	Financial Performance and Contracts Committee **27 October 2020**
Title	**Q1 2020/21 Contracts Performance Report**
Report of	Director (Commercial and Customer Services)
Wards	All
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Key	No
Enclosures	None
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Summary

This report provides an overview of Quarter 1 (Q1) 2020/21 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), The Barnet Group, HB Public Law and Cambridge Education.

Officers Recommendations

The committee is asked to review the Quarter 1 (Q1) 2020/21 performance for the back-office functions delivered by the Customer and Support Group (Capita); Building Control, Hendon Cemetery & Crematorium, Environmental Health, Strategic Planning, Regeneration and Highway Service delivered by Regional Enterprise (Capita); the housing services delivered by The Barnet Group; the legal services delivered by HB Public Law and education and skills service delivered by Cambridge Education.

1.   PURPOSE OF REPORT

Introduction

1.1   This report provides an overview of performance for the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), The Barnet Group (TBG); HB Public Law and Cambridge Education.

Overview

1.2   Q1 covers the period 1st April to 30th June 2020, the period when the Covid-19 pandemic and lockdown measures were at their height. During this period, the council and its strategic partners were required to focus their efforts and resources on delivering critical services and responding to the pandemic. Many services were prevented from operating in their normal way and staff were redeployed from their usual roles into supporting the pandemic response. Some services, such as Revenues & Benefits and Customer Services, had to completely change their operating model to support the response, and others, such as IT and the Cemetery & Crematorium, experienced significant increases in demand on their services.

1.3   The inevitable failure of KPIs in public contracts was anticipated by the Government in its guidance on providing supplier relief that was issued in the early stages of the pandemic. However, despite this unprecedented situation, overall performance has been a credit to our partners, with 37 of the 50 KPIs reported achieving their target in Q1. Those KPIs that did not achieve their target as a direct result of the restrictions and demands of the pandemic are shown in lighter text below, to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator[1] Description
CSG - Information Systems	• Incident resolution
CSG - Human Resources	• Offer Letters Issued • Pre-Employment Vetting
Re -Environmental Health	• Improvement in food hygiene in the highest risk premises serving 215 notices
Re- Planning	• Planning Enforcement Basket

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[1] KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

Service	Indicator[1] Description
Re - Highways	- Category 1 Defects Rectification Timescales completed on time - Category 2 Defects Rectification Timescales completed on time - Insurance Investigations completed on time (14 days)
The Barnet Group	- Number of homes purchased for use as affordable accommodation - Increase the supply and range of housing available for care leavers for those ready to move into independent living - Number of homeless preventions - Numbers of households in Temporary Accommodation - Households placed directly into the private sector by Barnet Homes.

Service Highlights:

- Accounts Payable rolled out a new reporting tool, AP Forensics, to prevent duplicate suppliers and payments
- Customer Services re-opened all phone lines since the national lockdown eased
- Information Systems rolled out Microsoft Teams for council staff to use and decommissioned all IT connectivity to the IT infrastructure North London Business Park (NLBP) 2
- Procurement worked on the Procurement Policy Notice (PPN). which allows for accelerated procurement due to Covid-19 restrictions and ensures continuity of supply of critical services during the restrictions
- The council was allocated £65m in funding to award Business Rates Grants to businesses in receipt of Small Business Rate Relief or Expanded Retail Discount.
- The council was allocated £4.132m in hardship fund in response to Covid-19
- 644 cremations and 169 burials took place in Q1, compared with 249 cremations and 75 burials in Q1 last year. This is an increase of 395 cremations and 94 burials.
- In line with new Government legislation, the Regulation Service supported the enforcement of Coronavirus Restrictions Regulations, ensuring effective social distancing and enforcing business closures.
- Despite the restrictions imposed by the national lockdown, the council maintained 100% compliance relating to the completion of fire risk assessments.
- 148 rough sleepers were housed in an extremely rapid response to the "Everyone in" directive.
- There was a sharp increase in the number of households in temporary accommodation due to Covid-19; however, this has significantly reduced since the peak in June 2020

2.   CSG SERVICES

Overview

2.1   Q1 20/21 was characterised by a rapid response to the Covid-19 pandemic, and the maintenance of services albeit delivered in new ways. Performance generally held up well, although the impact on service delivery was most acutely felt in Information Systems and HR. Services have continued to adapt and develop in response to Covid-19.

2.2   18 of the 21 KPIs reporting in Q1 achieved target, including the cross-cutting KPI on compliance with authority policy.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 12021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass[2] (G)	→ S	Pass

Finance

2.3   All three Accounts Payable (AP) KPI targets were achieved in Q1and show a positive direction of travel compared to Q1 last year. The service continued with the Immediate Payment Terms set up in Q4 19/20, to assist suppliers with cashflow in response to the Covid-19 pandemic.

2.4   A customer satisfaction workshop in June 2020 addressed current and historic issues. Several improvement opportunities were identified, which will be worked through with the support of a new business partner who has been recruited to take forward this process.

2.5   The service successfully implemented a new reporting tool "AP Forensics" in June 2020 to identify and prevent duplicate payments and suppliers. This enabled 200 duplicate suppliers to be removed from the Integra System and £205k of historic duplicate payments to be identified. The service has made good progress, recovering 49% to the end of August.

2.6   Work is in progress to clear old creditor balances and supplier statements requested for reconciliation. A solution for clearing invoices and credits that net to zero to assist with clearing of open invoices (approx. 40 identified to date) is being discussed with the Finance teams. This will also help with future monthly activity to keep ledgers tidy.

2.7   For future development, quarterly AP Forums have been established to replace the AP Taskforce, which will take forward the work to identify problem areas which need training/development and to better manage the AP processes. An issues log and escalation list have been established to monitor progress and the service areas raising the most queries; and process is being established to identify repeated mistakes.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.2%	98%	98%	99.7% (G)	↑ I	New in Q2 19/20

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[2] Pass means compliance with Level 2 of the council or equivalent Service Provider Policies identified in Schedule 22 where there has not been non-compliance by the Service Provider that results in an event adversely impacting upon the Council. The adverse event could be; an event causing actual or serious risk of death, personal injury or harm towards any individual for whom the Authority has a duty of care; a judgement against the Authority by a statutory or regulatory body; a fine, disciplinary measure, successful claim or other award against the Authority or any individual employed by the Authority

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	95.5%	90%	90%	95.3% (G)	↑ I	New in Q2 19/20
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	New in Q2 19/20

Customer Services

2.8   All four Customer Services KPI targets were achieved in Q1.

2.9   Since March 2020, staff in the service have been predominantly working from home and service delivery arrangements adapted in response to the Covid-19 pandemic. Several non-essential phone lines were closed and resources diverted to the helpline supporting the food distribution hub and residents who were shielding and isolating. The service also provided support to administer the Government Business Grants scheme up until 1 July 2020, with demand on inbound calls relating to grant allocations and outbound calls to businesses.

2.10   From the beginning of May 2020, phone lines gradually started to re-open in response to service changes as they were restored. The service is aware that some customers have experienced issues with accessing its services, whether that is being cut off part way through the call or finding themselves in a "closed loop", where they cannot access an option to speak to an advisor. Improving the customer experience is very important to the service and all identified issues are investigated in detail. Work also continues to monitor and improve the robustness of the telephony system within a home-working environment and to identify and correct any erroneous closed loops. Notwithstanding these issues, there were very few complaints during this period regarding the closure of phone lines.

2.11   The service continued to ensure the online offer was easily accessible to customers throughout the pandemic and there was a 38% increase in the use of digital channels and the website as a whole during Q1. As services have been restored during the recovery period, the service has continued to promote the use of digital channels across all services to reduce demand on the phone lines, thereby improving access for digitally excluded customers or those with a higher level or more complex needs.

2.12   As at the end of August 2020, all the phone lines are open, and whilst there have been peaks in demand across the lines such as School Admissions, Registrars, council tax and Social Care Direct, the situation has been kept under constant review to ensure a quick response and adaptability to support residents of Barnet.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	90.8%	89%	89%	92.2% (G)	↑ I	90.1%

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20 Result
				Target	Result	DOT	
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	61.3%	55%	55%	60.7% (G)	Not Compa rable	New in Q3 19/20
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	100%	94%[3]	94%	100% (G)	Not Compa rable	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	54.2%	50%	50%	66.4% (G)	Not Compa rable	47.8%

Information Systems

2.13   Q1 performance was impacted by the response to Covid-19.

2.14   One of two KPI targets was not met.

- **Incident Resolution (RAG rated AMBER)** – **92.4% against a Q1 target of 95%.** The target was not met as the IT services were prioritised to support critical services and staff requiring remote access from home. In addition, there has been a combination of reduced on-site workforce and physical capacity to facilitate the distribution of items connected to service requests.

2.15   To support council staff working remotely, key functionality linked to Microsoft Teams was deployed and "Live Team" meetings were enabled to hold virtual committee meetings, with a priority to ensure meetings were secure and risk of disruption minimised. Multiple training sessions were held to increase familiarity with Microsoft Teams. There has been a rapid adoption of Microsoft Teams across the council, with over 7000 virtual meetings held in June 2020.

2.16   The service also supported the decommissioning of services connected to North London Business Park (NLBP) 2, as the council vacated the building, and upgraded the MyAccount and online forms used by many residents. These upgrades enabled greater functionality on forms to improve residents' experience, especially for items such as Green Waste, which was achieved with minimal disruption to availability.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20 Result
				Target	Result	DOT	
Incident resolution (q)	Bigger is Better	88.3%	95%	95%	92.4% (A)	↓ W	95.7%
Critical system availability[4] (q)	Bigger is Better	99.9%	99.5%	99.5%	99.7% (G)	↓ W	100%

Procurement

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[4] The KPI definition is under review to ensure it is consistent with the output specification.

2.17   All four Procurement KPI targets were achieved in Q1.

2.18   Since the Covid-19 pandemic the service has worked remotely, operating in a 'virtual' environment, to provide the council with a seamless transition. However, there were a number of challenges with additional procurement legislation, staff sickness due to the virus and recruiting into short term roles.

2.19   The service supported several contract extensions, as well as progressing a number of key procurements utilising technology such as Microsoft Teams. The service has seen great benefits from more regular, shorter, virtual meeting integration and found this to be effective in responding rapidly to the changing needs of the service.

2.20   Procurement provided extensive support to service areas with 16 contracts executing the Procurement Policy Notice (PPN), which allows for accelerated procurement due to Covid-19 restrictions, ensuring continuity of supply of critical services during the restrictions, particularly lockdown.

2.21   Procurement also supported the council's supplier relief program, supporting key providers with cash flow issues due to severe financial pressures and to ensure the businesses would remain afloat. Procurement utilised, wherever possible, Framework Agreements to 'fast track' procurement contract areas in addition to guiding service areas through a number of contract extensions.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliant contracts – contracts over £25k (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	99.9%	100%[5]	100%	100% (G)	Not Comparable	Not reported
Cumulative apprenticeships (c)	Bigger is Better	83	70	70	94 (G)	↑ I	85
Cumulative work experience) (c)	Bigger is Better	393	280	240	433 (G)	↑ I	353

Revenues and Benefits

2.22   All three Revenues and Benefits KPI targets were achieved in Q1.

2.23   All Revenues and Benefits staff remain working from home. There are no immediate plans to go back into the office for the foreseeable future and discussions are ongoing regarding this become a permanent move.

2.24   Discretionary housing payments and Crisis Fund applications were expected to increase; however, they have been lower than anticipated. With the re-introduction

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[5] Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.

of enforcement from 23 August 2020 and the end to the Furlough Scheme approaching, it is expected there will be an increase in take up. Work will be carried out to identify and signpost residents affected by Covid-19 to the welfare team.

2.25   In response to Covid-19 the council suspended the Minimum Income Floor (MIF) element of the Council Tax Support Scheme, in line with the DWP's decision to suspend MIF for Universal Credit applicants. The service received the necessary system release to re-calculate all claims affected by MIF on the 1 October 2020. All claims affected will be re-calculated and additional entitlement will be posted to the Council Tax account. The expected date for completion in Q3 2020.

Council Tax/Business Rates

2.26   The processing of business grants has been the priority for the business rates team and will remain so until 30 September 2020. The council has been allocated £65m in funding to award business rates grants to businesses in receipt of Small Business Rate Relief or Expanded Retail Discount. The deadline to apply for a grant was 28 August 2020 and a further deadline of 30 September 2020 was set for all outstanding applications to be processed.

2.27   Council Tax 4-year collection was 98.49% and direct debit take up was 66.02% in Q1. It is expected direct debit take-up will continue to rise as the move to digital customer interaction progresses throughout the year. Covid-19 doesn't appear to have impacted direct debits although further analysis is to be carried out.

2.28   A smarter 'pre-recovery' messaging campaign was launched via TelSolutions (IT System) whereby 20,000 soft reminders were issued to re-engage with residents before statutory reminders were issued in August 2020.

2.29   E-Billing is still being worked on and a soft launch for electronic billing will be rolled out in the coming months. A project team is in place to assist with moving this forward. There is still an issue with MyAccount and Civica, where customers are unable to setup e-billing themselves via MyAccount. Due to this, customers have to contact Revenues and Benefits to set this up manually. Once these issues are resolved, promotions via TelSolutions will be rolled out.

2.30   Council Tax property volumes have continued to increase, resulting in charges due to a change in volumetric as per the contractual agreement.

Benefits

2.31   Housing Benefit accuracy was 97.06% in Q1. The Housing Benefit audit report has been published giving limited assurance and will report to Audit Committee Monday 16 October 2020. The outstanding Audit action HB6 Housing Benefit overpayments from the previous audit has been closed as agreed by Audit.

2.32   The council has been allocated £4.132m in Hardship Fund in response to Covid-19. £150 has been applied to all live Council Tax Support claims in accordance with guidance issued and will continue to do so until 30 September 2020. The total paid was £3,196,779.70 up to end September 2020. The difference between the hardship paid and the £4.132m allocation will be added to the council's own hardship fund to provide additional support to those most severely impacted by

Covid-19. This will be awarded via Crisis Fund and Discretionary Council Tax Hardship.

2.33   There has been a significant increase in Universal Credit (UC) awards, All UC customers are receiving invites to apply for Council Tax Support. An inconsistency has arisen with the Council Tax Support caseload split (working age and pensioners) and has been referred to Civica who have confirmed this is an error which will require a fix. There is no customer impact and the issue does not impact overall caseload figures.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20 Result
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95.1%	95%	95%	97.7% (G)	↑ I	94.7%
Speed of processing new claims (q)	Smaller is Better	22	22	22	18 (G)	↑ I	21
Speed of processing changes (q)	Smaller is Better	5	6	6	5 (G)	→ S	5

Pensions

2.34   There are no KPIs for Pensions.

2.35   The last five months have been focused on the preparation for the transfer of the administration service to West Yorkshire Pension Fund (WYPF) and the data remediation plan (backlog reduction). The service has also ensured that Annual Benefit Statements (ABS) were sent out as per the statutory deadline.

2.36   The beginning of the quarter saw minimal disruption to the service as members were equipped to work promptly from home. The transition for the pensions administration service is scheduled for 31 October 2020.Test data cuts have been reviewed by WYPF and data queries are being successfully addressed.

2.37   60% of the remediation plan have been closed and efforts to obtain missing information are ongoing. The service levels for active cases has dropped from 95% to 85% due to the remediation plan work, staff absences, issuing ABS' and a system outage.

2.38   Benefit statements had been issued to 9,266 deferred members and 6,518 active members. The remaining 1,400 deferred members and 300 active ABS' are awaiting processing or further investigation. A small proportion of these are not due an ABS. Subsequently, it has transpired that payroll provided incorrect data for 1,700 council staff and their ABS' were re-issued by the end of September 2020 and was discussed in detail at the last pension committee.

HR

2.39   Two of the four HR KPI targets were not achieved.

- **Offer letters issued (RAG rated AMBER)** – **95% against a Q1 target of 100%.** One offer letter was issued outside the service level agreement due to resourcing challenges within the HR Recruitment Team. The early warning system has been reinforced with upskilling planned to support contingency against staff shortages.

- **Pre-Employment vetting (RAG rated AMBER)** – **97% against a Q1 target of 100%.** Two references were vetted outside the service level agreement due to resourcing challenges within the HR Recruitment Team. The early warning system has been reinforced with upskilling planned to support contingency against staff shortages.

2.40 The last five months have been dominated by ongoing activity to protect staff and service levels in relation to Covid-19, The council has publicly thanked Capita for its payroll management delivery.

2.41 Both schools and council payroll services have been audited and the results are expected in Q3.

2.42 The performance development review function and the investigation into further integration of Core HR have been escalated to senior management due to poor communication, there are a number of internal issues which are in process of being resolved

2.43 The service continues to provide support to nine schools in the borough dealing with a collective grievance from Unison. This is nearing completion with an offer put to Unison for consideration. Negotiations are ongoing.

2.44 Capita managed a short term small project to send thank you letters to all staff during the Covid-19 pandemic and are currently reviewing a development payroll system for The Barnet Group.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	91.1%	100%	100%	95% (A)	Not Comparable	Not reported
Pre-Employment vetting (q)	Bigger is Better	92.4%	100%	100%	97% (A)	Not Comparable	Not reported in Q1 19/20
Payroll Accuracy – error rates and correct date (q)	Smaller is better	0.12%	0.1%	0.1%	0.018% (G)	⬆ I	0.032%
DBS verification audits (q)	Bigger is Better	99.8%	100%	100%	100% (G)	➜ S	100%

3. RE SERVICES

3.1   Q1 was characterised by a rapid response to the Covid-19 pandemic. Although services were unaffected in many areas, some services were suspended and resources diverted notably in Environmental Health and Highways.

3.2   Performance was impacted and overall five KPIs missed their Q1 target and 14 recorded 'no activity' as a result of Covid-19. Services continue to adapt and develop in response to Covid-19.

3.3   There is one cross-cutting KPI which met its target.

Corporate

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (q)	Smaller is better	15	30	30	8 (G)	⬆ I	15

Building Control

3.4   There is one KPI for Building Control which met its Q1 target.

3.5   Building Control continued to deliver services effectively throughout the period, with some adjustments to manage the implications of Covid-19 restrictions at various times. The service saw a significant fall in case volumes in April 2020 with numbers mostly recovering by July 2020 linked to the recommencement of activity across developments within the borough. A risk-based approach to site visits continues to ensure a balance between providing development oversight with a responsible approach to Covid-19, and different approaches to the use of technology are being explored.

3.6   Despite the residential market recovering more slowly, larger schemes have shown positive signs with continued issuing of work for Grahame Park and Douglas Bader Estates, Silk Park (The Hyde) and Victoria Quarter (East Barnet). These projects provide a timely longer-term portfolio of work that runs parallel to service resource preparations in readiness for changes to legislation noted in the Fire Safety Report at Housing and Growth Committee in September 2020.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.7%	100%	100%	100% (G)	➔ S	100%

Hendon Cemetery & Crematorium

3.7   There is one KPI for Hendon Cemetery & Crematorium which met its Q1 target.

3.8   The Cemetery and Cremation service increased operations during the Covid-19 pandemic. During the quarter, 644 cremations and 169 burials took place. In comparison, there were 249 cremations and 75 burials the same period last year. Due to the increase in volume the service utilised several redeployees to assist and support the Cemetery and Crematorium staff.

3.9   During the peak of the Covid-19 pandemic in April and May 2020, the service was split into two teams, working alternate days in the office and from home. This ensured the service could operate throughout the Covid-19 pandemic and minimised the risk of any impact due to staff illness. In consideration of Industry and Government guidance, restrictions were introduced (e.g. maximum number of mourners attending funerals). In addition, the office was closed to visitors as part of revised risk management procedures. The service also suspended business activity for memorial sales, pre-purchase grave selections and sales, memorial lease renewals, grave ownership transfers, issuing of grave deeds, genealogy searches and stonemason memorial permits.

3.10   Since the peak of the Covid-19 pandemic, the service has gradually returned back to normal. All redeployed staff have returned back to their substantive posts and the death rate is now on par with the last year's figures. The office is still closed to the public but appointments are taking place outside the main entrance maintaining social distancing and the number of mourners for funerals (grave side or in the chapel) is limited to 30 as per Government guidance.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	➔ S	100%

Environmental Health

3.11   There are 18 KPIs for Environmental Health six met their Q1 target. 11 KPIs had 'no activity' because the service was suspended due to Covid-19.

3.12   One KPI did not achieve its Q1 target.

•   **Improvement in food hygiene in the highest risk premises (RAG rated RED) – 55% against a Q1 target of 90%** Due to the impact of Covid-19, inspections were reduced following advice from the Food Standards Agency (FSA).

3.13   Due to the Covid-19 pandemic, the service has been required to change a number of its services to help and support residents. In line with new Government legislation, the service has become involved with the council's role of enforcing the Coronavirus Restrictions Regulations. At the peak of the pandemic the service had to ensure non-essential businesses were closed and essential businesses which were open had Covid-19 secure arrangements in place. As the lockdown eased the service ensured effective social distancing and enforced business closures. During the lockdown period operations were restricted due to a number of staff being required to self-isolate as a result of illness and some staff were redeployed to the Cemetery and Crematorium service.

3.14 The situation created by the Covid-19 pandemic led to the increase of noise related anti-social behaviour referrals such as unlicensed music events, businesses failing to comply with Coronavirus Restrictions Regulations and trading standards complaints relating to refunds, counterfeit tester kits and pricing/profiteering concerns. The increase in these referrals identified constraints relating to staffing numbers which affected the ability to react to these referrals in a timely manner. This was more noticeable within the Out of Hours service being supplied, as well as a shortage of high visibility patrols across the borough for the purposes of enforcement. To remedy some of these issues further funding has been agreed to increase the staffing with an additional four Enforcement Officers.

3.15 During Q1 a large number of food businesses were closed due to the Government lockdown regulations. However, the Commercial Premises team has been carrying out desk based assessments of the high-risk food businesses, providing advice about the effect of the regulations and how the easing of restrictions will affect them.

3.16 The service has developed a training package in conjunction with the enforcement and investigation leads. This package has been delivered to volunteers from the ground work group which has allowed volunteers to be redeployed to town centres to give a high visibility presence where information can be obtained in relation to Covid-19 regulations. The service has also ensured evolving legislation and guidance is understood by all officers and the relevant delegations and authorisations are in place. The service has taken a range of enforcement action against non-compliant premises, and has issued a warning letter resulting in a serving of a prohibition notice over this period.

3.17 The team has provided an options paper recommending changes to the process for street trading licensing to support businesses in reopening by allowing them to trade on the street in front of their premises. The changes have been approved via a Delegated Powers Report (DPR) and the team has begun to amend processes to accommodate the changes and the volumes anticipated.

3.18 During the period of lockdown, physical visits were not conducted. However, the private sector housing team dealt with unsafe housing conditions by making assessments using photographs and videos. As lockdown eased work in relation to Houses in Multiple Occupation (HMO) licensing has continued. Between April and August 2020 there were 16 interventions resulting in seven Fixed Penalty Notices (FPNs) being issued. The council has also achieved success with the prosecution of three landlords who failed to licence and maintain a property.

3.19 The team is now focused on continuing to manage the backlogs along with urgent work issues that arose out of lockdown. The Scientific Services team has carried out desktop Local Air Pollution Prevention and Control (LAPPC) assessments and monitored the air quality throughout the borough. They have also kept on top of permits for construction site hours. As lockdown eased, consultancy and planning work has re-commenced with a noticeable number of sites looking to extend trading hours into the evening and shops attempting to find a 'new normal'.

3.20 Local land charges have processed a record number of searches in July 2020, indicating an upturn in the local property market. Whilst initially incoming call volumes reduced for the Grants team they are now steadily increasing. Throughout the Covid-19 pandemic officers have continued to support vulnerable residents by providing information and advice, and progressing urgent cases.

3.21 The Licencing team has established a new process for temporary street trading licences to support business wishing to move their activities out onto the pavement. The team has taken enforcement action against an unlicensed music event, investigated a food poisoning outbreak and submitted two licensing reviews. Food safety inspections have restarted in line with FSA guidance and the Licensing team has assisted with enabling the plans for three new markets in the borough.

3.22 As lockdown eased the Commercial Premises team assisted with the business aspect of the town centre re-opening. The hospitality sector was exceptionally busy and officers were out ensuring all businesses were compliant with the new regulations outlined by the Government.

3.23 The Environmental Health teams have accrued substantial backlogs of work in key areas. To address this, an options paper recommending the approach to tackling the situation is to be drafted.

Indicator[6]	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (q)	Bigger is Better	91%	100%	100%	100% (G)	↑ I	88%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Comparable	No Activity
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) (q)	Bigger is Better	72.1%	71%	71%	71% (G)	↑ I	70%
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.7%	95%	95%	97% (G)	↓ W	98%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£8,260	£9,500	£9,500	£8,261 (G)	↑ I	£8181
Average time taken to process requests for full official searches (online and post in Land Charges	Smaller is better	1.9	3	3	1.6 (G)	↑ I	1.5
Improvement in food hygiene in the highest risk premises Serving 215 notices	Bigger is Better	95%	90%	90%	55% (R)	↓ W	93%

Strategic Planning

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[6] Environmental Health inspections were suspended during the Covid-19 lockdown, the Food Standards Agency (FSA) advised a deferral of planned interventions. During this time staff were either self-isolating, redeployed or working on other duties.

3.24   There are no KPIs for Strategic Planning due in Q1.

Planning Obligations and the Community Infrastructure Levy

3.25   Income has varied, with Community Infrastructure Levy (CIL) receipts received in Q1 at circa 50% of the equivalent period in 18/19 and 19/20; this is because payment is only due 60 days after commencement and there were minimal site starts in March to May 2020. The importance of large schemes for overall CIL receipts was also evidenced in July 2020 where more income was received than in the whole of Q1 due to a large receipt from a phase of the Colindale Gardens scheme.

3.26   Requests to delay payment due to Covid-19 have been received and agreed in line with Government legislation. Separately there are also some payments which have been outstanding for a length of time, from prior March 2020. The team has contacted payees to understand the reasons for the delay and action is likely to be needed in relation to some of the historic outstanding payments where payment should not have been affected by Covid-19 restrictions. The council will need to consider whether formal action should be taken.

3.27   The new Regulation 72A change to the CIL regulations has formally allowed charging authorities to agree to delay payments until mid-2021. It is therefore likely that more developers will request a delay to payments. Officers have continued to deal with requests since the amendments to the regulations came into force in August 2020. Delays granted in the first instance have been for a period of six months. Consultants have carried out a viability study to inform a CIL review for Policy and Resources Committee and have helped to consider the impact of Covid-19 with a revised timetable for review, which is now being considered.

Planning and Development Management

3.28   There are three KPIs for Planning and Development. One KPI did not achieve the Q1 target.

- **Planning Enforcement basket (RAG rated RED) –** This KPI consists of a basket of 6 PIs, of which 3 PIs did not achieved the Q1 target:
  - Section 215 Notices
  - Enforcement and breach of conditions at 90 days
  - Enforcement and breach of conditions at 180 days
  A council decision was made not to serve notices unless there was an emergency due to the Covid-19 pandemic.

3.29   Planning Services have continued to operate throughout the Covid-19 pandemic, with some adjustments to manage the implications of restrictions at various times. The service was mostly set up for flexible working arrangements following the relocation to Colindale. Adjustments were made to face-to-face appointments, including applicant meetings, site visits, committee decision-making and planning reception advice and support. Alternative arrangements and mechanisms for each of these were put in place during the initial month or two. All services, excluding the planning reception, have been effectively back to normal since July 2020.

3.30 The volume of planning applications received, continued to recover to usual levels for this time of the year throughout Q1. With volumes at 80% in May 2020 and close to 100% in June 2020. The recovery in the number of pre-application requests has also been sustained. There was a small backlog of delegated decisions which accumulated due to restrictions, however some officers resumed site visits in May 2020. Limitations around site visits and related considerations mean that work is ongoing to ensure Planning Enforcement services catch up on paused or delayed cases from the initial few months; it is expected that there will be a consequent drop in KPI performance later in the year as paused cases proceed but exceed the agreed timeframes.

3.31 A backlog of committee cases arose during lockdown; this was addressed once the running of virtual meetings was permitted and established. Committee Members and staff were thanked for supporting the running of six Planning and Area Planning Committees in June 2020 and seven in July 2020.

3.32 The additional meetings enabled the backlog of committee cases to be addressed. Joint employees, authorised to make decisions, also addressed other delegated decisions in a timely manner, ensuring the service met its target for application processing.

3.33 Further preparation was rolled out in readiness for changes to the Use Classes Order (reducing the number of changes to properties which will require planning permission) announced in July 2020 that came into effect on 1 September 2020. In addition to this, the announcement of a Planning White Paper has raised the potential for a major overhaul of the planning system, and arrangements are in place to ensure the council can appropriately respond. Service leads have briefed the Leader and Planning Chairman and an all Member session was held in September 2020.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80	80%	80%	94% (G)	↑ I	83.4%
Application Basket (q)	Bigger is Better	5	6	6	6 (G)	Not Compa rable	New in Q2 19/20
Planning Enforcement Basket	Bigger is Better	5	6	6	3 (R)	Not Compa rable	New in Q2 19/20

Regeneration

3.34 Two Regeneration KPI targets were achieved in Q1. One KPI reported no activity.

3.35 Covid-19 has not impacted on staffing levels in the Regeneration Service; no staff were furloughed or redeployed. Staff continue to work from home where possible, making visits to the Colindale office as and when required following completion of mandatory risk assessments. Improvements to the IT software and infrastructure have been made to facilitate home-based working.

3.36   There has been regular tracking, review and updates on the impact of Covid-19 to the Regeneration Programme. The most challenging risks and issues were the closure of construction sites, the reopening of sites and the introduction of new health and safety measures including social distancing and infection control. The service has found resolution routes that safeguard ongoing delivery and developer commitment. The risks to programme viability in the long, short, medium remain a challenge.

3.37   As sites have reopened, there have been delays to programmes whilst developers assess the financial implications of the Covid-19 pandemic on their business decisions. Delays to programmes have also meant that requests to defer financial payments have been submitted and approved to align with building works.

3.38   The Regeneration Service has prepared the Annual Regeneration Report for review by Housing and Growth Committee on 14 September 2020.

3.39   In August 2020, the Regeneration Service reviewed the Government's White Paper, 'Planning for the Future' and will work with Strategic Planning on a response to the Bill.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q1 2021 | | | Q1 19/20 |
				Target	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q	Bigger is Better	100%	85%	85%	100% (G)	→ S	100%
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	104%	85%	85%	103% (G)	↓ W	116%
Delivery of affordable housing completions (q)	Bigger is Better	463	370	0[7]	No Activity	↓ W	165[8]

Highways

3.40   There are sixteen KPIs for Highways. Three KPIs did not achieve the Q1 target.

• **Highways Category 1 defects rectification timescales completed on time (48 hours) (RAG rated RED) – 67.6% against a Q1 target of 100%.** The council is in process of procuring a replacement highway management system for Exor (IT system). The recommendation was reported to Policy and Resources Committee in September 2020, which was approved with an implementation date of 1 April 2021. The new system will address some of the data integrity issues which cause a high level of failures. Council officers are progressing with the LoHAC extension until September 2023 to co-terminate with Re's contract as agreed by Environment Committee. As part of this extension, discussions are taking place with the contractor to agree a meaningful measure for Category 1 defect repairs in order to

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[7] This indicator is an annual KPI reported quarterly however no affordable housing is expected to be completed in Q1
[8] Delivery of affordable housing - Q1 19/20 result was higher, due to late completions which were carried over from 18/19 to 19/20 following the financial crash of BMLLP's Mechanical & Engineering sub-contractor.

provide incentives and appropriate consequences for not achieving the agreed targets.

- **Highways Category 2 defects rectification timescales completed on time (7 days) (RAG rated RED) - 54.3% against a Q1 target of 100%.** Comments as above

- **Insurance Investigations completed on time (14 Days) (RAG rated AMBER) – 97% against a Q1 target of 100%.** An insurance claim was missed due to the change in process imposed by the Covid-19 lockdown. Once this new process was in place there were no further failures.

3.41   The Covid-19 pandemic has presented both opportunities and challenges to the Highways Service. Throughout the pandemic, weekly meetings took place to ensure effective management, reporting and monitoring of the impact of the service. The Highways performance indicators have been managed and sustained with a real focus on operational delivery and keeping the network running through a dedicated team of key workers out in the field supported by home-based colleagues. High level weekly meetings have continued and evolved to cover the recovery of the service since the pandemic and the development of an effective forward plan for the management of the service over the coming years aligned to the newly formed Highways Improvement and Delivery forum.

3.42   One of the key decisions taken early on was the delay of the NRP programme for 2020/21.This decision enabled the service to focus on the management of the reactive maintenance backlog. Due to this, the backlog has reduced by over 50% with a trajectory of no more than 250 projects in progress on a rolling month. The NRP programme commenced on 1 June 2020 and is delivering effective improvements to the network within time and budget.

3.43   During the pandemic, Transport for London (TfL) suspended the funding for the Local Implementation Plan (LIP). Due to this decision, the service promptly mobilised its resources to support the Barnet response to social distancing through three distinct workstreams: Schools, Town Centres and Cycling. This has continued in parallel with our statutory obligations for the safety of the highway.

3.44   As a result of the TfL decision the council has been unable to progress the programme of vital road safety measures. However, council officers have reviewed the impact of social distancing since the opening of schools. We have observed an increase in road traffic due to school drop offs. This is due to an increase in use of cars as opposed to using public transport, as a result the council is putting measures in place to counter the impact on road safety outside schools as well as in town centres.

3.45   The Confirm Street Manager system (Network Management and permitting tool) went live without any issues on 1ᵗ July 2020. This was aligned to the launch of the Department for Transport (DfT) Street Manager Solution (the largest wholesale legislative change in Network Management since the introduction of Electronic Transfer of Notices EToN)[9].

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[9] EToN is a piece of statutory legislation that governs the communications of notices/permits between utilities and Highway Authorities. Since Street Manager came in on the 1 July 2020 it is now defunct as all communications are done through the Department for Transport (DfT's) Street Manager system.

3.46   Environment Committee has approved the replacement of the Highways Asset Management System and extension of the council's Maintenance Contract, both of which are scheduled to go live on 1st April 2021.

3.47   In July 2020, the service launched an online resource for primary school children. The Pelican Road Safety Project has been developed in partnership with the Pelican Radio Collective – a group of second year students from The Royal Central School of Speech and Drama. The resource, which aims to help Year 5 and Year 6 children become safe and independent travellers, comprises four episodes covering the following themes, Safer Crossings, Distractions, Be Bright, Be Seen and Car Passenger Safety.

3.48   As the pandemic eases the service is working on S106 evidence gathering for travel plans "completed" and "in progress" focusing on looking for past evidence and updating this year's travel plans.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is better	0%	15%	15%	0% (G)	➔ S	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is better	0	0	0	0 (G)	➔ S	0
Processing of Vehicle Crossover Appeals	Smaller is better	No Activity	100%	100%	No Activity	➔ S	No Activity
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	66.6%	100%	100%	67.6% (R)	⬇W	89.6%
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	61.1%	100%	100%	54.3% (R)	⬇W	89.2%
Insurance Investigations completed on time (14 days)	Bigger is Better	99%	100%	100%	97.6% (R)	⬇ W	100%

4.   THE BARNET GROUP

4.1   The Barnet Homes section of this report is based on The Barnet Groups annual delivery plan.

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

4.2   There are three KPIs for quality housing. Two KPIs did not achieve the Q1 target

- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 1 against a Q1 target of 10.** Due to the impact of Covid-19, only one home has been purchased and a loan agreement for the property is in place. As lockdown eases more homes will be purchased.

- **Supply a range of housing available for care leavers, in particular for those ready to move into independent living (RAG rated RED) – 6 against a Q1 target of 12.** Due to the impact of Covid-19, there was a limited supply of properties and six care leavers were placed in social housing. As lockdown eases, it is anticipated more properties will be available.

4.3   The Covid-19 pandemic has had a significant impact on performance mainly due to lockdown restrictions. Activities relating to acquiring and building new homes ceased for a period in Q1. Performance has improved in July and August 2020, with 81 new affordable homes completed through the Opendoor Homes pipeline.

4.4   Acquiring new homes on the open market has improved as the lockdown eased. Issues continue to be faced regarding accessing properties and slower conveyancing timeframes.

4.5   After a very slow period during April and May 2020 due to lockdown, which prevented non-essential moves, significant improvement has been seen during July and August 2020 in the supply of housing available for care leavers and it is expected that this positive progress will continue for the remainder of the year.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
Affordable housing delivered on council owed land (q)	Bigger is Better	15	144	0[10]	16 (G)	↑ I	4
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	15	125	10	1 (R)	↑ I	4
Increase the supply and range of housing available for care leavers for those ready to move into independent living (q)	Bigger is Better	128	48	12	6 (R)	↓W	11

Safe and secure homes

4.6   All two Safe and Secure KPI targets were achieved in Q1.

4.7   Despite the restrictions imposed by lockdown, the council has maintained 100% compliance on the completion of fire risk assessments in residential blocks and the completion of any high priority actions recommended in the assessments.

4.8   As a result of Covid-19 related lockdown measures, available council officer resource to address priority fire safety actions decreased during Q1. In response to this, measures were put into place which utilised a combination of both contractor and officer resources dependant on the nature of the tasks which proved effective in maintaining performance in this area throughout the quarter.

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 2021			Q1 19/20
				Target	Result	DOT	Result
% of scheduled fire risk assessment completed	Bigger is Better	98.5%	100%	100%	100% (G)	→ S	100%
Percentage of priority 0 and 1 fire safety actions completed on time	Bigger is Better	76.4%	90%	90%	100% (G)	→ S	100%

Tackling and preventing homelessness and rough sleeping

4.9   There are five Homelessness KPIs. Three KPIs did not achieve the Q1 target.

- **Number of homelessness preventions (RAG rated RED) – 268 against a Q1 target of 312.** Due to Government restrictions during lockdown, homelessness preventions were reduced largely due to activity in the private rental sector slowing

down. However essential moves for homeless households were still permitted. Since the easing of lockdown, viewings have increased considerably.

- **Overall number of households in Temporary Accommodation (TA) (RAG rated RED) – 2697 against a Q1 target of 2400.** The total number of households in TA increased from 2467 in Q4 19/20 to 2654 Q1 2020. Following the new Government directive (Everyone In), single homeless and rough sleepers were housed in TA, resulting in a 9% increase in TA. As the lockdown eases the service will move on to the stage where homelessness prevention and temporary accommodation reduction activities can resume.

- **Households placed directly into the private rental sector (RAG rated AMBER) 142 against a Q1 target of 152.** As a result of Covid-19, the service has been dealing with emergency cases only. As lockdown eased, there were a number of residents who were reluctant to move due to Covid-19. A new process was introduced to display photos and videos of properties online which helped residents to make decisions and it is expected that activity in this area will increase in Q2.

4.10 There was a sharp increase in the number of households in TA during Q1 as the council responded to the Government's "Everyone In" directive. This aimed to ensure that any person sleeping rough, or at risk of sleeping rough, was provided with a form of safe and secure accommodation to prevent the transmission of Covid-19. 148 rough sleepers were housed in an extremely rapid response to the directive and throughout July and August 2020 the focus has turned to assessing the needs of rough sleepers and ensuring that appropriate and sustainable support and housing options are secured to keep them off the streets.

4.11 July and August 2020 have seen significant reductions in the overall number of households in TA (2570 – August) since the peak in June (2654) as activity in the private rented sector resumed and the ability to undertake homelessness prevention activities returned.

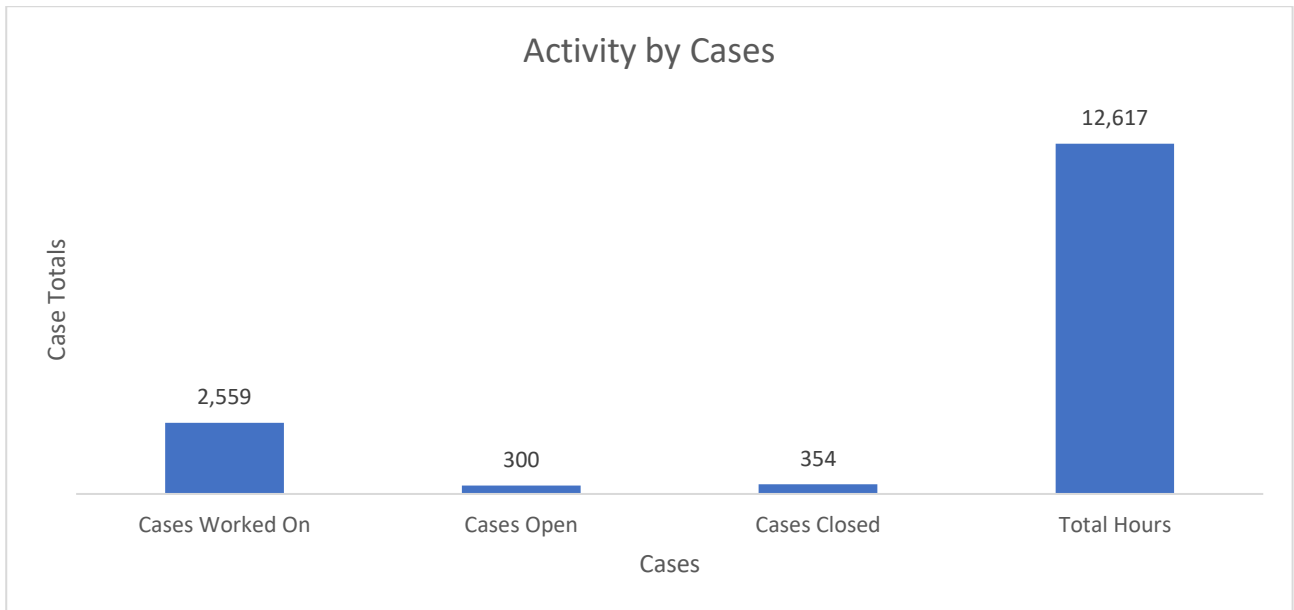| Indicator	Polarity	19/20 EOY	20/21 Target	Q1 12021			Q1 19/20
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	24	20	20	11 (G)	↑ I	32
Families with Children in Temporary Accommodation (q)	Smaller is Better	60%	Monitor	Monitor	53.5% (G)	↑ I	62%
Number of Homelessness Preventions(q)	Bigger is Better	1221	1250	312	268 (R)	↓ W	287
Numbers of households in Temporary Accommodation	Smaller is Better	2467	2250	2400	2654 (R)	↓ W	2579
Households placed directly into the private sector by Barnet Homes	Bigger is Better	674	610	152	142 (R)	↓ W	177

5. LEGAL SERVICES

5.1   Like many support service areas, shared Legal Service staff have moved to mainly working from home since March 2020. This has meant adopting new ways of working including utilising a remotely accessible case management system to ensure that a consistent service continued to be provided.

5.2   This has also included supporting a shift to remote-based court hearings, whilst maintaining a high level of in-house advocacy provision. For family court hearings, lawyers have attended court liaison meetings with Heads of Service to enable the council to be fully up to speed with changes and the new demands resulting from remote hearings. Delays have been minimised for children who are within court proceedings by way of regular updates and ongoing liaison with the allocated judge for the council. For civil court hearings, the restrictions on possession cases and evictions has led to a reduction in these cases, albeit this is likely to be temporary in nature. The service has continued to advise on other housing cases, including anti-social behaviour and injunctions. The service has also provided advice remotely to licensing panels.

5.3   The criminal courts restricted their very limited court capacity to health protection cases and custody cases, meaning that a number of existing cases have been subject to adjournments. There has been increased focus on supporting the council with its new enforcement functions resulting from new regulations made in response to the Covid-19 pandemic. Employment tribunal and SEND tribunal cases have continued mainly with remote hearings and lawyers continue to work on these cases.

5.4   Covid-19 and the associated restrictions have had a significant impact on many of the council's contractual arrangements. The shared Legal Service has advised the council on the application of contractual relief provisions and in negotiations with suppliers regarding temporary abatements of service. Throughout recent months HB Public Law has also supported the council with implementing the provisions of the Coronavirus Act 2020 across a number of business areas, including the introduction of virtual meetings and changes to governance arrangements.

Cases Hours and Disbursement[11] Data

Activity by Cases

5.5   During Q1, Legal Services worked on 2,559 cases. 300 new cases were opened and 354 cases were closed.

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[11] Disbursement costs include barristers' time as well as postage, telephone, travel and other charges

Activity by Cases

| Cases Worked On	Cases Open	Cases Closed	Total Hours
2,559	300	354	12,617

Case Totals (y-axis) · *Cases* (x-axis)

5.6   In Q1, there were 12,586 chargeable hours at a cost of £876,489. Children had the highest number of chargeable hours at 4974.67, costing £313,667.51. The chargeable hours by service type is shown in the chart below.

Hours Recorded by Work Group
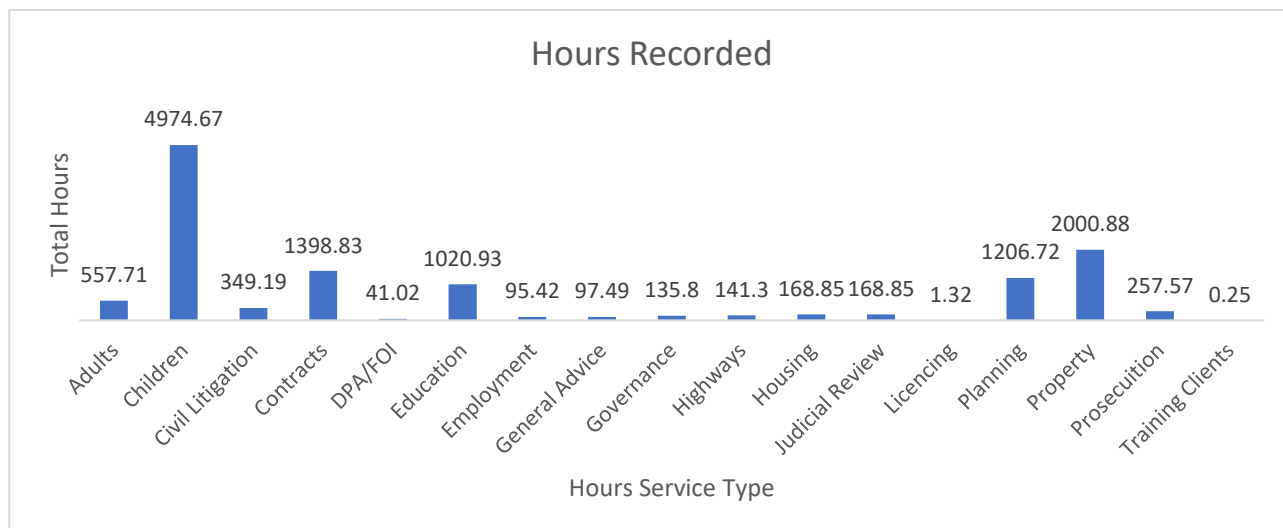
Disbursements by Work Group
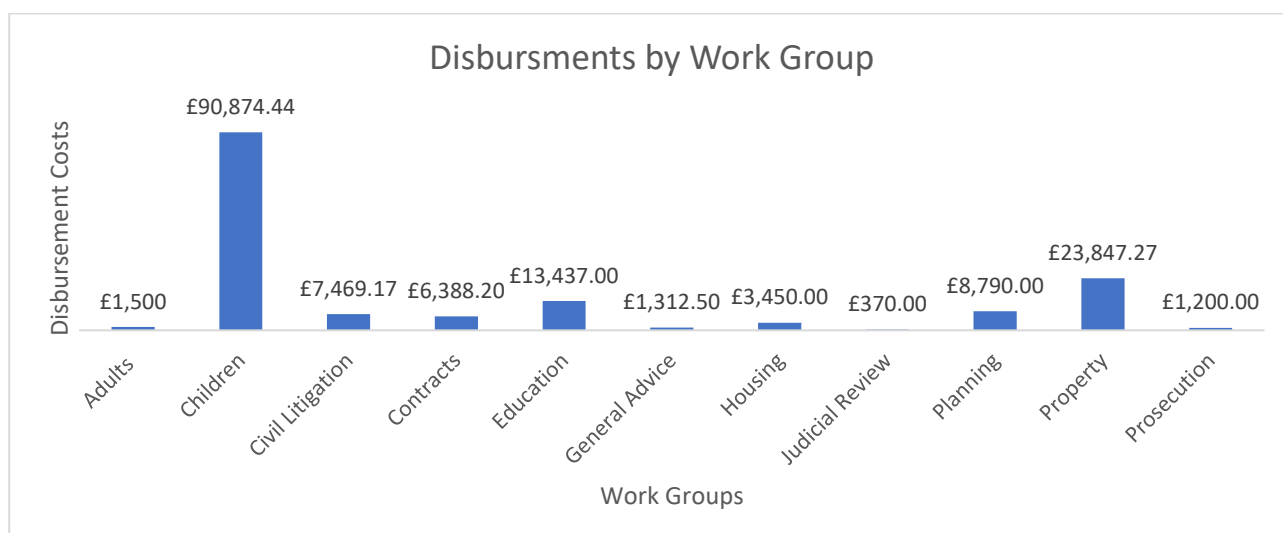
5.7   In relation to budget management, the Legal Services budget has been devolved to service areas/directorates. Monthly budget monitoring is undertaken by services to ensure that any overspend on legal costs are contained within the overall budget for the service area/directorate.

5.8   Overall spend in Q1 was £876,489.04 in hours and £158,638 in disbursements, totalling £1,035,127, which represents 25.73% of the total budget (£4,023,460).

6.   EDUCATION AND SKILLS

6.1   Education and Skills services transferred from Cambridge Education to Barnet Education and Learning Service on 1 September 2020. All future monitoring will be through the CES Committee in line with other similar arrangements across the council.

6.2   Due to the Covid-19 pandemic most of Q1 performance data is not meaningful. There have been no OFSTED visits, examinations were cancelled, attendance regulations were amended as were those for Special Education and Disability.

6.3   Schools have been operating for vulnerable children and those of key workers only. Staff have been focussed on supporting wider school opening and supporting vulnerable children, especially those with an EHCP.

7.   REASONS FOR RECOMMENDATIONS

7.1   This report provides an overview of the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group (TBG), Cambridge Education and HB Public Law.

8.   ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

8.1   None.

9.   POST DECISION IMPLEMENTATION

9.1   None.

10.   IMPLICATIONS OF DECISION

11.   Corporate Performance

11.1   Performance monitoring is essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate priorities as set out in the Corporate Plan (Barnet 2024) and our strategic contracts.

11.2   Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- Performance and Risk Management Frameworks.

12.   Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

12.1   Budgetary information is part of the Chief Finance Officer report.

13.   Social Value

13.1   The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts

deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

14.   Legal and Constitutional References

14.1   Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

14.2   Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.

14.3   The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Financial Performance and Contracts Committee as being Responsible for the oversight and scrutiny of:

- The overall financial performance of the council
- The performance of services other than those which are the responsibility of the: Adults and Safeguarding Committee; Children, Education and Safeguarding Committee; Community Leadership and Libraries Committee; Environment Committee; and Housing and Growth Committee.
- The council's major strategic contracts including (but not limited to):
    o   Analysis of performance
    o   Contract variations
    o   Undertaking deep dives to review specific issues
    o   Monitoring the trading position and financial stability of external providers
    o   Making recommendations to the Policy and Resources Committee and/or theme committees on issues arising from the scrutiny of external providers
- At the request of the Policy and Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee
- To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.

14.4   The council's Financial Regulations can be found at:
https://barnet.moderngov.co.uk/documents/s47388/17FinancialRegulations.doc.pdf

15.   Risk Management

15.1   The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum)

and any high (15 to 25) level risks are reported to Policy and Resources Committee.

16. Equalities and Diversity

16.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

16.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.

16.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

    This is also what we expect of our partners.

16.4 This is set out in the council's Equalities Policy, which can be found on the website at:https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity

17. Corporate Parenting

17.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

18. Consultation and Engagement

18.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement.

19. Insight

19.1 The report identifies performance information in relation to the council's contracted services for Quarter 1 (Q1) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group (TBG), Cambridge Education and HB Public Law.

20. BACKGROUND PAPERS

20.1 None.