	Financial Performance and Contracts Committee **17 March 2021**
Title	**Q3 2020/21 Contracts Performance Report**
Report of	Director (Commercial and Customer Services)
Wards	All
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Summary

This report provides an overview of Quarter 3 (Q3) 2020/21 performance for 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 review the Quarter 3 (Q3) 2020/21 performance for the back-office functions delivered by the Customer and Support Group (Capita); Building Control, Hendon Cemetery & Crematorium, Environmental Health, Strategic Planning, Regeneration and Highway Service delivered by Regional Enterprise (Capita); the Housing services delivered by The Barnet Group; and the Legal services delivered by 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 3 (Q3) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), The Barnet Group (TBG) and HB Public Law (HBPL).

Overview

1.2 Q3 covers the period 1st October to 31st December 2020. In this period, there was the introduction of the tier system and a second national Covid-19 lockdown. The council and its strategic partners focused their efforts and resources on providing services, whilst continuing to respond to the Covid-19 pandemic. Many services such as Finance and Customer Services continued to deliver throughout the national lockdown. Others, such as in Environmental Health, Planning and Housing have been prevented from operating in their normal way. Several services, such as Regulatory Services, were involved in additional Covid-19 responses while dealing with backlogs from earlier phases of the pandemic.

1.3 Overall performance continues to be a credit to our partners with a majority (53) of the 75 KPIs reported achieving the target in Q3. 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.

Service	Indicator[1] Description	Q3 Result	DOT
CSG - Estates	Lease Renewals	93.8% (A)	Not Comparable
Re- Building Control	Number of decisions within statutory timescales – Meet building regulation statutory timescales	98.5% (A)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections Target, A	57.5% (R)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections Target B	63.6% (R)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections Target C	17.5% (R)	↓ W

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

Service	Indicator[1] Description	Q3 Result	DOT
Re - Environmental Health	Food Standards Inspections (Category B) Food Standards Inspections (unrated premises)	96.8% (A)	↓ W
Re - Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	67.7% (A)	↓ W
Re - Planning	Planning Enforcement Basket	0 (R)	↓ W
Re - Highways	Category 1 Defects Rectification Timescales completed on time	88.0% (R)	↑ I
Re - Highways	Category 2 Defects Rectification Timescales completed on time	66.1% (R)	↑ I
Barnet Homes	Affordable housing delivered on council owed land	99 (A)	↑ I
Barnet Homes	Number of homes purchased for use as affordable accommodation	27 (R)	↑ I
Barnet Homes	% of scheduled fire risk assessment completed	91% (A)	↓ W
Barnet Homes	Number of Homelessness Preventions	928 (A)	↓ W
Barnet Homes	Numbers of households in Temporary Accommodation	2499 (A)	↓ W

Service Highlights:

1.4   Service highlights for CSG include:

- The IT team delivered a new 'PowerApp' within three weeks to support the council's Test and Trace team and supported the rapid deployment and set-up of devices to be utilised in Covid-19 mass testing sites.
- The Test and Trace self-isolation payments scheme announced by the Government went live on 12 October 2020. This scheme was initially until 31 January 2021 and has been extended to 31 March 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.

- Whilst the Estates team were preparing a managed re-entry programme in October, the Government re-introduced lockdown measures, resulting in Facilities Management re-instating tighter control measures. This led to a significant reduction in the number of staff attending council premises.
- The Building Services team completed several projects under the Schools Modernisation programme despite the difficulties faced during the Covid-19 pandemic.
- Recovery on historic duplicate payments continued to be made with 57% of duplicate payments now recovered. This was an 8% increase from the previous quarter.
- The Procurement forward plan was completed and ratified by policy and Resources Committee on 18 December 2020.
- HR worked with the Organisational Development Lead at the council to support the roll out of the Learning Management System (LMS), a centralised learning resource on the intranet. Initial feedback has been positive.

1.5 Service highlights for Re include:

- Regulatory Services continued to deal with backlogs as a result of Covid-19 restrictions, with a return to Business as Usual (BAU) volumes and an increase in activity to ensure businesses were compliant with Covid-19 rules and restrictions.
- Covid-19 restrictions continued to impact on the ability to deliver some services. Regulatory Services Cases for instance were triaged and non-essential site visits avoided to protect staff and ensure the virus was not unintentionally spread.
- Building Control application volumes in Q3 20/21 were higher than in previous years (Q3 19/20 and Q3 18/19).
- The Infrastructure team successfully published the council's first Instructure Funding Statement as per the statutory MHCLG[2] deadline.
- The council issued the second most planning decisions in London (644) behind the London Borough of Westminster.
- The Network Recovery Programme (NRP) has been successfully delivered with most carriageway schemes completed by December 2020. Footway schemes are scheduled to be completed by early March 2021. In addition, the backlog for reactive maintenance work continued to be reduced by over 85%, with an expectation of no more than 250 work in progress projects on a rolling month.
- Work on replacing the Highways maintenance contractor started in Q3 and is due to be concluded in Q4.

2. CSG SERVICES

Overview

2.1 The Q3 20/21 period saw the Covid-19 pandemic status move from Tier 3, to Tier 4 followed by a national lockdown over a three-month period. This resulted in additional challenges for both the Revenues and Benefits and Facilities Management.

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[2] Ministry of Housing, Communities and Local Government

2.2   Out of the 20 KPIs reported in Q3, 19 achieved targets with one failing due to the impact of Covid-19. The cross-cutting KPI on Compliance with Authority Policy met the Q3 target[3].

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass (G)	➔ S	Pass (G)

Finance

2.3   There are three KPIs for Accounts Payable (AP). All three KPIs achieved the Q3 targets.

2.4   The latest AP Forum was utilised to discuss one-to-one issues that service users were experiencing. The few issues that arose are being followed up for resolution, though there was nothing highlighted in the Forum as an area of concern.

2.5   Progress on the historic duplicate payments continued to be made with 57% of duplicate payments now recovered. This is an 8% increase from the previous quarter. Work is ongoing to recover the remaining £88k. The recent volumes of Covid-19 related grant payments have impacted on the continued work in this area, but it has been agreed that dedicated time and resource will be put in against this task to get it completed.

2.6   Progress on historic invoices continued by working closely with service departments. A new report was released to show invoices that are on hold or disputed. This should allow services to work through invoices expediently and assist with clearing invoices that are overdue and not disputed.

2.7   The AP team continued to process Covid-19 grant uploads and a move to doing these out of hours allowed quicker clearance. This method meant the Covid-19 payments were not impacting core service activities.

2.8   Following the new Integra environment going live for BELS, all invoices are now being processed as BAU.

2.9   There were 63 service support calls outstanding at the beginning of October which were reduced to 28 by December, a reduction of 56%.

2.10   The Integra KPIs all met Q3 targets despite reduced resources due to annual leave and sickness.

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[3] 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.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.2%	98%	98%	99.3% (G)	↑ I	99%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	95.5%	90%	90%	96.9% (G)	↑ I	95.8%
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Comparable	New for Q4 2019/20

Customer Services

2.11 There are four KPIs for Customer Services. All four KPIs achieved the Q3 targets.

2.12 The Contact Centre continued to see fluctuations in demand, particularly with respect to Council Tax and Housing Benefits linked to the ongoing pandemic and changes in national restrictions.

2.13 The Contact Centre also continued to support with the Covid-19 Community Hub and outbound calling in support of the Clinically Extremely Vulnerable.

2.14 All staff continued to work from home. There was continued proactive engagement with all council services to understand their ongoing needs in relation to changes in process or working practice as a result of the ongoing pandemic. These efforts enabled the team to respond to customer enquiries. Overall, there was a 25% reduction in call volumes compared with the same quarter last year as residents continued to use online services to contact the council.

2.15 The Customer Transformation team and Street Scene service worked to deliver a range of improvements to provide a more responsive and proactive service to residents. These changes went live in January 2021 and included data enhancements to refine bin collection services.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	90.8%	89%	89%	91.5% (G)	↑ I	90.7%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	61.3%	55%	55%	60.1% (G)	↑ I	59.7%

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	100%	94%[4]	94%	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	54.2%	50%	50%	65.8% (G)	↑ I	54.3%

Information Systems

2.16   There are two KPIs for Information Systems. Both KPIs achieved the Q3 targets.

2.17   The team recorded the lowest number of incidents logged compared to the previous three years. There was a 50% reduction compared with Q3 18/19 and major incidents reduced from 20 in Q3 18/19 to six in Q3 20/21. This was a result of continuous improvements, change management, testing and continued investment into both infrastructure and processes.

2.18   The volume of password resets saw the biggest reduction in calls to the service desk.

2.19   The team delivered a new 'PowerApp' within three weeks to support the council's Test and Trace team and supported the rapid deployment and set-up of devices to be utilised in Covid-19 mass testing sites. This involved staff working over Christmas to get everything ready and available for distribution.

2.20   A significant investment in a software-based infrastructure platform was completed in Q3 which enables the Authority to utilise leading private cloud technology. Over 200 servers were seamlessly migrated with activities taking place out of hours in the evenings and weekends to avoid downtime and disruption to the organisation.

2.21   Incoming and outgoing calls were routed via new telephony gateways, bringing them up-to-date with the latest advanced technology as the previous ISDN gateways were due to have been phased out in the UK by 2024. The new solution supports HD Voice, which offers more voice clarity than before and allows calls to be redirected in cases of emergency.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	88.3%	95%	91%[5]	92.5% (G)	↓ W	95.6%
Critical system availability (q)	Bigger is Better	99.9%	99.5%	99.5%	99.9% (G)	→ S	99.9%

[5] The target has been changed to 91% from 95% on a temporary basis. This is due to essential services being prioritised.

Procurement

2.22 There are two KPIs for Procurement. Both KPIs achieved the Q3 targets.

2.23 A new PI was added that measures client satisfaction on a procurement-by-procurement basis to create a rolling average score. (Currently sits at 98% against an agreed target of 80%).

2.24 Training continued to be rolled out providing valuable procurement process materials. However, there is concern that the uptake of training by services is not always as high as it should be. This will be addressed through future procurement boards to find a way increase attendance.

2.25 The Procurement forward plan was completed and ratified by Policy and Resources Committee on 18 December 2020.

2.26 Smarter use of data, including automated process management software, to drive significant efficiencies via eliminating areas of human error is being explored.

2.27 Although the KPI for Compliance was met this quarter, a contract from 2018 was found not to be in the contracts register following an issue with the service being provided. This was rectified during the quarter. Whilst this does not impact on this quarter's KPI results, there is a recognition that processes and procedures around contract documentation being placed on the contracts register require improvement and these improvements are being identified.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	100%	100%[6]	100%	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	99.9%	100%[7]	100%	100% (G)	↑	85.5%
Cumulative apprenticeships (c)	Bigger is Better	83	70	Monitor Only	101	↑	94
Cumulative work experience (c)	Bigger is Better	393	433	Monitor Only[8]	473	↑	353

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[6] Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.
[7] Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.
[8] Annual Target, targets are aspirational, and results are cumulative.

Revenue and Benefits

2.28   There are three KPIs for Revenue and Benefits. All three KPIs achieved the Q3 targets.

Council Tax/Business Rates

2.29   The Council Tax collection rate was in line with rates achieved in the previous year. The 4-year collection end of year target of 98.50% was achieved by Q3. Direct Debit take up was 66.97% (against a target of 65%). Council Tax and Business Rates recovery re-commenced and was at the reminder stage by the end of Q3. E-billing was still in progress, with a project manager in place to work on implementation by Q4 2021.

2.30   Barnet entered Tier 2 of Covid-19 restrictions on 17 October 2020. This saw a range of business grants made available by the Government. At Q3, under the 2nd tranche, the council had paid 1,652 Business grants with a total value of £2.196m.

2.31   Discussions were ongoing with HM Courts and Tribunal Service on a Virtual Court being held for Liability Order hearings. Summonses cannot be issued until the council are notified of court dates.

2.32   Council Tax property volumes continued to increase, which resulted in charges due to a change in volumetrics as per the contractual agreement.

Benefits

2.33   Housing Benefit Accuracy at 98.34% was above target (95%) Barnet allocated £4.132m in Hardship Fund in response to Covid-19. £150 was applied to live Council Tax Support claims, with the total paid at the end of December 2020 was £3,316m.

2.35   The Housing Benefit Award Accuracy Initiative (HBAAI) commenced on 5 October 2020. This is a 5-year commitment with the DWP.   This is a new initiative from the DWP to ensure awards of Housing Benefit are correct, and residents that are entitled to benefits get the right amount.

2.36   The Internal Audit of Housing Benefits was completed, and all follow-up actions were signed off.

Covid-19

2.37   The Test and Trace self-isolation payments scheme announced by the Government went live on 12 October 2020. This scheme was initially until 31 January 2021 but has been extended to 31 March 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 December, the council had paid out a total sum of £181,500.00.

2.38   In response to Covid-19, Barnet suspended the Minimum Income Floor (MIF) element of the Council Tax Support Scheme in line with the DWP guidance. The new system release went live on 7 November and saw 3,068 cases re-assessed with a total sum

of £200,847 paid out to the self-employed with earnings lower than MIF and to financially support those who lost income as a result of coronavirus.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95.1%	95%	95%	98.3% (G)	↑ I	94.5%
Speed of processing new claims (q)	Smaller is Better	22	22	22	21.4 (G)	↑ I	22
Speed of processing changes (q)	Smaller is Better	5	6	6	5 (G)	↑ I	6

Pensions

2.39 The Pensions Administration Service successfully transferred over to West Yorkshire Pension Fund on 1 November 2020. Performance is now monitored through the Pension Board and will be reported to the Pension Fund Committee.

HR

2.40 There are four KPIs for HR. All four KPIs achieved the Q3 targets.

2.41 The service supported the changes to Core HR due to the move of Passenger Escorts staff from Street Scene to Family Services.

2.42 Capita worked with the Organisational Development Lead at the council to support the roll out of the Learning Management System (LMS). Initial feedback has been positive.

2.43 To ensure further improvements to the HR Service, workshops are ongoing between the council's Recruitment Lead, the council's HR Business Partner and the Organisational Development lead. This includes reviews of both the HR Output Specification and Management Information (MI) data.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	91.1%	100%	100%	100% (G)	↑ I	77.2%
Pre-Employment vetting (q)	Bigger is Better	92.4%	100%	100%	100% (G)	↑ I	77.3%
Payroll Accuracy – error rates and correct date (q)	Smaller is better	0.12%	0.1%	0.1%	0.0% (G)	↑ I	0.1%

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
DBS verification audits (q)	Bigger is Better	99.8%	100%	100%	100% (G)	↑ I	99.5%

Estates

2.44 There is one KPI for Estates, which did not meet its target.

- **Lease Renewals (RAG rated AMBER) - 93.8% against a target of 100%.** The target was missed due to Covid-19 related reasons. It was agreed that the council would grant Service Credit relief on this (as per the Supplier Relief agreement letter between the parties).

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Lease Renewals (q)	Bigger is Better	100%	100%	100%	93.8% (A)	Not Comparable	No Activity

Building Services

2.45 CSG Building Services continued the progress on the annual work plan, completing planned works and responding to emergency works. There has been an improvement in the third party contractor's performance from the previous quarter despite the challenges around Covid-19.

2.46 CSG Estates worked on the Heritage programme for the upkeep and maintenance of heritage assets in the borough. In December 2020, CSG Estates submitted six applications for grant funding assistance to the War Memorials Trust for cleaning and conservation works to six of the boroughs war memorials. Currently, the team are awaiting the outcome of the bids which is due at the end of February 2021.

2.47 The Building Services team completed several projects under the Schools Modernisation programme despite the difficulties faced during the Covid-19 pandemic. These include structural works at Brookland Junior School, and roofing works at both Holly Park and Martin Primary Schools.

Property Services Team

2.48 Following a recruitment drive to replace interim contractors with permanent employees, CSG Property Services established a settled team that has enabled it to re-organise the way work is allocated with a more proactive approach to assist the council in managing its estate. CSG Property Services will allocate programmes of work to defined team members, giving council service leads dedicated interface points within the team.

2.49 CSG Property Services achieved lettings, rent reviews and lease renewals of more than £200k per annum. This was achieved in the context of the Covid-19 pandemic and its effects on the trading activity of the council's tenants.

2.50 CSG Property Services assisted the council in developing and implementing a policy to provide rent-relief for tenants affected by the Covid-19 pandemic and the consequential regulations.

Facilities Management Team

2.51 In response to the Covid-19 pandemic, CSG was commissioned to deliver Phase 2 of the Re-entry Programme to put in place control measures to safeguard people using council premises (Barnet House, Colindale, Hendon Town Hall, and Oakleigh Road Depot). The programme completed in December 2020.

2.52 Whilst the Phase 2 Programme was in delivery, the Government re-introduced tighter lockdown measures, resulting in Facilities Management (FM) re-instating Phase 1 Re-entry Programme control measures, which saw a significant reduction in the number of staff attending council premises.

2.53 Working with LBB Estates, FM delivered on several aspects of the Barnet House Programme. These included (but were not limited to) complete furniture removal and disposal from all floors and basement areas, internal office and storage moves to other locations on the estate and contract closures of services provided to the building (e.g. CCTV, alarms, cleaning etc.).

2.54 Additional safety inspections were introduced on FM managed sites following a council led audit, with the aim to improve health and safety and compliance.

3.   RE SERVICES

3.1 The Q3 period has seen the Covid-19 pandemic status move from Tier 3 to Tier 4, and the re-introduction of Lockdown. This resulted in subtle but important changes in the way services were delivered, and a decrease in performance and an increase in the backlog of cases for the majority of services.

3.2 Out of 47 KPIs reporting in Q3, 30 achieved the Q3 targets, five reported No Activity, three were Monitor Only and nine did not meet the Q3 targets.

Corporate

3.3 There is one cross-cutting KPI, which met the Q3 target.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (q)	Smaller is better	15	30	30	12 (G)	↑ I	24

Building Control

3.4   There is one KPI for Building Control, which did not meet the Q3 target.

- **Number of decisions within statutory timescales – Meet building regulation statutory timescales (RAG rated AMBER) - 98.5% against a target of 100%.** Due to the Covid-19 pandemic, work processes were needed to be amended to be paperless. The change in process was mainly successful except for an isolated case where timescales were not met.

3.5   There was an unexpected upturn in the Barnet market for building control applications (within the borough), showing in increase of market share by 5% from November to December 2020. The council's Q3 market share was 31%.

3.6   The in-person inspection volume continued to be affected by Covid-19, with a decrease of approx. 30% in Q3 against the same quarter last year. The service continued to go to external inspections upon request.

3.7   Q3 saw the deposit of the application fee for site inspection for Westhorpe Gardens (102 residential development) and the commencement of works at Colindale Gardens (Block A) which was invoiced for further significant site inspection charges.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 2021 | | | Q3 19/20 |
				Target	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.7%	100%	100%	98.5% (A)	↓ W	100%

Hendon Cemetery & Crematorium

3.8   There is one KPI for Hendon Cemetery & Crematorium, which met the Q3 target.

3.9   The service carried out 1,562 funerals in 2020, of which 1,236 were cremations and 326 were burials.

Cremations	April	May	June	July	August	September	October	November	December
2019	71	75	102	104	89	123	87	103	104
2020	292	248	104	85	84	107	87	105	124

Burials	April	May	June	July	August	September	October	November	December
2019	24	25	26	28	24	22	38	22	23
2020	77	66	26	29	24	30	20	23	32

3.10 The service continued to monitor operations as part of the council's mortality management planning and fed back through the Barnet Excess Death Management Group. Associated risk assessments and business continuity plans remained in place in the event the service was required to upscale operations to meet any further demand pressures from Covid-19.

3.11 Milespit New Cemetery became available for burials. The Gatehouse Project is almost complete, but the Christmas break and the national lockdown have delayed occupation.

3.12 The service maintained a two-team operation, with increased cremation slots at weekends and reduced service times from 1 hour to 45 minutes to help meet demand.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100%	➔ S	100%

Environmental Health

3.13 There are 24 KPIs for Environmental Health. 11 met the Q3 targets, four reported No Activity, two were Monitor Only and five did not meet the Q3 targets.

3.14 The food inspection KPIs did not meet the Q3 targets, due to ongoing Covid-19 restrictions and the second national lockdown. These factors impacted on the KPIs and the backlog.

- Conducting Food Hygiene Inspections - Target A. Number of completed Food Hygiene Inspections due and overdue A, B and C (Not Broadly Compliant) rated premises
- Conducting Food Hygiene Inspections - Target B
- Number of completed Food Hygiene Interventions due and overdue C (Broadly Compliant) rated premises within three months of Intervention due date
- Conducting Food Hygiene Inspections - Target C
- **Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 67.7% against a Q3 target of 72%.** Inspections stopped except for the highest risk cases due to Covid-19 restrictions. There remained a backlog in HMO conditions work. The situation was exacerbated by an Officer being redeployed to the Test and Trace team.
- **Number of empty properties brought back into residential use. 27 compared to 172 last year.** Work was significantly impacted by Covid-19 restrictions.

Commercial Premises

3.15 The town centre Covid-19 response team served 48 letters of warning in relation to non-compliance. This team also moved from the Commercial Premises team in Re to Community Safety in the council on 4 January 2021.

3.16 The Commercial Premises team worked closely with Saracens in relation to their first game back before a live crowd. A reduced capacity game was held in early December 2020 and was successfully undertaken in a Covid-19 secure environment.

3.17 There were a number of referrals received which led to the Licencing Team instigating a review of a nightclub in North Finchley. Licencing officers worked jointly with community safety officers and the Police to identify Licencing Act offences, nuisance to residents and non-compliance with Covid-19 regulations.

3.18 Due to the national lockdown, the Food Standards Agency confirmed that the period for temporary deviation from the prescribed intervention frequencies for inspections is extended until 30 June 2021.

3.19 The City of London Animal Health and Welfare team which provides the licensing service to all London boroughs, ceased to carry out any licence inspections due to Covid 19 restrictions.

Private Sector Housing (Enforcement)

3.20 To improve service delivery the Noise Service (daytime response) moved to the Public Health and Nuisance Team. This should improve customer service.

3.21 A Prohibition Order was served to abate a working office block being used for sub-standard accommodation.

3.22 There were delays in the Private Sector Housing (Enforcement) service due to a reduction in staff following two secondments to the Test and Trace Team. Cases were prioritised based on risk.

3.23 With the move into Tier 4, care was taken to ensure that site visits were completed following a full triage on a risk basis that considered tenant vulnerability, Covid-19 symptoms, and evidence of any legal contraventions.

Private Sector Housing (Grants)

3.24 82% residents who used the Disabled Facilities Grants (DFG) service in December 2020 rated the service overall as either good or very good. This gave the service a current year to date satisfaction score of 87%.

3.25 The move into Tier 4 required the Clinically Extremely Vulnerable and Vulnerable to shield again. It was also not permitted for contractors to work on new adaptations in homes of those who were shielding. Due to this the team were restricted on which cases they could visit, and the contractors were limited on the properties in which they could work. The service put processes in place to check who was shielding and ensured contractors were notified.

Local Land Charges

3.26 There was a 20% increase in search requests due to the reduction in stamp duty (1,414 compared to 1,176 in Q2). This is expected to continue until the end of the stamp duty holiday at the end of March 2021.

Scientific Services and Pest Control

3.27   The Team continued to provide support for the Brent Cross South ground works, with a new noise barrier on the sidings to help reduce noise to residents from idling trains and an application to make cement on the rail freight in NW2.

Indicator[9]	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	99.2%	100%	100%	57.5% (R)	↓ W	100%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	94.9%	85%	85%	63.6% (R)	↓ W	90.4%
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	95.4%	90%	90%	17.5% (R)	↓ W	93.3%
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	100%	100%	100%	96.8% (A)	↓ W	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%	100%	100%	100% (G)	→ S	100%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	95.2%	90%	90%	100% (G)	↑ I	93.1%
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	Bigger is Better	72.1%	72%	72%	67.7% (A)	↓ W	73.1%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	100%	100%	100%	No Activity	Not Comparable	100%

| Indicator[9] | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	83%	75%	75%	No Activity	Not Comparable	100%
Number of empty properties brought back into residential use (q)	Bigger is Better	293	125	Monitor Only	27	↓ W	172
Number of private tenanted properties with category 1 hazards (q)	Bigger is Better	287	200	Monitor Only	94	↑ I	24
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests) (q)	Bigger is Better	91%	100%	100%	100% (G)	→ S	100%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory, and service standards (q)	Bigger is Better	100%	100%	100%	No Activity	Not Comparable	100%
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory, and service standards (q)	Bigger is Better	No Activity	100%	100%	No Activity	Not Comparable	No Activity
Business license applications processed in a timely manner (q)	Bigger is Better	98.4%	95%	95%	100% (G)	→ S	100%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£8,260	£9,500	£9,500	£7,134.1 (G)	↑ I	£7,669.7
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.7%	95%	95%	95.8% (G)	↓ W	97.7%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	68%	3	100%	100% (G)	↓ W	188.2%
Average time taken to process requests for full official searches (online and post in Land Charges (q)	Smaller is better	1.9	3	3	2.4 (G)	↓ W	2.1
Effectiveness of Trading Standards department interventions undertaken within a 12-month period (bi)	Smaller is better	3.4%	10%	10%	Due Q4	Not Comparable	Not Reported

| Indicator[9] | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Effectiveness of Licensing department interventions undertaken within a six-month period (bi)	Smaller is better	0.2%	5%	5%	Due Q4	Not Comparable	Not Reported
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act	Bigger is Better	99%	100%	100%	100% (G)	➔ S	100%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	94%	90%	90%	93.8% (G)	⬇ W	94.8%

Strategic Planning

3.28   There were no KPIs for Strategic Planning due in Q3.

Planning Obligations and the Community Infrastructure Levy

3.29   The planning team progressed major plan-making efforts on two major growth areas through the publication of draft Supplementary Planning Documents (SPDs) which were approved by Policy and Resources Committee in December 2020. A formal six-week public consultation began in January 2021.

3.30   The Infrastructure team progressed the approvals to progress with the Community Infrastructure Levy (CIL) Rate Review, increasing the rate from £200 to £300 per square metre.

3.31   The table below shows infrastructure funding from development contributions:

	Q1 20/21	Q2 20/21	Q3 20/21
Barnet CIL Total	£1,206,551.41	£3,866,481.04	£4,512,145.33
Allocated to infrastructure projects	£1,146,223.84	£3,673,156.99	£4,286,538.06
Administration	£60,327.57	£193,324.05	£225,607.27
Mayor CIL Total	£418,919.41	£1,415,758.29	£1,816,734.78
Sent to Mayor	£402,162.63	£1,359,127.96	£1,744,065.39
Admin to LBB	£16,756.77	£56,630.33	£72,669.39
S106	£1,678,140.61	£731,274.53	£1,125,304.44

Planning and Development Management

3.32 There are three KPIs for Planning and Development. Two KPIs achieved the Q3 targets. One KPI did not achieve the Q3 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, as a result of Covid19.

Planning – Development Management

3.33 Despite the national lockdown, the processing of planning applications continued without noticeable delay. The council issued the second most planning decisions in London (644) behind the London Borough of Westminster.

3.34 77% of applications were approved against a London average of 78%. 90% of all applications referable to MHCLG were determined in time against a London average of 85%.

3.35 The service hosted a successful live virtual Planning Agents Forum on 18 November 2020, with an unprecedented level of response. 89 people joined the event, where officers from across the Planning Service presented updates and thanked customers for their adaptability and patience during this difficult year. Participants represented a large range of developer agents from local architects and planning agents to large consultancies, with positive feedback.

Planning - Enforcement

3.36 Following agreement the service started releasing banked enforcement notices that had been on hold due to the Covid-19 pandemic. In comparison with other Local Authorities the council served the fourth highest number of notices in the country between July and September, notwithstanding the delays in issuing notices.

3.37 Covid-19 restrictions continued to impact on the ability of officers to fully investigate breaches of planning control. At the request of the council, the enforcement team focused on the service of notices that were deferred as a result of stricter restrictions in earlier periods. In total, 73 notices were issued between October and December 2020, of which 64 were enforcement and break of condition notices and nine were for untidy land. In normal circumstances, the service would expect to issue an average of 15 notices per month.

3.38 There was a 16% increase in the calendar year between 2019 and 2020 in the number of tree applications received.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80	80%	80%	93.6% (G)	↓ W	94.9%
Application Basket (q)	Bigger is Better	5	6	6	6 (G)	→ S	6

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Planning Enforcement Basket (q)	Bigger is Better	5	6	6	0 (R)	↓ W	5

Regeneration

3.39 There are two KPIs for Regeneration. Both achieved the Q3 targets.

3.40 The change from Tier 3 to Tier 4 resulted in adjustments being made to ensure business continuity, resilience, sustainability, compliance, and safety.

3.41 Covid-19 has not impacted on staffing levels, with all staff home-based. New agile ways of working were embedded, ensuring a sustainable format for reporting. Effective monitoring for all regeneration estate programme management continued in line with objectives.

3.42 Key Annual Service Plan activities took place, including:

   o Regeneration Annual Report published on the council website
   o Annual Performance Review of Registered Providers were approved at Housing and Growth Committee in November 2020, providing data on Regeneration Schemes on a number of items, including housing repair and customer satisfaction [10]

- **Delivery of affordable housing completions– 49 compared to 84 last year.** Several developments experienced delays from disruptions, closing on and off since the start of Covid-19 national lockdowns. L&Q developers were the latest to notify that completion dates of their Millbrook Phase 3 development would be delayed from March to May 2021. Due to these Covid-19 related issues advised by developers, the annual projected target has been revised down from 370 to 231.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q)	Bigger is Better	100%	85%	85%	100%	→ S	100%
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	104%	85%	90%	400%	↑ I	100%
Delivery of affordable housing completions (q)	Bigger is Better	463	231[11]	Monitor Only	49	↓ W	84

Highways

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[10] Dollis Valley received approval from the authority for commuted highways sums to be waived for phase 4 and 5 to enable to scheme to proceed with additional financial liabilities.

[11] It was agreed in January 2021 for the target to change from 370 to 231.

3.43   There are 16 KPIs for Highways. 13 KPIs achieved the Q3 targets. One KPI had No Activity and two KPIs did not achieve the Q3 targets.

- **Highways Category 1 defects rectification timescales completed on time (48 hours) (RAG rated RED) – 88.0% against a Q3 target of 100%.** There are a number of reasons the KPI did not meet the target, including parked cars, incorrect locations, and the need for additional traffic management.
- **Highways Category 2 defects rectification timescales completed on time (7 days) (RAG rated RED) - 66.1% against a Q3 target of 100%**. Comment as above.
- The Environment Committee agreed at its last meeting to replace the current contractor.

3.44   The Covid-19 pandemic continued to present opportunities and challenges to the Highways service, especially with the change in tiers during the quarter.

3.45   The service is currently working towards a stable service delivery model adopting best practice in remote and field working, backed by the operational HR and Safety, Health and Environment (SHE) resources available through Capita.

3.46   The service continued with the twice weekly joint meetings between the Service Lead and Re Highways Senior Team. This forum ensured collaborative management, reporting, monitoring and forward planning of service delivery and impact, especially with service impact being subject to national and regional change.

3.47   The service progressed well with its organisational design transformation, with a focus on delivering capability, accountability, project management and growth. The period through to December 2020 saw a drive in recruiting a strong and capable operational and business management senior team, as well as critical support functions to augment the existing skills and capabilities in the team.

3.48   The Local Implementation Plan (LIP) programme is being reinstated as a result of TfL switching back on the funding for the remaining quarter of 20/21. The programme has been developed. LBB and Re are now moving towards implementation.

3.49   There were significant works on the network including the cycling schemes along the A1000; however, this scheme has been subject to challenges from the community regarding implementation.

3.50   Re Highways also supported the latest round of DfT bids focused on cycling, schools, and community travel initiatives; the outcome of these have been part communicated with the final elements pending notification from TfL.

3.51   The service progressed the procurement of the replacement Highways Asset Management System, and were in contract from November 2020, with a planned phased go live on 1 April 2021.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	66.6%	100%	100%	88.0% (R)	↑ I	63.3%
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	61.1%	100%	100%	66.2% (R)	↑ I	51.4%
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Insurance Investigations completed on time (14 days)	Bigger is Better	99%	100%	100%	100% (G)	→ S	100%
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is better	0%	15%	15%	0% (G)	→ S	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is better	0	0	0	0 (G)	→ S	0

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Processing of Vehicle Crossover Appeals	Smaller is better	No Activity	100%	100%	No Activity [12]	Not Compa rable	No Activity[13]

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 did not achieve the Q3 targets.

- **Affordable housing delivered on council owned land (RAG rated AMBER– 99 against a Q3 target of 107.** The building completions were delayed by three months due to the Covid-19 pandemic. There is no catch-up mitigation in place. It is estimated completions will be around 141 this financial year, despite the continued impact of Covid-19 restrictions on site productivity.

- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 27 against a Q3 target of 75.** Covid-19 continued to impact on the purchasing process, which saw a revised forecast of 75 purchases from 125 for the year.

| Indicator | Polarity | 19/20 EOY | 20/21 Target | Q3 20/21 | | | Q3 19/20 |
				Target	Result	DOT	Result
Affordable housing delivered on council owed land (q)	Bigger is Better	15	144	107	99 (A)	↑I	23
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	15	125	75	27 (R)	↑I	0
Increase the supply and range of housing available for care leavers for those ready to move into independent living (q)	Bigger is Better	128	48	36	36 (G)	↓W	40

Safe and secure homes

4.3   There are two KPIs for Safe and Secure homes. One KPI achieved the Q3 target and one KPI did not achieve the Q3 target.

- **Scheduled fire risk assessment completed (Council housing on time) (RAG rated Amber) – 91% against a Q3 target of 100%.** As the KPI is reported on a

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[12] There were no vehicle crossover appeals in Q3 20/21.
[13] There were no vehicle crossover appeals in Q3 19/20.

cumulative basis, it will not meet the annual target. This was due to Service Provider Assessors needing to self-isolate in September 2020. All Fire Risk Assessments were completed in Q3.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
% of scheduled fire risk assessment completed (c)	Bigger is Better	98.5%	100%	100%	91%[14] (A)	↓W	94.8%[15]
Percentage of priority 0 and 1 fire safety actions completed on time (c)	Bigger is Better	76.4%	90%	90%	99.8% [16] (G)	↑I	74.5%[17]

Tackling and preventing homelessness and rough sleeping

4.4   There are five Homelessness KPIs. Two KPIs achieved the Q3 targets, one KPI is a Monitor Only and two KPIs did not achieve the Q3 targets.

- **Number of homelessness preventions (RAG rated AMBER) – 928 against a Q3 target of 937.** There was improved performance in Q3 compared to previous quarters despite ongoing challenges during the Covid-19 pandemic. Private Rent Sector (PRS) acquisitions by Let2Barnet will continue to be utilised.

- **Overall number of households in Temporary Accommodation (TA) (RAG rated RED) – 2499 against a Q3 target of 2300.** There was a reduction of households in TA in Q3 (2,499 from 2,561 in Q2) despite sustained demand. The ability to meet this target will remain a challenge through the pandemic. This continues to affect demand and the ability to deploy some of the previous effective mitigations, including occupancy checks and cancellations for clients issued with negative decisions on their applications.

Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	24	20	20	7 (G)	↑I	24
Households placed directly into the private sector by Barnet Homes	Bigger is Better	674	610	457	495 (G)	↓W	509
Families with Children in Temporary Accommodation (q)	Smaller is Better	60%	Monitor	Monitor	53.2%	↑I	58.6%
Number of Homelessness Preventions(q)	Bigger is Better	1221	1250	937	928 (A)	↓W	935

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[14] There was a change in methodology in 20/21. The result is now reported on a cumulative basis. Previously it was reported on a quarterly basis.
[15] This is a cumulative figure for Q1 to Q3 19/20.
[16] There was a change in methodology in 20/21. The result is now reported on a quarterly basis. Previously it was reported on a quarterly basis.
[17] This is a cumulative figure for Q1 to Q3 19/20.

| Indicator	Polarity	19/20 EOY	20/21 Target	Q3 20/21			Q3 19/20
				Target	Result	DOT	Result
Numbers of households in Temporary Accommodation	Smaller is Better	2467	2250	2300	2499 (A)	↓ W	2466

5.   LEGAL SERVICES

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

5.2   This also included supporting a shift to remote-based court hearings, whilst maintaining a high level of in-house advocacy provision. For family court hearings, lawyers attended court liaison meetings with Heads of Service to enable the council to be fully up to speed with changes and the new demands resulting from remote hearings. Delays were minimised for children who were within court proceedings by way of regular updates and ongoing liaison with the allocated judge for the council. For Civil litigation the stay on bringing possession claims was lifted in September 2020 but there is a backlog of cases. Evictions were paused during the national lockdown and over Christmas, with some exceptions such as anti-social behaviour. This led to a reduction in these cases, albeit this is likely to be temporary in nature. The service continued to advise on other housing cases, including anti-social behaviour and injunctions. The service also provided advice remotely to licensing panels and supported the move to planning committees A, B and C. The service continued to deal with Court of Protection applications by way of remote hearings.

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

5.4   Covid-19 and the associated restrictions had a significant impact on many of the council's contractual arrangements. The shared Legal Service advised the council on the application of contractual relief provisions and in negotiations with suppliers regarding temporary abatements of service. Throughout recent months HBPL also supported the council with implementing the provisions of the Coronavirus Act 2020 across a number of business areas, including the introduction of virtual meetings and changes to governance arrangements. 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 service reviewed and updated the client liaison arrangements with Family Services, SEN teams and Re (Capita Services) to ensure efficient and cost-effective legal support, including identifying trends and future training requirements. The following training has been provided since October 2020:

- Property Licences, Leases, Tenancies at Will Training
- Gambling Act 2005 - Training
- Section 17/20 Training - LA duties to children in need
- Training- General Prosecution Training

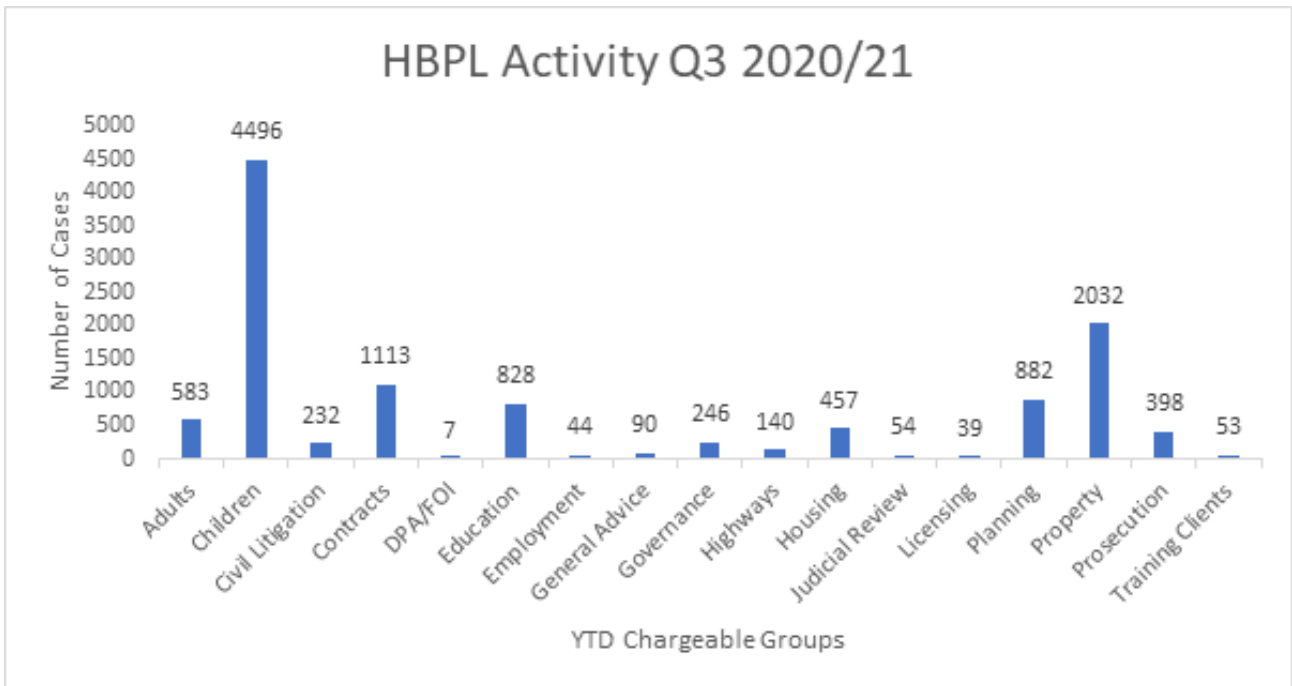## Cases Hours and Disbursement[18] Data

Activity by Cases

5.6   In Q3, Legal Services worked on 2,874 cases, 326 new opened cases, 567 cases were closed and there were 11,695 chargeable hours. This compares with Q2 where Legal Services worked on 2,590 cases, 262 new opened cases, 578 cases closed and 12,422 were chargeable hours.
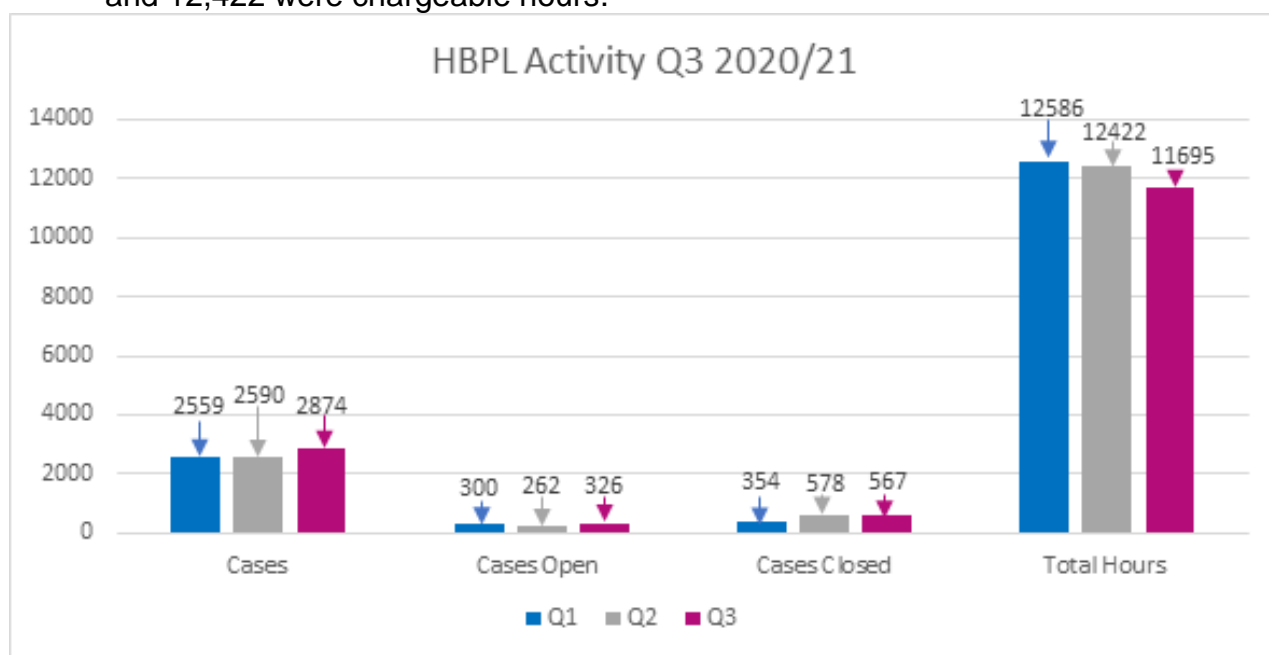
### Chargeable hours Recorded by Work Group

5.7   Children's services continued to have the highest number of chargeable hours at 4,496 costing £313,101. Property services are the second highest area with 2,032 hours totalling £141,508.

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

HBPL Activity Q3 2020/21

Total hours and disbursements

5.8   In Q3, there were 11,695 chargeable hours at a cost of £814,439 and £198,587 disbursement costs totalling a Q3 spend of £1,013,026. There was an overall decrease of 0.13% compared to Q2.

Hours & Disbursement Costs (£)
Annual Budget= £3,482,178.
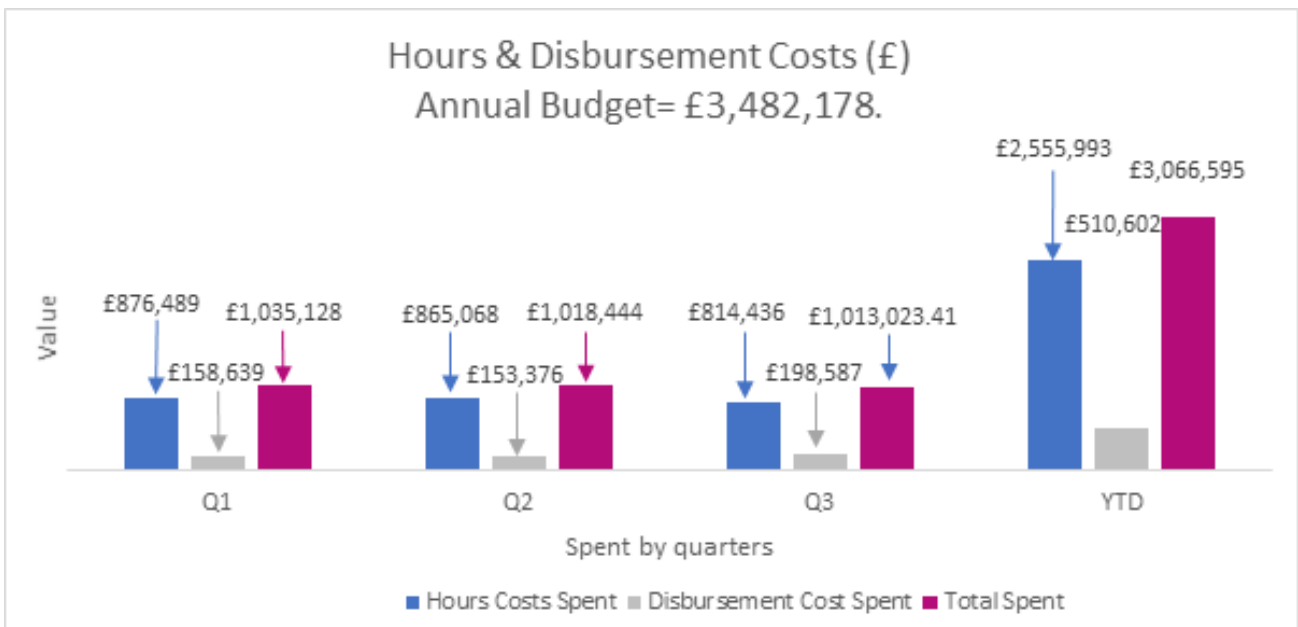
5.9   The Legal Services budget has been devolved to services/directorates. Monthly budget monitoring is undertaken by services to ensure that any overspend on legal costs are contained within the overall budget for the service/directorate.

5.10   Legal spend in Q1 was £876,477 in hours and £158,639 in disbursements totalling £1,035,116, which represents 25.72% of the total budget (£4,023,460). Legal spend

in Q2 was £865,068 in hours and £153,375 in disbursements totalling £1,018,444 which represents 25.31% of the total budget. The cumulative spend at the end of Q2 was 58.97% of the budget. Legal spend in Q3 was £814,439 in hours and £198,587 in disbursements, totalling £1,013,026, which represents 25.17% of the total budget. The cumulative spend at the end of Q3 is £3,066,595, this represents at 88.07% of the total budget.

6. REASONS FOR RECOMMENDATIONS

6.1 This report provides an overview of the council's contracted services for Quarter 3 (Q3) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita) and the Barnet Group (TBG) and HB Public Law (HBPL).

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 as set out in the Corporate Plan (Barnet 2024) and our strategic contracts.

10.2 Relevant council strategies and policies include the following:

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

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

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

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

13.4   The council's Financial Regulations can be found at: https://barnet.moderngov.co.uk/documents/s47388/17FinancialRegulations.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 (15 to 25) level 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 2 (Q2) 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.