



Financial Performance and Contracts Committee

23 November 2021

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Summary

This report provides an overview of Quarter 2 (Q2) 2021/22 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), Barnet Homes (The Barnet Group) and HB Public Law.

Officers Recommendations

The Committee is asked to note the Quarter 2 (Q1) 2021/22 performance for the Customer and Support Group (Capita); Regional Enterprise (Capita); Barnet Homes (The Barnet Group); and HB Public Law.

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of performance for the council's contracted services for Quarter 2 (Q2) 2021/22. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), Barnet Homes (The Barnet Group) (TBG) and HB Public Law (HBPL).
- 1.2 This report does not include budget information. The Chief Finance Officer's report which is taken to this Committee meeting as a separate agenda item contains the budget information.

Overview

- 1.3 Q2 covers the period from 1 July to 30 September 2021. During this period a comprehensive risk review commenced across council departments and included collaboration with our strategic partners to review and refresh joint risks. This report includes any high level (scoring 15+) joint risks identified through this process. All high-level risks will also be reported to Policy and Resources Committee.
- 1.4 On 19 July 2021 the Government lifted most Covid-19 restrictions and services that were significantly impacted by restrictions continued to implement recovery activities.
- 1.5 Some Re services continued to deal with backlogs as a result of previous restrictions. Recovery plans were implemented to address them and improve performance. CSG continued to perform well with all services meeting their performance targets for the quarter.
- 1.6 Market pressures such as recruitment of specialist staff and increases in cost of materials were experienced by some services (Environmental Health and Private Sector Housing Grants).
- 1.7 Despite these challenges, overall performance continued to go well with 60 of the 81 KPIs reported achieving their target in Q2. 14 KPIs failed to meet their target, three were monitor only and four reported no activity.
- 1.8 KPIs that did not achieve the target, as a direct result of the restrictions and demands of the pandemic, are shown in lighter text in the table below to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator ¹ Description	Q2 Result	DOT
Re – Environmental Health	Conducting Food Hygiene Inspections - Target A	18.8% (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections Target B	20.0% (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections Target C	28.7% (R)	↑ I
Re – Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs)	64.5% (A)	↓ W
Re – Environmental Health	Reduction of unit costs of disabled adaptations	£10,194 (A)	↓ W
Re – Environmental Health	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	90.3% (A)	↓ W
Re – Planning and Building Control	Planning Enforcement Basket	0 (R)	↓ W
Re – Planning and Building Control	Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	98.6% (A)	↓ W
Re- Highways	Insurance Investigations completed on time (14 days)	96.8% (A)	↓ W
TBG – Ensuring Decent quality housing	Number of homes purchased for use as affordable accommodation (q)	48 (R)	↑ I
TBG – Ensuring Decent quality housing	Affordable housing delivered on council owned land (q)	56 (A)	↓ W
TBG- Tackling homelessness	Rough sleeper counts every other month	15 (R)	↓ W
TBG- Tackling homelessness	Number of Homelessness Preventions	632 (A)	↑ I
TBG- Tackling homelessness	Households placed directly into the private sector by Barnet Homes	300 (A)	↓ W

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 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 Highlights for Q2

1.9 Q2 service highlights for CSG included:

- CSG IT migrated all users from Microsoft Skype to Microsoft Teams, with Microsoft Teams becoming the default soft phone solution for colleagues.
- CSG Property Services supported two successful property disposals and delivered vacant possessions to support the council's development programmes.

1.10 Q2 service highlights for Re included:

- The Empty Property Team's successful negotiations with the Hong Kong Government enabled a property, vacant for 15 years, to be restored and sold to serve as a family home.
- The Regeneration Service delivered eight project milestones against a target of six for the quarter.
- The joint review of a refreshed KPI suite for Re Highways was concluded and new KPIs are now reflected in this report.

1.11 Q2 service highlights for Barnet Homes included:

- The total numbers of households in temporary accommodation continued to improve with numbers dropping to 2203 at the end of the quarter compared to 2371 last quarter.

2. CSG SERVICES

Overview

2.1 The Q2 period saw CSG continue to deliver services through mainly home-based working whilst maintaining good performance across all KPIs.

2.2 All 22 KPIs reported in Q2 achieved the target, including the cross-cutting KPI on Compliance with Authority Policy².

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass (G)	→ S	Pass

² This KPI measures compliance with the Authority's Customer Service Standard and Complaints Policy.

1. Complaints responded to late i.e. outside of timescales are 'fails' against this target, and

2. Complaints arising from a failure to do what we promised to do are also 'fails' against this target.

The target is to have no higher than 30 'misses' in any given quarter.

Finance

2.3 There are three KPIs for Finance. All three KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.6%	98%	98%	99.0% (G)	↓ W	100%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	97.1%	90%	90%	97.2% (G)	↓ W	98.5%
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

2.4 604 Covid-19 related grant payments were processed and paid during Q2, totalling £1.746m.

2.5 An Accounts Payable (AP) Forum user survey was carried out to investigate user satisfaction with the quarterly AP Forums. The results showed that users were neutral with the overall experience and highlighted interest for further training and better structure of the AP Forums. The feedback was shared with the AP Business Partner to agree an action plan to improve forum structure, knowledge, and training amongst service users.

2.6 Actions from the Accounts Payable internal audit relating to the Supplier Creation and Amendment Process and CSG AP checks were actioned successfully and closed off by Internal Audit in August.

2.7 Monthly system support call volumes in Q2 remained consistent, with no issues identified. The Central Support Team (CST) continued to focus on supporting and resolving calls raised on ServiceNow, with the target of 95% achieved in Q2.

2.8 CST Team analysed outstanding calls based on age and assignment group. The team aim to review each call request individually (starting with the oldest first) and agree on a plan of action to close the call. It may be that the more recent calls are prioritised over older calls, depending on the action required.

Calls Outstanding Barnet	2021/22		
	Jul 2021	Aug 2021	Sep 2021
Total calls raised	579	594	519

Closed or still open within SLA	570	581	513
Closed or still open outside SLA	9	13	6
SLA %	98.45%	97.81%	98.84%

2.9 There were no high level (scoring 15+) joint risks for CSG Finance in Q2 2021/22.

Customer Services

2.10 There are four KPIs for Customer Services. All four KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	91.5%	89%	89%	92.8% (G)	↑ I	91.1%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	59.1%	55%	55%	68.2% (G)	↑ I	55.8%
% cases completed within SLA (customers needing additional support) (q)	Bigger is Better	100%	94%	94%	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	67.4%	50%	50%	70.3% (G)	↑ I	65.5%

2.11 During Q2 there was an increased need for additional support linked to Covid-19, particularly with Council Tax and Benefits, as the number of Council Tax calls in September was 11,820, approximately 30% higher than the last two years (8900 in 2020 and 8527 in 2019).

2.12 In addition, call lengths also increased by a similar amount to the number of calls (30%) due to additional support provided to vulnerable customers. Many were very anxious or were struggling to pay bills and the Customer Service team took longer with them to provide support and where appropriate also signpost to voluntary groups for additional help.

2.13 Over this time period the team built closer links with BOOST and other organisations to understand the service to better signpost customers, utilise training material and upskill staff. One member of the team joined the digital ambassador programme which is a borough-wide project to co-ordinate digital inclusion covering both council activities and volunteering networks. Going forward the team aims to build on these links to strengthen the Customer Advocacy and Digital Inclusion offering.

2.14 There were no high level (scoring 15+) joint risks for CSG Customer Service in Q2 2021/22.

Information Systems

2.15 There are two KPIs for Information Systems. Both KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	92.2%	95% ³	91%	93.0% (G)	↑ I	91.9%
Critical system availability ⁴ (q)	Bigger is Better	99.9%	99.5%	99.5%	99.9% (G)	→ S	99.9%

2.16 CSG IT migrated all users from Microsoft Skype to Microsoft Teams, with Microsoft Teams becoming the default soft phone solution for colleagues. The main benefit of Teams is that it fully integrates into Microsoft 365, which allows businesses to seamlessly interact with each other.

2.17 CSG IT deployed the new BarnetWork Intranet which is hosted on SharePoint. The new site went live at the beginning of July and provides a modern, seamless and integrated intranet experience for colleagues across the council.

2.18 The underlying architecture within Amazon Web Services (AWS) for the Barnet Website has been upgraded as continuous planned improvements. The latest design implemented updates to the platform providing additional resilience and has been designed to protect against the growing and emerging cyber security threats.

2.19 CSG IT implemented a significant change that simplified the method of authentication required when users connect to the Barnet network remotely. Colleagues will now simply get a text message/phone call or ask to authenticate on the Authenticator app depending on their usual preference. This is estimated to save in excess of £100k per annum.

2.20 There was one high level (scoring 15+) joint risk for CSG IT in Q2 2021/22, which is being managed in accordance with the council's risk management framework.

- IT cyber security (residual score 15). A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost. The CSG Management Team continued to work closely with the client team to mitigate this risk through various IT protection measures which have proven effective.

³ The target was changed in Q1 2020/21 to 91% from 95% on a temporary basis due to essential services being prioritised at the beginning of the pandemic, this change continues to be in place due to the extension of the home working guidance and the pandemic. This will be appraised as part of a review of indicators in relation to the Strategic Contract Review.

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

Procurement

2.21 There are four KPIs for Procurement. All four KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				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	100%	100%	100%	100% (G)	→ S	100%
Cumulative apprenticeships (c)	Bigger is Better	101	70	70	101 (G)	→ S	101
Cumulative work experience (c)	Bigger is Better	473	280	240	473 (G)	→ S	473

2.22 During Q2 CSG Procurement continued to see a surge in required tenders for this contract year, reporting an excess of 30% required tenders. Commercial discussions commenced to confirm additional resource to support the increase.

2.23 Procurement Training uptake increased from last quarter from 31% in Q1 to 34% in Q2. CSG Procurement continued to run the monthly training workshops in conjunction with the training champions initiative. Training uptake will be continually monitored against the uptake target of 65% by February 2022.

2.24 Audit commitments were signed off and implemented and the service continued to report monthly progress on compliance. Should any non-compliance be discovered, further investigation can then be initiated with appropriate remedy actions taken.

2.25 CSG Procurement initiated the Annual Procurement forward plan process earlier than previous years, taking on board key learnings to ensure that, as far as possible, an accurate picture of the budgetary requirements were captured for each of the service areas.

2.26 There were no high level (scoring 15+) joint risks for CSG Procurement in Q2 2021/22.

Revenues and Benefits

2.27 There are three KPIs for Revenue and Benefits. All three KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	97.8%	95%	95%	98.4% (G)	↓ W	98.5%
Speed of processing new claims (q)	Smaller is Better	20	22	22	20 (G)	↑ I	21
Speed of processing changes (q)	Smaller is Better	5	6	6	6 (G)	↓ W	4

Council Tax/Business Rates

- 2.28 The Council Tax 4-year collection target of 98.69% was achieved in Q2 which was comparable to the 98.33% achieved in Q2 last year. Direct debit take up was 70.26% against a target of 65% for Council Tax and 18.54% for Business Rates.
- 2.29 12,158 Local Restriction grants totalling £45.9m were made to businesses in Barnet between 17 October 2020 and 30 September 2021. The remaining volume of Expanded Retail Discount claims were processed in September as a priority along with direct debit mandates. Focus moved to business as usual to reduce the outstanding post that built up whilst managing Covid-19 grants.
- 2.30 Virtual court hearings remained four-weekly. There was an increase in summonses sent out from 3,000 in Q1 to 12,317 in Q2 this year as courts allowed more hearings to take place

Benefits

- 2.31 The Test and Trace Self isolation payments scheme administered by the service was extended again by the Government until 31 March 2022. The scheme supports residents on low income who are self-isolating and losing income to receive a Test and Trace Support Payment or discretionary support payment of £500. At the end of Q2 a total of £1.2m was paid.
- 2.32 There were no high level (scoring 15+) joint risks for CSG Revenues and Benefits in Q2 2021/22.

HR

- 2.33 There are four KPIs for Human Resources. All four KPIs achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Pre-Employment vetting (q)	Bigger is Better	99.2%	99%	99%	100% (G)	↑ I	98.6%
Payroll Accuracy – error rates and correct date (q)	Smaller is Better	0.03%	0.1%	0.1%	0.002% (G)	↑ I	0.005%
DBS verification audits (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

2.34 CSG continued to support the SLAM process (Starters, Leavers and Movers) managed by the council and provided data and process reviews in workshops, which identified a series of proposed improvements.

2.35 Payroll implemented revised overtime calculations for Streetscene staff following negotiations between the council and Trade Unions.

2.36 An Internal Audit Report was undertaken on Non Schools Payroll and the service worked in conjunction with the council's Finance Team so that necessary improvements were implemented.

2.37 A review of standardised reporting took place and CSG are producing a reporting dashboard to provide equalities data.

2.38 There were no high level (scoring 15+) joint risks for CSG HR in Q2 2021/22.

Estates

2.39 There is one KPI for Estates which achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Lease Renewals ⁵ (q)	Bigger is Better	99.7%	100%	100%	100% (G)	→ S	100%

Property Services

2.40 CSG Property Services agreed terms for new lettings during Q2 that, upon completion of the lettings, will exceed the Medium-Term Financial Strategy (MTFS) property targets for both the Commercial Estates and Greenspaces budgets for the financial year. This was achieved in the context of a difficult market due to Covid-19 and its effects on the trading activity of the council's tenants.

2.41 CSG Property Services also supported two successful property disposals that will enable the council to meet its capital receipt targets for this financial year.

⁵ This KPI measures the percentage of lease renewals carried out within timescales against those due to be delivered each quarter

- 2.42 Vacant possession of key properties took place to support the Hendon Hub project which will enable the development to progress within the timescales set by council.

Building Services

- 2.43 CSG Building Services initiated the fire door programme at the council's request which is due to commence in Q3 pending the contractor's availability.
- 2.44 The Building Surveying team continued to deliver the schools modernisation programme, despite some delays around planning applications. Most of the programme was completed at the end of October.
- 2.45 The Schools Traded service offering progressed well with 24 schools signed up and the income target for the council being exceeded.
- 2.46 Consideration is being given as to whether the current suite of KPIs fully reflects the critical activities of Building Services. This item will further be reflected in the Q3 report.

Facilities Management

- 2.47 The Facilities Management (FM) team were nominated for 'Team of the Year' for Staff Awards and is a testament to the excellent work that FM have been doing throughout the pandemic.
- 2.48 A full and compliant tender was completed for Security Services in October as part of the Security Tender and ITT ESPO Framework. FM accommodated site visits to Colindale, Hendon Town Hall and Oakleigh Depot as part of the process.
- 2.49 The fire alarm system at Hendon Town Hall was damaged following lightning strikes in August. FM introduced a 'Fire Watch' programme following this failure which included regular documented fire inspections throughout the day of the outage. The measures were relayed to both Insurance and Safety Health and Wellbeing (SHAW) teams. The fire alarm system is now fully operational and was tested.
- 2.50 FM were informed of a flood at Colindale one evening outside of business hours. Quick action from FM with some support from the Security Officers, Cleaning Contractor and Building Services ensured that the leak was quickly addressed. Works to reinstate the power were completed.
- 2.51 Custodians assisted in completing desk inspections including IT equipment and power as part of the Future of Work programme at Colindale and will be adding power banks to larger meeting rooms.
- 2.52 There were no high level (scoring 15+) joint risks for CSG Estates in Q2 2021/22.

3. RE SERVICES

3.1 34 KPIs achieved the Q2 target whilst, partly due to some ongoing impacts of the pandemic, eight missed their Q2 target (such as in Environmental Health and Planning) and four recorded 'no activity'.

Corporate

3.2 There is one cross cutting KPI, which achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) ⁶	Smaller is Better	17	30	30	11 (G)	↑ I	13

Hendon Cemetery & Crematorium

3.3 There is one KPI for Hendon Cemetery & Crematorium which achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%

3.4 During Q2 the service broadly returned to pre-pandemic levels of demand. The number of cremations and burials were comparable to last year where the service carried out 261 cremations and 82 burials in Q2, compared to 276 cremations and 83 burials in Q2 last year.

3.5 Services at the Hendon Crematorium returned to normal one-hour slots with congregation numbers only limited by the building's capacity.

2021 / 22	Q2			Total
	July	Aug	Sept	
Cremations	97	78	86	261
Burials	28	29	25	82

⁶ This KPI measures compliance with the Authority's Customer Service Standard and Complaints Policy. The methodology involves a review of all RE service complaints recorded on the Council's system in any given quarter:

1. Complaints responded to late i.e., outside of timescales are 'fails' against this SKPI, and
2. Complaints arising from a failure to do what we promised to do are also 'fails' against this SKPI.

- 3.6 The service continued to operate the office function with staff split into two teams occupying the office on alternate days. Furniture is now being delivered for the new office, and it is anticipated that it will be fully occupied in Q3. This will enable a reception facility and a private consultation room where families can discuss their service needs in private with the Cemetery and Crematorium staff.
- 3.7 During Q2 some members of the grounds maintenance team were absent due to either illness or statutory isolation requirements as a result of Covid-19 during the peak grass growing time. This resulted in a period of 6-8 weeks where grass cutting was behind schedule, but the situation is now fully recovered.
- 3.8 Following the lifting of Covid-19 restrictions the service re-instated the Blessing of the Graves services and the Armistice Day Service for 2021.
- 3.9 There were no high level (scoring 15+) risks on the risk register for Re Cemetery and Crematorium in Q2 2021/22.

Environmental Health

- 3.10 There are 24 KPIs for Environmental Health⁷. 14 achieved the Q2 target and six did not. Two KPIs had 'no activity' and two were monitor only.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	33.3%	100%	100%	18.8% (R)	↓ W	25.0%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	40.5%	85%	85%	20.0% (R)	↓ W	66.6%
Conducting Food Hygiene Inspections - Target C Number of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date (q)	Bigger is Better	22.3%	90%	90%	28.7% (R)	↑ I	18.3%
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	106%	100%	100%	100% (G)	↑ I	93.3%

⁷ Some 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.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Food Standards Inspections (unrated premises) Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection (q)	Bigger is Better	88.6%	100%	100%	100% (G)	↑ I	46.9%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	56.1%	90%	90%	95.7% (G)	↑ I	47%
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) (q)	Bigger is Better	68.9%	71%	71%	64.5% (A)	↓ W	69.6%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	0%	100%	100%	No Activity	Not Comparable	No Activity
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	No Activity	75%	75%	100% (G)	Not Comparable	No Activity
Number of empty properties brought back into residential use (q) ⁸	Bigger is Better	130	125	Monitor	8	↓ W	22
Number of private tenanted properties with category 1 hazards (q) ⁹	Bigger is Better	243	200	Monitor	25	↓ W	79
Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	133.3% (G)	↑ I	100%
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	No Activity ¹⁰	Not Comparable	100%

⁸ This indicator is an annual KPI reported quarterly

⁹ This indicator is an annual KPI reported quarterly

¹⁰ No inspections took place in Q2 2021/22

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Business license applications processed in a timely manner (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£5,612	£9,500	£9,500	£10,194 (A)	↓ W	£6,230
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.4%	95%	95%	90.3% (A)	↓ W	95.7%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	100%	100%	100%	172.2% (G)	↑ I	100%
Average time taken to process requests for full official searches (online and post in Land Charges) (q)	Smaller is Better	2.4	3	3	2.4 (G)	↓ W	2.2
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers (q)	Bigger is Better	94.1%	90%	90%	97.3% (G)	↑ I	92%
Effectiveness of Trading Standards department interventions undertaken within a 12 month period – percentage having a further complaint (bi)	Smaller is Better	5.8%	10%	10%	2.1% (G)	↑ I	5.8%
Effectiveness of Licensing department interventions undertaken within a six-month period – percentage having a further complaint (bi)	Smaller is Better	2.1%	5%	5%	0.6% (G)	↑ I	2.1%

- Conducting Food Hygiene Inspections KPIs Target A, B and C (RAG rated RED)**
 These KPIs did not meet the Q2 targets due to the impact of the previous Covid-19 restrictions on the hospitality sector that required the closure of restaurants. This resulted in inspections not taking place as planned and generated a substantial backlog.
- Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 64.5% against a Q2 target of 71%.** The backlog of cases continues

to be monitored in Contract Monitoring Meetings and a Special Project Request has been drafted which details the required work and action plan. This is being discussed between the council and Re.

- **Reduction of unit costs of disabled adaptations (RAG rated AMBER) - £10,194 against a target of £9,500.** The KPI was referenced becoming at risk during Q2. The main issues were identified as the increased cost of materials, a high number of new requests and large grant jobs that were previously delayed by Covid-19 were completed during this period.
- **Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (RAG rated AMBER) – 90.3%% against a target of 95%.** Staff absences, vacancies and miscoding of cases resulted in the target not being met. Several measures are being implemented such as filling vacancies and moving temporary staff to permanent contracts, retraining of personnel and ensuring case backlog is triaged for higher priority or repeat complaints.

- 3.11 The backlog of food inspections remained at 1000 while additional resources were identified due to difficulties with recruitment. There is a shortage of Environmental Health Officers in the market as other councils have also been recruiting to manage their backlogs.
- 3.12 The service worked with the Metropolitan Police and Food Standards Agency in relation to an incident where a man was suspected to have died from the consumption of contaminated alcohol. The alcohol was seized, tested and confirmed from laboratory and toxicology reports that it was not contaminated.
- 3.13 An issue with rogue roofers was identified which caused a number of concerns with residents. The team received approximately 20 complaints totalling a loss of £1m to residents. The service is consulting with the council's Corporate Anti-Fraud Team (CAFT) and this was added as a standard agenda item to the joint tasking and action group, which brings relevant services together to work on priority issues within the borough.
- 3.14 At Saracens, a safety walk-around took place ahead of the premiership season which started on the 17 September. The team were satisfied with the safety measures in place.

Private Sector Housing (Enforcement)

- 3.15 The project to look at fire safety risks in tower blocks with Aluminium Composite Cladding (ACM) continued. The service prioritised properties according to risk and tackled those with significant breaches of relevant legislation by escalating enforcement action. This project is supported by the Fire Authority and the Joint Inspection Team hosted by the Local Government Association (LGA) and funded by the Department for Levelling Up, Housing and Communities.
- 3.16 The Empty Property Team achieved success with a property which was vacant for at least 15 years. The 3-bedroom house was owned by a company in Hong Kong

that had become bankrupt. Following legal negotiations with the Hong Kong Government the company was restored and the property was sold. The new owners intend to restore the house back into a habitable condition which will then serve as a family home.

Private Sector Housing (Grants)

3.17 The service continued to receive positive feedback from residents in relation to home adaptations. However, there was an increase in the cost of materials for housing adaptations due to international supply and demand issues. Budgets will be reviewed ready for April 2022.

Local Land Charges

3.18 The stamp duty holiday began on 1 July 2020 and ended on 30 September 2021. During Q2 there were 3,134 searches compared to 5,562 during Q1 which shows the trend is starting to decrease. As the Stamp Duty Holiday ended the service are expecting a further decrease in subsequent quarters.

Scientific Services & Pest Control

3.19 The service began the annual inspection programme which ensured permitted premises complied with the relevant statutory standards to minimise the volume of pollutants released to the atmosphere.

3.20 The annual Air Quality Update was finalised and submitted for Environment Committee in October.

Pest Control

3.21 The delayed wasp season saw an uplift in cases during August and September in comparison to previous years.

Pest Control Requests	July	Aug	Sept	Total
2019/20	169	137	115	421
2020/21	157	131	121	409
2021/22	117	143	160	420

3.22 There was one high level (scoring 15+) joint risk for Re Environmental Health in Q2 2021/22, which is being managed in accordance with the council's risk management framework.

- Unsafe/unhealthy living accommodation in private rented sector (residual score 16). A backlog of cases could lead to vulnerable residents being exposed to unsafe/unhealthy living conditions resulting in statutory duties not being fulfilled. Re are recruiting enforcement officers to mitigate this risk.

Strategic Planning

3.23 There is one KPI for Strategic Planning which achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Strategic Planning Documents completed and signed off (q)	Bigger is Better	80%	100%	100%	100% (G)	↑ I	50%

3.24 The Strategic Planning team progressed several key planning policy workstreams during Q2, including public consultation on the Draft Local Plan and subsequent approval at Policy and Resources Committee and Council that will enable the plan to be submitted in Q3 for public examination in spring 2022. The Community Infrastructure Levy (CIL) rate review also secured approval to proceed to public examination with the hearings set for autumn 2021.

3.25 The service continued to secure contributions due from development with almost £2m of Barnet CIL, Mayoral CIL and Section 106 income being received during the quarter, bringing the combined total contributions from development in Q1 and Q2 to £9.6m.

3.26 There were no high level (scoring 15+) joint risks for Re Strategic Planning in Q2 2021/22.

Planning and Building Control

3.27 There are four KPIs for Planning and Building Control. Two achieved the Q2 target and two did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	92.7%	80%	80%	88.1% (G)	↓ W	93.7%
Application Basket (q)	Bigger is Better	6	6	6	6 (G)	→ S	6
Planning Enforcement Basket (q)	Bigger is Better	0	6	6	0 (R)	↓ W	4
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.6%	100%	100%	98.6% (A)	↓ W	100%

- **Planning Enforcement basket (RAG rated RED) 0 against a target of 6.** This KPI consists of a basket of six PIs, of which no PIs achieved the Q2 target. The

backlog originating from Covid-19 still remains for enforcement services and continues to be dealt with, the impact expected to be felt by the service as late as Q4 2021/22.

- **Number of decisions within statutory timescales – Meet building regulation statutory timescales – 98.6% against a target of 100%.** An administrative error resulted in a decision not being met. A uniform report has been developed to monitor the status of applications and implement a sense check. Technical support staff will also be provided with refresher training.

- 3.28 Although the planning enforcement basket registered a KPI failure, this was expected and planned for in relation to the Planning Enforcement service recovery plan agreed in April 2021 to address backlogs that arose during periods of lockdown. It is notable that during Q2, more enforcement cases were closed than received.
- 3.29 Moreover, reflecting the way the service has handled challenges in relation to the pandemic, it is noted that the Planning Enforcement Team were shortlisted by the Royal Town Planning Institute (RTPI) for 'Team of the Year'; and published statistical data continued to highlight Barnet as the highest performing Local Planning Authority nationally.
- 3.30 A longstanding case was resolved with the award of £0.499m under the Proceeds of Crime Act after a hearing in the court of appeal. The defendant asked for the Supreme Court to quash the Order, but that was rejected by the court and the case was not heard by the Supreme Court.
- 3.31 Development Management continued to sustain performance against the backdrop of surge in planning applications since Q1. Approximately 650 decisions were issued in September alone against the receipt of just under 500 applications. The trend of issuing more decisions than applications received was sustained across the quarter.
- 3.32 Substantial resources were applied towards defending decisions where there was an appeal to the Planning Inspectorate. One appeal successfully defended and dismissed related to the Homebase site.
- 3.33 For the Building Control service one application case in 74 slipped over the deadline causing a KPI failure. The customer was satisfied with the response and information from the service and relief was appropriately granted.
- 3.34 There were no high level (scoring 15+) joint risks for Re Planning and Building Control in Q2 2021/22.

Regeneration

- 3.35 There are three KPIs for Regeneration. Two achieved the Q2 target and one is monitor only.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				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	144%	85%	85%	133.3% (G)	↑ I	100%
Delivery of affordable housing completions (q) ¹¹	Bigger is Better	245	370	Monitor	101	↑ I	49

3.36 The 2020/21 Annual Regeneration Report¹² was published on the council website in July.

3.37 All invoices relating to Q1 (for expenditure between January and March) were raised to developers within two months of the quarter end (by end of August). Q2 invoices are on track to be raised within the agreed timescales which is within two months after the end of the quarter.

3.38 Eight project milestones were delivered against a target of six for the quarter, including the procurement of a design team for Heybourne Park and the confirmation of the stopping up order for plot 10 at Grahame Park.

3.39 At Dollis Valley, 13 units were completed, including 12 for private sale and the first affordable housing completion for a shared equity property. The land transfer of Phase 3 Parcel 2 completed enabling the council to secure the land receipt.

3.40 Works to Colindale Park continued to progress well. The park was partially completed with the play area and outdoor gym opened in time for half term and the rest of the park, including all tree planting, will be completed in November.

3.41 There were no high level (scoring 15+) joint risks for Re Regeneration in Q2 2021/22.

Highways

3.42 There are 16 KPIs for Highways. 13 achieved the Q2 target, two reported 'no activity' and one did not meet the target.

¹¹ This indicator is an annual KPI reported quarterly however no affordable housing is expected to be completed in Q1

¹² 2020/21 Annual Regeneration Plan: <https://www.barnet.gov.uk/regeneration/annual-regeneration-report>

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time (q)	Bigger is Better	New for 21/22 ¹³	75%	75%	100% (G)	Not Comparable	New for 21/22
Response to complaints relating to a drainage malfunction and/or flooding event (q)	Bigger is Better	New for 21/22 ¹⁴	80%	80%	No Activity	Not Comparable	New for 21/22
Response in dealing with Highway Licence applications (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment (q)	Bigger is Better	New for 21/22 ¹⁵	100%	100%	100% (G)	Not Comparable	New for 21/22
Timely response to Permit requests (LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections (q)	Smaller is Better	0%	15%	15%	9.6% (G)	↓ W	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA) (q)	Smaller is Better	0	0	0	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals (q)	Smaller is better	No Activity	100%	100%	No Activity	Not Comparable	No Activity

¹³ The methodology of the indicator was reviewed as part of a review of Highways indicators

¹⁴ The methodology of the indicator was reviewed as part of a review of Highways indicators

¹⁵ The methodology of the indicator was reviewed as part of a review of Highways indicators

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Category 1 Defects Rectification Timescales completed on time (q)	Bigger is Better	78.8%	100%	100%	100%	↑ I	68.8%
Category 2 Defects Rectification Timescales completed on time (q)	Bigger is Better	New for 21/22 ¹⁶	100%	100%	100%	Not Comparable	New for 21/22
Insurance Investigations completed on time (14 days) (q)	Bigger is Better	98.7%	100%	100%	96.8% (A)	↓ W	98.2%

- **Insurance Investigations completed on time (RAG rated AMBER) – 96.8% against a Q2 target of 100%.** Two investigations claims were late in their return due to limited staff availability because of Covid-19. In future, senior inspectors and additional administrators will ensure that they address any claims that may be sitting with staff who are off due to illness.

3.43 The Highways service continued to embed the Call Off Contract with the TfL North Area Contractor TarmacKier JV, which commenced 1 April and focused on the operational delivery of both reactive maintenance and planned maintenance services and received positive feedback from Elected Members.

3.44 Six KPIs (Gulley Cleansing; Emergency Defects, Category 1 Defects, Category 2 Defects: Construction of Vehicle Crossovers; and Response to complaints relating to a drainage and/or flooding) were suspended for Q1 2021/22, as previously reported to this Committee. This was to enable a joint review between the council and Re to align the Re KPIs with the TarmacKier contract in order to better reflect Re's responsibilities as the Managing Agent under the DRS contract which include to ensure that the Third-Party Contractors are complying with the terms of their contract.

The review concluded and the outcome led to the implementation of five of the proposed six new KPIs in Q2, which are now included in this report and showing positive results.

3.45 The remaining KPI (Cat 1 Defects Rectification Timescales) is an interim measure pending a review of the Highways Inspection Manual risk matrix. This is due to be reported to Environment Committee in January 2022, and the KPI will be revised soon after.

3.46 The performance of TarmacKier is reviewed at the regular Contract Management Meetings held between Re and council officers. Re are developing a dashboard with TarmacKier which will show trends against the reactive service.

3.47 The performance of TarmacKier will be shared with Environment Committee and will in the future be included as context to the Highways element of the Re report to this committee.

¹⁶ The methodology of the indicator was reviewed as part of a review of Highways indicators

3.48 There were no high level (scoring 15+) joint risks for Re Highways in Q2 2021/22.

4. BARNET HOMES

4.1 The Barnet Homes section of this report is based on performance against The Barnet Group's 2021/22 Annual Delivery Plan.

Overview

4.2 Four of the nine KPIs in the Delivery Plan either met or exceeded the target, whilst five did not meet the target.

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

4.3 There are three KPIs for quality housing and one achieved the Q2 target and two did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Number of homes purchased for use as affordable accommodation (c)	Bigger is Better	48	125	55	48 (R)	↑ I	10
Affordable housing delivered on council owned land (q)	Bigger is Better	145	61	61	56 (A)	↓ W	77
Increase the supply and range of housing available for care leavers for those ready to move into independent living (c)	Bigger is Better	67	56	28	43 (G)	↑ I	18

- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 48 against a Q2 target of 55.** A number of factors including delays in agreeing and serving s42 notices, broken sale chains and delays in vendors returning papers due to the holiday period affected performance in Q2.

Affordable housing delivered on council land (RAG rated AMBER) – 56 against a Q2 target of 61. The development of Mount Parade will now be completed in November as opposed to the original forecast of September, due to delays in utilities attending the site to make the final connections and dependency on using a Highways approved contractor, which had a delay to their start on this scheme.

4.4 In Q2, 23 homes were purchased taking the total for the year to 48. Although this did not achieve the cumulative target of 55 there is a current pipeline of 90 properties and performance in the second half of the year is expected to increase significantly, with a high concentration of properties expected to complete in Q4.

Tackling and preventing homelessness and rough sleeping

4.5 There are four Homelessness KPIs. One achieved the Q2 target and three did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	11	10	10	15 (R)	↓ W	14
Number of Homelessness Preventions (q)	Bigger is Better	1264	1350	670	632 (A)	↑ I	608
Numbers of households in Temporary Accommodation (s)	Smaller is Better	2399	2630	2550	2203 (G)	↑ I	2561
Households placed directly into the private sector by Barnet Homes (s)	Bigger is Better	647	615	305	300 (A)	↓ W	310

- **Rough sleeper counts every other month (RAG rated RED) – 15 against a Q2 target of 10.** Despite work during 2020/21 and the ‘Everyone In’ campaign, the target of 10 proved challenging due to wider London pressures and increases in the number of people sleeping rough and choosing not to access assistance and support.
- **Number of homelessness preventions (RAG rated RED) – 632 against a Q2 target of 670.** The projections for significant increased demand in this area, upon which the targets were set, are yet to materialise. The government decision to end the ban on evictions and reintroduce pre-Covid length legal notice periods for the ending of tenancies is still expected to increase demand through the second half of the year.
- **Households placed directly into the private rental sector (RAG rated AMBER) 300 against a Q2 target of 305.** Whilst sourcing private rental sector (PRS) homes remains achievable, the first half of the year saw less than expected demand. A higher than usual number of offers were declined by clients, which was in part due to a lack of urgency being felt by clients due to the court process for PRS evictions being lengthy.

4.6 In Q2, the number of people in temporary accommodation continued to reduce with numbers dropping to 2,203 compared to 2,371 in Q1.

4.7 The increased number of households affected by the benefit cap continued to present challenges in relation to sourcing affordable homes both in borough and in surrounding boroughs, however the performance target for this indicator remains achievable for the second half of the year.

4.8 London boroughs complete weekly returns to London Councils who then report the position with various activities relating to rough sleepers. In Q2, 631 rough sleepers were estimated to be on the streets across London, (up from 577 at Q1) 15 of which were in Barnet (up from 14 in Q1).

Safe and secure homes

4.9 There are two Safe and Secure KPIs, both achieved the Q2 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q2 21/22			Q2 20/21
				Target	Result	DOT	Result
Percentage of scheduled fire risk assessment completed (c)	Bigger is Better	91%	100%	100%	100% (G)	↑ I	82.9%
Percentage of priority 0 and 1 fire safety actions completed on time (c)	Bigger is Better	99.9%	92.5%	92.5%	95.9% (G)	↓ W	100%

4.10 Fire safety related performance remained on target with all fire risk assessments due in the period completed on time and priority actions resulting from risk assessments being delivered ahead of target.

4.11 There were two high level (scoring 15+) joint risks for Barnet Homes in Q2 2021/22, which are being managed in accordance with the council's risk management framework.

- Increased demand for temporary accommodation (residual score 16). Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund. Barnet Homes have various governance processes in place to manage and monitor demand and actions to acquire and build homes.
- Health and safety and compliance issues (residual score 15). Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs. Policies and procedures are in place including health and safety management, fire risk assessments as well as actions to install sprinkler systems and carry out regular compliance checks.

5. LEGAL SERVICES

5.1 During Q2 legal staff continued to work mainly remotely but went into the office for supervision and team meetings. They continued to visit client offices and courts and tribunals when required.

5.2 Training was provided on request by the service leads or was offered if HBPL saw that there was a training need that would assist the service. The following training was provided between July and September.

- Training for overseas Social Workers on the court system of England and Wales for children's proceedings
- Giving evidence in the family court

- Overview of the legal process for children's law
- Giving evidence for social workers
- No recourse to public funds human rights assessment training.

5.3 The Property Team worked on many matters including:

- Upper and Lower Fosters Regeneration Scheme – agreement on the documentation (contract, transfer, supplemental lease and licence for temporary store) for 10 of the transactions
- Dollis Valley Regeneration Scheme – the council completed the transfer to Countryside Properties (UK) Ltd of Parcel 2, Phase 3 of the Dollis Valley redevelopment scheme on 8 September. Grahame Park Regeneration Scheme - the council completed the transfer to Choices for Grahame Park Ltd of Plots 1A and 1B of Stage B, in the Grahame Park redevelopment scheme, on 11 August.

5.4 The Planning Team worked on many matters including:

- 679 High Road, North Finchley, London N12 0DA former Home Base site - successfully defended an appeal by Taylor Wimpey UK Ltd against the decision of the council of the refusal to grant planning permission.

5.5 The Contracts Team worked on many matters including:

- Advised on re-procurement for the provision of accommodation and support services for Adults and Health.
- Drafted and negotiated a contract for the provision of Independent Certifier Services at the North London Waste Transfer Station (North London Waste Authority, NLWA), which is part of the Brent Cross Cricklewood Programme.
- Term Maintenance Contract Renewals – Implications of Brexit on Public Contracts Regulations (PCR) 2015 and renewals of the Term Maintenance Contracts for Barnet. The matter involved a number of building maintenance contracts with multiple suppliers.

5.6 Advised on the Vehicle Washing Contract and various options regarding a contract and negotiating early termination.

5.7 The Criminal Litigation team worked on many matters including:

- A successful prosecution for non-compliance with a planning enforcement notice issued by the council which resulted in a confiscation sum of £0.499m being awarded to the council. This was the result of seven years close working with officers in Planning Enforcement, Private Sector Housing, Corporate Anti-Fraud Team and HBPL

Children social care

5.8 The Legal Service continued close liaison with the court and received positive feedback from the liaison judge in terms of quality of work, preparation for court and general conduct of cases.

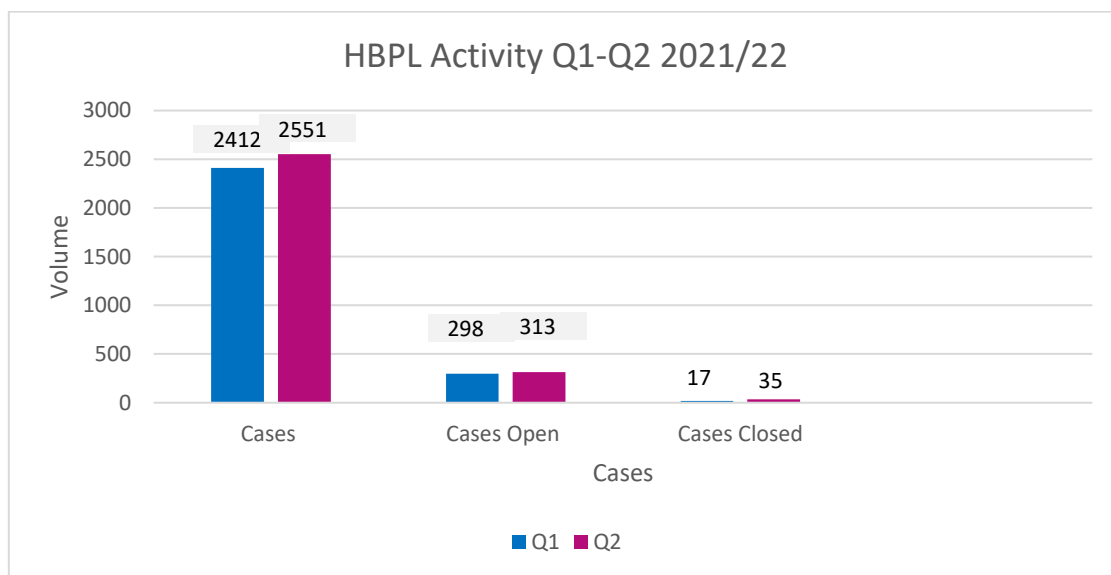
Education

- 5.9 The service continued monitoring of the progress of Special Educational Needs and Disability Tribunal (SENDIST) matters through regular liaison with Barnet Education and Learnings Service (BELS) officers ensuring a greater clarity of respective responsibilities, roles and resources.

Cases Hours and Disbursement¹⁷ Data

Activity by Cases

- 5.10 In Q2, Legal Services worked on 2,551 cases, 313 new cases were opened and 35 cases were closed¹⁸.

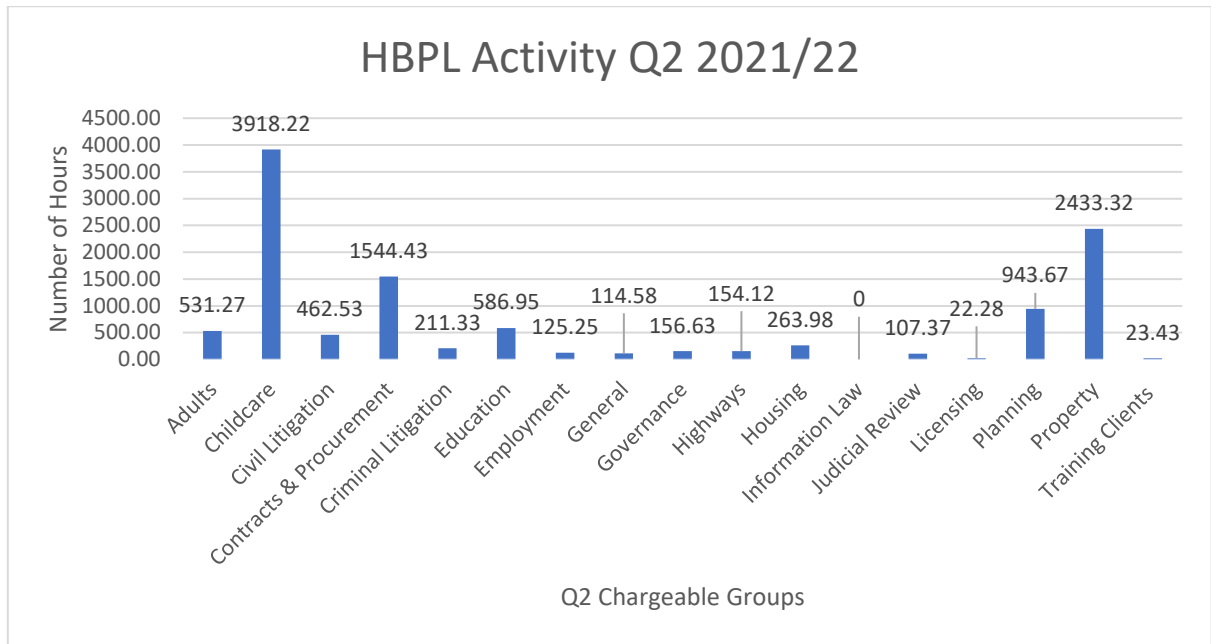


Chargeable hours Recorded by Work Group

- 5.11 Children's services had the highest number of chargeable hours at 3,918 costing £0.275m. Property services were the second highest area with 2,433 hours totalling £0.171m.

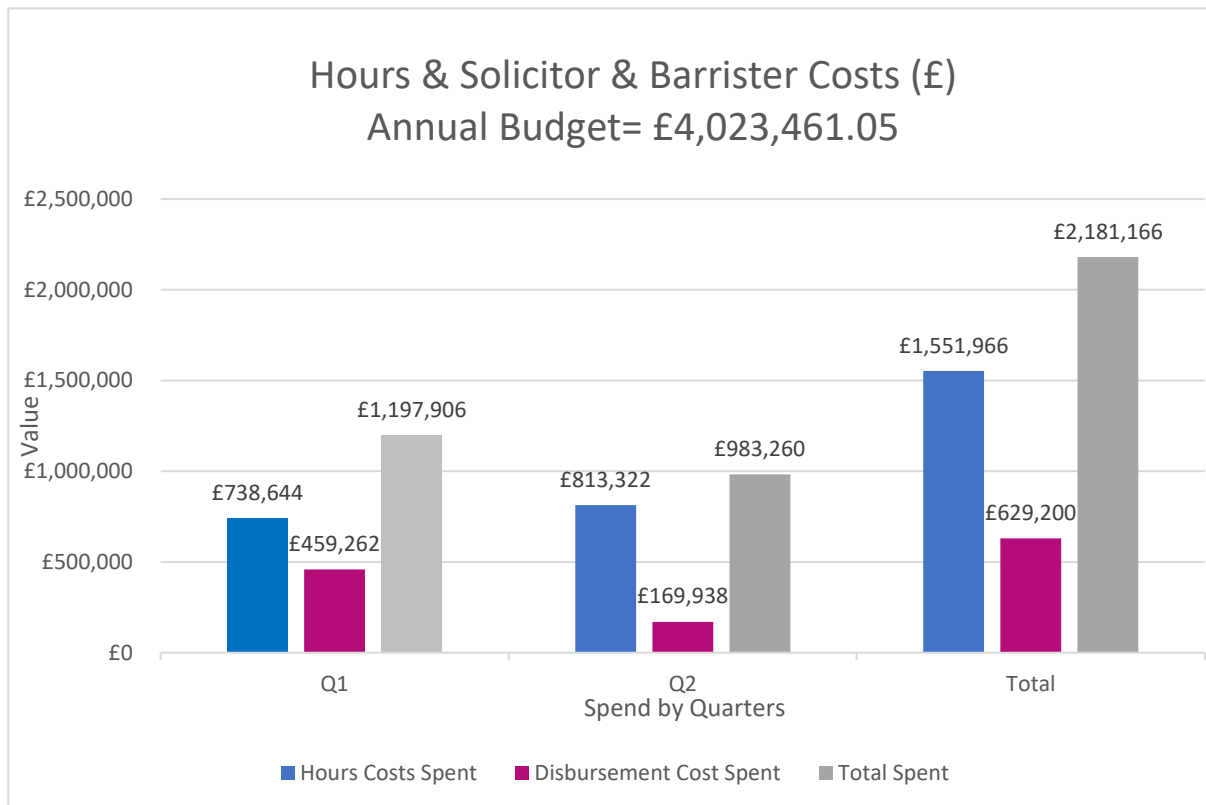
¹⁷ Disbursement costs include barristers and solicitor charges only

¹⁸ Q1 reported 1719 cases, this is an error as 2412 cases were worked on. Measure is based on how many times the file has been reviewed each month as opposed to the number of cases which were reviewed in the quarter.



Total hours and disbursements¹⁹

5.12 In Q2 there were 11,599 chargeable hours at a cost of £0.813m and £0.170m disbursements totalling a Q2 spend of £0.983m.



¹⁹ Q1 10,887 chargeable hours was reported at a cost of £738,615, this is a reporting error Q1 chargeable hours is 10,534 total cost £738,644

- 5.13 Legal spend in Q1 was £0.739m in hours and £0.459m in disbursements, totalling £1.198m which represents 29.77% of the total budget.²⁰
- 5.14 Legal spend in Q2 was £0.813m in hours and £0.170m in disbursements totalling £0.983m which represented 24.44% of the total budget.
- 5.15 The cumulative legal spend at the end of Q2 was £1.552m in hours and £0.629m in disbursements totalling £2.181m, which represented 54.21% of the budget.

²⁰ Q1 10,887 chargeable hours was reported totalling £738,615 Q1 disbursements was £458,565, the total costs were £1,197,180 this is a billing reporting error.

6 REASONS FOR RECOMMENDATIONS

- 6.1 This report provides an overview of Quarter 2 (Q1) 2021/22 performance of the council's contracted services delivered by the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), Barnet Homes (The Barnet Group) (TBG) and HB Public Law.

7 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 7.1 None.

8 POST DECISION IMPLEMENTATION

- 8.1 None.

9 IMPLICATIONS OF DECISION

10. Corporate Performance

- 10.1 Performance monitoring is essential to ensure robust management of the council's strategic contracts and supports commercial discussion and decision making. It also ensures resources are adequately and appropriately directed to support delivery and achievement of corporate priorities.

- 10.2 Relevant council strategies and policies include the following:

- CSG Contract
- Re Contract
- Barnet Homes Management Agreement
- HBPL Inter-Authority Agreement

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

- 11.1 Budgetary information is part of the Chief Finance Officer report that reports to this Committee.

12. Social Value

- 12.1 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.

13. Legal and Constitutional References

- 13.1 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.
- 13.2 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.
- 13.3 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 & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee;
 - The council’s major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law) including (but not limited to):
 - Analysis of performance
 - Contract variations
 - Undertaking deep dives to review specific issues
 - Monitoring the trading position and financial stability of external providers
 - 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 & 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.
- 13.4 The council’s Financial Regulations can be found at:
<https://barnet.moderngov.co.uk/documents/s60884/17FinancialRegulations.doc.pdf>

14. Risk Management

- 14.1 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-level (scoring 15+) joint risks with strategic partners are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

15. Equalities and Diversity

15.1 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.

15.2 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.

15.3 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.

15.4 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>

16. Corporate Parenting

16.1 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.

17. Consultation and Engagement

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

18. Insight

18.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 2 (Q2) 2021/22. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group and HB Public Law.

19. BACKGROUND PAPERS

19.1 None