

	<b>Financial Performance and Contracts Committee</b>  <b>8 June 2021</b>
<b>Title</b>	<b>Q4 2020/21 Contracts Performance Report</b>
<b>Report of</b>	Director (Commercial and Customer Services)
<b>Wards</b>	All
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<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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### Summary

This report provides an overview of Quarter 4 (Q4) performance with a review of annual performance of the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), The Barnet Group (TBG) and HB Public Law.

### Officers Recommendations

**The Committee is asked to note the Quarter 4 (Q4) 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 services delivered by Regional Enterprise (Capita); the Housing services delivered by The Barnet Group; and the Legal services delivered by HB Public Law.**

## **PURPOSE OF REPORT**

### **Introduction**

- 1.1 This report provides an overview of performance for the council's contracted services for Quarter 4 (Q4) 2020/21 with a review of some significant highlights during the year. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), The Barnet Group and HB Public Law.
- 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 2020/21**

- 1.3 2020/21 brought significant challenges as result of the Covid-19 pandemic. During Q1 2020/21 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.
- 1.4 Environmental Health teams were involved in activities to support the enforcement of pandemic restrictions such as ensuring non-essential businesses were closed and essential businesses which were open had Covid-19 secure arrangements in place.
- 1.5 Hendon Cemetery and Crematorium saw significant increases in the number of burials and cremations as a result of the first wave of the pandemic. The team were also involved in pan-London emergency arrangements to respond to the pandemic
- 1.6 CSG IT rolled out Microsoft Teams for council staff to use which supported staff working from home.
- 1.7 During Q2 2020/21, lockdown measures eased, and services continued to adapt to the new operating environment. The council and its strategic partners focused their efforts and resources on restoring services. However, many services, such as Environmental Health, Planning and Housing, were prevented from operating in their normal way and others, such as Regulatory Services, had additional workloads and are now dealing with subsequential backlogs.
- 1.8 During Q3 2020/21 the government introduced the tier system of Covid-19 restrictions followed by a second national lockdown. Throughout this time many services, such as Finance and Customer Services, continued to deliver during pandemic restrictions but Environmental Health, Planning, Housing continued to experience challenges in service delivery.
- 1.9 By Q4 2020/21 a roadmap out of the national lockdown was announced and the vaccination programme continued at pace. Services that were significantly impacted by the restrictions began recovery in anticipation of further easing of lockdown measures in Q1 2021/22.
- 1.10 Throughout 2020/21 most staff worked exclusively from home and made the

adjustment to new ways of working whilst delivering services remotely. The adoption of new work practices during the pandemic and the many challenges it brought is a credit to our staff and our partners.

1.11 Overall, performance continued to go well with the majority (68) of the 94 KPIs reported achieving the target at End Of Year (EOY). Four KPIs reported No Activity, which means there were 19 KPIs that did not achieve the target at End Of Year. Those 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 tables below to differentiate from deficiencies that were not directly related to the pandemic response. One KPI is monitored and two KPIs are due to be reported in Q1 2021/22.

Service	Indicator <sup>1</sup> Description	EOY Result	DOT
CSG – Estates	Lease Renewals	99.7% (A)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections Target A	44.7% I	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections Target B	40.5% I	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections Target C	22.3% I	↓ W
Re – Environmental Health	Food Standards Inspections (unrated premises)	88.6% I	↓ W
Re – Environmental Health	Improvement in food hygiene in the highest risk premises	56.1% I	↓ W
Re – Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) – Licenced HMOs meeting legal standards (q)	68.9% (A)	↓ W
Re – Environmental Health	Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date	0% I	↓ W
Re- Strategic Planning	Strategic Planning Documents completed and signed off	80% I	↓ W

<sup>1</sup> 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	Indicator <sup>1</sup> Description	EOY Result	DOT
Re- Strategic Planning	Percentage of Section 106 cases cleared annually (as per the Town and Country Planning Act 1990 as amended) –payment of Section 106 obligations by developers to the Authority	79.5% (A)	↓ W
Re – Planning	Planning Enforcement Basket	0 	↓ W
Re- Building Control	Number of decisions within statutory timescales – Meet building regulation statutory timescales	99.6% (A)	↓ W
Re – Highways <sup>2</sup>	Category 1 Defects Rectification Timescales completed on time	78.8% 	↑ I
Re – Highways	Category 2 Defects Rectification Timescales completed on time	57.5% 	↓ W
Re – Highways	Response to complaints relating to a drainage malfunction and/or flooding event	73.6% 	↓ W
Re – Highways	Insurance Investigations completed on time (14 days)	98.7% (A)	↓ W
Barnet Homes	Number of homes purchased for use as affordable accommodation	48 	↑ I
Barnet Homes	% of scheduled fire risk assessment completed	91% (A)	↓ W
Barnet Homes	Numbers of households in Temporary Accommodation	2399 (A)	↑ I

1.12 The Strategic Contract Review re-commenced and discussions are taking place regarding the future of all contracted services as documented in a separate agenda item in this meeting.

### Service Highlights for Q4

1.13 Q4 service highlights for CSG included:

- CSG IT organised the repurposing of over 250 laptops after recycling laptops which had reached the end of their useful corporate life and provided these to the council

<sup>2</sup> From Q1 2021/22 Highways KPIs are being temporarily suspended and new KPIs being negotiated following the commencement of the new term contractor.

to distribute amongst schools and for those who face digital poverty.

- HR worked with the Organisational Development Lead at the council to support the roll out of the 'POD' (Place of Development) a Learning Management System, as a centralised learning resource on the intranet. Initial feedback has been positive. The POD was also integrated with Core HR during this period.
- The Test and Trace self-isolation payments scheme was extended to 30 June 2021. This scheme will see residents on low income who are self-isolating and losing income receive a Test and Trace Support Payment or discretionary support payment of £500. At the end of Q4 a total sum of £0.676m had been paid out.
- The Facilities Management Team negotiated an £11k saving on the security contract by reassigning security from Colindale offices to support at Brogans Yard at Oakleigh Depot. This will be a saving until Housing Options moves into Colindale.

#### 1.14 Q4 service highlights for Re included:

- The Highways Term Maintenance Contract from 1<sup>st</sup> April 2021 was awarded to TarmacKier as reported to Environment Committee on 18 January 2021. Work is underway with TarmacKier to implement a new KPI suite under the terms of that contract, from Q2 2021/22. As a result, six of the KPIs under the DRS contract with Re will be suspended for Q1 2021/22 whilst the KPIs under the new Highways Term contract are established.
- Hendon Cemetery and Crematorium service levels reduced back to seasonal norms. Service durations returned to normal 1-hour slots previously reduced to 45 minutes to help meet demand.
- During Q4 the Environmental Health teams began planning the return to usual levels of service delivery in anticipation for the easing of lockdown measures in Q1 2021/22.

## 2. CSG SERVICES

### Overview

- 2.1 Q4 2020/21 performance of CSG services will be reviewed with reference to some end of year performance highlights.
- 2.2 The Q4 2020/21 period saw the national lockdown continue with some easing of restrictions in late March 2021. The restrictions continued to present challenges for some services such as Customer Services and Revenues and Benefits where there was an increase in call volumes and requests for support which were broadly met
- 2.3 Out of the 26 KPIs reported at EOY, 25 achieved target and one failed due to the impact of Covid-19.

2.4 The cross-cutting KPI on Compliance with Authority Policy<sup>3</sup> met the EOY target.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass (G)	Pass (G)	→ S	Pass

## Finance

2.5 There are three KPIs for CSG Finance and all three KPIs achieved the Q4 and EOY targets.

2.6 There were 6293 Covid-19 related grant payments processed and paid during Q4, totalling £19.6m.

2.7 The finance system was reconfigured to identify and record purchases under the new Domestic Reverse Charge<sup>4</sup> for the construction industry for the national commencement date of 1 March 2021.

2.8 A new BACS Refund/Reject process was introduced. The new process was required as the rejected funds were being allocated directly from the bank to General Ledger (GL) account with no adjustment being made in the Purchase Ledger. This will substantially reduce misallocations and ensure the rejected postings are all accounted for properly.

2.9 The Accounts Payable (AP) team supported the council with their year-end activities to close accounts for the 31 March 2021.

2.10 The Integra Central Support Team (CST) continued to focus on resolving calls raised on ServiceNow, with the target of 95% achieved in Q4. March 2021 showed a significant increase in the number of calls raised relating to year-end tasks, which included closing down Purchase Orders (POs) and Goods Receipt Notes (GRNs). Also, in March 2021, the council had numerous new starters. The focus has been on completing year-end tasks and calls associated with year-end closing.

<sup>3</sup> 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.

<sup>4</sup> The new Domestic Reverse Charge (DRC) rules for Construction Industry suppliers commenced on 1 March 2021.

From that date, any construction services that fall within the scope of DRC must be paid without value-added tax (VAT), with the council recording the VAT in their own VAT return

	2020/21			
	Q1	Q2	Q3	Q4
Total calls raised	1618	1659	1458	1619
Closed or still open within SLA	1538	1562	1391	1569
Closed or still open outside SLA	80	97	67	50
SLA %	<b>95.06%</b>	<b>94.15%</b>	<b>95.40%</b>	<b>96.91%</b>

2.11 A new Asset Management system 'Confirm' was introduced in Highways which handles works orders and interfaces with Integra to raise orders automatically and enable standard invoice processing, aiming to improve efficiency.

2.12 In January, a duplicate payment of £15,792 was made in error but this was recovered. This error resulted in an end-to-end review of the Accounts Payable (AP) payment process. The investigation identified three main root causes for the duplicate payment.

- The same invoice scanned twice with a different reference number. This was resolved by refreshing operator training at Darlington and ensuring regular quality assurance (QA) against daily invoice loads.
- Both invoices matched to the same Goods Receipt Note (GRN). This was resolved by introducing a permanent fix in Integra, stopping two invoices matching to the same GRN. The fix will be deployed in July 2021 as part of a system upgrade. In the meantime, the AP Team have set up an alert to flag up any invoices matched to the same GRN.
- Invoices flagged as potential duplicates on AP Forensics report. However, the AP Forensics algorithm marked the level of risk as a medium to low. If both invoices had been input with the same invoice reference, AP Forensics would have marked the level of risk as high. This would have been highlighted and picked up by the AP team and invoices cancelled. This was resolved by the AP team carrying out additional checks when dealing with potential duplicates.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	98%	99.4% (G)	99.6% (G)	↑	99.2%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	90%	97.8% (G)	97.1% (G)	↑	95.5%

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%

## Human Resources

- 2.13 There are four KPIs for Human Resources and all four KPIs achieved the Q4 and EOY targets.
- 2.14 CSG HR supported the Starters, Leavers and Movers (SLAM) process managed by the council, providing data and process reviews in workshops, which identified a series of proposed improvements.
- 2.15 During Q4 2020/21, three projects were completed, including the integration of Core HR to the new Learning Management System (LMS).
- 2.16 Capita are also engaging with the council's client leads on the annual customer satisfaction survey
- 2.17 Rollout of online forms for Barnet School Payroll and HR customers commenced. Further developments are being considered with a demonstration to be taken to the council's audit team.
- 2.18 Networking sessions were held with existing school customers to engage them on the full suite of HR services available. CSG HR allocated an Account Manager to the school's contract to oversee service delivery and renew customer commitment.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	100%	100% (G)	100% (G)	↑ I	91.1%
Pre-Employment vetting (q)	Bigger is Better	99%	100% (G)	99.2% (G)	↑ I	92.4%
Payroll Accuracy – error rates and correct date (q)	Smaller is Better	0.1%	0.03% (G)	0.03% (G)	↑ I	0.12%
DBS verification audits (q)	Bigger is Better	100%	100% (G)	100% (G)	↑ I	99.8%



## Customer Services

- 2.19 There are four KPIs for Customer Services and all four KPIs achieved the Q4 and EOY targets.
- 2.20 The pandemic continued to provide many challenges to customers and resulted in additional calls to the Contact Centre. This was due to new claimants requesting support and customers experiencing financial difficulties. In readiness for annual billing and the impact of Covid-19 on customers, staffing numbers were increased in December 2020.
- 2.21 There was also an increase in the duration of calls for Council Tax/Benefits as the team supported vulnerable customers with more complex issues. The total number of call handling hours in the team in Q4 2020/21 was 7554 compared to 5050 in Q4 2019/20, up 33%. In many cases customers were claiming benefits for the first time or struggling to pay their council tax.
- 2.22 During this time the team supported customers in many ways, including signposting to voluntary organisations or simply listening to residents' concerns. Although an increase in workload was anticipated, the actual increase was even more significant than expected compared with a normal annual billing period.
- 2.23 A joint working group was established to monitor feedback from customers, Members and website analytics to review the customer journey over this period and will implement improvement actions, as a result.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	89%	91.6% (G)	91.5% (G)	↑ I	90.8%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	55%	59.6% (G)	59.1% (G)	↓ W	61.3%
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	94%	100% (G)	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	50%	70.9% (G)	67.4% (G)	↑ I	54.2%

## Information Systems

- 2.24 There are two KPIs for Information Systems. Both KPIs achieved the Q4 and EOY targets.
- 2.25 During 2020/21 the team carried out an extensive laptop refresh programme, modernised applications and introduced Office365 and Windows 10.

- 2.26 In Q4 2020/21, 2502 IT incidents were logged compared to 5979 during the same period in 2019/20, a decrease of 58%. This led to less downtime for staff and enabled staff to focus on their core roles in a flexible secure environment.
- 2.27 The reduction in incidents meant there was less disruption for colleagues and residents. In total, over 700 system changes were made during 2020/21, that is an average of 60 per month. This reflected the investment being made into digital technologies to modernise the authority and ensure systems are kept up-to-date to reduce the frequency of large one-off investments establishing a process of continued maintenance and improvement.
- 2.28 The total volume of password resets has reduced, with less than c.150 staff now contacting the service desk each month to resolve a password issue. This was a result of an implemented change to password policy to introduce complex passwords with less frequent changes required.
- 2.29 **Telephony:** The phone line capacity was increased from 240 to 400 lines, having identified that the volume of 240 lines was no longer sufficient to cope with seasonal demand during annual billing, garden waste charging, schools' admissions. With more colleagues now working remotely, the additional line capacity was added to provide the headroom to cope with changes in communication patterns and transferring of external calls across the network. The bandwidth was also increased to support call quality.
- 2.30 **Cyber Security Threats:** CSG IT responded to two e-mail phishing attacks in Q4. Cyber Security remains a constant threat and additional security measures were implemented to safeguard residents' data and systems.
- 2.31 **Laptops for Schools:** CSG IT organised the repurposing of over 250 laptops after recycling laptops which had reached the end of their useful corporate life and provided these to the council to distribute amongst schools and for those who face digital poverty. Work is continuing to further the roll out of this scheme.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Incident resolution (q)	Bigger is Better	91% <sup>5</sup>	91.8% (G)	92.2% (G)	↑ I	88.3%
Critical system availability (q)	Bigger is Better	99.5%	100% (G)	99.9% (G)	→ S	99.9%

## Procurement

- 2.32 There are four KPIs for Procurement. All four KPIs achieved the Q4 and EOY targets.

<sup>5</sup> The target was changed in Q1 2020/21 to 91% from 95% on a temporary basis due to essential services being prioritised. This will be reviewed in Q1 2021/22.

- 2.33 During Q4 2020/21 there was a reduction in the number of contracts classified as ‘slipping’<sup>6</sup> from six to four (a 33% reduction).
- 2.34 The ICES contract (Community Equipment) was awarded successfully after a robust challenge from an unsuccessful supplier.
- 2.35 An audit report (reported at Audit Committee in April 2021) recognised that the council and the CSG service are not fully integrated in the way that they work. In response to the report CSG Procurement have implemented additional training tailored to service area responsibilities such as new vendor creation and advertising procurements. Attendance increased from 16 to 21 staff (although noted there is still significant room for improvement), and the training is available on the Procurement Intranet site.
- 2.36 The audit report had a high priority action relating to the integrity of the contracts register. This action has had significant focus and on a recent retest of the register saw an improvement in the integrity of the register which was reported at Audit Committee in April 2021.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	100%	100% (G)	100% (G)	↑ I	99.9%
Cumulative apprenticeships (c)	Bigger is Better	70	101 (G)	101 (G)	↑ I	83
Cumulative work experience (c)	Bigger is Better	433	473 (G)	473 (G)	↑ I	393

## Revenues and Benefits

- 2.37 There are three KPIs for Revenue and Benefits. All three KPIs achieved the Q4 and EOY targets.

## Council Tax/Business Rates

- 2.38 The Council Tax 4-year collection target of 98.5% was reached with an EOY result of 98.59%. Direct debit take-up was 66.32% against a target of 65% for Council Tax

<sup>6</sup> Procurements that are classed as slipping are those that have moved from the planned procurement timetable but have not affected the critical path to delivery. The Client Lead monitors these monthly and raises issues at Procurement Board where necessary. If Procurements become “at risk” they have impacted the critical path and require more immediate intervention by both CSG and the client-side commissioners.

and 21% for Business Rates. Council Tax and Business Rates recovery is underway, and E-Billing is live with 6706 customers signed-up.

2.39 A range of business grants such as Retail, Hospitality and Leisure Grants and Small Business grants were made available by the government between March 2020 and September 2020. Under the second tranche of grants from government a total value of £22.6m was paid between October 2020 and March 2021.

2.40 A virtual court is being held fortnightly for Liability Order hearings. Summonses have been issued but are restricted across all London Boroughs to 2000 as per instruction from the court.

## Benefits

2.41 Housing Benefit Accuracy was at 97.61% at the end of the year against a 95% target. In response to Covid-19, £150<sup>7</sup> applied to live Council Tax Support claims with the total paid during 2020/21 at £3.5m.

2.42 CSG administered the Test and Trace self-isolation payments scheme which was extended to 30 June 2021. The scheme supports residents on low income who are self-isolating and losing income with a Test and Trace Support Payment or discretionary support payment of £500. A total sum of £0.676m had been paid out from September 2020 and 31 March 2021.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95%	98.2% (G)	97.8% (G)	↑ I	95.1%
Speed of processing new claims (q)	Smaller is Better	22	22 (G)	20 (G)	→ S	20
Speed of processing changes (q)	Smaller is Better	6	5 (G)	5 (G)	→ S	5

## Estates

2.43 There are five KPIs for Estates, four achieved the EOY targets whilst one KPI achieved the Q4 target but did not meet the EOY target.

- **Lease Renewals (RAG rated AMBER) - 99.7% against a EOY target of 100%.** The target was missed due to Covid-19 related reasons in Q3. It was agreed that the council would grant service credit relief on this (as per the supplier relief agreement letter between the parties).

<sup>7</sup> In response to the Covid-19 pandemic Local Authorities received a hardship fund from government enabling a £150 payment to be awarded to all residents in receipt of Council Tax Support. This hardship fund was a one-off award and applied to 2020/21 only

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Lease Renewals	Bigger is Better	100%	100% (G)	99.7% (A)	↓ W	100%
Planned Maintenance (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Statutory Compliance with Civic Estates - Planned Inspections (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Statutory Compliance of Transferred Responsibility (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Facilities Management Incident Resolution (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%

## Building Services

2.44 The proposed Annual Work Plan (AWP) for 2021/22 has been approved and work is being planned and contractors notified. All works will be monitored and managed by the services through site inspections and monthly contract meetings.

2.45 On the Managed Estate, with the support of the council's in house compliance officer, building compliance performance improved from Q3 and was 93%<sup>8</sup> in Q4 as reported in the database InfoExchange, and was the highest it has been since the commencement of the CSG contract in 2013. Whilst contractual targets are being achieved and in line with contractual KPIs, the service is reviewing how it can achieve 95% compliance across the estate.

2.46 The service worked on the Heritage Programme for the upkeep and maintenance of heritage assets in the borough. Six applications for grant funding were approved and work is underway to plan for delivery of works in line with the agreed programme due in Q1 2021/22. Work on the memorial at Hadley High Stone finished in February 2021.

2.47 Where reactive input is required, usually where building issues could lead to closure, the service worked with Barnet Educational and Learning Services and Estates Services to manage and maintain safety. The works included rectifying the loss of heating, leaks, etc within buildings at the following schools:

- Whitings Hill Primary School
- Frith Manor Primary School
- Gold Beaters Primary School
- Edgware Primary school
- Northside Primary School

<sup>8</sup> 93% relates to the *level* of compliance reported in the InfoExchange database and is different to the KPI for Statutory Compliance across the Civic Estate.

## **Property Services**

- 2.48 On the Brent Cross and the Open Door Homes Programmes, Property Services delivered a number of key possessions and recovery of both business rates (c.£0.130m) and rent (c.£0.700m) at properties on Brent Terrace and the Claremont Way Industrial Estate enabling vacant possession to be delivered for the programmes to proceed.
- 2.49 The programme of Annual Asset Valuations progressed in line with the programme agreed with Finance. Commercial valuations were completed at the end of February 2021 and residential valuations were completed in April 2021. All of the local authority housing stock and Out of Borough valuations have been completed including a significant phase of the Brent Cross regeneration.
- 2.50 The Estates Medium Term Financial Plan savings income target of £0.343m for LBB Estates has been exceeded this year by 20% and £0.411m was achieved.
- 2.51 The sale of the former mortuary site completed in March 2021 and was led by the council Estates team with CSG Estates assisting in the delivery of this technical and complicated transaction. Harrow and Barnet Public Law (HBPL) and CSG Property Services supported delivery of the £2.6m capital receipt to the council.

## **Facilities Management Team**

- 2.52 LBB Estates led on the decant and handover of Barnet House to the landlord on 31 March 2021, ensuring keys, mechanical and electrical operations and other useful information were given. Facilities Management supported the process.
- 2.53 The building compliance score for weekly and monthly inspections at civic estates (managed and civic estate measures have been separated) was maintained above 97% since it was introduced in late 2020. Training was completed internally within the service to ensure the inspections were comprehensive and the database was accurate.
- 2.54 Mandatory weekly asymptomatic testing for custodians, cleaners and security took place and the service worked with the Governance Service and LBB Health and Safety to plan for building re-entry in line with changing government guidelines on public meetings. The service worked with the Elections team in planning for the 6 May 2021 London elections.
- 2.55 The service negotiated an £11k saving on the security contract by reassigning security from Colindale offices to support at Brogans Yard at Oakleigh Depot. This will be a saving until Housing Options at Colindale is operational.

### 3. RE SERVICES

#### Overview

- 3.1 Q4 2020/21 performance of Re services will be reviewed with reference to some end of year performance highlights.
- 3.2 The Q4 2020/21 period saw the national lockdown continue with some easing of restrictions in late March 2021. The restrictions continued to present some challenges for service delivery particularly in Environmental Health and some planning enforcement activity.
- 3.3 Out of 58 KPIs reporting at EOY, 37 achieved the EOY targets, four reported No Activity, two were not due for reporting until Q1 2021/22 and 15 did not meet the EOY targets.

#### Corporate

- 3.4 There is one cross-cutting KPI, which met the Q4 and EOY target<sup>9</sup>.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) <sup>10</sup>	Smaller is better	30	17 (G)	17 (G)	↓ W	15

#### Hendon Cemetery & Crematorium

- 3.5 There are two KPIs for Hendon Cemetery & Crematorium, which met the Q4 and EOY targets.
- 3.6 The service carried out 1777 cremations and 460 burials in 2020/21 compared to 1233 cremations and 348 burials in 2019/20.

2020 / 21	Q1			Q2			Q3			Q4			Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Cremations	282	248	104	85	84	107	87	105	124	200	222	129	1777
Burials	77	66	26	29	24	30	19	23	32	50	55	29	460

<sup>9</sup> This indicator measures the consistency in the application of council policies.

<sup>10</sup> 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 LAGAN 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.

- 3.7 Service levels reduced back to seasonal norms and as a result the Barnet Excess Death Management Group stood down. Service durations for funerals also returned to normal one-hour service slots.
- 3.8 The move of grave digging operations to Milesplit New Cemetery did not cause any operational issues and seasonal grounds maintenance at sites continued. Remaining work to the Gatehouse was completed and the site approved for occupation following the requisite Fire Risk Assessment, café tenant procurement and office furniture procurement.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Maintain Charter for the Bereaved status for Burial & Cremation (a)	N/A	Pass	Pass (G)	Pass (G)	→ S	Pass

## Environmental Health

- 3.9 There are 28 KPIs for Environmental Health. 15 KPIs met the Q4 and EOY targets, two KPIs reported no activity in Q4 and met the EOY target. Three KPIs reported as having No Activity at EOY. Seven KPIs did not meet the EOY targets and one KPI met the Q4 target but did not meet the EOY target.
- 3.10 The food inspection KPIs did not meet the EOY targets due to Covid-19 restrictions requiring the closure of restaurants resulting in inspections not taking place as planned. This generated a substantial backlog (see table after Scientific Services & Pest Control section). Compliance with Licensing Requirements was slightly below the EOY target.
- Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 68.9% against EOY target of 72%.**  
 Inspections stopped except for the highest risk cases due to Covid-19 restrictions throughout the year. There remained a backlog in HMO conditions work. All high-risk cases are being prioritised assessed and first. The HMO team are recruiting additional staff to assist with clearing this by March 2022.

## Commercial Premises

- 3.11 The commercial premises team worked closely with the Corporate Anti-Fraud team and secured a proceeds of crime award along with significant costs. The defendant was also sentenced to a 12-month community order.



3.12 The Food Safety teams accrued substantial backlogs due to Covid-19. The service is recruiting additional staff to assist with clearing the backlog by March 2022.

### Private Sector Housing (Enforcement)

3.13 Targeted conditions work at Houses of Multiple Occupation (HMOs) is ongoing with the highest risk cases being prioritised. The service has focussed on major conditions compliance cases. This has been achieved through a combination of desktop and inspection work.

3.14 Housing enforcement and nuisance work continued throughout the year and was handled sensitively given the concerns of tenants and landlords in relation to the risk of Covid-19. Whilst this was more time consuming it was deemed necessary during this difficult time.

3.15 The HMO team accrued substantial backlogs due to Covid-19 and are recruiting additional staff to assist with clearing this by March 2022.

### Private Sector Housing (Grants)

3.16 During Q4 2020/21 43 Disabled Facility Grants were completed. In total 121 were issued during 2020/21.

### Local Land Charges

3.17 The Local Land Charges service processed 1387 searches in Q4. The overall total for 2020/21 was 4439, an increase of 11% compared to last year where 4001 land charges were processed. The increase was due to the stamp duty holiday, which was extended to June 2021.

### Scientific Services & Pest Control

3.18 Local readings show that air quality improved during lockdown and positive impacts continue to be monitored. The annual report from the Department for Environment, Food and Rural Affairs (DEFRA) on the borough's air quality is expected in May 2021.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	100%	48% (R)	44.7% (R)	↓ W	99.2%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	85%	28.6% (R)	40.5% (R)	↓ W	94.9%

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
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	90%	27.6% (R)	22.3% (R)	↓ W	95.4%
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	100%	111.4% (G)	106% (G)	↑ I	100%
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	100%	104.6% (G)	88.6% (R)	↓ W	100%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	90%	70% (R)	56.1% (R)	↓ W	95.2%
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	Bigger is Better	72%	67.5% (A)	68.9% (A)	↓ W	72.1%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	100%	0% <sup>11</sup> (R)	0% <sup>12</sup> (R)	↓ W	100%
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	75%	No Activity	No Activity	Not Comparable	83%
Number of empty properties brought back into residential use (q)	Bigger is Better	125	130 (G)	130 (G)	↓ W	293
Number of private tenanted properties with category 1 hazards (q)	Bigger is Better	200	243 (G)	243 (G)	↓ W	287
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests) (q)	Bigger is Better	100%	100% (G)	100% (G)	↑ I	91%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%

<sup>11</sup> Only one inspection was due to take place in Q4

<sup>12</sup> Only one inspection was due to take place in 2020/21

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	No Activity	100% (G)	→ S	100%
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	No Activity	100% (G)	Not Comparable	No Activity
Business license applications processed in a timely manner (q)	Bigger is Better	95%	100% (G)	100% (G)	↑ I	98.4%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£9,500	£7,358 (G)	£5,612 (G)	↑ I	£8,260
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	95%	97.2% (G)	96.4% (G)	↓ W	96.7%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	100%	100% (G)	100% (G)	↓ W	212.9%
Average time taken to process requests for full official searches (online and post in Land Charges) (q)	Smaller is better	3	2.7 (G)	2.4 (G)	↓ W	1.9
Effectiveness of Trading Standards department interventions undertaken within a 12-month period (bi)	Smaller is better	10%	7.1% (G)	5.8% (G)	↓ W	3.4%
Effectiveness of Licensing department interventions undertaken within a six-month period (bi)	Smaller is better	5%	1.2% (G)	2.1% (G)	↓ W	0.2%
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act	Bigger is Better	100%	100% (G)	100% (G)	↑ I	99.8%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	90%	97.4% (G)	94.1% (G)	↓ W	94.6%
Completion of projects to assist in meeting the key priorities of the Joint Strategic Needs Assessment priorities (a)	Bigger is Better	100%	Reported at EOY	No Activity	Not Comparable	No Activity

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Service plans, Sampling and Intervention programmes detailed in Schedule 4 to be submitted to the Authority for approval by 1st week of March each year. (a)	Bigger is Better	100%	Reported at EOY	No Activity	Not Comparable	100%
Increasing number of HMOs licensed under the mandatory scheme (a)	Bigger is Better	500	Reported at EOY	656 (G)	↑ I	599
Increase in the number of accredited landlords in Barnet (accredited either through the London scheme or a local scheme)	Bigger is Better	5% Increase 18/19	Due for Q1 2021/22	Due for Q1 2021/22	Not Comparable	989 <sup>13</sup>

## Strategic Planning

3.19 There are three KPIs for Strategic Planning. One KPI met the EOY target and two KPIs met the Q4 target but did not meet the EOY target.

- **Strategic Planning Documents completed and signed off (RAG rated Red) – 80% against a EOY target of 100%.**

The indicator failed due to one planning document not being signed off in time during Q2.

- **Percentage of Section 106 cases cleared annually (as per the Town and Country Planning Act 1990 as amended) (RAG rated Amber) – 79.5% against a target of 80%.**

The indicator did not meet the target due to one outstanding payment. HB Public Law are in the process of seeking an injunction for non-payment of the s.106 contributions.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Strategic Planning Documents completed and signed off	Bigger is Better	100%	100% (G)	80% (R)	↓ W	91.8%
Percentage of Section 106 cases cleared annually (as per the Town and Country Planning Act 1990 as amended) – payment of Section 106 obligations by developers to the Authority	Bigger is Better	80%	91.6% (G)	79.5% (A)	↓ W	88.6%

<sup>13</sup> This is the final confirmed result for 2019/20.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Percentage of Community Infrastructure Levy (CIL) cases cleared annually - payment of overall CIL obligations by developers to the Authority	Bigger is Better	80%	Reported at EOY	80.8% (G)	↓ W	82.4%

### Planning Obligations and the Community Infrastructure Levy

- 3.20 During Q4, public consultation on the Community Infrastructure Levy (CIL) Rate Review took place, which included bespoke virtual consultation activities with developers and planning agents.
- 3.21 Virtual public consultations and workshops also took place for two Supplementary Planning Documents (SPDs) with a range of formats and tools being used by the policy team to test the response and comfort of residents and stakeholders with the different online consultation formats. Lessons learned will inform the consultation on the Regulation 19 Local Plan in Summer 2021.

### Planning and Development Management

- 3.22 There are three KPIs for Planning and Development. Two KPIs achieved the Q4 and EOY targets. One KPI did not achieve the Q4 and EOY target.
- **Planning Enforcement basket (RAG rated RED) – Planning Enforcement basket (RAG rated RED).**  
The KPI basket failed due to delays in serving notices or starting prosecutions during the Covid-19 pandemic.
- 3.23 Development related income KPIs were met and expected income on commenced sites was received in year, including £2m Barnet CIL in Q4, taking the annual Barnet CIL total to £11.67m. However, the deferral of CIL payments enabled by Covid-19 legislation has delayed a substantial amount of further receipts.
- 3.24 Proactive enforcement resumed on a number of historic unpaid cases; with legal action commencing where developers still owed contributions from schemes begun prior to lockdown in March 2020. This proactive enforcement follows an initial pause during Q1 and Q2 2020/21 to allow time for lenders to adjust to Covid-19 circumstances, so that demands for payments by developers could be met.

### Planning – Development Management

- 3.25 The start of 2021 saw continuation of the new Planning Committee structure with the three committees operating on a taxi-rank basis for application decision-making. The first quarter of the new structure has gone well and feedback from users is largely positive.
- 3.26 Covid-19 continued to have an increasing impact on the delivery of the Planning Service, and especially the performance of the Enforcement Basket KPI; mostly through:

- Restrictions on officer site visits with planning enforcement investigations remaining the most affected part of the service. A Recovery Plan is being prepared to clarify the volume and type of breaches affected and how the backlog in issuing notices will be addressed.
- The determination of a small number of planning applications and tree works applications were briefly delayed as a result of the inability to visit some sites when restrictions were in force. Additional resources were brought in to support the tree team to specifically help recover this function.

3.27 Despite these challenges, the overall performance delivered by the service continued to be good and compared favourably with other London Boroughs. The number of applications submitted to the council did not drop off, despite the pandemic. Agile working enabled all workstreams to continue, except where there was a direct requirement for site visits during periods of restrictions.

3.28 During Q4 2020/21 the Planning Service was shortlisted for a Royal Town Planning Institute (RTPI) award in the category of “Team of the Year”, with the entry centring on the achievements of the Re Enforcement team. MHCLG statistics show that Barnet continued to serve the most enforcement notices nationally in the last quarter of 2020/21 (65 notices), almost 1 in 5 notices in London. The Barnet Homes scheme at Red Hill Court, Burnt Oak Broadway was shortlisted for the RTPI award for Excellence in Planning (Small Schemes).

3.29 The provision of “fast-track” services was paused in January 2021 to ensure available staff resources could focus on the core work of dealing with planning applications in a timely manner during a short period of staff turnover in Q4 2020/21. Fast track services were fully up and running again by the end of the quarter.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80%	89.1% (G)	92.7% (G)	↑ I	91.8%
Application Basket (q)	Bigger is Better	6	6 (G)	6 (G)	↑ I	5
Planning Enforcement Basket (q)	Bigger is Better	6	0 (R)	0 (R)	↓ W	5

3.30 There is one KPI for Building Control, which met the Q4 target but not the EOY target.

- **Number of decisions within statutory timescales – Meet building regulation statutory timescales (RAG rated AMBER) - 99.6% against a EOY target of 100%.** Due to the Covid-19 pandemic, work processes were amended to be paperless. The change in process was mainly successful except for an isolated case in Q3 where timescales were not met.

3.31 Data from the Building Control team from March 2021 shows a continued recovery of the construction sector with Q4 applications up 37% on average from the same period last year; although the service's market share was slightly below average at 32% and this issue continues to be a focus of efforts to win business for the service, alongside efforts to secure more 'larger development' clients.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	100%	100% (G)	99.6% (A)	↓ W	99.7%%

## Regeneration

3.32 There are four KPIs for Regeneration of which three met their Q4 and EOY targets and one result is due in Q1 2021/22.

3.33 Key activities included:

- Adjustments to construction programmes and changes in health and safety procedures, along with flexible working practices to maintain the successful delivery of service and outcomes.
- Key outcomes and outputs were re-programmed to occur later in 2020/21, largely within six or nine months of the original date due to the impact of the Covid-19 where construction sites were temporarily closed and re-mobilisation increased delays, there were delays to delivery of goods to site, or where staffing became an issue due to the range of Covid-19 related constraints.
- External Partnership Board and other key meetings used online software tools, enabling engagement, direction, transparency, feedback, and updates to continue despite Covid-19 restrictions to move to home-based working

3.34 Throughout 2020/21 there was regular tracking of 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.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q)	Bigger is Better	85%	100% (G)	100% (G)	→ S	100%
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	85%	100% (G)	144% (G)	↑ I	104%

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Delivery of affordable housing completions (q)	Bigger is Better	231 <sup>14</sup>	76 (G)	245 (G)	↓ W	463
Number of New Homes completed (a)	Bigger is Better	2677	Due Q1 20/21	Due Q1 20/21	Not Comparable	2677

## Highways

3.35 There are 16 KPIs for Highways. 11 KPIs achieved the Q4 and EOY targets. Four KPIs did not achieve the Q4 and EOY targets and one KPI reported no activity.

- **Highways Category 1 defects rectification timescales completed on time (48 hours) (RAG rated RED) – 78.8% against a EOY target of 100%.**

This has been the subject of ongoing contractual issues related to anomalies between Re KPIs and the London Highways Alliance Contract (LoHAC) KPIs. A new term maintenance contract (TMC) commenced from 1 April 2021 with a new service provider. Some of the contract KPIs, including this performance target, are being reviewed in order that all Re and TMC KPIs are aligned with each other in the future.

- **Highways Category 2 defects rectification timescales completed on time (7 days) (RAG rated RED) - 57.5% against a EOY target of 100%.**  
Comment as above.

- **Response to complaints relating to drainage malfunction and/or flooding event (RAG rated RED) – 73.6% against a EOY target of 100%.**

During Q2 the managing agent had a member of staff on long-term sick leave which resulted in lower than expected performance. However, plans were put in place to triage complaints and a temporary drainage engineer was brought in to assess and respond to drainage and flooding issues.

- **Insurance Investigations completed on time (14 Days) (RAG rated AMBER) – 98.7% against a EOY target of 100%.**

An insurance claim was missed due to a change in policy because of Covid-19 restrictions. Previously, the inspector could access the building on an ad-hoc basis, which changed to appointment-only. A process was set up for the inspector to attend at agreed times.

3.36 A key development has been the commencement of a new call-off maintenance contract with TarmacKier Joint Venture (TKJV) under London Highway Maintenance and Projects Framework (HMPF) procured by Transport for London (TfL) on 1 April 2021. A revised performance framework is being devised for the TKJV and Re with

<sup>14</sup> Developments experienced delays in 2020/21 from disruptions from Covid-19 restrictions throughout the year. It was agreed in January 2021 for the target to change from 370 to 231. The 370 target will be reinstated for 2021/22 reporting.



a focus on operational delivery and keeping the highway network running efficiently.

3.37 Six KPIs related to delivery by the third party are being reviewed and aligned to the new Highways Term Maintenance Contract and will be suspended for Q1 2021/22 whilst the new contract is established. The suspension of these KPIs will be taken to Environment Committee on the 2 June 2021. The new KPIs will be reported from Q2 2021/22 onwards. The suspended KPIs are:

- Annual programme of Gulley Cleansing
- Emergency Defects Rectification Timescales completed on time
- Category 1 Defects Rectification Timescales completed on time
- Category 2 Defects Rectification Timescales completed on time
- Timely construction of Vehicle Crossovers following receipt of payment
- Response to complaints relating to a drainage malfunction and/or flooding event

3.38 The review of the KPIs with Re is being undertaken to reflect Re's role as the Managing Agent under the DRS contract. The Managing Agent responsibilities under the DRS contract are to ensure that the Third-Party Contractors are complying with the terms of their contracts. It includes monitoring managed contracts and related KPIs and PIs including quality of service delivery (employing technical experts where necessary), cost (including budget, efficiency and cost effectiveness) and performance. The intention is that the KPIs will cover Re's responsibilities for receiving defect reports.

3.39 The service focused on delivering a stable service delivery model continuing to apply the best practice in remote and field working.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	100%	83.9% (R)	78.8% (R)	↑ I	66.6%
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	100%	61.2% (R)	57.5% (R)	↓ W	61.1%
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	100%	45.3% (R)	73.6% (R)	↓ W	100%
Insurance Investigations completed on time (14 days)	Bigger is Better	100%	98.6% (A)	98.7% (A)	↑ I	97.5%
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is better	15%	0% (G)	0% (G)	→ S	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is better	0	0 (G)	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals	Smaller is better	100%	No Activity <sup>15</sup>	No Activity <sup>16</sup>	Not Comparable	No Activity <sup>17</sup>

## 4. THE BARNET GROUP

4.1 The Barnet Group section of this report is based on the Barnet Homes annual delivery plan. The delivery plan has three priorities delivering 10 KPIs.

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

4.2 There are three KPIs for quality housing. Two KPIs achieved the Q4 and EOY targets. One KPI did not achieve the Q4 and EOY target.

<sup>15</sup> No Vehicle Crossover appeals took place in Q4 2020/21

<sup>16</sup> No Vehicle Crossover appeals took place in 2020/21

<sup>17</sup> No Vehicle Crossover appeals took place in 2019/20

- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 48 against a EOY target of 125.**

The impact of Covid-19 had a direct effect on the purchasing process impacting on the delivery of this programme. There were 21 completions in Q4 2020/21, and it is hoped that momentum will continue into the next financial year.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Affordable housing delivered on council owed land (c)	Bigger is Better	144	145 (G)	145 (G)	↑ I	15
Number of homes purchased for use as affordable accommodation (c)	Bigger is Better	125	48 (R)	48 (R)	↓ W	15
Increase the supply and range of housing available for care leavers for those ready to move into independent living (c)	Bigger is Better	48	67 (G)	67 (G)	↓ W	128

### Safe and secure homes

4.3 There are two KPIs for Safe and Secure homes. One KPI achieved the Q4 and EOY target and one KPI did not achieve the Q4 and EOY target.

- **Scheduled fire risk assessment completed (Council housing) on time (RAG rated Amber) – 91.0% against a EOY target of 100%.**

Fire risk assessments were missed in Q2 due to Service Provider Assessors needing to self-isolate and again in Q4, as a site with two communal areas only had one area assessed. 15 assessments were missed in total but these have now been completed<sup>18</sup>. No assessments are outstanding for 2020/21.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
% of scheduled fire risk assessment completed (c)	Bigger is Better	100%	96.9% (A)	91.0% (A)	↓ W	98.6%
Percentage of priority 0 and 1 fire safety actions completed on time (c)	Bigger is Better	90%	100% (G)	99.9% (G)	↑ I	76.4%

### Tackling and preventing homelessness and rough sleeping

4.4 There are five Homelessness KPIs. Three KPIs achieved the EOY targets, one KPI is a Monitor Only and one KPI did not achieve the EOY targets.

- **Number of households in Temporary Accommodation (RAG rated Amber) – 2399 against a EOY target of 2250.**

<sup>18</sup> Fire Risk Assessments that were missed in Q2 2020/21 were completed in early Q3 2020/21. The missed assessment in Q4 2020/21 was completed within the quarter.

There was a reduction in the number of households in Temporary Accommodation at the end of the year (2339 from 2499 in Q3). The ability to meet this target has been a challenge, it still represents a reasonable outcome for 2020/21 given the extraordinary challenges presented by Covid-19.

Indicator	Polarity	20/21 Target	Q4 20/21	EOY 20/21		EOY 19/20
			Result	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	20	11 (G)	11 (G)	↑ I	24
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	610	647 (G)	647 (G)	↓ W	674
Families with Children in Temporary Accommodation (c)	Smaller is Better	Monitor	52.3%	52.3%	↑ I	60.8%
Number of Homelessness Preventions (c)	Bigger is Better	1250	1264 (G)	1264 (G)	↑ I	1221
Numbers of households in Temporary Accommodation (c)	Smaller is Better	2250	2399 (A)	2399 (A)	↑ I	2467

## 5. LEGAL SERVICES

- 5.1 Like many support service areas, shared Legal Service staff 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 For civil litigation there was a mixture of face-to-face and virtual hearings. For criminal litigation, since January 2021, the service attended face-to-face hearings, including some trials and first appearances. In the family courts cases were considered on a case by case basis with some hearings being remote and other face-to-face depending on the complexity.
- 5.3 The service provided advice remotely to licensing panels and planning committees A, B and C. The service continued to deal with Court of Protection applications by way of remote hearings. Employment tribunal and SEND tribunal cases continued mainly with remote hearings and lawyers continue to work on these cases. Court of protection cases were generally remote but there were some face-to-face final hearings.
- 5.4 HB Public Law 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. The service supported officers with advising on current and ever changing Covid-19 restrictions and its enforcement powers including giving out of hours of advice to support the front line Covid-19 enforcement efforts of the council at the point that advice was needed.

5.5 The following training was provided since December 2021:

- Licences Leases and Tenancies at Will
- Statutory Consents and Best Value.
- Appropriation.
- JR section 20 and 17 of the Children Act 1989.

5.6 There were many successful criminal prosecution cases conducted including:

- Trademarks Prosecution – Sale of Counterfeit Trademark Goods
- Breach of a Planning Enforcement Notice
- Failure to Licence Property as House in Multiple Occupation (HMO) Social Housing Fraud.

5.7 The property team worked on many matters including:

- The completion of the sale of the Mortuary to Pocket Living before year end for £2.6 million
- Hendon Hub project - the acquisition of two strategic properties 6 Church Terrace and 36 Church End to enable the multi-million development
- The completion of due diligence, in particular the registration of crucial unregistered roadways to facilitate the exchange of two Development Agreements with Sage to obtain drawdown of grant funding
- The completion of the Granville Road sub-station after months of negotiation
- The speedy completion of further leases at North London Business Park for parking and workshops
- Completion of the deed of surrender of the Brogan lease of the land adjoining the depot
- The completion of the licence for works the Finchley War Memorial.

5.8 The contracts team drafted many contracts including:

- Framework for the Provision of Community Equipment for Health Care
- Mortuary Provision (Barnet) – Pan London IAA 2020-21

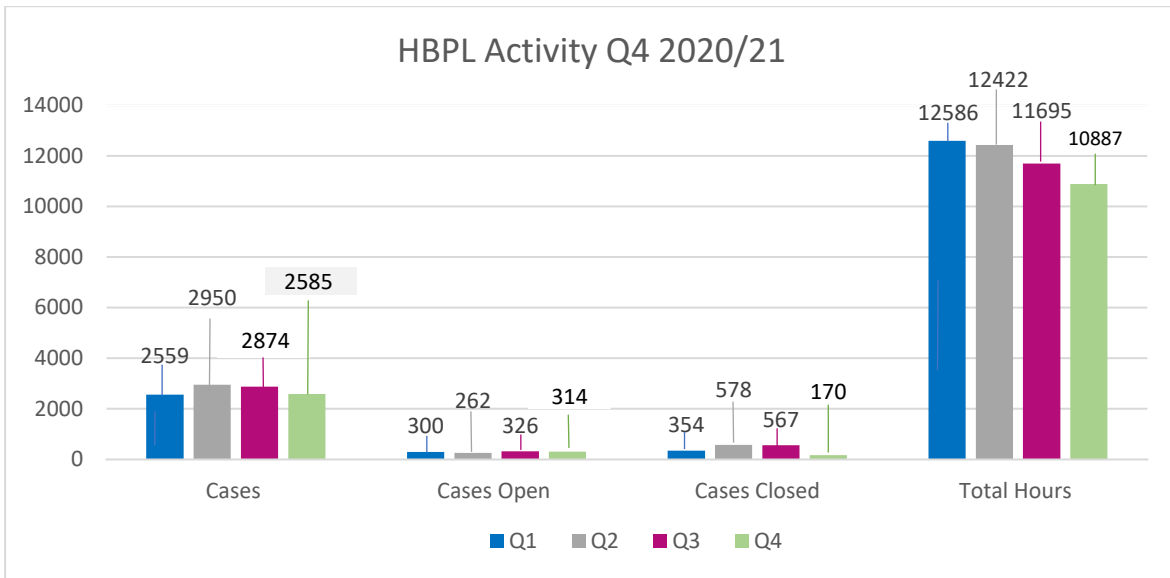
## **Cases Hours and Disbursement<sup>19</sup> Data**

### **Activity by Cases**

5.9 In Q4, Legal Services worked on 2,585 cases, 314 new opened cases, 170 cases were closed and there were 10,887 chargeable hours. This compared with Q3 where Legal Services worked on 2874 cases, 326 new opened cases, 567 cases closed and 11,695 were chargeable hours.

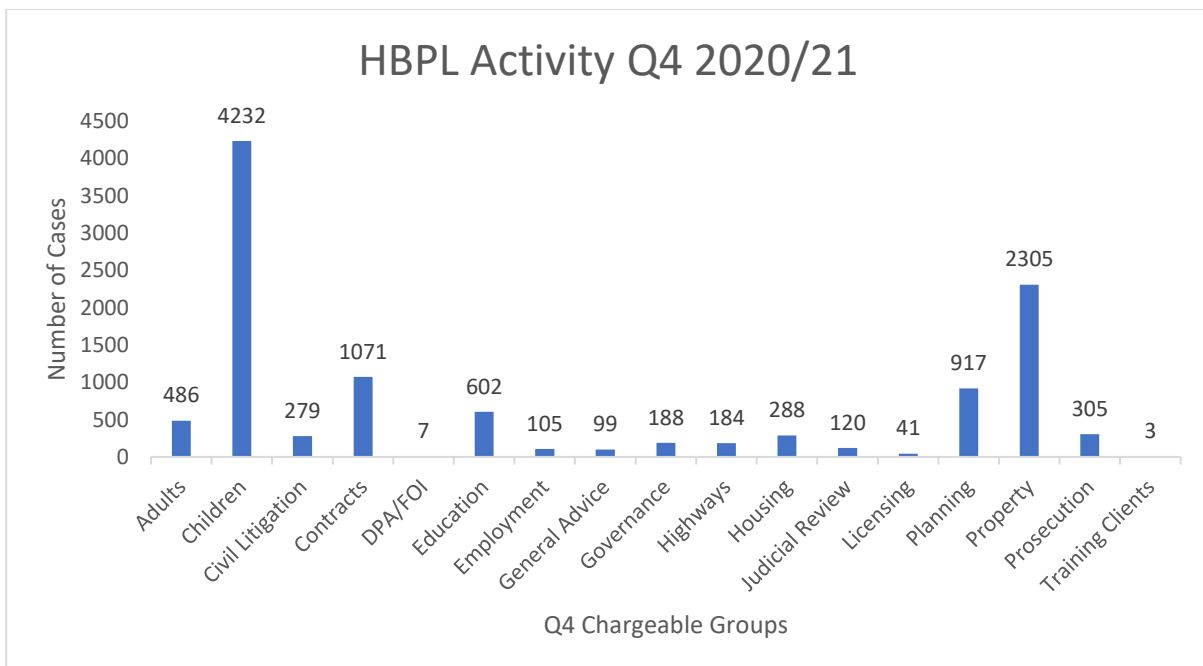
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<sup>19</sup> Disbursement costs include barristers' time as well as postage, telephone, travel and other charges



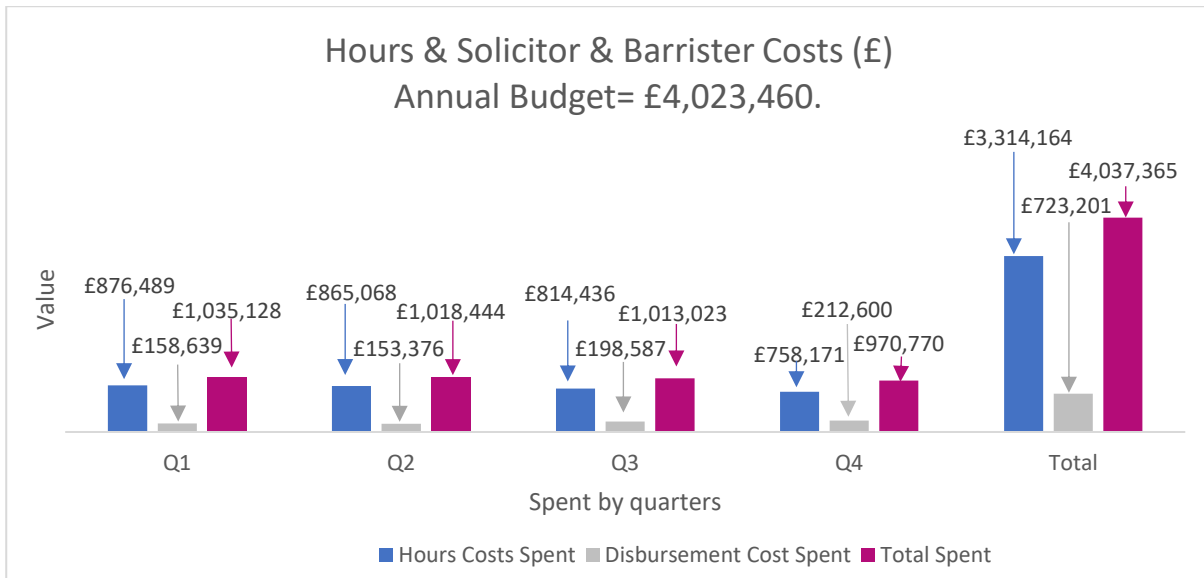
### Chargeable hours Recorded by Work Group

5.10 Children’s services continued to have the highest number of chargeable hours at 4,232 costing £0.295m. Property services were the second highest area with 2,305 hours totalling £0.161m.



### Total hours and disbursements

5.11 In Q4 there were 10,887 chargeable hours at a cost of £0.758m and £0.213m disbursements totalling a Q4 spend of £0.971m. There was an overall decrease of 4.17% compared to Q3.



- 5.12 The Legal Services budget is 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.
- 5.13 Legal spend in Q1 was £0.876m in hours and £0.159m in disbursements totalling £1.035m, which represented 25.73% of the total budget (£4.023m).
- 5.14 Legal spend in Q2 was £0.865m in hours and £0.153m in disbursements totalling £1.018m which represented 25.31% of the total budget. The cumulative spend at the end of Q2 was 51.04% of the budget.
- 5.15 Legal spend in Q3 was £0.814m in hours and £0.199m in disbursements, totalling £1.013m which represented 25.18% of the total budget. The cumulative spend at the end of Q3 is £3.,067m this represents at 76.22% of the total budget.
- 5.16 Legal spend in Q4 was £0.782m in hours and £0.213m in disbursements, totalling £0.995m which represented 24.73% of the total budget. The cumulative spend at the end of Q4 is £4.061m this represents a 100.94% of the total budget.

## **6 REASONS FOR RECOMMENDATIONS**

- 6.1 This report provides an overview of Quarter 4 (Q4) 2020/21 performance with a review of some significant highlights during the year for the back-office functions delivered by the Customer and Support Group (Capita) and 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; and the Legal services delivered by 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 that there are adequate and appropriately directed resources to support delivery and achievement of corporate priorities of our strategic contracts.

- 10.2 Relevant council strategies and policies include the following:

- CSG Contract
- Re Contract
- TBG Contract
- HBPL Contract

### **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; Assets, Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; 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 (15 to 25) risks are reported to Policy and Resources Committee.

## **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 contracted services for Quarter 4 (Q4) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), and HB Public Law.

## **19. BACKGROUND PAPERS**

19.1 None.