)
- Benchmarking and similar exercises would be defined in consultation with the Council
- The Council and service users would be consulted through customer surveys about their perceptions of service performance
- Any improvement initiative likely to have an impact on the Council would be approved by the Council in advance

- Any improvement initiative that would result in the Council incurring cost would be approved in advance by the Council on the basis of a business case we would prepare and present.

4.2 INNOVATION

Working with our innovation partners such as O2, Apple and Google, we will operate an annual innovation review, focussed on making the following strategic and operational challenges:

- Are the service levels still relevant and set at the appropriate level?
- Is the service still delivering customer value?
- Is the current operating model still delivering business value?
- Are channels becoming redundant as our customer segmentation shifts, and are new channels, such as social media, now required?
- Are there opportunities for reducing service levels and costs that would improve Value for Money?
- What trends can be detected from an analysis of performance in the previous year?
- Are there any beneficial changes required as a result of user satisfaction surveys?
- Has a benchmarking exercise been carried out and, if so, what recommendations has it made?
- What learning can Capita bring from other operational sites and clients that may be of benefit to the Council?

Given the range of subjects being considered here, we will track long-term opportunities to innovate through an S-curve model, which we have successfully deployed with clients such as the BBC, as illustrated in the diagram below.

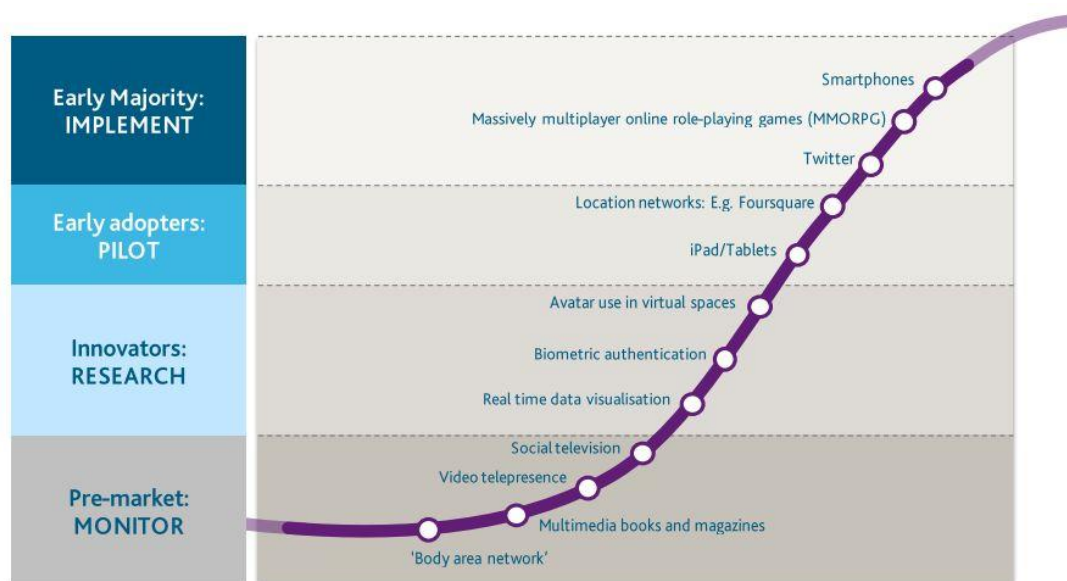


Figure 20 - S-curve model

This S-curve model ensures that we properly and transparently monitor, research, pilot and then implement the right initiatives for Barnet, based on a wide collation of evidence, and avoids the tendency for organisations to be pitched back-and-forth by subjective opinion.

The annual review in particular will allow for a broad range of options for change to be considered. The review will enable us to present, where required, options for reducing the price by changing the service scope or service levels.

We also propose an Annual Innovation event, to sustain Barnet's new position as a leading innovative local authority. We would bring together the wider One Barnet landscape of players for a customer-centred day designed to raise the profile and debate and develop ideas for service innovation

The information needed to drive the review process and subsequent Continuous Improvement planning will come from a variety of sources such as:

- Operational performance data
- User surveys
- Structured interviews with stakeholders
- Analysis of usage (e.g. analysis of what calls are made to the Contact Centre)
- Benchmarking exercises
- Operational experience from elsewhere in Capita.

4.3 SUPPORTING CONTINUOUS IMPROVEMENT AND INNOVATION

Capita's operating framework includes undertaking a wide and varied range of initiatives specifically designed to deliver Continuous Improvement and Innovation, examples of these include:

- Operational Planning Forums / Capita Contact Centre Forum – annual/ ad-hoc meetings to share ideas and best practice, demonstrate successful Continuous Improvement results, and embrace new technology
- Cost Saving Committees which provide a forum for targeting and managing the reduction of costs within business units
- Innovation reviews - off-site events developed with our innovation partners Apple and Google to challenge the appropriateness of the services we are delivering and the way in which we are delivering them
- Programmes of co-design activity to proactively engage team meetings in redesigning services to 'do things better'
- Staff Suggestion Schemes - found to work particularly well where there is a monthly prize for the best implemented idea; it is important to demonstrate to staff that their suggestions are being listened to and, where commercially viable, are implemented
- The design and implementation of Reward & Recognition structures that encourage managers and team leaders to take a proactive approach to process improvement, including discretionary bonuses.

We have secured significant improvement on behalf of clients through these approaches to continuous improvement and innovation.

We have made provision to fund these initiatives throughout the life of the contract as outlined below. We will ensure that the Council can recognise the value of each initiative that we run and want to support and engage in them. The outputs of any of the initiatives will be the identification of a set of improvements each year that can be made to the way the Council and/ or NSCSO operate. Some of the initiatives can be implemented immediately as part of business as usual, the remainder will require a business case to validate that the benefits warrant any commitment or investment in resources.

4.4 FUNDING CONTINUOUS IMPROVEMENT

We do not expect Continuous Improvement to routinely result in increased costs to the Council. We are mindful of the pressures on the budget and we will focus our attention on improvements that reduce costs rather than increase them. Within our price, we have funded the following activities that relate to Continuous Improvement:

- Monitoring service performance and providing Management Information
- Undertaking customer surveys
- Benchmarking

- Development of Continuous Service Development Plans
- Preparation of Strategic Outline Cases.

We will provide the funding for initiatives that deliver improvement that is exclusively to our benefit. Where there is benefit that is available exclusively to the Council, or where the benefit is shared, we would expect either that the Council funds the initiative or there is a sharing of the costs and benefits with the details to be agreed on a case by case basis.

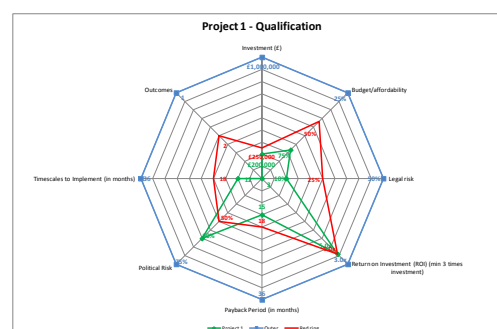
For significant opportunities for improvement that require a project, we will prepare a business case to quantify the costs, benefits, risk and impact of the proposed improvement. The business case will enable us to agree how any investment should be apportioned between us.

4.5 INITIATING CHANGE

The mechanism for commissioning projects has been developed through dialogue and is described in Schedule 15, here we have summarised this approach. The approach seeks to minimise the number of business cases put forward to the Council where Capita is well placed to deliver the change within our remit, and to reduce the number of steps required to progress through the business case cycle into project delivery.

The Agreement in itself will provide a clear mandate for delivering the initial service changes covering the transfer of services and transformation to the proposed NSCSO service delivery model.

For all further improvements the starting point to evaluate all new changes will be through the **Prioritisation Criteria**. We will agree with the Council a matrix that sets thresholds against a number of criteria. These thresholds will be reviewed and revised on an annual basis. The types of criteria are suggested in Schedule 15, part 3.



Each criterion will have an agreed threshold. We will agree the criteria and the thresholds for each criterion with the Council in the first Partnership Transformation Board, who will review them annually. Where an initiative falls within all of the thresholds, Capita will be able to get on with making the change within our scope of driving continuous improvement across the NSCSO services.

It is envisaged that as the Partnership develops and trust is established, that the Council will increase the thresholds to encourage and empower Capita to get on with delivering a greater proportion of the initiatives ourselves to achieve our contracted outcomes. This will help to reduce the Council's effort and involvement in the detail as the Council moves further towards its commissioning council ambition.

Where the change is deliverable as Continuous Improvement through the NSCSO services, there will still need to be a way of approving the benefits enabled and tracking their delivery. We propose using a benefits approach, which captures the scope of the change being delivered, the types and scale of benefit, and workflows

business owner approvals that the changes will enable the benefits using the EPM tool.

For all other initiatives that do not pass through the Prioritisation Criteria they will be developed and approved through a formal governance process under the Partnership Transformation Board. We envisage that this would require a monthly meeting, which would require no more than a day a month from the Council for preparation and attendance.

In order to streamline this process we propose using a two stage, gated process with the ability for the Council to fast track the project into delivery. This approach has been developed to cater for all sizes and complexities of project.

- **Strategic Business Case (SBC)** - a description of the objectives, scope, outcome, benefits and costs
- **Full Business Case (FBC)** - a detailed description of the solution, with a fixed price, detailed implementation plan and a benefits realisation plan.

This approach and the commercials supporting it are described in Schedule 15 Special Projects.

4.6 FUTURE PROJECTS

The immediate challenges facing Local Authorities are well known, and the short-term responses have been explored at length. At Capita, we have been thinking beyond the short-term to the types of authorities that will emerge after necessary spending reductions have been made. We believe that the decisions made now will determine the type of authorities that exist in the future, and our insights can help authorities navigate this unknown terrain. By thinking in a long-term and strategic way about their course over the next few years, authorities will be able to make their spending cuts and continue to achieve their other objectives.

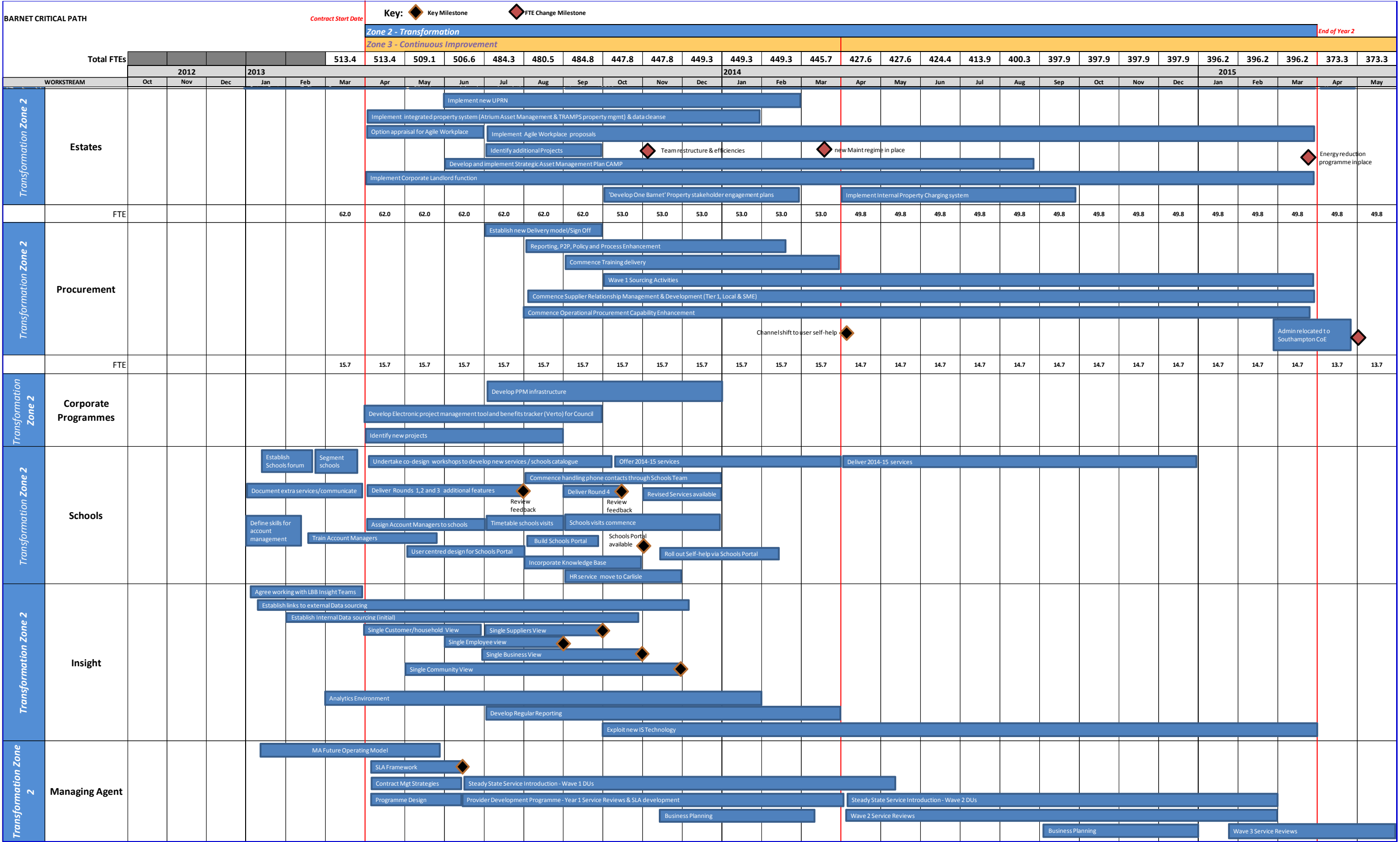
Through our strategic partnerships with local authorities across the country Capita has delivered a wide range of transformation projects that have helped our partners both deliver their transformation visions and close their budget gaps. This experience enables us to evidence what can be achieved.

We will work with the Council to help them shape the transformation journey to deliver their vision to become a Commissioning Council. We will support the prioritisation and sequencing of this journey and converting it into a series of Strategic Business Cases to turn these ideas into action.

5 NSCSO HIGH LEVEL TRANSFORMATION PLAN



CAPITA



PART B - CAPABILITY TO CHANGE

1 FUTURE VISION

We have consistently heard that LBB want a strategic partner who will work as a trusted peer to not only meet the requirements for the NSCSO, but also support delivery of the Council's vision for the transformation of the Borough as a whole.

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2 TURNING VISION INTO REALITY

Our ambition is for LBB to be seen as an Exemplar Authority by its cost of service provision and the quality of life afforded to its residents. We will work with IPSOS Mori to develop a basket of measures that evidence the achievement of the Council's Exemplar Status.

As Barnet's trusted NSCSO service provider, we will deliver a step change in service delivery and customer experience so that interactions with Customers (be they Citizens, Barnet Businesses, Voluntary Organisations, Suppliers, Members or Council Employees) are valued and easy to complete.

We will apply our three over-arching design objectives (Build Service Delivery Differently, Manage Service Delivery Differently, and Maximise Efficiencies Differently,) described in Part A, in supporting the Council to turn our shared vision for Barnet into reality, using the transformation framework and infrastructure created

through the NSCSO. In particular, this will involve adding value across a number of key areas:

- **Transformation through Customer Engagement** - involving citizens and businesses in co-design activities
- **Transformation through Property** - establishing a new Council property portfolio that reflects changing demands
- **Transformation through Technology** - maximising the benefits of the Council's new technology infrastructure
- **Transformation through Council Staff** - supporting Council staff and managers to deliver further transformation and improvement of other Council services
- **Transformation through Insight** - enabling and assisting Barnet's Citizens to do more for themselves (thereby becoming less dependant on the public sector)
- **Transformation through the EcoSystem** - establishing a vibrant, integrated and sustainable EcoSystem of service providers.

2.1 TRANSFORMATION THROUGH CUSTOMER INVOLVEMENT

We recognise the importance of understanding customer needs, wants and aspirations and meeting these through the services that are delivered via NSCSO, the Council or other bodies. Our proposed Insight Engine will provide much of the required information to support that.

However, our experience suggests that to make a significant difference and to gain the kind of buy in that will be required to drive channel shift, a move to the use of a broader range of service providers and increased activity by individuals in communities through the active engagement of customers is essential.

To do this, we will:

- Actively involve citizens and businesses in the co-design of services that help citizens live in sustained and supported independence, help business thrive and encourage communities to work together
- Deliver efficient services to high quality, such that people develop increasing levels of confidence in the Council's ability to deliver the services they need, regardless of who actually provides them
- Communicate effectively with citizens and businesses regarding service availability, access channels and expected quality, such that people know how to choose the right service for them and are confident in the quality of service they receive
- Maintain a single customer view of each customer's history, preferences and requirements in living their life, available to all front line staff, such that customers can be readily directed to the sources of the services that best meet their needs

- Use our Insight Engine to identify relevant services for customers based on customer segmentation and pro-actively market these to them via their preferred channel
- Bundle services together related to key 'life events' to ensure that customers have access to all relevant services at first contact to prevent them having to call back.

2.2 TRANSFORMATION THROUGH PROPERTY

Property will play a key role in supporting our vision for NSCSO service delivery. Our proposed solution will enable us to drive a transformed Estates Service to support the Partnership's overarching transformational proposals.

Our property transformation proposals will be driven by Capita's Estates Director who will appoint experienced expertise from within the partnership or Capita's wider business to deliver individual elements of our property transformational proposals. Our Estates Director will work alongside our overarching Transformation Team, led by Capita's Transformation Director. This structure will ensure our property transformation proposals are aligned to the Council's transformation requirements and managed through the robust partnership change management governance arrangements.

Our transformational programme includes a number of property related projects and has been informed through the insight we have gained during dialogue and through the research we have completed within the Borough. The implications of this and other changes identified through dialogue in terms of property demand, mean that:

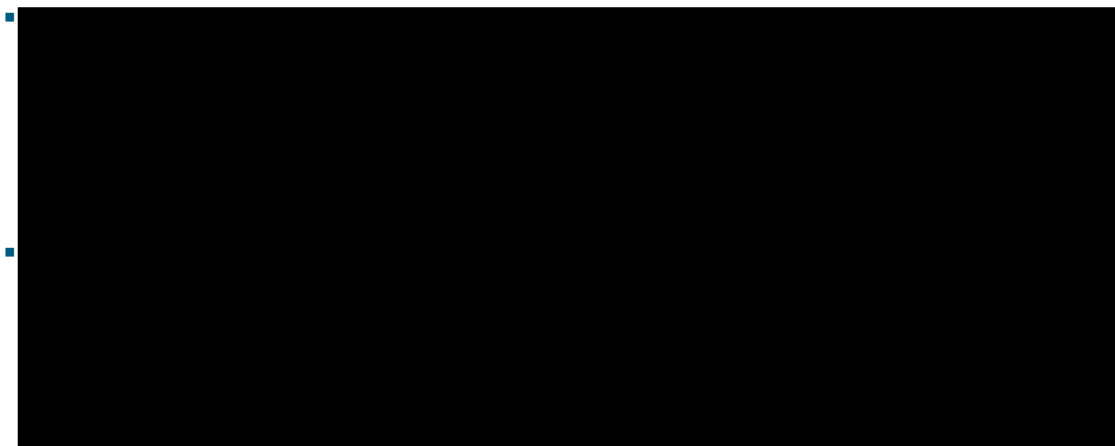
- The future property estate will reflect front-line service requirements, moving away from the current property led solution
- Channel shift will mean that less, more flexible, property will be needed in the future
- The future property portfolio needs to include public sector service integration
- Council staff need to use property in a different, more agile way in the future
- The future estate needs to be more efficient and result in reduced revenue expenditure.

Our Property Transformation plan is fully aligned to this insight, underpins the NSCSO core objectives and supports the wider strategic objectives for the London Borough of Barnet. Specifically we will:

- Review and amend the Council's Corporate Asset Management Plan (CAMP) to ensure the future estate maximises the collaboration and efficiency opportunities across the Council and other public sector partners. The objective of this is to extract as much value from the Council's retained estate as possible and support enhanced and transformed service delivery across the Council and wider public sector organisations
- Implement our Agile Workplace initiatives to culturally change the way people currently use property in the delivery of Council services. This will allow us to drive through a property rationalisation programme across the freehold and leasehold

properties occupied by the Council. We will underpin this with a guaranteed saving for the vacation of NLBP 4 in 2015 and NLBP 2 in 2020

- Implement a Corporate Landlord Function to deliver single property ownership and leadership within the Council, allowing us to develop and deliver an integrated Strategic Asset Management Plan across the entire Council
- Drive a 'One Barnet' approach to property occupation across the Borough's public sector, using our Insight Engine to develop service-led and citizen centric locality strategies across the 21 wards of Barnet, improving the use and reducing the cost of property assets within Barnet's public sector



- Implement a Community Asset strategy that will improve the use of community assets across all stakeholder groups, enable these assets to 'wash their face' in terms of financial performance, meets the Localism and Policy Issues, and critically, will meet the requirements of the vast majority of Community Groups, ensuring the strategy does not disadvantage the thriving community groups in Barnet
- Support the above initiatives by implementing an integrated Property Management system, linked via a Unique Property Reference Number, to deliver a 'single view of the asset' and 'a single version of the truth' to intelligently inform the strategic property decisions we make going forward.

We have an extensive UK wide capability in commercial property development and work with some of the leading developers in the country to identify and develop all manner of development schemes. We will provide access to this capability, free of charge, to develop further innovation proposals within the Council's portfolio including feasibility studies and option appraisals.

2.3 TRANSFORMATION THROUGH TECHNOLOGY

We are providing a technology solution that will both enable transformation in the NSCSO and support the Council in realising their transformation ambitions. The solution will facilitate end to end process automation, collaboration and integration between the Council and its partners, and enable the Council to develop deep and rich understanding of their customers and suppliers.

Pathway Management

Pathway Management will manage the process on behalf of the customer and keep them informed of progress. Pathway management will an end-to-end view of the customer interaction enabling us to work with the Council to streamline how services are delivered, from the point of contact through to fulfilment. We will ensure that the pathway delivers value for the customer and satisfies their needs whilst maintaining operational efficiency.

Process Automation

We will use K2 to model and automate business processes that span across multiple Council departments and their systems and to securely automate processes that span organisations. Where data needs to be passed between the Council and service providers for example, K2 will provide notification services and communication end-points that will allow data to pass securely to and from authorised and authenticated systems outside of the Council. This means that when a citizen wants to raise a service request, they can do this using their Council “My Account” and track the progress of their request on-line, even if the fulfilment of their request is being handled by a third party service provider.

Where there are issues with a service request (e.g. resolution of the request is taking longer than mandated), alerts will automatically be generated to pre-empt contact by the citizen, informing them of what’s happening with their request and providing them with a revised delivery time.

Collaboration

Google Apps is a suite of cloud-based tools that can be used for collaboration inside the Council (between employees) and outside the Council (between employees, service providers in the EcoSystem, and citizens).

Using Google Apps for collaboration means that the cost of providing collaborative tools (such as instant messaging and live document sharing) is greatly reduced - because Google Apps is hosted entirely by Google in the cloud, there is no requirement to provide dedicated infrastructure to support them.

As free versions of some Google Apps tools are also available to consumers, traditional usability and technical barriers to collaboration between the Council, service providers and citizens will be removed.

Customer and Supplier Insight

Provision of an Insight Engine is a core element of our overall solution. We will use insight to tailor and personalise multichannel interactions with individual customers - bringing to bear data about them and customers like them, so that we can anticipate and better meet their needs.

The Council will have ready access to the insight gained through the Insight Engine and analysis done on this by our Insight Team. This will include extensive data on customer interactions across multiple channels, and supplier activity and will be supported by models that predict likely subsequent interactions.

The Council will also be able to benefit from the data provided by Insight to our Channel Development Team to iteratively design contact channels and to marry

consumer demand to an evolving supply of relevant services, both within the Council and in Barnet's EcoSystem.

2.4 TRANSFORMATION THROUGH COUNCIL STAFF

The new NSCSO Service Delivery Model and the technology and property enablers will create an environment for Council staff to work more efficiently and for the customers' relationship with them to be transformed.

Ensuring changes are adopted and deliver their desired outcomes requires people to change how they behave and interact. The NSCSO will play a pivotal role in helping the Council in engage with their staff to bring them along the transformational journey of becoming a commissioning council and to drive continuous improvement. The diagram below outlines the people change components offered within our approach.



Figure 21 - People Change Components

Leading Change

The actions and messages from the organisation's leaders need to demonstrate their commitment and ownership for change. Our Transformation Director and the rest of our Partnership Management team will work closely with the Council's Executive to develop a shared vision and transformation journey to deliver the Council's strategic outcomes. Using this transformation journey, we will help the Council to plan and sequence the changes required and deliver a series of Strategic Outline Cases validate and commission each change.

This work will include an underlying theme of creating mutual value, openness and authenticity that will form the key foundations of partnership development. We will work with the leadership group to create a commonly held view about what adaptive leadership looks like and how it supports the delivery of the Partnership's transformational agenda. We will create the support processes and resources required to ensure that effective ways of leading transformation are developed. There will be a strong commercial focus on strategic leadership approaches.

Building upon the adaptive leadership theme, through our Business Partner model, we will work with operational leaders and managers to create conditions where

innovation and continuous improvement can flourish, while retaining a strong context of performance and commercial nous.

Organisational Change

Our HR and Learning and Development services will support the Council in creating a culture of agility and performance excellence across the organisation. This will ensure that individuals clearly understand what is expected and are equipped to meet these expectations.

The ADHR will work closely with the Partnership Team and Barnet Senior Management Team to define strategies or policies based on strategic data and Insight. They will act as change agents to translate LBB objectives into HR policies or programmes.

HR will play a significant role in the future definition of policy and procedure guiding and driving the culture within the organisation, organisational design and structure.

Performance Management - We will work with local leaders and managers to reposition performance management to be a way of working rather than an appraisal and reward system. The Insight generated through our Employee Portal will inform the support we provide to the Council's managers and employees. We will align individual performance objectives to support the delivery of the agreed shared vision focussing employees' contribution on delivering customer, commercial or service outcomes and empowering employees to realise their contribution against measurable service outcomes.

Career Path Planning - We will develop cross-silo competency frameworks that provide employees a broad perspective of their potential career options and paths within their service. Career paths will provide high performers with improved career opportunities and so aid retention of talent as well as giving underperforming individuals the opportunity to find roles that would make better use of their talents.

Succession Planning - We will combine our understanding of specialist roles, previous experience and behavioural preferences to build succession plans for business critical roles. This will reduce the risk of service failure due to unforeseen absence and create a more reliable and consistent delivery approach.

Learning and Development - As part of our NSCSO Transformation approach we will develop and deliver a Learning and Development Academy for LBB Council retained managers. This will be focussed on equipping the Council's managers with the skills to help them manage their services, taking full advantage of the self-service and analytical tools provided. We will identify sustainable, targeted development solutions building on the Insight generated through the Employee Portal. We will work with the Council to understand their priorities for this programme and incorporate the Council's desired behavioural and cultural imperatives.

This will provide a comprehensive management development programme consisting of essential generic and tailored workshops managed via a bespoke learning portal. The management development programme will offer Barnet Council managers the opportunity to enhance their competencies, knowledge, skills and behaviours to make a measurable difference to their performance. It will:

- Provide leaders and managers with generic and essential skills required to lead and manage their teams through the challenges of the changing organisation
- Concentrate on the managers responsibilities in applying key HR policies
- Reinforce the need to apply these policies as an operational process of management and shift the relationship with HR to that of an enabling service
- Ensure managers fully understand what they are accountable for and are equipped with the required knowledge to do their jobs
- Add additional investment through the Learning and Development Academy, offering senior and mid level managers tailored development (i.e. classroom, modular, online forums, coaching, blogs, self-directed learning)
- The diagram below illustrates how Learning and Development Academy could be configured:



Figure 22 - Learning and Development Academy

Learning and Development activity to equip retained Council managers with skills to operate within the transformed NSCSO environment does not attract a cost for the retained delivery unit. All Learning and Development Academy activity to upskill retained managers is included within Capita's core service price.

Engaging People

Communicating with staff in a way that gains their buy-in and commitment to change starts with taking a co-ordinated and consistent approach to presenting clear messages to each stakeholder group. Actively listening and responding to their needs demonstrates the value place on their needs. At the heart of our approach is going further than this by engaging with customers and staff through our User-Centred co-design.

We believe that by keeping people at the heart of our change design process, we will add value to the eventual product, the way that projects are delivered and also support the Council's change management objectives.

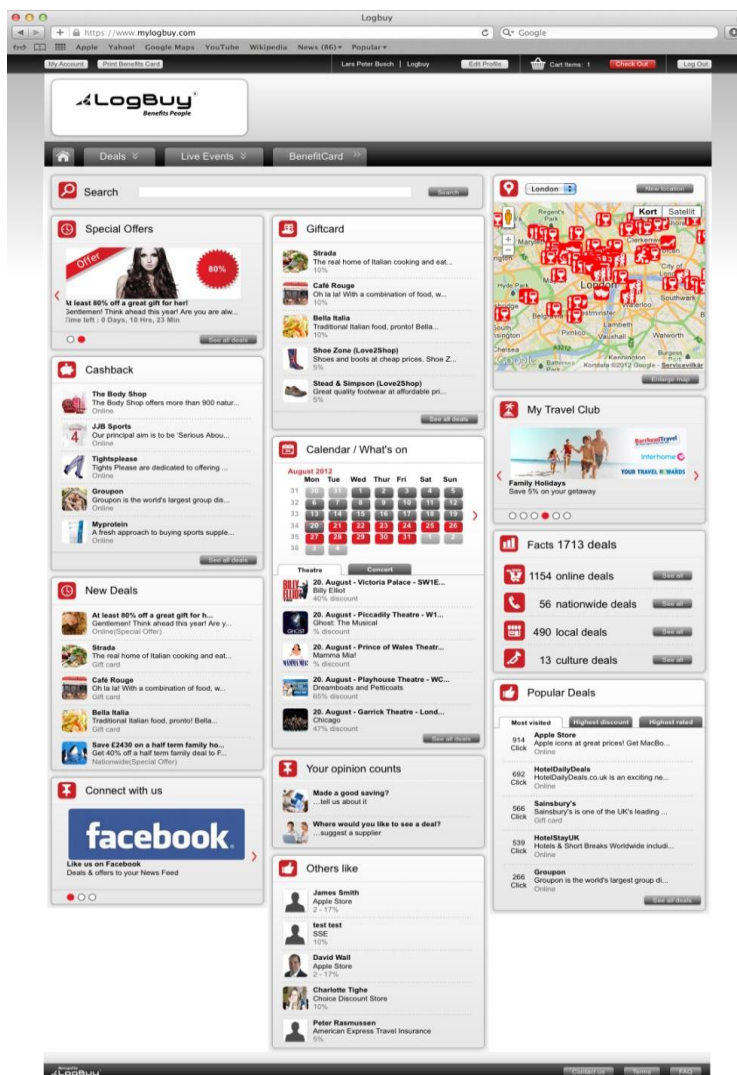
Example Change Management Initiative

To help incentivise greater adoption of employee Self Service and realise the benefits of "Bring Your Own Device" we will implement our Employee Discount solution, LogBuy, as part of our Employee Portal investment. This scheme provides advantageous discounts to employees and currently has a user base of over 800,000 employees from more than 550 client organisations. The benefits of the scheme are:

- **Council Employees** are offered exclusive discounts on exciting products and services
- **The Council** can offer a popular fringe benefit and reduce its IT support costs
- **Merchants** have access to a large and attractive customer group
- **Capita** benefits from increased take up of employee self service

The scheme attracts economies of scale that generate value for all parties. Our size means we can offer great discounts and be selective in terms of products and services. The LogBuy portal is easy and simple to understand and is always available, wherever the users are, both geographically and technologically. Discounts are offered on products and services across the country and the system can be accessed via the Employee Portal, the internet from the employee's home, as well as across all mobile platforms.

This simple and effective initiative will give Employees a great reason to self serve and help manage down any resistance to the new way of accessing NSCSO services.



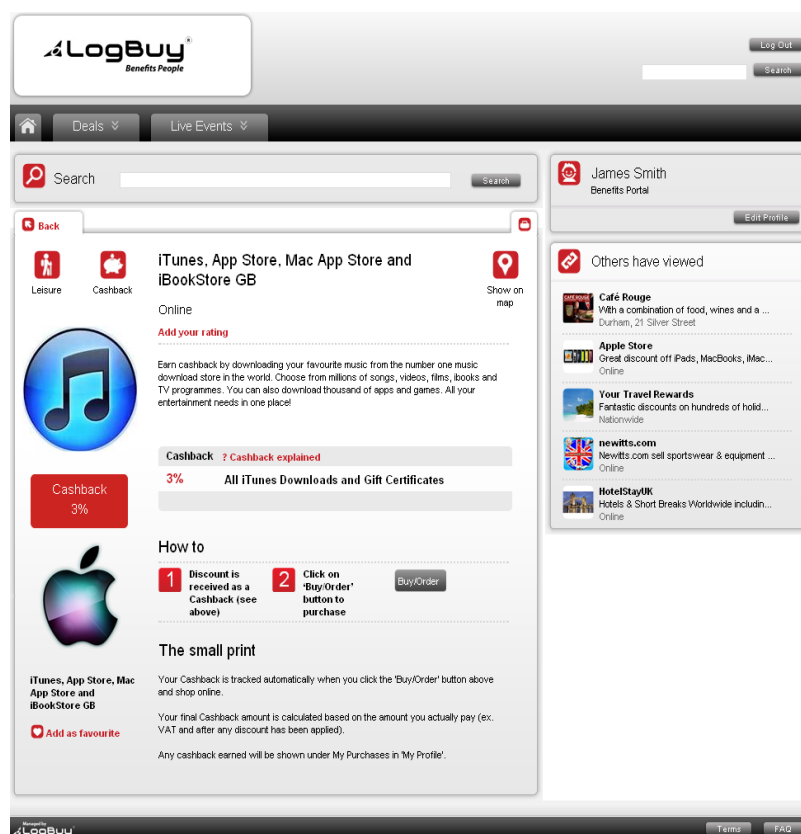
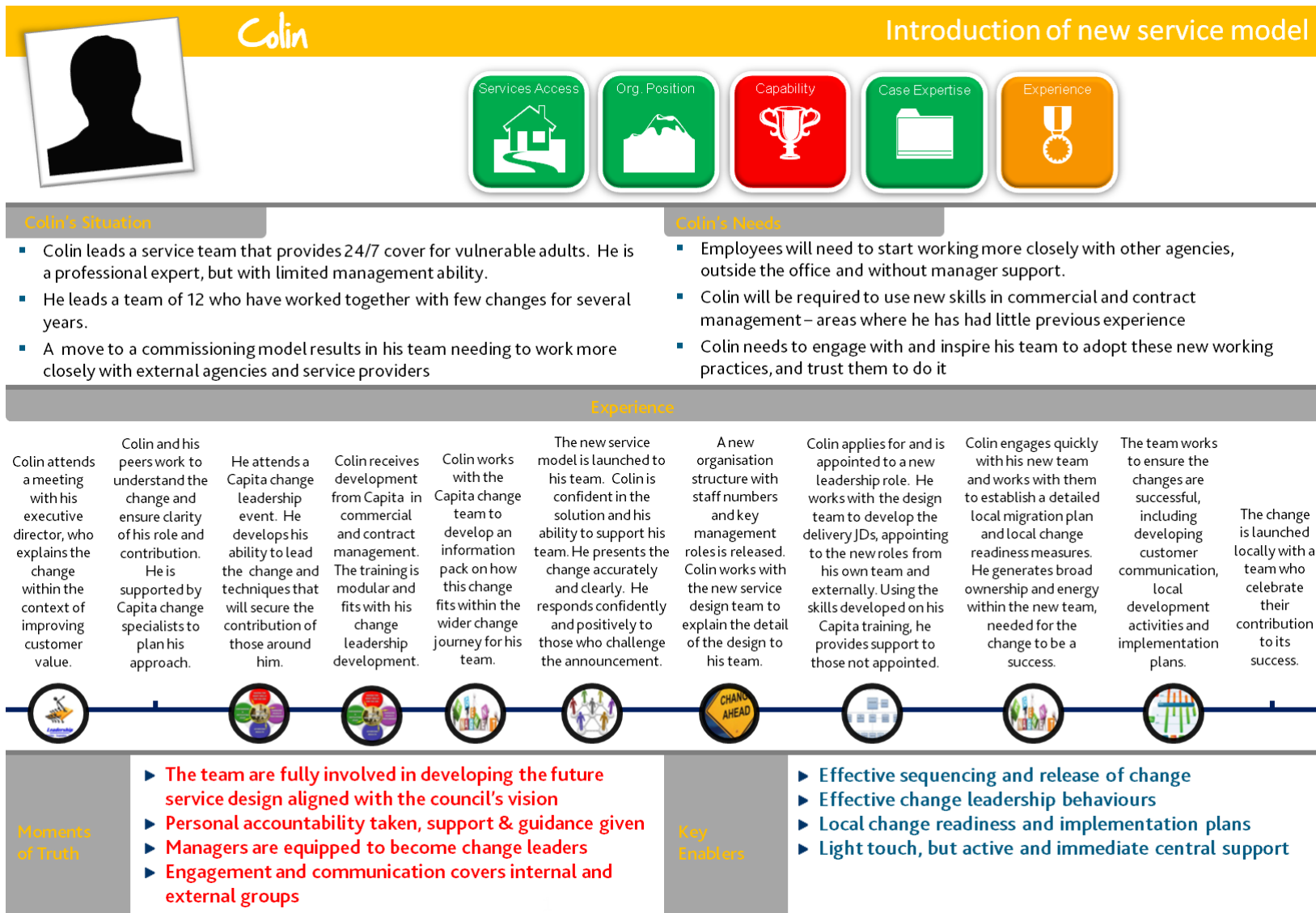
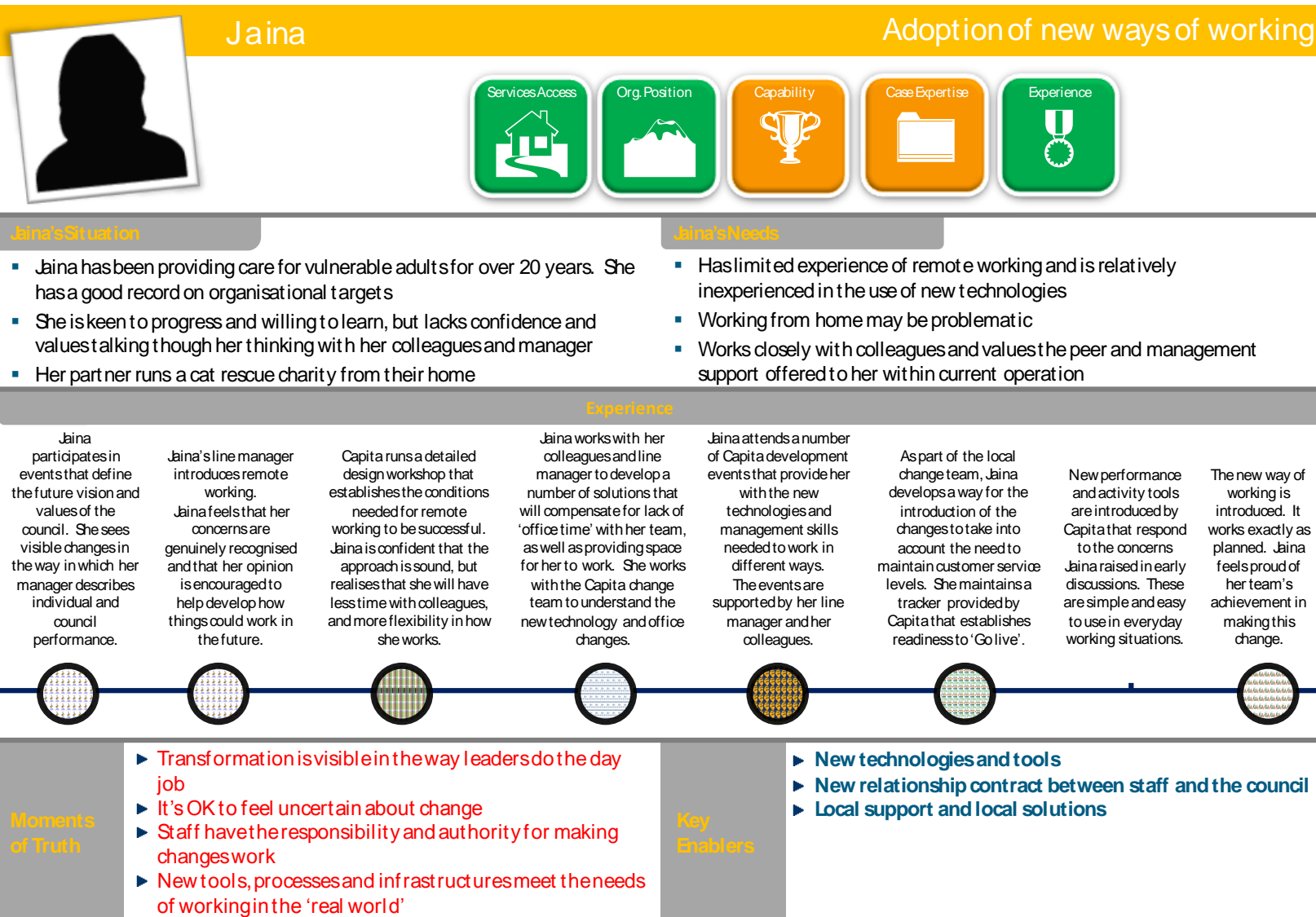


Figure 23 - Typical LogBuy screens

Transformation Examples

The journeys overleaf show examples of how this could work in practice.





2.5 TRANSFORMATION THROUGH INSIGHT

In order to achieve real transformation, we will need to understand and change the way Barnet citizens and businesses interact with Council services, irrespective of who actually delivers the services.

Developing this new relationship requires a combination of a gathering a deep understanding of customers and tailoring the way services are delivered to meet their needs. Our proposed Insight Engine provides an ideal mechanism for establishing this.

We will achieve this by:

- Segmenting customer groups
- Applying a multi-channel approach to accessing services
- Bundling services in a way that reflects life events
- Involving customers in service design
- Effectively communicating change.

Segmenting customer groups

We understand that Barnet has a diverse range of customers, with each having different needs and varying levels of demand on Council Services. In order to understand this and contextualise it in terms of customer contact, we have developed customer personas for representative groups (segments) of residents of Barnet. These we have matched with recognised 'standard' Cameo profiling segments, enabling us ascertain how the different customer groups may need/want to interact with the Council, its partners and its various services.

This has enabled us to develop Customer Personas, archetypal customers that represent an evidence-based customer segment. Our initial view of these is illustrated in the diagram overleaf:

Group	Cameo Title	Barnet Persona	Barnet Persona Title
1C	Urban Living Professional Single and Couples	Victoria & Peter	Young people with prosperous lifestyles
2D	Wealthy Suburban Professionals in Mixed Tenure	George and Mary	Wealthy families
3A	Wealthy Older Families in Spacious Suburban and Rural Detached & Semis		
4B	Professional Home Owners in Detached and Semis	Andy & Laura	Middle aged families with middle incomes
5B	Young and Older Single Mortgagees & Renters in Terraces and Flats	Alfie	Low income Seniors reliant on Benefit
6B	Older and Mature Households in Suburban Semis and Terraces	Fred and Ann	Older working couple in ex-Council House
7B	Singles & Families in Ethnically Mixed Inner City and Suburban Areas	Lim So	Young ethnic families and singles
8C	Older households with School Age Children and Towns and Suburbs		
9G	Young & Older Households in Housing Association and Mortgage Homes	Sam & Gina	Young couples in social housing
10D	Singles and Single Parents in Suburban Hi-Rise Flats	Marco	Disadvantaged people with low educational attainment





 <p>Victoria and Peter want to move in together. Peter has been in a wheelchair for 3 years following an accident but is able to work from home using the web. Victoria is a geriatric nurse at Barnet Hospital. Their joint salaries give them a reasonable household income. They normally have no real contact with Council, but have bought a new flat and plan to move house soon.</p>	 <p>George and Mary live in Garden Suburb. George is a self-made man who has started and still controls several successful businesses. Mary has been a stay-at-home for their family, and is now part time carer for George's father. She is feeling the strain of being a carer and feels she needs to talk to someone not directly involved. Mary's also an active volunteer for several charities George has designed a sorter that helps people determine which waste to put in which bin. He'd like to develop this so people could put all their waste into the sorter and it would automatically compress the waste and put it into a single, smaller, composite wheellie bin. He wants the Council to support the idea.</p>
 <p>Alfie lives on his own in small bungalow, which is now draughty and cold in winter. He loves living in Golders Green and feels very much part of the community. He used to use his car to visit children and grandchildren, who live in Kent, but can't drive now since slipping on ice. He's interested in military history and used to be able to get books from library. Alfie is careful with money, but concerned about rising prices.</p>	 <p>Andy is MD of his own building business, Builders4U and has lived in Barnet all his life. Laura works a few hours a week in local shop, fitted in round the children, but is beginning to have more time on her hands. Andy employs 10 people directly and sub-contracts trades to local small businesses. He has developed expertise in pre-fabricated sustainable office solutions and has seen growth, but the recession is starting to bite. He can't find youngsters willing to be apprentices either. Potholes outside his yard are causing damage to his vans.</p>
 <p>Fred and Ann live in a former Council House, bought under Right to Buy. Fred is a self employed plumber. Ann helps with the accounts, but has time on her hands. Both are keen on recycling and Ann enjoys gardening. Both are concerned about impact of the recession on Fred's business and their ability to keep up regular payments.</p>	 <p>Lim So is a single mother with one daughter, Lee Mi, and lives in Edgware. Her father has just passed away. Her mother struggles with English and is in poor health. Lim So is stressed with having to deal with the break up of her relationship and is finding it difficult to deal with her father's death. She is also worried about how Lee Mi is coping at school and very concerned how her mother will cope living alone.</p>
 <p>Sam and Gina have just moved in to their first house together, an ex Council House managed by Barnet Homes. Sam has been unemployed for 6 months and is finding it hard to get work. Gina is pregnant, currently unemployed and concerned about being able to look after the baby. Both worry about how they will be able to afford to live when the baby arrives.</p>	 <p>Marco was born in Poland and moved to Barnet with his parents, with whom he still lives. He was bullied at school and left as early as possible. He now works in a local Pizza outlet. He's a budding actor and wants to use the Internet to look for opportunities, but can't afford a PC. He worries about anti social behaviour and groups of youths on the street where he lives</p>

Figure 24 - Barnet personas matched to Cameo groupings

Personas are design tools used to remove guesswork from the decision-making process. Barnet is a large and populous borough, so by designing for everyone we risk designing for no-one. Our project teams will therefore adopt personas throughout transformation programme, as a low-cost tool to represent customer needs, and to therefore steer decision making as to, for example, 'how Anne would use it'.

As we develop services and take on new services, we will develop and enrich the personas to ensure that services actually reflect their needs, wants and aspirations. This will be supplemented by the use of co-design with citizens and businesses representative of the segments. This approach will increase the likelihood of service changes being successfully accessed by the people and businesses for which they are intended.

During Transition and Transformation our Insight team will draw on quantitative (data analytics and large scale surveys) and qualitative data (in-depth interviews and focus groups) to develop a customer segmentation. Each segment will then be distilled into a persona with external data from Callcredit and Council service delivery data to match service usage data to personas. We will segment based on the following variables:

- Demographics including, age, gender, employment and financial status, family status and education
- Geography, such as place of residence and place of work
- Psychographics - patterns of shared and relevant attitudes / characteristics, such as attitudes to self-help, self-service, technology and the Council

- Service and media consumption, which services they engage with, the channels they engage through and the media that informs their opinion of the world

This focus on customer segments allows us to profile and better understand the shape of the Barnet population, both in terms of who they are and what motivates them to behave in certain ways. The Insight team will then delve into each segment in turn, to draw out the key defining characteristics of that segment. These will then be articulated as an archetypal persona for that segment, with a face and a name, and often extended to make them more rounded and human with traits, likes/dislikes and frustrations.

The draft personas will be socialised at different levels within the NSCSO and Delivery Units, as appropriate as part of our co-design approach, to ensure that they are credible. They will be refined during this process, until such point as they are signed off with the Council for operational usage. The Insight team will then maintain them alongside the segmentation model.

The Insight team will then, over time on a project-by-project basis, work with different service areas to define relevant and credible scenarios for each persona. For example, Persona 1 has a health condition that needs resolution, or Persona 2 is making a benefit application. These scenarios are an extension of the personas, and provide a task-specific context for more detailed customer journey mapping and co-design work.

Applying a multi-channel approach

Using the insight gained through our segmentation approach, we will be able to refine and predict with increasing accuracy the likely level of customer service interaction by each customer group represented of the services available from the Council. Linking this to associated channel volumes against each segment will enable us to ascertain the optimum Customer Group/Service/Channel Matrix for Barnet.

We have already applied this approach based on the information available to us to shape our customer services operation, based on which customer groups, volumes of service interaction, location of customer groups, what services customers are likely to require and what channels customers have a propensity to use. This has also led us to highlight those services and customer groups for whom channel shift is likely.

Our analysis confirmed that there is a wide range of customer needs across Barnet, ranging from large numbers of customers in affluent customer groups to smaller numbers of customers in more deprived customer groups. Each group represented has very different service needs and channel access expectations. The maps below show the distribution of some of the groups across Barnet:

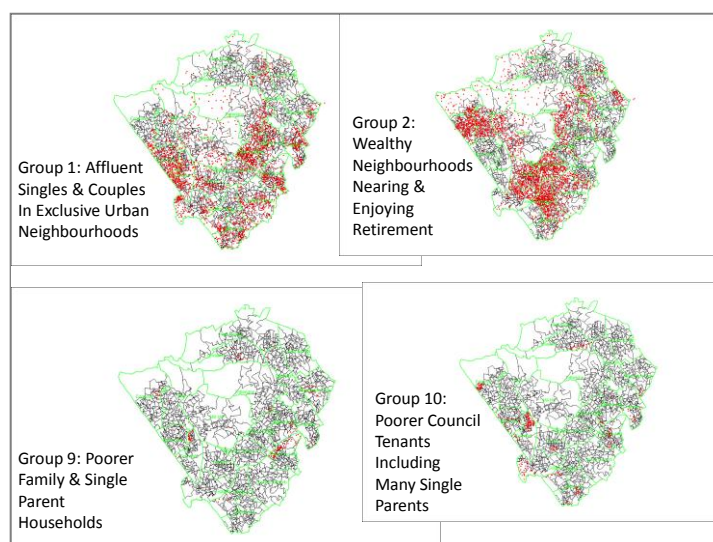


Figure 25 - Selection of maps detailing customer groups

We expect to refine and develop this approach, using increasingly accurate insight to understanding the size of these groups in Barnet to ensure that we focus on the right areas for channel shift to self-service and establish what face to face provision is essential. Our initial analysis of customer groups by location in Barnet has already helped us to shape our face to face service provision and the related property rationalisation plans for Neighbourhubs.

Bundling Services

How customers deal with life events is a key part of our solution. The repercussions of not supporting customers through major life transitions can be numerous and costly. For instance, failing to support someone through the transition to becoming a carer for a loved one can lead to poorer health outcomes, increased isolation and stress, as well as downstream acute costs. We therefore plan to invest considerable effort in redesigning the way we support customers through these life stage transitions, to support them not only with practical information and signposting, but also by reinforcing their emotional resilience. To make them feel listened to and supported at each step, ideally through the Customer Portal.

Life events can change the 'norm' for a customer for a period of time and even move people between customer groups due to changes in circumstances.

We recognise that in order to provide excellent customer service, it is not sufficient to simply respond with one service. Our solution will include linking Life Events to related services and customer interactions. For example, when a customer calls to advise us they have become homeless, our trained Customer Service Professionals will know to question the reason why someone has become homeless, looking not just at the presenting need, but at the underlying need, and from here we can be proactive to ensure the customer gets the support and advice they need, preventing the need for future avoidable contact.

The example in the diagram below shows how a number of life event triggers can result in a contact for someone declaring themselves as homeless and how we could

assemble a 'bundle' of additional services available during the call, which can then be offered or signposted by the advisor as appropriate, based on customer responses.

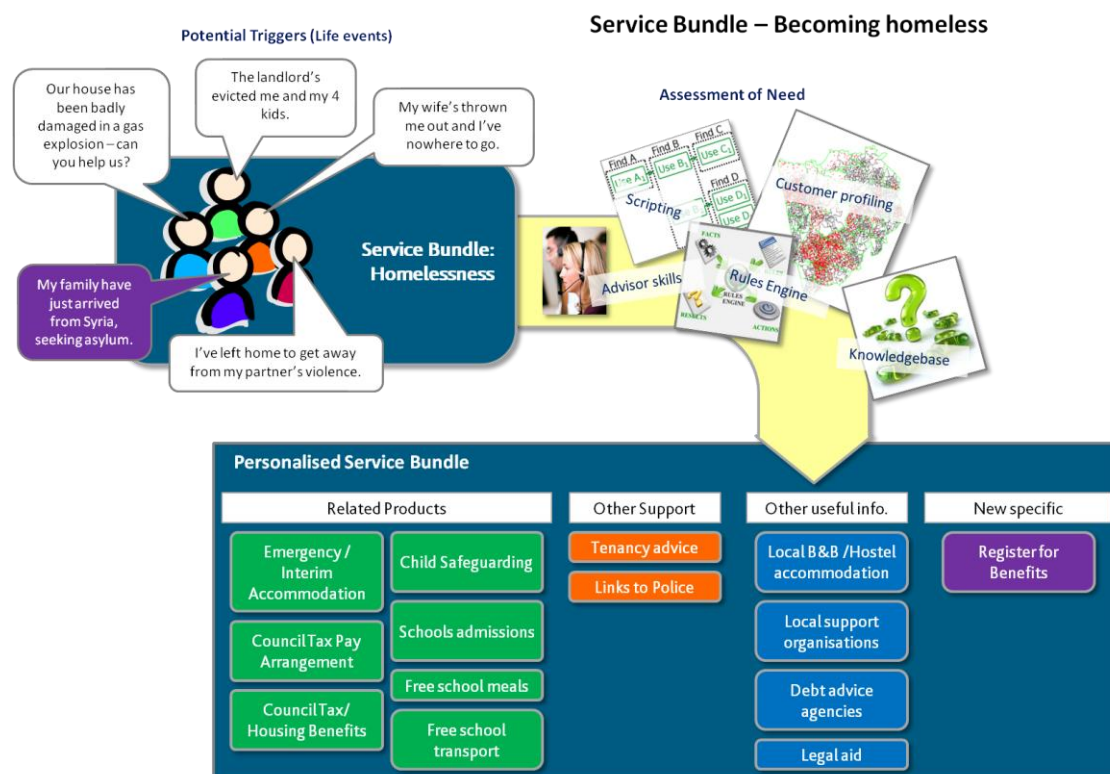


Figure 26 - Service Bundle example

This approach is not confined to citizens. The diagram below shows how applying a Service Bundle approach to a request to open a new restaurant could operate:

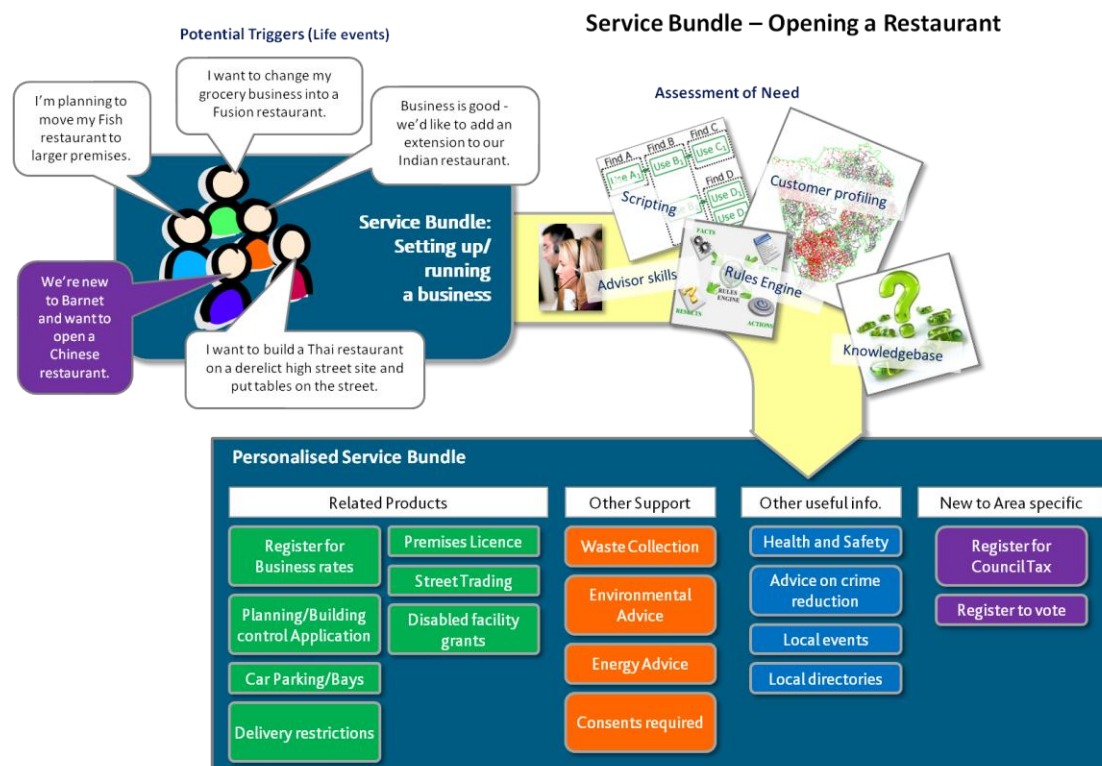


Figure 27 - Business Service Bundle example

2.6 MAXIMISE OPPORTUNITIES FROM CENTRAL GOVERNMENT FOR THE BENEFIT OF THE BOROUGH

The Public sector represents 50% of Capita's business. Within this, Central Government is one of Capita's core markets: we generate around £300m revenue per year from the sector, or 10% of our overall business. As a consequence we bring detailed knowledge of many of the departments and arms-length bodies that present big opportunities and risks, in terms of changing policy to Barnet, such as Department for Work and Pensions (DWP), Business Innovation & Skills (BIS), Department of Energy & Climate Change (DECC) and Ministry of Justice (MoJ).

We have a deep network of relationships with key central government departments and representatives through our existing contracts and our dedicated central government business development team. These resources reflect activity within relationship building, knowledge development and business development and includes four senior Market Directors across Central Government, Police, and Health, Research, Media and Communications. We also benefit from the regular involvement of our Executive Directors, Group Board Directors and expertise of ex-employees from key Central Government Departments, advisors and Think Tanks. These include Department for Communities and Local Government (DCLG), Ministry of Justice (MoJ), Department for Work and Pensions (DWP), Department of Health (DH), Ministry of Defence (MoD), Policy Exchange, Localis and the Technology Strategy Board.

These contacts allow us to be fully informed of issues affecting Central and Local Government and combine this knowledge with our established network of Local Government contracts and relationships. By doing so we will be able to provide

valuable insight, innovation and information to Barnet that reflects the environment the Authority operates within.

Our ability to engage at policy level, strategy development, capability assessment through to operational delivery will allow us to maximise opportunities for Barnet from Central Government and support the delivery of those opportunities into projects and service strategy development within the Authority. This is described against the following areas;

- Policy legislation horizon scanning
- Attendance at Government meetings and events
- Utilising networks and contracts
- Working in partnership with Government to advocate for Barnet
- Take advantage of new opportunities to co-design legislation
- Applying for appropriate funding / pilots / prototype opportunities

Policy legislation horizon scanning

We are well engaged with policy officials, special advisers and ministers in a number of key departments and hold regular discussions with them. We also have good relationships with a number of key influencers, such as think tanks (e.g. reform, policy exchange, Localis) and consultancies.

To give one example, we have a strong relationship with DWP and in respect of **welfare reform** and we held a series of meetings with the universal credit programme director and other senior officials enabling us to communicate the concerns of some of our local authority clients on their behalf, including conducting research in this area with local authorities and presenting the findings to DWP. This allowed us to assist the DWP in understanding the issues they need to overcome within this reform and provide early warning to our Local Government clients of the likely impact of future legislation and help them plan for its impact.

A second example is **Justice**, where we are engaged with proposed reforms, including the creation of police and crime commissioners and 'localisation' of aspects of the criminal justice system. Our Market Director and our advisory team are involved in this issue through our detailed engagement in the Police Sector and current bid activity. This provides us with knowledge and additional relationships that we can use to benefit our other clients, such as Local Government, as these reforms will have wide reaching impact across the community and legislative framework.

A third is **government debt** (i.e. money owed by citizens and businesses), where we have engaged with the Cabinet Office and several departments to contribute ideas on how government could do things better, including proposed data sharing legislation. We continue to be engaged in this challenge and would welcome the involvement of the Authority through insight and the 'new relationship with the citizen' as we very much see Barnet's underlying principles of the One Barnet programme are aligned to tackling this problem.

These relationships, contacts and information gathering skills, alongside our ability to capture and analyse information for the benefit of the Borough through our insight proposals (as described in Schedule 41 and the Enterprise Wide Insight Method Statement) will provide an early warning system for Barnet, allowing the Partnership to proactively plan for changes to try and work collaboratively to mitigate their impact.

Capita is a partner organisation of PACEC ([Public and Corporate Economic Consultants](#)) and part of their advisory group regarding Innovation policy and strategy. Through this relationship we assist in the auditing of Government Departments regarding their Innovation Policy & Funding approach, and support them in developing their Innovation policy to the required standard, if necessary, as part of their improvement plans. This gives us insight, within ethical protocols, into departmental requirements and into potential routes of funding for our partners. We will bring this insight to Barnet and work directly with the Authority to pursue opportunities for funding based on future central government initiatives as part of our approach to project development described within Schedule 15, Special Projects.

The Leadership Panel we describe in Schedule 3, Continuous Improvement, and Schedule 12, Governance, will play an important role for Barnet in horizon scanning. We will bring together industry and service experts from both public and private sectors to support the Authority's commissioners in identifying trends, issues and best practice along with potential responses and solutions. This capability will not only be in terms of the challenges upon the public sector but also in the responses of the private sector to those challenges. This will allow Barnet to develop a rounded view of the future and to design its own response to the best effect for the Borough. These experts within the Leadership Panel will include Apple, O2, Google, Barnardo's, NHS Choices and senior representatives from within Capita such as Chris Sellers, Executive Director and Jonathan Flowers, Market Director for Local Government.

Within our Local Government approach to best practice we have a dedicated policy team who liaise with our clients around legislative changes to assess impact on all areas of service delivery and tailor for local requirements. This ensures legislative compliance against a backdrop of continuous change (for example, in relation to DWP guidance) as well as setting the tone of the service in relation to its ongoing development (for example, in relation to take-up or the robustness of recovery activity, inclusion, demographic tailoring). These resources liaise directly with the relevant Central Government departments to clarify technical issues and queries (as is currently being undertaken with the localisation of Council Tax Support). This capability will be made available to Barnet as part of our service solution for Revenues and Benefits.

We have provided a number of examples of future legislative change and how Barnet and Capita could get involved to shape that legislation alongside understanding the impact of future legislative change upon the Authority and its operations in the following table:

Bill	Description	How Barnet can help shape the legislation
Growth and	Make provision in connection with facilitating or controlling the	Barnet and Capita could offer

Infrastructure	following, namely, the provision or use of infrastructure, the carrying-out of development, and the compulsory acquisition of land; to make provision about when rating lists are to be compiled; to make provision about the rights of employees of companies who agree to be employee owners; and for connected purposes.	to: adopt (pre assent) the elements of the bill to test their suitability and relevance to a local government environment. Commit to engage with Barnet based employers which elect to follow the employee owners model
Infrastructure (Financial Assistance)	Make provision in connection with the giving of financial assistance in respect of the provision of infrastructure	Barnet and Capita can develop a business case return on investment (including creation of social value) approach for infrastructure projects which could be adopted as standard
Local Government Finance	Make provision about non-domestic rating; to make provision about grants to local authorities; to make provision about council tax; to make provision about the supply of information for purposes relating to rates in Northern Ireland; and for connected purposes	Barnet and Capita could propose that grants be based partially on achievement of defined outcomes and that further funding be made available for over performing councils
Prevention of Social Housing Fraud	Create offences and make other provision relating to sub-letting and parting with possession of social housing; and for connected purposes	Barnet and Capita can provide a process template for identifying fraudulent activities which could be adopted by other
Social Care (Local Sufficiency) and Identification	Make provision about the duties of local authorities in relation to the sufficiency of provision of social care and related support; to make provision about the duties of health bodies in England in relation to the identification and support of carers; to make provision in relation to the responsibilities of local authorities, schools and higher and further education organisations for the needs of young carers and their families; and for connected purposes	Barnet and Capita can directly map the spending on social care to the most effective and efficient means of delivery via the proposed EcoSystem approach

Social Care Portability	Provide for the portability of care packages to promote independent living for disabled persons by local authorities in England and Wales; and for connected purposes.	Barnet and Capita can provide a life event process to facilitate the moving in or out of a citizen requiring Social Care services in the borough
Transparency in UK Company Supply Chain	Require large companies in the UK to make annual statements of measures taken by them to eradicate slavery, human trafficking, forced labour and the worst forms of child labour (as set out in Article 3 of the International Labour Organisation's Convention No. 182) from their supply chains; to require such companies to provide customers and investors with information about measures taken by them to eliminate slavery, human trafficking, forced labour and the worst forms of child labour; to provide victims of slavery with necessary protections and rights; and for connected purposes.	Barnet and Capita can promote the use of Barnet based suppliers which can be audited to prove that not only are the suppliers compliant to the pending legislation but that the use of such suppliers greatly reduces the risk of non compliance with the bill and provides further economic benefits such as suppliers reinvesting their profits back into the borough through employee pay and the use of other locally based suppliers and the payment of rates and taxes
Local Services	To enable local planning authorities to require the granting of planning permission prior to the demolition or change of use of premises or land used or formerly used as a public house or local independent shop, to enable local planning authorities to require the granting of planning permission if premises or land will be used for a supermarket; and for connected purposes	Barnet could identify and offer potential sites to test the validity of the bill to local authorities
Land Value Tax	A programme of research into the merits of replacing the Council Tax and Non-domestic rates in England with an annual levy on the unimproved value of all land, including transitional arrangements	Barnet could identify and offer potential sites to test the validity of the bill to local authorities

Schedule 25, Services Legislation List summarises the changes in legislation which are included and excluded from our Contract Price.

Attendance at Government meetings and events

We hold meetings and events with government representatives on a daily basis. This is as part of our management of our existing business, as we undertake business development activity, and because we want to contribute ideas to help government with its key challenges.

In recent months we have had meetings with most central government departments and arms length bodies including Department for Communities and Local Government, Department of Work and Pensions, Ministry of Justice, Her Majesty's Revenues & Customs, Business Innovation & Skills, Department of Environment Food & Rural Affairs, Department for Transport, Department for Health, Her Majesty's Treasury, Foreign & Commonwealth Office and many of their arms length bodies including UKBA, Environment Agency and others.

We are regularly invited to Government events as senior representatives of the industry as part of the Government's consultation with the Industry. As part of the solution development for future Waste Infrastructure, Capita were in active discussion with the Head of Waste strategy in Defra, John Burns, to examine alternative options outside PFI to accelerate and kick start the programme of projects as it began to stall in 2008. We were able to work with John Burns and his advisors to develop alternative options for consideration when developing Local Authority waste strategies so as to recognise the capacity of the Industry to secure funding. Through this high level interaction we were able to assist our contractor clients in funding and constructing waste infrastructure and also assist our local authority clients in developing deliverable and sustainable waste strategies. This illustrates the access that Capita is able to gain for ourselves and on behalf of our clients that allows us to assess the impact of future legislation for their benefit. We confirm that, where appropriate, we will provide the opportunity for Authority staff to attend meetings with key industry stakeholders on issues affecting the Borough.

We recently attended a BIS/HMRC event representing Royal Institute of British Architects (RIBA) on the application of Research and Development tax credits so that we were able to understand the issues and also advocate for the design industry regarding this important matter. Following this event we prepared a guide for RIBA to distribute to its members and would undertake similar activity on behalf of the Authority so as to provide concise and relevant information on key matters such as tax credits for working with local supply chain and driving innovative new practices.

In addition to requests for individuals to attend meetings we also own a conference business which runs regular events targeted particularly at central and local government representatives providing a great opportunity to share learning, to network and to influence. To be able to do this and attract delegates it is of paramount importance that we are at the forefront of public policy. We are directly supported by key government departments - including the Cabinet Office, Home Office, DWP and Health. Our conferences keep the public sector up to date with the latest Government policy, funding and best practice initiatives.

Capita Conferences were the first to hold conferences around crucial, yet sensitive areas, of national policy, including Deaths in Police Care, NEETs, Children Missing Education, Safeguarding Children, Public Sector Transformation, Worklessness, Honour Based Violence, Forced Marriage, Prostitution, Child Poverty, and Disabled

Children, to name a few. In the three months from November 2012 – January 2013 inclusive, Capita Conferences will hold 54 government conferences.

Subject Matter	Number of conferences Nov 2012–Jan 2013
Education	7
Children's Services	9
Health & Social Care	8
Police & Criminal Justice	7
Local Government & Communities	6
Housing	6
Employment & Skills	3
Central Government	8
Total over three months	54

Our speakers are drawn from the leading industry professionals, and recent Local Government and Communities speakers have included: Andrew Travers, Deputy Chief Executive, London Borough of Barnet; Graham Burgess, Chief Executive Blackburn with Darwen Borough Council and NHS; Gavin Jones, Chief Executive, Swindon Borough Council; Derrick Anderson, Chief Executive, Lambeth Council and Sean Harris, Chief Executive Bolton Council.

Amongst the conference speakers there is a high participation of Capita clients as through our role of organizer of these conferences Capita is uniquely positioned to provide our clients with the opportunity to enhance their profile within the industry and to gain access to an effective forum for sharing and development. We will provide Barnet and its key partners the opportunity to communicate the success of the One Barnet programme and therefore secure attendance for Authority staff at these events alongside speakers from the Authority. During mobilisation we will work with Capita Conferences to create opportunity for Barnet staff to participate in future conferences and also for the Authority to shape the agenda and content of relevant future conferences.

Utilising networks and contacts to assist the Borough

As outlined earlier, we have strong relationships with central government at all levels through business development activity, strategic advice and because we want to play an active role in working with Government with its key challenges and agenda. Some examples of our existing clients, which we think could be important to you are;

Department for Communities and Local Government, Department of Work and Pensions, Business Innovation & Skills, Department of Health, Her Majesty's Treasury, and Department of Education. We are major suppliers to all of these departments and systematically map and manage our relationships and would welcome the Authority's involvement in these meetings on appropriate topics.

As one of government's strategic suppliers we also have a crown representative (in HMRC) with whom we have regular dialogue. We also have frequent meetings with the cabinet office at official level, and occasional meetings at ministerial level. We have regular briefings regarding soft market testing of future services, the forward programme of Government initiatives and in particular cross-cutting initiatives regarding ICT issues, open data, SMEs and Government Digital Service.

Our status as a strategic supplier meant that we were part of the consultation group in the 2010 Strategic Supplier Initiative, managed by the Treasury and Cabinet Office. In this role we worked directly with Francis Maude's team and the Efficiency Reform group (ERG) to develop various initiatives that improved quality and saved money for Central Government,

In addition, we are members of a number of organisations that give us access to government, including the Confederation of British Industry (CBI) where we sit on the Public Services Strategy Board, Whitehall & Industry Group, reform, policy exchange, intellect, Localis and a research and data partnership with Dods. The Whitehall and Industry Group in particular promotes co-operation between suppliers and Government including information sharing and secondments, our relationship presents an opportunity for Barnet and its successes to be promoted to this group enhancing the profile of the Borough at strategic level across the public sector. The opportunity also applies to the Business Services Association (BSA) of which Capita is a member and our Market Director for Local Government speaks on behalf of this body, presenting an ideal opportunity for Capita to promote the successes of the NSCSO partnership and to create an advocate that then promotes the partnership and the Borough of Barnet in its own right.

Our Executive recruitment agency, Veredus, has placed a huge number of senior staff across Central and Local Government and has an ongoing network of contacts that can be utilised to Barnet's benefit in appropriate instances and within ethical protocols. We will provide direct access for Barnet to this network via our Local Government Market Director and member of the Leadership Panel, Jonathan Flowers.

Key to using our networks to assist Barnet will be telling the story of its journey to becoming an exemplar council and achieving its objectives of the One Barnet programme. We can use our relationships to create additional advocates to the success of the programme by informing DCLG and the LGA of key milestones and achievements within the programme that they in turn use as case studies when examining alternative service models, changing the relationship with citizens or building a single public sector approach.

The above activity will support increased political awareness of the Borough and Authority and we commit to using our corporate and personal networks to support the communication of the success of the Partnership and wider success of the Authority via appropriate case studies and active management of the Capita network. This will be further assisted by our established network with both the GLA and London

councils where we have regular senior level contact from existing contracts and long established relationships.

We recognise the importance of coordinated communication of key messages and so commit to utilising Capita's communication team to develop a communications and marketing plan, to be agreed with the Authority's Corporate Communications Team, to share the successes of the partnership. This will include the influencing activity described earlier but also more direct promotion of the successes and activity of the partnership through media activity including employing our relationships with Municipal Journal and Local Government Chronicle. We also commit to seeking out opportunities at key conferences such as LGA and SOLACE and supporting the Borough in attending these conferences as speakers to promote the name of Barnet as an exemplar council and innovator in service provision.

We will use our relationships in health to support the Borough by utilising our contacts via NHS Choices and its host Health Division - Capita Health and Wellbeing – where we have ministerial contact and senior officials. These cover all aspects of health but a key issue going forward is addressing the growing issue of dementia and the creation of 'dementia friendly communities'. This issue will have a significant impact on the citizen, service provision and finances within the Borough.

As part of our bid we have engaged with both the Department of Health and the Alzheimers Society to build our response to Barnet's objectives and this issue in particular. We have tested our solution with the Alzheimers Society and we now continue to work with them as they wish to move towards being a supplier of services and understand what challenges they face in doing so. We believe due to the future challenges facing the Borough that this relationship would be a valuable one to grow further for the Borough as the Alzheimers Society become more involved in helping those who live with dementia at the request of the Government.

The Leadership Panel will bring relationships, networks and opportunities from outside the public sector to assist Barnet. It will bring together third sector, public sector and private sector partners of Capita to examine future challenges facing the Borough or at the annual meetings described in Schedule 3, Continuous Improvement. Through Capita's diverse client base we will bring additional relationships outside Government to bear for the Authority. By examining, for example, the response to 4G and open data with telecommunications companies such as O2 and Vodafone the Authority will be better able to establish its own response and requirements to the issue. By speaking directly with Google and Apple over innovation in communications, direct marketing and technology, the Authority will be able to further challenge the relationship with the citizen and in particular education as the younger generation become more direct customers of Council services.

Working in partnership with Government to advocate for Barnet

As a key strategic supplier to the government and participant in the Crown Representative programme, Capita works with senior procurement officers within Central Government who have a mandate to strengthen and broaden the supply base used by the Government.

The Crown Representatives are very interested in leveraging best practice found at all level of government and by using the future successful achievements of Barnet as

case studies we can use these as a conduit for Barnet into Central Government thereby building Barnet's profile across Central Government and the public sector as a whole. We are committed to liaising with the Crown Representative on Barnet's behalf when the appropriate opportunity presents itself.

We are very happy to work in partnership with our clients to represent their views, or include them in meetings as appropriate. Indeed, Central Government finds this really helpful. For example, DWP has recently welcomed our understanding of local authorities' views on welfare reform and engaged with us in a way which has helped us to communicate key concerns. This engagement approach is open to Barnet to take up, as appropriate, during the partnership.

We recognise that this will be a state of the art / exemplar partnership. Positive profile, when managed well, comes with this status and we have described in the previous section how we will actively promote the partnership and its successes. Unfortunately delivering those successes doesn't get Capita or Barnet the right to participate at the 'top table', what does, is having the relationships to promote the Borough, Authority and Partnership. We will use our established relationships within DCLG, including mobilising contact within senior networks and in line with agreed ethical protocols, to actively promote Barnet to encourage DCLG to become Barnet's advocate as they use Barnet an exemplar case study reflecting their own aspirations and agenda. This will communicate Barnet as a success to the wider public sector including the LGA where we firmly believe that the future operating model of Barnet is aligned to the LGA's view of a new operating model as an exemplar of future service delivery.

We have relationships with senior officials in Government who we can engage with on behalf of Barnet and bring to the Borough to see the transformation that the Authority has delivered. We have used this approach successfully before bringing;

- DCLG to Harrow to examine our transformation partnership there
- Cabinet office to Birmingham to view our cross cutting transformational activity and delivering large scale complicated service contracts
- DWP to Southampton to view our approach to benefits and processing.

The recognition and positive promotion achieved by these authorities could be replicated in Barnet as we would seek the Authority's agreement to bring officials from DCLG, Cabinet Office, BIS amongst others to visit the partnership. This could include examination of the future EcoSystem which will be key in supporting the new relationship with the citizen and people taking more responsibility for themselves.

The Leadership Panel will bring key stakeholders from Capita's relationships in Government to the Borough and we have personal contacts to support the increased involvement of political figures if the Authority and members so wish. This will assist the Authority in addressing both political and legislative agendas thereby assisting both members and the officers in developing its future strategy.

Take advantage of new opportunities to co-design legislation

The approach we have outlined in the previous two sections will allow Capita to maximise its relationship for the benefit of the Borough and create opportunities.

What is also important is that the Authority has the ability to respond to these opportunities.

Capita will support the Authority in crafting ideas to take to Government and to other stakeholders. We have capacity and capability to develop business cases and propositions and will bring this to the partnership to assist Barnet as a key element of our offer described within the Corporate Programmes Method Statement. In short we will equip Barnet with the ability to respond to opportunities our wide network creates and therefore take advantage of them.

We will connect Barnet into policy exchange work on new ways of providing public services based on the delivery of an exemplar partnership. Barnet can then engage in the debate and be part of the driving of change with Capita. This will put the Authority at the forefront of policy and ideas generation supported by the case study behind it to support involvement. In addition to this opportunity we have set below specific examples of where we can assist Barnet and leverage our relationship to influence and co-design legislation:

- Capita's DCLG Policy Research Framework role – where we can represent and then leverage interests of partners early in the policy debate
- DCSF Research & Development Framework – we have played an active role in determining the viability of retrofitting schools into existing buildings which in turn is being included in future legislation and design codes
- Localis & Policy Exchange lines of influence on legislation – we have strong relationships with both of these influencing organisations and will actively use them to the benefit of the Borough
- We will help the Authority get benefits from Technology Strategy Board's collaborative Research & Development funding, and/or similar benefits from academic collaboration putting it at the front of ideas generation and challenging the existing approach to service provision
- Our Local Government Service Development Director chairs events for all our Revenues and Benefits clients to share/exchange/discuss current topics of interest across a wide portfolio of local authorities and then works with this group to ensure that the concerns of our clients and the operational impact of the Welfare Reform agenda are fed into the wider debate and pushes for legislative recognition of this.

We will work with Barnet to get the Authority to be closer to policy debate – underpinned by an evidential approach facilitated by Capita's insight proposals described in the Enterprise Wide Insight Method Statement. By doing so, we will bring the Borough into active participation in the development of green and white papers to Government. In the table below we describe a number of trends in Local Government and describe the activity and the view we could jointly represent to Government as an example of our current thinking on these issues:

Trend in Local Government	Point of View
Increased revenue earning power by local councils as revenue powers devolve	Barnet and Capita to innovate revenue generation models such as life event based solutions (a move into Barnet would trigger offers of utilities, telco services, home insurance, care insurance, enhanced gym memberships etc)
Emergence of new local service provision including greater control over health, police, fire and economic development	<p>Policy – Barnet can take the lead in determining the policies which will inform what parts of future service delivery can be done by councils. This could be split into</p> <p>Preventative measures - to mitigate the risk of future events such as fire awareness, neighbourhood watch, early intervention into potential domestic violence situations</p> <p>Service Delivery – the use of third sector organisations to deliver essential services such as ambulance care (budget being redirected to a provider like Jewish Care versus NHS ambulances)</p>
Self directed selection in areas such as health and education	Current efforts at self directed care is focused on Adult Social Care however there are many more opportunities to expand self directed care to citizens at a much younger age so that they can take decisions regarding sexual health, lifestyle choices, and further education opportunities
The development of non financial assets such as trust and social value	<p>UK wide 1-2% from the £250bn local government asset portfolio could provide a revenue stream worth £50bn over the next ten years.</p> <p>In addition, intangible assets such as prime locations on Council assets which could be used for advertising, presents another revenue opportunity.</p>

Applying for appropriate funding / pilots / prototype opportunities

As a leading partner to Central Government, Local Government and other public sector bodies in the UK, Capita has developed a market leading approach for responding to and successfully securing projects and funding regulated by UK and European regulations. The core programme team proposed for the One Barnet programme have experience in applying for funding and securing pilot opportunities. Capita will also make available to Barnet the broader capability within the organisation to support any investment cases which are relevant to the programme and would benefit from Capita's participation in developing the response.

As a strategic partner we will work with the Council to maximise opportunities from Central Government for the benefit of the Borough. Capita deliver a wide range of services to Central Government across a range of departments which gives us strong connections into the heart of government. We regularly leverage these connections for the benefit of our clients – whether it be to open up access to closer working with a specific agency or bringing our strategic partners into think tank sessions that we run with Government departments to co-design public policy.

We have considerable experience of securing funding for new initiatives on the projects and programmes that we are working on – for example in North West Wales we have helped a consortium of three Local Authorities secure over £6m external funding from a variety of sources including the Welsh Government's Families First programme, European Union Convergence Funding through the 'Potensial' scheme, and the National Lottery to develop a pioneering multi-agency approach to supporting chaotic families called 'Breaking the Cycle'.

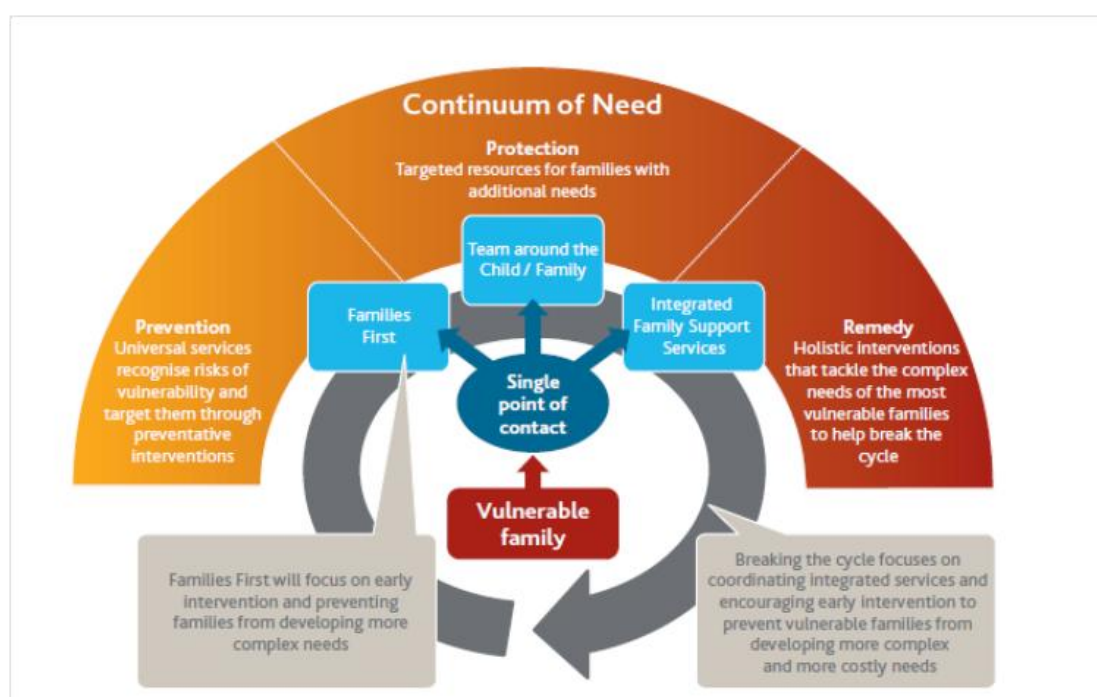


Figure 28 - Breaking the Cycle

This additional funding is supporting the development and delivery of a strategic commissioning model for preventative family focused service provision that will target

families early and provide co-ordinated and appropriate support to improve lives through a team around the family support.

Effective commissioning: Commissioning decisions will be much more strategic ensuring that core services and project delivery are linked to needs rather than assumptions and are geared towards much more preventative and protective rather than reactive measures.

- Targeted prevention: A number of families who would not have previously received services will have access to co-ordinated support through the new approach. This increased focus on prevention is aimed to decrease the number of families requiring intensive statutory intervention.
- Ideas into action: Capita is currently working with Gwynedd Council and its partners to deliver the roadmap, focusing on developing a strategic Commissioning Plan. A 'team around the family' is in development alongside a project to provide single points of contacts or family buddies for families to improve their life chances.

The partnership directors of our strategic partnerships form part of Capita's internal thought leadership network, which is plugged into our national government networking and public policy forums. This ensures that they are kept up to date of the latest movements in government and are well positioned to facilitate our clients into the appropriate national debates and co-design initiatives as they arise.

Our Leadership Panel will identify new opportunities for funding from sectors outside Local Government from both public and private sector through its network of contacts and understanding of key issues affecting the Borough. This will include funding to support local business within the Borough alongside our ecosystem commitments where we will seek to secure funding via our relationships and knowledge of BIS for SMEs as part of the BIS initiative 'Coaching for Growth' in addition to our investment in the fusion programme for stalled or stagnated businesses in the Borough described in our Procurement Method Statement.

For specific initiatives, when proposing ideas for new Special Projects and in producing the Business Cases, we will ensure that we leverage these relationships with national government and identify opportunities to tap into funding pots across the local, national and European remits. One of the roles of the Benefits Manager will be to challenge each proposed business case as it is developed to test that they have identified any available funding routes as part of developing their commercial case.

We are keen to find opportunities to work together with Local and Central Government and explore the opportunity for wider funding. We have identified a number of possible opportunities, including:

- Welfare reform (though a number of pilots are already underway - including a scheme we are delivering in Oxford to pilot direct payments to a Housing Provider)
- Apprenticeships, where a local partnership may be attractive as part of our EcoSystem

- Justice reform, where there may be opportunities to develop more local solutions and innovation (possibly linked to police and crime commissioners)
- Early intervention for troubled families so we can build upon the community budget pilot already being undertaken by the Authority and expanding this scheme to deeper engagement with other public sector bodies
- Technology Strategy Board – Capita sit on panel as advisors for identifying projects for funding and we can use this knowledge to assist the Authority in developing projects that align to the requirements of the panel.

2.7 TRANSFORMATION THROUGH THE EcoSYSTEM

We will leverage the whole EcoSystem for the benefit of Barnet, enabling citizens and communities to share responsibility, and signposting customers to support that is available to them elsewhere, not just from the Council e.g. from central government, pan-London public sector services, and other local agencies, as well as from the community itself through community organisations and self-help groups.

Signposting wider services based on Insight and life events will transform the customer experience as well as manage future demand for council services. This philosophy will drive initial development of scripting and business rules within the Customer Services organisation, as well as identification of business cases for wider transformation during Phase 2 of our Customer Services transformation.

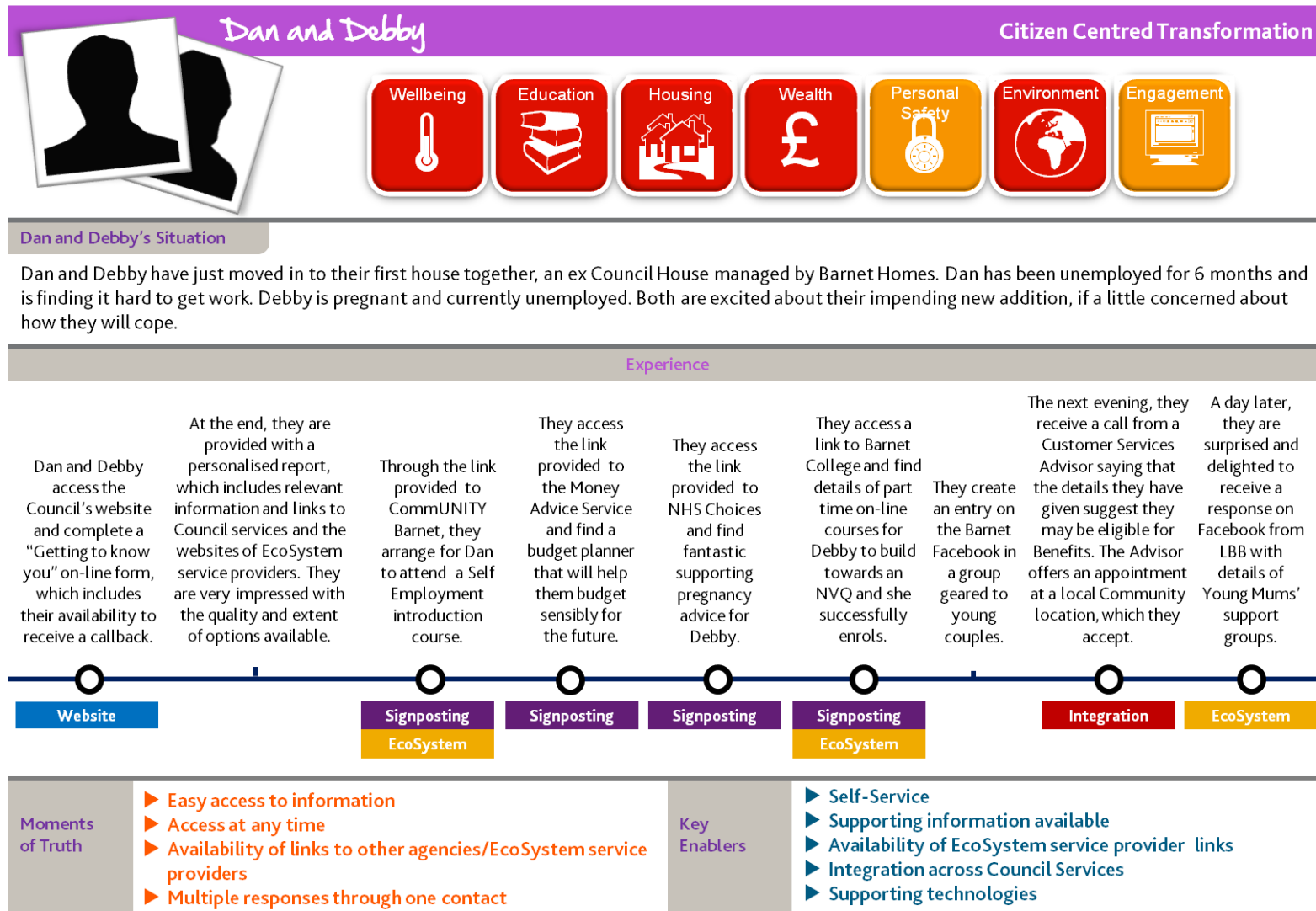
We will leverage LBB's procurement expenditure to drive jobs and growth locally as described in our Procurement Method Statement. For example, we will make jobs, training and graduate opportunities part of the deal when negotiating contracts with suppliers in line with the London Procurement Pledge. We will expertise in market development and management to complement our sourcing strategies, mapping future supply requirements to the local supply chain, identifying gaps in local supply, and identifying critical supply streams.

We commit to investing money and skills up to a value of £500,000 over the Initial Term in a Community Development Programme (CDP) to build capacity and capability of the local Barnet supply base of small and medium sized enterprises, and voluntary and community organisations, supporting Barnet's economic development and increased sustainability of the Council's supply chain.

We will establish Local Business Development Boards to increase the visibility of opportunities presented by the Partnership and EcoSystem and encourage local business to work together to respond to the opportunities identified through an agreed Local Business Opportunity plan. We will also signpost the national Growth Accelerator Programme, a key element of the Government's Growth agenda, so that Barnet businesses maximise benefit from the London allocated places.

Interventions will be insight-driven to maximise impact and the return on our investment. Within the Partnership governance, we will set up a Local EcoSystem Development Board (including Members) to oversee the CDP and ensure that interventions align with LBB's priorities and complement your own activities.

The Customer Journey below shows how the EcoSystem and wider signposting will support the delivery of services to customers:



Make a birth plan

A birth plan is a record of what you would like to happen during your labour and after the birth. You can go to the [birth plan](#) page to print out a blank birth plan to discuss with your midwife and fill in by hand, or to fill in a birth plan online, save it and print it out. You can also find out about all the things to think about, including where you'd like to give birth, pain relief options, and your baby after the birth.



Free information service for parents

[Sign up to receive weekly emails](#) with links to over 100 baby videos, featuring experts giving advice and real mums and dads sharing their experiences and tips on how to cope. You'll also get information on pregnancy and looking after a baby, covering all the key topics from coping with morning sickness to getting your baby to sleep. You can sign up whether you're pregnant, a dad-to-be, or a new parent.



Feeding your baby

Whether you're pregnant or already have your baby, this guide has all you need to know about [breastfeeding](#) and [bottle feeding](#). We have videos, information, advice, and real stories to help guide you through breastfeeding your little one, such as how to get started and overcoming problems. Plus, you'll find practical tips on feeding when out and about, expressing your breast milk and the key things to know when feeding your baby using bottles.

Work out your due date



Get personalised parenting advice



Check your child's development



Figure 29 - The NHS Choices page that Debby accessed

3 CHANGING THE WAY SERVICES WORK

Bringing together the NSCSO's services and capabilities to help the Council change how it works will be critical in enabling each of the Council's Delivery Units to meet their own transformation objectives, citizen commitments and cost-saving targets.

We have described how the NSCSO can be used to help a Delivery Unit achieve its objectives in detail in our 'Adult Social Care and Health Investing in IT' PID. An overview of our proposal is provided below.

3.1.1 TRANSFORMING ADULT SOCIAL CARE AND HEALTH IN BARNET

Background

The combination of the NSCSO services and Capita's wider capabilities offer Adult Social Care and Health (ASCH) a unique partnership that will support them in the delivery of their commitments to residents, help meet significant cost reduction challenges and enable them to respond to the changing social care policy landscape.

Our proposition for ASCH has been developed to fully leverage the investment being made in the NSCSO, both in term of the services and solutions it will provide as well as its approach to transforming services. Our proposition also exploits Capita's wider capabilities and relationships to support ASCH in the delivery of a new social care case management solution, personal care record solution and additional change requirements identified through the dialogue process.

NSCSO Services and Solutions

The NSCSO will support ASCH by establishing a robust Service Delivery Model which enables certainty of delivery and performance, partnership flexibility (commercially and operationally), and investment in infrastructure and capability to support achievement of its objectives. The NSCSO services and solutions will directly support achievement of ASCH's objectives in the following example areas:

- Customer Services – delivering high quality, insight-driven customer services that will enable ASCH to provide high-quality information, advice and sign-posting that support citizens to self-manage and ASCH to better manage demand
- Information Services – implementation of transformed technology platforms that will support the delivery of efficient, insight-driven, citizen-focused services. The IS services will also manage a robust and stable IT estate that provide resilience and continuity for ASCH's business critical systems
- Procurement – supporting ASCH to become a truly commissioning-led, data-driven organisation by providing commercial expertise and insight to support achievement of service outcomes and cost saving targets.

Approach to Delivering Transformation

Barnet puts the citizen at the heart of its future delivery model, not as a passive receiver of services, but as a co-designer, partner and influencer. Through the NSCSO we will create an environment for a transformation in service delivery that will enable and engage citizens, customers and partners as active participants. Our approach is delivered through the use of:

- **Insight** – helping ASCH understand the needs and behaviours of Barnet's citizens, employees and partners
- **Co-design** – the process of designing solutions with customers and users
- **The Barnet EcoSystem** – bringing citizens, businesses and service providers together to deliver services.

This approach to transformation is underpinned by our Corporate Programmes capability that will provide the project and programme management infrastructure to manage the delivery of change.

Additional Capita Capabilities supporting ASCH

Through Capita, the NSCSO is able to support ASCH in the implementation of services and solutions that extend beyond the NSCSO. This includes:

A Development Partnership between ASCH, Capita and a Social Care Software provider to implement a new social care case management solution that will support ASCH's short-term business continuity requirements and long-term aspirational goals to change the shape of social care delivery in Barnet.

Development and delivery of specific projects including: the creation of a Personal Care Record capability, delivery of specific technology solutions that meet ASCH requirements and the provision of organisational transformation expertise to support change across the ASCH Delivery Model.

Adding these capabilities together, the NSCSO is ideally placed to support ASCH in the achievement of its transformation objectives.

APPENDIX A - INSIGHT ENGINE

Insight sits at the heart of our proposed solution. It is much more than a typical insight unit, which will spend a significant amount of time on research, production of statistical information and production of reports.

Using Insight, we commit to driving outcomes by:

- Identifying the needs and preferences of customer groups and for the impact on current and future service delivery
- Informing service design (for core, Council and commissioned functions) to support service development
- Providing data to:
 - Enable development of service channels, providing customers with personalised services
 - Enable commissioning function maturity
 - Facilitate capability and capacity development in the EcoSystem
 - Develop strategies, business cases, campaigns and communications.

The Insight Engine provides the demand/service need that drives the Strategic Commissioning Framework of our EcoSystem, and captures the end result of commissioned services through transactions.

Our service will be continuously informed by rich, evolving understanding of customers' needs (customers being citizens, businesses, voluntary organisations and Council staff). We will deploy proven tools and techniques to analyse insight, using it to optimise service delivery, re-design holistic service delivery and support ongoing self-help and co-production.

As well as responsibility for gathering, analysing and utilising insight to develop services in line with customer needs, our Insight function will consolidate and report measures of satisfaction across all services, whether delivered directly or commissioned.

O2 Partnership

The Insight Engine will incorporate Capita's exclusive collaborative insight partnership with O2 (Telefónica UK Limited) including:

- Use of O2's new SmartSteps insight tool to provide understanding of local areas within Barnet based upon O2 network traffic, analysing small geographic areas by time day, by network users demographics and their previous location.
- Example applications of this insight include:
 - Understanding night time revellers and binge drinkers, where have they come from; support and track behavioural insights / social marketing around behaviour change

- Impact of parking charges – hard evidence of high street users to complement/counteract the voice of the retailer
- Understanding the residential estate – hour by hour population behaviours within the housing areas
- Collaboration to investigate the potential further exploitation of data passing over the O2 networks such as calling data, message content analysis, and browsing details.
- This development is a Barnet specific development of O2's existing 'priority moments' service to its customers. It will provide Barnet specific information on a proactive basis to support behavioural change by contacting people at a time when they are most receptive based on the insight we have gained regarding citizen preferences and requirements. Initially this will be an SMS based service specific to O2 customers only but we will continue to explore the possibility of using an MMS platform that allows messages to be sent to non-O2 customers. There are 26,000 personal mobile phone customers with Barnet based postcodes.

Quantitative insight

The Insight Delivery team will manage the assets associated with establishing and developing insight, including:

- Segmentation Profiles – rich characterisations of the core segments, updated annually and based on a mix of proprietary segmentation and Barnet specific knowledge, for Residents, Businesses, Staff, Suppliers and Community Organisations
- Service Need/ Usage/ Satisfaction by Profile Segment, forming a 'Service Framework Architecture Matrix'
- Ward Profiles – rich characterisation of local wards, reviewed and updated annually
- Barnet Active Insight Documents – a repository of insight reports that are updated to an appropriate frequency
- Embedded Insight Components:
 - Rules derived from insight that govern operational interactions (for example within the contact centre) will be managed and maintained with respect to their effectiveness and the realisation of intended outcomes
 - Guidance materials for service personnel distilling insight into actionable recommendations in their specific service context.

Qualitative insight

As well as quantitative data analytics - which will provide us with a strong understanding of what is happening in Barnet - we will also draw on a range of the

following qualitative research techniques, to help us understand why it is happening - i.e. to shed light on why customers are exhibiting such behaviours:

- Ethnography - sending a researcher to shadow members of a customer group, to better understand the context of their lives, and the role the service plays. Alternatively subjects can be asked to keep audio, visual and written journals. This form of observation provides direct primary insight, and overcomes the risk that customers don't always do what they say they do
- Depth / cognitive interviews - spending time understanding a customer group through loosely structured discussion with representative subjects - focusing as much on what they feel is important as what the research programme is seeking to understand. This method overcomes the risk that customers won't speak honestly in a focus group or group workshop context, particularly when the subject has stigma associated with it, such as benefits or adult social care
- Focus groups - gathering a group of individuals representative of a customer group, and facilitating a group discussion around one or more issues. Though a group activity this uses a mixture of individual and group brainstorming techniques to ensure the full participation from different personal styles.

Driving Contextualised Interactions

The Insight Engine will create a number of rules to drive interactions. Intelligent interaction rules will be integrated into customer touch-points and will fire automatically when customers call the contact centre or use the website to improve the interaction, offering appropriate advice such as self-service capabilities, or channelling the customer on the optimal pathway for example signposting appropriate adult social care enquiries towards self-help.

The team will regularly monitor and analyse the effectiveness of these rules, calculating the benefit they deliver and their indirect cost in terms of increased call lengths. This will support Customer Services to continually drive service excellence as described in the Customer Services Method Statement.

Service Demand/Usage

Data will be collected on service demand from each of the services on an agreed basis (daily, weekly, monthly), depending on the importance and timeliness of the data. This will be merged with Barnet specific Citizen, Business, Community Organisation and Staff segmentation, survey data and feedback captured. To this will be added the wisdom and local knowledge of the Advisory Panel to provide a rich picture of what is happening on the ground in Barnet. Tools will be provided to analyse and view the results in numeric, word, graphical and map-based formats.

Customer, Service and Employee Feedback

Operational service insight will be made available to Service Areas via regular reports and dashboards, drawing together performance on key indicators such as customer feedback and interaction outcomes. Strategic service insight will also be published drawing on results of qualitative and quantitative research. Services that engage with external customers will receive insight on Resident and Business groups, whereas internal facing services will receive insight on Staff. As a result, all

Service Areas will have a clear sense of how their work impacts on day-to-day and month-to-month service delivery.

Governance

Governance for the insight function will be developed in line with the overall partnership governance.

The team will undertake a managed project pipeline in line with the following steps:

- Initiation (problem specification and evaluation)
- Visioning solution approaches
- Deriving insight through a blend of approaches:
 - Quantitative, including data sourcing, preparation, integration and analyses
 - Ethnographic studies, including structured interviews and observational studies
 - Qualitative, including focus groups and surveys
 - Desk based research from literature studies
- Developing a plan of Applying Insight into Action, which may include developing the case for investment and feeding into Continuous Improvement of operations
- Supporting Transformation/Commissioning stages - initiating change, identifying and planning change, transforming services and realising benefits in conjunction with the Transformation Service.

The team will manage regular insight development on an ongoing basis, undertaking periodic reviews with the Advisory Group and Partnership Leads. The team will also undertake periodic qualitative research exercises with Service and Frontline staff to gain service specific insight and Resident, Business, Community Organisation and Staff Consultation Panels to gain experiential insight.

The team will keep abreast of external insight through:

- Sourcing external data and benchmarking services
- Drawing upon knowledge arising from research bodies, national institutes, think tanks
- Distillation, contextualisation to Barnet and knowledge management.

Processing Data

Data for insight will be derived from a wide variety of sources over the contract period, including those shown in the table below:

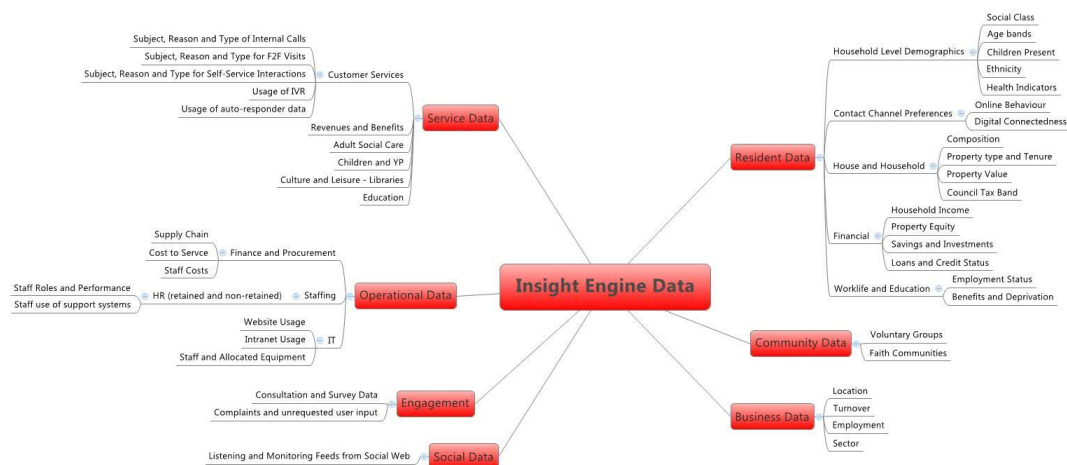


Figure 30 - Insight Sources

Data will be transformed as appropriate to build relevant metrics – for example calls per month, quarter, year around specific themes or count of children within school by key stage. External data feeds will be established to gather data from partners/service providers on a regular basis. The frequency of these will be determined according to data latency, dynamics and usage (e.g. School roll could be supplied annually, but crime data monthly).

Household data will be matched and rebuilt using an automated process to form an analytical single view. The same approach will be undertaken for Businesses, Community Organisations, Suppliers and Staff analytical views. Note that the Insight Engine does not provide an operational single view - rather it undertakes matching and integration as required for analytical purposes.

Additional ad-hoc data integration and analyses will be undertaken in response to specific projects/business cases. Post project reviews will explore whether data feeds need to be/can be automated to provide ongoing data for insight.

Technology

The underlying technology for providing insight can be summarised as:

- Spatial Analysis and Mapping Tool such as Pitney Bowes Map Info Pro
- Household Level Address Management and Matching embedded within the NSCSO data warehousing technology stack
- Analytical database SQL Server DB
- Analytical tools such Pitney Bowes Portrait Miner.

Note that Business Intelligence reporting will be delivered by the BI reporting infrastructure, which will manage on-going regular feeds to the Insight Engine

Reports

The Insight Team will be responsible for maintaining Barnet Active Insight Documents – a repository of insight reports that are updated to an appropriate

frequency and are intended to support the ongoing design and development of appropriate services to enable achievement of outcomes. These include:

- Interaction Trend Report – showing behaviours of Citizen, Business, Community Organisation and Staff Segmentation Profiles against relevant services on a daily, weekly or monthly basis (as relevant for each service), based on data captured from interactions with services
- Channel Shift Report – showing estimated potential shift and actual channel usage by service and segment on a daily, weekly and monthly basis.

The Insight Team will also produce specific reports in line with the project pipeline for service development.

Service specific BI/MI reports will be produced by each service. The Insight Engine will take a granular underlying data feed from each service for integration to provide a cross-service, customer centred view.

Staff

The initial Insight Team will consist of the following roles:

- Insight Lead - providing management and direction to the team, interfacing with wider stakeholders and primary engagement with governance function
- Senior Analyst - expertise around data analysis, integration and modelling for insight
- Junior Analyst - supplementary analysis under the direction and guidance of Insight Lead and Junior Analysts
- At no additional cost, the team will draw upon other roles:
- Data Security and Usage Specialists - access to wider Capita resources as required around:
 - Data governance for ad hoc access to expertise on data usage and permissions
 - Report building from BI team
 - Technical implementation of insight rules within operational systems within the customer services organisation using the Channel Development Team.

We commit to ensuring that our employees have the necessary skills and competencies to achieve their objectives, be successful in their roles and progress in their careers. These will directly reflect the cultural values of the Council and the Partnership.

We will utilise our comprehensive and fully integrated, competency-based performance management framework to ensure all employees have the skills and knowledge they need to do their jobs to the best of their ability. This is underpinned by a comprehensive workforce development approach that makes available learning and training to meet both generic and service-specific development needs.

Insight Enabling Transformation of the Council and the Borough

We recognise the need for insight work to be undertaken collaboratively with the council and its partners such as the police, health and local voluntary sector agencies.

The following diagram shows how the respective roles of the NSCSO Insight Delivery Team and the analysts within the retained Council.

<i>Respective Roles of Insight Engine and Unit</i>		NSCSO insight roles	Barnet Council insight roles
Establish and manage external Advisory Group	Advisory Group		
Sourcing data to enrich or enhance operational data	External Data Management		Reference Data Management
Sourcing data to characterise the borough, the residents and businesses therein			Maintain LLPG
Automation of data extracts from operational systems	Service Related Data Management		Policy Interpretation
Matching data into Single Views at various entity levels			Briefing to Commissioning Strategy AD
Propagate LLPG references into service systems			Policy interpretation of insight to Commissioning Group
Provision operational data for analysis			Council Partners
			own relationship with insight partners across the wider partnership (police, health, voluntary sector etc.)
Profiling and Reporting	Insight Tools and Techniques		Insight Tools and Techniques
Spatial analysis and mapping			Profiling and Reporting
Propensity Modelling			Spatial analysis and mapping
Clustering and Segmentation			
Ethnographic Approaches			
Regular Reporting around Wards, Interactions, Channel Shift	Insight Reporting		Member Services
			interpretation of insight to members
			servicing of insight related member enquiries
Short to Medium Term to drive operations and commissioning	Data Analysis		Data Analysis
Customer Segmentation			Longer term strategic analyses
Supplier Segmentation			
Community Organisation map			
Needs based analysis to support commissioning			
deliver discrete projects driven by operational and commissioning requirements	Project Pipeline		Project Pipeline
			Deliver discrete projects driven by strategic and democratic requirements
Develop and maintain rules for contact centre	Interaction Rules		Consultation and Engagement
Develop and maintain rules for website			Formal consultation exercises
			Manage Citizen panel
Provide data extracts to be hosted for public facing LIS	Public Facing Mapping		Public Facing Mapping
			Formal release of LIS mapping datasets
Provide data extracts to be hosted for open data	Open Data		Open Data
			Formal release of open datasets

Figure 31 - Insight Roles

Further than working collaboratively, the NSCSO insight team will benefit the Council and Borough as follows:

- Making insight data accessible to the Council and other authorised users through procurement of a place based license for external data that can be used by all in the wider insight community
- Provision of data and profile information will be available via self-service access supported by interactive tools
- Production of Ward Trend Reports – summarising changes and interactions in wards, from pot-hole reporting to NEETs on a monthly basis to inform Members
- Insight to support development of other reports by agreement, e.g. Local development plan, JSNA, State of Barnet report
- Working with Council services and commissioned service delivery partners to support policy, performance and planning work - for example addressing the challenges being faced in relation to school places
- Working in partnership with any Barnet Council insight resources through data sharing and joint initiatives to avoid duplication of effort.

Should we be fortunate to be awarded the DRS contract as well, we commit to implementing a single Insight Engine, thus enabling a single view of information.