



Financial Performance and Contracts Committee

14 March 2022

Title	Q3 2021/22 Contracts Performance Report
Report of	Director (Commercial and Customer Services)
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: TKJV Q3 2021/22 performance
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Summary

This report provides an overview of Quarter 3 (Q3) 2021/22 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), Barnet Homes (The Barnet Group) and HB Public Law. Overall, performance is going well, with the vast majority of KPIs achieving their targets, despite the ongoing challenges of Covid-19. The council continues to work with its contracted partners to address areas of concern, particularly on ensuring that progress is being made where backlogs have occurred due to the impact of the pandemic.

Officers Recommendations

The Committee is asked to note the Quarter 3 (Q3) 2021/22 performance for the Customer and Support Group (Capita); Regional Enterprise (Capita); Barnet Homes (The Barnet Group); and HB Public Law.

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of performance for the council's contracted services for Quarter 3 (Q3) 2021/22. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), Barnet Homes (The Barnet Group) (TBG) and HB Public Law (HBPL).
- 1.2 This report does not include budget information. The Chief Finance Officer's report which is taken to this Committee meeting as a separate agenda item contains the budget information.

Overview

- 1.3 Q3 covers the period from 1 October to 31 December 2021. Some Re services continued to deal with backlogs as a result of previous Covid-19 pandemic restrictions. Food safety inspections and planning enforcement investigations remained affected; however recovery plans were progressed with backlogs forecast to be cleared by mid-2022. CSG continued to perform well with most services meeting their performance targets for the quarter.
- 1.4 Although there was some increase in staff sickness as cases of the Omicron variant increased during the quarter most areas were able to maintain service levels and staff were able to continue to work from home following the government announcement.
- 1.5 Despite these challenges, overall performance continued to go well with 58 of the 79 KPIs reported achieving their target in Q3. 13 KPIs failed to meet their target, of which seven were directly impacted by Covid-19. Three KPIs were monitor only and five KPIs reported no activity.
- 1.6 KPIs that did not achieve the target, as a direct result of the restrictions and demands of the pandemic, are shown in lighter text in the table below to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator ¹ Description	Q3 21/22 Result	DOT
CSG – Revenues and Benefits	Speed of processing new claims - days (q)	33.4 (R)	↓ W
CSG – Revenues and Benefits	Speed of processing changes – days (q)	10.1 (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections - Target A (q)	32.5% (R)	↓ W

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

Service	Indicator ¹ Description	Q3 21/22 Result	DOT
Re – Environmental Health	Conducting Food Hygiene Inspections - Target B (q)	45.5% (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections - Target C (q)	58.5% (R)	↑ I
Re – Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs)	65.0% (A)	↓ W
Re – Environmental Health	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	87.3% (A)	↓ W
Re – Planning and Building Control	Planning Enforcement Basket	0 (R)	→ S
Re – Highways	Timely construction of Vehicle Crossovers following receipt of payment (q)	98.6% (A)	Not Comparable
TBG – Ensuring Decent quality housing	Number of homes purchased for use as affordable accommodation (q)	77 (A)	↑ I
TBG – Ensuring Decent quality housing	Affordable housing delivered on council owned land (TBG schemes) (q)	56 (A)	↓ W ²
TBG - Tackling homelessness	Number of Homelessness Preventions (c)	952 (A)	↑ I
TBG - Tackling homelessness	Households placed directly into the private sector by Barnet Homes (c)	437 (A)	↓ W

Service Highlights for Q3

1.7 Q3 service highlights for CSG included:

- CSG Finance successfully implemented a new scanning solution significantly improving the scanning capability and accuracy in processing invoices.
- CSG Property Services completed transactions that resulted in targets for the Medium-Term Financial Strategy (MTFS) being achieved.

1.8 Q3 service highlights for Re included:

- The Planning Team won the RTPI³ London Excellence Award. The “Chair's Award for Inclusive Planning”.

1.9 Q3 service highlights for Barnet Homes included:

² Delivery programme changes year-on-year so comparison for information only.

³ [RTPI | Previous Award Winners](#)

- The overall number of households in temporary accommodation reduced by a further 61 households since Q2.

2. CSG SERVICES

Overview

- 2.1 The Q3 period saw CSG continue to deliver services through mainly home-based working whilst maintaining good performance across most KPIs.
- 2.2 22 KPIs reported in Q3 achieved the target, including the cross-cutting KPI on Compliance with Authority Policy⁴. Two KPIs did not meet the target – Speed of processing claims and Speed of processing changes. Both of these were as a result of backlogs caused by Covid-19.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass (G)	→ S	Pass

Finance

- 2.3 There are three KPIs for Finance. All three KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.6%	98%	98%	99.6% (G)	↑ I	99.3%
*Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	97.1%	90%	90%	99.4% (G)	↑ I	96.9%
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

- 2.4 Although processing timescales for invoice documents were met during the quarter the team identified an error in the reporting logic in Integra and the way it stores and converts date formats. The date conversion logic was corrected and the error should not recur in future.
- 2.5 The Central Support Team (CST) continued to focus on supporting and resolving calls raised on ServiceNow, with the target of 95% achieved in Q3. The CST Team

⁴ 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.

analyse outstanding calls based on age and assignment group. The team aim to review each call request individually (starting with the oldest first) and agree on a plan of action to close the call.

Calls Outstanding Barnet	Q3 21/22		
	Oct 21	Nov 21	Dec 21
Total calls raised	720	585	610
Closed or still open within SLA	701	567	585
Closed or still open outside SLA	19	18	25
SLA %	97.36%	96.92%	95.90%

2.6 The project to implement the new Kofax scanning solution was successfully implemented and closed off, with the go live date from 8 December 2021. This change significantly improves scanning capability and accuracy for invoices in the accounts payable process. This is because the software can directly upload e-mailed invoices thereby improving scanning accuracy, as the previous process of printing e-mail invoices and then scanning them into the outgoing Readsoft scanning software resulted in a degradation of image quality and in turn scanning accuracy.

2.7 There were no high level (scoring 15+) joint risks for CSG Finance in Q3 2021/22.

Customer Services

2.8 There are four KPIs for Customer Services. All four KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	91.5%	89%	89%	93.0% (G)	↑ I	91.5%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	59.1%	55%	55%	67.0% (G)	↑ I	60.1%
% cases completed within SLA (customers needing additional support) (q)	Bigger is Better	100%	94%	94%	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	67.4%	50%	50%	72.1% (G)	↑ I	65.8%

2.9 CSG Customer Service continued to see an increased need for additional support linked to the Covid-19 pandemic, in particular in the Council Tax and Benefits services. There was also a 16% increase in the time needed to support customers. The average call length was 516 seconds compared to 445 seconds for the same quarter last year. This was due to the complexity of queries which included people struggling to pay their Council Tax. Additional staff were recruited to cope with the increased demand in this area.

2.10 Waiting times to get through to customer service teams on the phone improved and averaged just over two minutes in Q3, compared to just over five minutes in the previous quarter. Following improvements to the telephony system there was also a reduction in complaints.

2.11 The following table sets out the number of calls received during the quarter. This shows a significant reduction in the number of abandoned calls during November and December 2021, as a result of the additional staff being deployed. This trend has continued in the early part of 2022. The reduction in the number of calls answered by automation is a result of seasonal trends in demand for the automated payments function. Despite the number of calls that do reach an advisor and the reduction in abandoned calls, there remains an often-reported concern that “you can never get through to a person”. Work is underway to assess the true picture of lost or abandoned calls, including the extent to which those answered by automation have resolved the caller’s enquiry.

	Q3 21/22			
	Oct 21	Nov 21	Dec 21	Total
Calls received	47,382	42,832	28,583	118,797
Answered by advisors	25,525	26,758	20,461	72,744
Answered by automation*	16,382	14,593	7,402	38,377
Abandoned	5,374	1,481	720	7,575

*Automated payments and other IVR options

2.12 There were no high level (scoring 15+) joint risks for CSG Customer Service in Q3 2021/22.

Information Systems

2.13 There are two KPIs for Information Systems. Both KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	92.2%	95% ⁵	91%	94.5% (G)	↑ I	92.5%
Critical system availability ⁶ (q)	Bigger is Better	99.9%	99.5%	99.5%	99.8% (G)	↓ W	99.9%

2.14 A global cyber security risk was alerted in the first weeks of December 2021, known as Log4J. CSG IT applied emergency software updates to ensure this did not impact our information systems and this continues to be monitored.

⁵ The target was changed in Q1 2020/21 to 91% from 95% on a temporary basis due to essential services being prioritised at the beginning of the pandemic, this change continues to be in place due to the extension of the home working guidance and the pandemic. This will be appraised as part of a review of indicators in relation to the Strategic Contract Review.

⁶ The KPI definition is under review to ensure it is consistent with the output specification.

- 2.15 Two serious phishing e-mail attacks occurred in October 2021, which caused disruption when some colleagues opened e-mails and clicked on the links. Over 400,000 suspicious or malicious e-mails are blocked from getting into the inboxes of colleagues across the council each month.
- 2.16 An investment was made to provide support for the website 24 hours a day, seven days a week to ensure out of hours emergency support for the website.
- 2.17 CSG IT facilitated a request to provide Wi-Fi connectivity to a third party to rapidly occupy the office space on the 8th floor at Colindale offices.
- 2.18 There was one high level (scoring 15+) joint risk for CSG IT in Q3 2021/22, which is being managed in accordance with the council's risk management framework.
- **IT cyber security (residual score 15).** A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost. The CSG Management Team continued to work closely with the client team to mitigate this risk through various IT protection measures which have proven effective.

Procurement

- 2.19 There are four KPIs for Procurement. All four KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Compliant contracts – contracts over £25k (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Cumulative apprenticeships (c)	Bigger is Better	101	70	70	101 (G)	→ S	101
Cumulative work experience (c)	Bigger is Better	473	280	280	473 (G)	→ S	473

- 2.20 The volume of procurement activity proved challenging through 2021 with a significant increase on the anticipated level. Additional resources were deployed in the CSG team to ensure obligations were delivered in line with the workplan.
- 2.21 The Healthy Child Programme contract in Family Services was awarded in December 2021 after a number of supplier issues through the tender process. Working closely with legal and the client area, procurement was able to avert any potential escalation of supplier challenges.
- 2.22 In November of 2021, CSG procurement launched an additional service to LBB for 'Procurement Drop-in Clinics' these sessions are whereby a member of the CSG team allocates time in the diary and any member of the client teams can come along, without pre-booking a time slot and ask any questions relating to procurement

process or contracting activity. This has been well received by the service and provides an additional forum for interested client members to gain valuable procurement knowledge. These forums run on a monthly basis with one in November and one in December 2021.

2.23 The annual procurement forward plan was agreed by Policy and Resources Committee in December 2021 which ‘reallocates’ budget for required procurements by service areas in 2022/23. Notably from previous learnings the construction of this plan was far more efficient than in previous years and gives an excellent platform to now conduct a priority operational plan from it to identify necessary resources required for 2022.

2.24 There were no high level (scoring 15+) joint risks for CSG Procurement in Q3 2021/22.

Revenues and Benefits

2.25 There are three KPIs for Revenue and Benefits. One KPI achieved the Q3 target and two KPIs did not. Both of these were as a result of backlogs caused by Covid-19.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	97.8%	95%	95%	97.8% (G)	↓ W	98.3%
Speed of processing new claims - days (q)	Smaller is Better	20	22	22	33.4 (R)	↓ W	21.4
Speed of processing changes – days (q)	Smaller is Better	5	6	6	10.1 (R)	↓ W	5

- **Speed of processing new claims - days (RAG rated RED) – 33.4 against a Q3 target of 22.**
- **Speed of Processing changes - days (RAG rated RED) – 10.1 against a Q3 target of 6.** It was agreed between LBB and CSG to concentrate on clearing old cases by the end of Q3 which resulted in the speed of processing new claims and changes not achieving the Q3 target.

Council Tax/Business Rates

2.26 The Council Tax 4-year collection figure for Q3 was 98.74% against a target of 98.5%, which was slightly higher than the 98.44% achieved in Q3 2020/21. Direct debit take up was 70.55% against a target of 65% for Council Tax and 21.06% for Business Rates. There is no direct debit target for business rates.

2.27 Following on from the conclusion of the Covid-19 related business support grants administration and the management of expanded retail discount claims, the team were able to concentrate on business as usual activity during Q3. Correspondence continued to be received during this time and all unpaid accounts with outstanding correspondence were targeted and top debtors chased for payment. By the 31 December 2021 correspondence was managed within 28 days of receipt.

Benefits

- 2.28 The Test and Trace self-isolation payments scheme administered by the service was extended by the government until 31 March 2022. The scheme supports residents on low income who are self-isolating and losing income to receive a Test and Trace Support Payment or discretionary support payment of £500. At the end of Q3 a total of £1.4m was paid.
- 2.29 There were no high level (scoring 15+) joint risks for CSG Revenues and Benefits in Q3 2021/22.

HR

- 2.30 There are four KPIs for Human Resources. All four KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Pre-Employment vetting (q)	Bigger is Better	99.2%	99%	99%	100% (G)	→ S	100%
Payroll Accuracy – error rates and correct date (q)	Smaller is Better	0.03%	0.1%	0.1%	0.002% (G)	↓ W	0.0%
DBS verification audits (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

- 2.31 Vacancy Filler and Recruitment services were successfully handed back to council management on 24 January 2022.
- 2.32 Capita have produced a management information reporting dashboard including standard HR data such as establishment, absences which was shared with the council for review. This will be developed further in line with the recommendations made by the council and further progress is expected in Q4.
- 2.33 There were no high level (scoring 15+) joint risks for CSG HR in Q3 2021/22.

Estates

- 2.34 There is one KPI for Estates which achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Lease Renewals ⁷ (q)	Bigger is Better	99.7%	100%	100%	100% (G)	↑	93.8%

Building Services

- 2.35 The Building Service team worked to restore electricity over the Christmas period to Metro Golf, The Belfry, Pavilion, and the flats (former cottages) following a major power outage on Christmas Eve.
- 2.36 The team completed the majority of the school's modernisation programme delivering in excess of £3m worth of school adaptations and improvement.
- 2.37 The team are on target to complete the annual work plan within budget and are now working towards compiling the annual work plan for 2022/23.

Property Services

- 2.38 CSG Property Services completed transactions that resulted in targets for the Medium-Term Financial Strategy (MTFS) being exceeded including property targets for both the Commercial Estates and Greenspaces budgets for the financial year. This has been achieved in the context of a difficult market due to the Covid-19 pandemic and its effects on the trading activity of the council's tenants.
- 2.39 New lettings, lease renewals and rent reviews were agreed or completed at a total rent of £400,000 per annum.
- 2.40 The service supported the annual round of budget planning and cost saving target setting, preparing the managed budgets and identifying savings and income streams going forward.
- 2.41 The service supported the Hendon Hub project, securing vacant possession of key properties that will enable the development to progress within the timescales set by the council.

Facilities Management

- 2.42 The IT office at Colindale was reinstated in October 2021 following a flood. Work included pumping out water, drying time, carpet replacement, carpet shampoo, power track changes and some redecoration.
- 2.43 The fire alarm system at Hendon Town Hall was reinstated at the start of October 2021 following the system being affected by a lightning strike. FM were completing 'Fire Watch' patrols during the time that the alarm was down which ensured no impact to business-as-usual activity.

⁷ This KPI measures the percentage of lease renewals carried out within timescales against those due to be delivered each quarter

Print and Mail

- 2.44 A new Royal Mail contract was agreed. As this is the same supplier, processes will not need to change. The Print and Mail team work in collaboration with 25 other London Boroughs to manage this contract and share experiences, and issues are taken back to Royal Mail at quarterly contract reviews.
- 2.45 The team had a busy run up to Christmas and achieved tight deadlines on some large volume mailouts from Highways, Consultation and other teams. These were completed to the satisfaction of the clients and before the holiday period started.
- 2.46 The team invested in a scanner which can scan up to A0 sized plans and maps. The scanner is in operation and in use within the Planning team and available to other services across the council.
- 2.47 There were no high level (scoring 15+) joint risks for CSG Estates in Q3 2021/22.

3. RE SERVICES

- 3.1 33 KPIs reported in Q3 achieved the target whilst, partly due to some ongoing impacts of the Covid-19 pandemic, seven KPIs did not meet the target (such as in Environmental Health and Planning). Three KPIs were monitor only and five KPIs reported no activity.

Corporate

- 3.2 There is one cross cutting KPI which achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) ⁸	Smaller is Better	17	30	30	27 (G)	↓ W	12

Hendon Cemetery & Crematorium

- 3.3 There is one KPI for Hendon Cemetery & Crematorium which achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%

- 3.4 The service returned to normal levels following the peaks of the pandemic and there was no impact on service demand from the Omicron variant.

⁸ This KPI measures compliance with the Authority's Customer Service Standard and Complaints Policy. The methodology involves a review of all RE service complaints recorded on the Council's system in any given quarter:

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

	Q3 21/22			Total
	Oct 21	Nov 21	Dec 21	
Cremations	88	83	99	270
Burials	33	24	31	88

- 3.5 Grass cutting began on 1 March 2021 and completed in mid-November 2021, which were the latest ever start and finish dates for the cutting season. Both were as a result of mild weather which promoted grass growth early and prolonged the season by about four weeks. The impact of weather on grass-cutting also contributed to a period of time when the appearance of the cemetery was not up to the expected standard. It is recognised that this was distressing for residents. The situation was rectified as quickly as possible and an apology was issued.
- 3.6 The service moved the office function to the newly refurbished Gatehouse building. This enabled the office team to come back together whilst maintaining social distancing. A new reception and meeting/training/consultation room was established, which will greatly enhance the service by enabling private meetings to be held with families and/or Funeral Directors.
- 3.7 There were no high level (scoring 15+) risks on the risk register for Re Cemetery and Crematorium in Q3 2021/22.

Environmental Health

- 3.8 There are 22 KPIs for Environmental Health⁹. 12 KPIs achieved the Q3 target and five KPIs did not. Two KPIs were monitor only and three KPIs reported no activity.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	33.3%	100%	100%	32.5% (R)	↓ W	57.5%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	40.5%	85%	85%	45.5% (R)	↓ W	63.6%
Conducting Food Hygiene Inspections - Target C Number of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date (q)	Bigger is Better	22.3%	90%	90%	58.5% (R)	↑ I	17.5%

⁹ Some Environmental Health inspections were suspended during the Covid-19 lockdown, the Food Standards Agency (FSA) advised a deferral of planned interventions. During this time staff were either self-isolating, redeployed or working on other duties.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	106%	100%	100%	100% (G)	↑ I	96.8%
Food Standards Inspections (unrated premises) Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection (q)	Bigger is Better	88.6%	100%	100%	100% (G)	→ S	100%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	56.1%	90%	90%	94.4% (G)	↓ W	100%
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) (q)	Bigger is Better	68.9%	71%	71%	65.0% (A)	↓ W	67.7%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	0%	100%	100%	No Activity ¹⁰	Not Comparable	No Activity
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	No Activity	75%	75%	No Activity ¹¹	Not Comparable	No Activity
Number of empty properties brought back into residential use (q) ¹²	Bigger is Better	130	125	Monitor	1	↓ W	27
Number of private tenanted properties with category 1 hazards (q) ¹³	Bigger is Better	243	200	Monitor	44	↓ W	94
Compliance with Environmental Health Service Standards (Priority 1 incidents and service requests) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

¹⁰ No food standards interventions were due to take place in Q3 2021/22

¹¹ No health & safety interventions were due to take place in Q3 2021/22

¹² This indicator is an annual KPI reported quarterly

¹³ This indicator is an annual KPI reported quarterly

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	No Activity ¹⁴	Not Comparable	No Activity
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Comparable	No Activity
Business license applications processed in a timely manner (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£5,612	£9,500	£9,500	£9,297 (G)	↓ W	£7,134
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.4%	95%	95%	87.3% (A)	↓ W	95.8%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	100%	100%	100%	133.3% (G)	↑ I	100%
Average time taken to process requests for full official searches (online and post in Land Charges) (q)	Smaller is Better	2.4	3	3	2.1 (G)	↑ I	2.4
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers (q)	Bigger is Better	94.1%	90%	90%	94.3% (G)	↑ I	93.8%

- **Conducting Food Hygiene Inspections KPIs Target A, B and C (RAG rated RED).** These KPIs did not meet the Q3 targets due to the impact of the previous Covid-19 restrictions on the hospitality sector that required the closure of restaurants. This resulted in inspections not taking place as planned and generated a substantial backlog (see paragraph 3.9).
- **Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 65% against a Q3 target of 71%.** The backlog of cases due to Covid-

¹⁴ No inspections were due to take place in Q3 2021/22

19 continues to impact on service delivery and it is expected to continue for the remainder of the financial year. This is monitored in Contract Management Meetings.

- **Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (RAG rated AMBER) – 87.3%% against a Q3 target of 95%.** Staff absences, vacancies and miscoding of cases resulted in the target not being met. Several measures were put in place to improve performance, including filling vacancies and moving temporary staff to permanent contracts, retraining of personnel and ensuring case backlog is triaged for higher priority or repeat complaints.

- 3.9 The provision of extra resources helped to reduce the food hygiene and standards inspections backlog, with 147 inspections completed during Q3 2021/22. There are 926 inspections outstanding, and the project to clear the backlog is on track to be completed by July 2022. Once inspected, the inspection recurrence restarts, subject to Food Standards Agency guidance and risk category.
- 3.10 The service liaised with Building Control and the Saracens Sports club to ensure that the new west stand could be used safely, and operational manuals will be updated with the revised processes for everything which goes on at the ground. Once these are approved by both the club and the council a ground safety certificate will be issued, allowing the council and the club to be more flexible in how the grounds can be used.
- 3.11 Rogue roofers continued to be an issue, with approximately 20 complaints outstanding due to officers being on annual leave and many complainants being unavailable. The service continued to obtain additional information to investigate the complaints.
- 3.12 The service developed proposals to introduce an event app to the Licensing Team (already used by Green Spaces) which will enable the service to have improved visibility and management of events.

Private Sector Housing (Enforcement)

- 3.13 The service continued to address instances of poor standards in the private rented sector, including properties without licenses and those left empty and poorly maintained for long periods of time. Several appeals against notices were heard during the quarter and decisions are subject to tribunals.
- 3.14 The consultation on additional and selective licencing closed in October 2021. All comments were reviewed and considered, and they will inform the preparation of the final schemes for Housing and Growth Committee in February 2022.
- 3.15 The project to assess and address fire safety risks in tower blocks within the private sector continued. Contract arrangements were signed to support the recruitment of a permanent officer to replace interim arrangements. Meanwhile the team continued to investigate and enforce where necessary, including the issuing of notices to the owners of a higher risk site.

Private Sector Housing (Grants)

3.16 The increased cost of materials for housing adaptations, due to international supply and demand issues, informed proposals for the 2022 budget. The service continued to receive positive feedback from residents in relation to their home adaptations.

Local Land Charges

3.17 Now that the Stamp Duty holiday has ended, search volumes in Q3 2021/22 have returned to a similar number as Q3 2019/20.

3.18 The Infrastructure Act 2015 enabled HM Land Registry (HMLR) to take responsibility for local land charges searches normally required in the property buying process. This means a significant proportion of the service's work will be moving to HMLR. In January 2021 they notified the council would be in the 2021-2023 round of data transfers.

3.19 Project management arrangements to support the process were put in place by the service for the anticipated start in October 2021, however the service was notified that the appointment of the relevant HMLR contractor would have to wait until the new year. In the meanwhile, the team are working on the actions required in relation to the 2021 local land charge internal audit findings, on the subject of bringing the councils data (mostly planning service data) up to the standard required for the transfer to HMLR.

Scientific Services & Pest Control

3.20 A report was presented to the Health and Wellbeing Board in December 2021 that included an update on air quality. The report showed that over the 7 year period up to 2020 there had been a reduction in the concentration levels of nitrogen dioxide.

3.21 Volumes of cases returned to the normal seasonal levels for Pest Control, following a significant reduction last year when residents were reluctant to allow access to their properties due to Covid-19.

Pest Control Requests	Oct	Nov	Dec	Total
2019/20	130	127	92	349
2020/21	85	62	80	227
2021/22	106	134	81	321

3.22 There was one high level (scoring 15+) joint risk for Re Environmental Health in Q3 2021/22, which is being managed in accordance with the council's risk management framework.

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

Strategic Planning

3.23 There is one KPI for Strategic Planning which reported no activity for Q3.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Strategic Planning Documents completed and signed off (q)	Bigger is Better	80%	100%	100%	No Activity ¹⁵	Not Comparable	100%

3.24 The last quarter saw significant policy-setting progress with the Local Plan submission to the Planning Inspectorate and progress on the Local Plan Statements of Common Ground with neighbouring authorities, the GLA and statutory bodies. In addition, the Community Infrastructure Levy (CIL) Rate Review examination was held, and the Examiner's report is now awaited.

3.25 Over £10m of CIL and s106 funds were received in Q3 with more than half of this arising from developments at Sainsbury's The Hyde and West Hendon Estate. This income demonstrates the importance of such funding to enable strategic infrastructure investments such as the ¹⁶West Hendon Playing Fields Masterplan, demonstrating how planned growth can unlock investment in local communities.

3.26 There are a number of liability orders CIL enforcement cases originally instructed to be pursued before the Covid-19 pandemic, where such action was paused whilst temporary CIL payment deferral rights came into force. This period ended and such cases were now re-instructed; however, it is noted that the courts have extensive backlogs of cases.

3.27 There were no high level (scoring 15+) joint risks for Re Strategic Planning in Q3 2021/22.

Planning and Building Control

3.28 There are four KPIs for Planning and Building Control. Three KPIs achieved the Q3 target and one KPI did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	92.7%	80%	80%	90.4% (G)	↓ W	93.6%
Application Basket (q)	Bigger is Better	6	6	6	6 (G)	→ S	6
Planning Enforcement Basket (q)	Bigger is Better	0	6	6	0 (R)	→ S	0

¹⁵ No Strategic Documents were due to signed off in Q3 2021/22.

¹⁶ West Hendon Playing Fields Masterplan:

<https://barnet.moderngov.co.uk/documents/s65275/West%20Hendon%20Playing%20Fields%20Outline%20Business%20Case.pdf#:~:text=This%20assessment%20confirmed%20that%20there%20are%20no%20significant,CIL%20monies%20%2F%20external%20funding%20to%20maintain%20viability.>

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.6%	100%	100%	100% (G)	↑	98.5%

- **Planning Enforcement basket (RAG rated RED) 0 against a target of 6.** This KPI consists of a basket of six PIs, of which no PIs achieved the Q3 target. The backlog originating from Covid-19 is ongoing and the impact is expected to continue into Q4 2021/22.

- 3.29 The Planning Team won the RTPI¹⁷ London Excellence Award. The “Chair’s Award for Inclusive Planning” was awarded for the way staff operate as a team and consider diversity as a way to bring in new skills, knowledge and fresh perspectives. It also reflected how, especially through proactive enforcement work, they sought to address the needs of marginalised groups that less often access planning services.
- 3.30 The number of planning applications received in previous quarters was high and this has now stabilised with a similar number of applications determined as received (1639 decisions were issued in the quarter and 1636 applications were received). Barnet determined the most number of prior notification decisions in the country in this quarter (194 applications).
- 3.31 Performance against Development Management indicators increased compared to Q2 with overall planning decision-making performance above 90% (against target of 80%), conditions at 96% up from 67% (against a target of 75%), certificates at 98% up from 89% (against a target of 75%) and tree applications at 99% up from 95% (against a target of 90%).
- 3.32 Barnet served 28 enforcement notices in Q3, the most in England. The Department for Levelling Up, Housing and Communities (DLUHC) figures for the year ending September 2021 showed Barnet was the most active Local Planning Authority in England, with 25% more notices than the next highest authority (163 notices in total).
- 3.33 Planning enforcement investigations remained affected by historic restrictions. The agreed Enforcement Recovery Plan ensures priority around issuing historic notices over KPI performance (proving timely action). Instead, progress is demonstrated by the 449 cases closed during the quarter against the 326 that were opened. At current rates the backlog will be addressed by mid-2022 without impacting on the conduct of new investigations; in part this is being achieved by switching some of the ‘proactive’ resources onto backlog casework.
- 3.34 The number of decisions made by the Planning Inspectorate and the Courts remained very low as a result of pressures on these bodies, which is expected to significantly delay the resolution of enforcement cases and appeals.
- 3.35 The Building Control Service continued to operate well. The service began to plan for future responsibilities that will arise from the Building Safety Act coming into force

¹⁷ [RTPI | Previous Award Winners](#)

in April 2022; there is an expected 12 to 18 month transitional period. The service was informed that secondary legislation and guidance is in development; meanwhile the government confirmed it will make funding available to commence staff training through the Local Authority Building Control (LABC) network.

3.36 There were no high level (scoring 15+) joint risks for Re Planning and Building Control in Q3 2021/22.

Regeneration

3.37 There are three KPIs for Regeneration. Two KPIs achieved the Q3 target and one KPI is monitor only.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q)	Bigger is Better	100%	85%	85%	100% (G)	→ S	100%
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	144%	85%	85%	100% (G)	↓ W	400% ¹⁸
Delivery of affordable housing completions (q) ¹⁹	Bigger is Better	245	366 ²⁰	Monitor	26	↓ W ²¹	49

3.38 All invoices relating to Q2 (for expenditure between July and September 2021) were raised to developers by the end of November 2021. Q3 invoices are on track to be raised within the agreed timescales which is within two months after the end of the quarter.

3.39 One key project milestone was delivered in the quarter (the completion of works to Colindale Park), meeting the agreed target.

3.40 There were 26 affordable housing completions in Q3 across council-led and private housing schemes in the borough. This brought the total number of units delivered during Q1 to Q3 to 212 against a target of 366. In January 2022, a further 17 affordable homes were completed bringing the total up to 229. Housing delivery continues to be impacted by the pandemic; however units not delivered to target this financial year will be delivered in the next financial year.

3.41 At West Hendon, 21 housing units were completed in the quarter, and the last remaining tenant of Marsh Drive was decanted.

¹⁸ Results in 2020/21 has been acknowledged as an exceptional year. The Covid-19 pandemic has impacted on Regeneration projects as milestones were rescheduled to occur later in 2020/21 and into 2021/22.

¹⁹ This indicator is an annual KPI reported quarterly.

²⁰ The original affordable housing completions target for 2021/22 was 493. Two KPI variations reports reducing the target were submitted last year: 1) in July the request was to reduce the target from 493 to 366 which was agreed in January 2022; and 2) in October the request was to reduce the target further to 322, as specific schemes have reported delays. A decision on this is pending.

²¹ Delivery programme changes year-on-year so comparison for information only.

3.42 There were no high level (scoring 15+) joint risks for Re Regeneration in Q3 2021/22.

Highways

3.43 There are 16 KPIs for Highways. 14 KPIs achieved the Q3 target and one KPI did not. One KPI reported no activity.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time (q)	Bigger is Better	New for 21/22 ²²	75%	75%	100% (G)	Not Comparable	New for 21/22
Response to complaints relating to a drainage malfunction and/or flooding event (q)	Bigger is Better	New for 21/22 ²³	80%	80%	100% (G)	Not Comparable	New for 21/22
Response in dealing with Highway Licence applications (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment (q)	Bigger is Better	New for 21/22 ²⁴	100%	100%	98.6% (A)	Not Comparable	New for 21/22
Timely response to Permit requests (LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections (q)	Smaller is Better	0%	15%	15%	6.9% (G)	↓ W	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA) (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

²² The methodology of the indicator was reviewed as part of a review of Highways indicators

²³ The methodology of the indicator was reviewed as part of a review of Highways indicators

²⁴ The methodology of the indicator was reviewed as part of a review of Highways indicators

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA) (q)	Smaller is Better	0	0	0	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals (q)	Smaller is better	No Activity	100%	100%	No Activity ²⁵	Not Comparable	No Activity
Category 1 Defects Rectification Timescales completed on time (q)	Bigger is Better	78.8%	100%	100%	100% (G)	↑ I	88.0%
Category 2 Defects Rectification Timescales completed on time (q)	Bigger is Better	New for 21/22 ²⁶	100%	100%	100% (G)	Not Comparable	New for 21/22
Insurance Investigations completed on time (14 days) (q)	Bigger is Better	98.7%	100%	100%	100% (G)	→ S	100%

- **Timely construction of Vehicle Crossovers following receipt of payment (RAG rated AMBER) 98.6% against a target of 100%.** A single vehicle crossover was not completed within timescales in Q3. This was due to a combination of the final payment being missed while one of the two crossover team staff were absent from work. A review was undertaken to identify process improvements and efficiencies to build additional capacity within the service.

- 3.44 A concern was raised by Capita about a difficulty in recruiting to engineering and specialist services due to a buoyant market. Capita carried out a benchmarking exercise and commissioned recruitment specialists to support hard to appoint roles, with some success in December 2021.
- 3.45 The service continued to embed the Call Off Contract with the TfL North Area Contractor TKJV which commenced on 1 April 2021, with a focus on better reactive and planned maintenance by the contractor that has received positive feedback from Members. TKJV KPI performance showed a positive direction of travel in relation to both reactive and planned maintenance works. A detailed report on TKJV performance for Q3 is included as an appendix to this report.
- 3.46 A joint review of KPIs for Re Highways and TKJV was completed and the implementation of new KPI's commenced from July 2021. This review highlighted the need to update Barnet's Highways Maintenance Inspection Manual. It is planned to take the revised manual to Environment Committee in March 2022.
- 3.47 The revised KPI suite was reviewed at Environment Committee in November 2021 and will be reported to Environment Committee, as well as to this committee.
- 3.48 Aligned to the go-live of the new term maintenance contract, the service worked over a period of time with the previous term maintenance contractor to address the outstanding commercial issues, which are now closed.

²⁵ No vehicle processing appeals took place in Q3 2021/22

²⁶ The methodology of the indicator was reviewed as part of a review of Highways indicators

- 3.49 Due to financial pressures on TfL, the Local Implementation Plan (LIP) funding was only endorsed until 11 December 2021. There has been no further confirmation from TfL that more LIP funding will be allocated to the council until such time that they reach a financial settlement with the government. This impacted the council's delivery of the LIP Programme. Discussions are taking place with chief officers to agree a way forward in order to support the programme and the staff affected.
- 3.50 The service worked on the 2022/23 Network Recovery Plan (NRP) with the focus on an asset management approach. The final NRP programme was approved by Environment Committee on 13 January 2022.
- 3.51 The service supported the development of the Future Highways Strategy beyond September 2023 when the current contractual arrangements come to an end. The initial options assessment was submitted to Environment Committee on 13 January 2022 and subsequently approved by Full Council on 25 January 2022.
- 3.52 There were no high level (scoring 15+) joint risks for Re Highways in Q3 2021/22.

4. BARNET HOMES

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

Overview

- 4.2 Five of the nine KPIs in the Delivery Plan either met or exceeded the target, whilst four did not meet the target.

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

- 4.3 There are three KPIs for quality housing. One KPI achieved the Q3 target and two KPIs did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Number of homes purchased for use as affordable accommodation (c)	Bigger is Better	48	125	85	77 (A)	↑ I	27
Affordable housing delivered on council owned land (TBG schemes) (c)	Bigger is Better	145	61	61	56 (A)	↓ W ²⁷	99
Increase the supply and range of housing available for care leavers for those ready to move into independent living (c)	Bigger is Better	67	56	42	58 (G)	↑ I	36

²⁷ Delivery programme changes year-on-year so comparison for information only.

- **Number of homes purchased for use as affordable accommodation (RAG rated AMBER) – 77 against a Q3 target of 85.** A total of 29 homes were purchased in Q3, taking the total to 77 completions for the financial year which was slightly below target. A number of purchases were scheduled for January 2022, due to the Christmas period, and the total number purchased by the end of January was 97.
- **Affordable housing delivered on council land (RAG rated AMBER) – 56 against a Q3 target of 61.** There were delays in the handover of seven homes due to additional construction work being required at the Mount Parade development in Q3. Partial handover of a further three homes was achieved early in Q4.

4.4 A new acquisitions programme, funded by the Housing Revenue Account (HRA), Right to Buy receipts and Greater London Authority (GLA) grant, was approved by Housing and Growth Committee in November 2021 to deliver a further 120 homes to meet homelessness needs in Barnet. The build contract for Upper and Lower Fosters was signed that will deliver 217 additional affordable homes, including a 75-home extra care scheme. This scheme is part funded by the HRA, GLA grant and SAGE private funding.

Tackling and preventing homelessness and rough sleeping

4.5 There are four Homelessness KPIs. Two KPIs achieved the Q3 target and two KPIs did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	11	10	10	9 (G)	↓ W	7
Number of Homelessness Preventions (q)	Bigger is Better	1264	1350	1010	952 (A)	↑ I	928
Numbers of households in Temporary Accommodation (s)	Smaller is Better	2399	2630	2600	2142 (G)	↑ I	2499
Households placed directly into the private sector by Barnet Homes (s)	Bigger is Better	647	615	456	437 (A)	↓ W	495

- **Number of homelessness preventions (RAG rated AMBER) – 952 against a Q3 target of 1010.** The projected increase in demand, upon which the targets were set, is yet to materialise. The government decision to end the ban on evictions and reintroduce pre Covid-19 legal notice periods for the ending of tenancies is still expected to increase demand through Q4 and into 2022/23. However, with the court system expected to be dealing with backlogs for more than a year, the scale and timing of increased demand remains uncertain and is being monitored.

- **Households placed directly into the private rental sector (RAG rated AMBER) 437 against a Q3 target of 456.** Whilst sourcing private rental sector (PRS) homes remains achievable, the first half of the year saw less than expected demand. There continued to be a higher than usual number of offers declined by clients, which was in part due to a lack of urgency being felt by clients due to the court process for PRS evictions being lengthy. The increased number of households affected by the benefit cap continued to present challenges in relation to sourcing affordable homes both in the borough and in surrounding boroughs.

4.6 The overall number of households in temporary accommodation (TA) reduced by a further 61 households since Q2. At 2142 households in TA for Q3, this represented the lowest level in TA for over a decade and is testament to the effectiveness of the multifaceted approach being taken to tackle the situation through the Homelessness and Rough Sleeping Strategy.

4.7 However, there was an expectation that homelessness demand from families in the private rented sector would increase significantly throughout the year due to the government decision to end the ban on evictions and reintroduce pre Covid-19 legal notice periods for the ending of tenancies. Whilst this demand has yet to fully materialise, in part due to the delays in the judiciary system, it is still expected that demand will increase in Q4 and more so into next financial year.

4.8 The targets set for homelessness preventions and private rented sector procurement were based on the expected increase in demand as outlined above and therefore without this, there have been reduced opportunities to achieve targets in these areas as they both contribute to reducing the number of households in TA. As above, it is expected that demand will increase in future and the service continues to monitor this closely.

4.9 Rough sleeping numbers reduced from 15 in Q2 to 9 in Q3 com.

4.10 The Homelessness Prevention Insight Project continued in Q3, building an enhanced understanding of homelessness prevention in Barnet through an investigatory piece of research to understand current operations, map customer journeys and identify potential options for intervening earlier across the council to prevent homelessness.

Safe and secure homes

4.11 There are two Safe and Secure KPIs. Both KPIs achieved the Q3 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q3 21/22			Q3 20/21
				Target	Result	DOT	Result
Percentage of scheduled fire risk assessment completed (c)	Bigger is Better	91%	100%	100%	100% (G)	↑ I	91.0%
Percentage of priority 0 and 1 fire safety actions completed on time (c)	Bigger is Better	99.9%	92.5%	92.5%	96.1% (G)	↓ W	99.8%

4.12 The completion of Fire Risk Assessments (FRAs) at council housing blocks within the specified target timescale remained strong in Q3 as it has throughout the year,

and this is expected to continue in Q4. Similarly, the completion of high priority actions resulting from FRAs within target timescales continued to be above the 92.5% target.

- 4.13 Fire Risk Assessments and resultant actions continued to be monitored closely to ensure timescales were met, including for the ordering of relevant building components as early as possible. Good progress continued to be made with the delivery of the fire safety investment programme to high priority homes.
- 4.14 There were two high level (scoring 15+) joint risks for Barnet Homes in Q3 2021/22, which are being managed in accordance with the council's risk management framework.
- **Increased demand for temporary accommodation (residual score 16).** Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to an increased demand for expensive temporary accommodation resulting in increased budget pressures in the General Fund. Barnet Homes have various governance processes in place to manage and monitor demand and actions to acquire and build homes.
 - **Health and safety and compliance issues (residual score 15).** Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in death to residents, staff and public, legal challenges and financial costs. Policies and procedures are in place including health and safety management, fire risk assessments as well as actions to install sprinkler systems and carry out regular compliance checks.

5. LEGAL SERVICES

- 5.1 During Q3 legal staff continued to work mainly remotely but went into the office for supervision and team meetings. They continued to visit client offices and courts and tribunals when required.
- 5.2 Training was provided on request by the service leads or was offered if HBPL saw that there was a training need that would assist the service. The following training was provided in Q3:
- Legal process and court training for Assessed and Supported Year in Employment (ASYE) social workers (in person)
 - Court Skills Training: Giving evidence – social work teams (in person)
- 5.3 The information law and planning teams worked on challenges associated with projects, including judicial review, appeals against the Information Commissioner to the Tribunal and other property matters. The planning team completed 15 agreements and the contracts team completed 10 contracts.
- 5.4 The Property Team worked on many matters including:
- The completion of the transfer (Phase 4a) of the next phase of the West Hendon Regeneration Scheme to Barratts on the 15 September 2021.

- Obtaining approval following the successful submission of a s19(2) appropriation application to the Secretary of State on the Brent Cross Regeneration Scheme on 3 November 2021.
- Completion of crucial licence to enable the redevelopment of the stadium to allow for the installation of a water pipe at Saracens Cophall. This was concluded quickly, with instructions being received on 20 December 2021 and concluded on 7 January 2022.
- Ongoing property support in connection with bringing forward six sites within the council's Development Pipeline 2. They completed 92 property documents.

5.5 The Criminal Litigation team worked on many matters including:

- Successful prosecutions for blue badge misuse, planning enforcement cases, fly-tipping, HMO licensing breaches and unlicensed street trading.
- Continued to provide advice and support to officers in relation to their enforcement functions including ongoing investigations such as social housing fraud.
- A successful prosecution for non-compliance with a planning enforcement notice issued by the council which resulted in a confiscation sum of £0.499m being awarded to the council. This was the result of seven years close working with officers in Planning Enforcement, Private Sector Housing, Corporate Anti-Fraud Team and HBPL.
- Advised on the Vehicle Washing Contract and various options regarding a contract and negotiating early termination.

Children Social Care

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

Adult Social Care

5.7 The council successfully defended an application for permission to bring a Judicial Review.

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

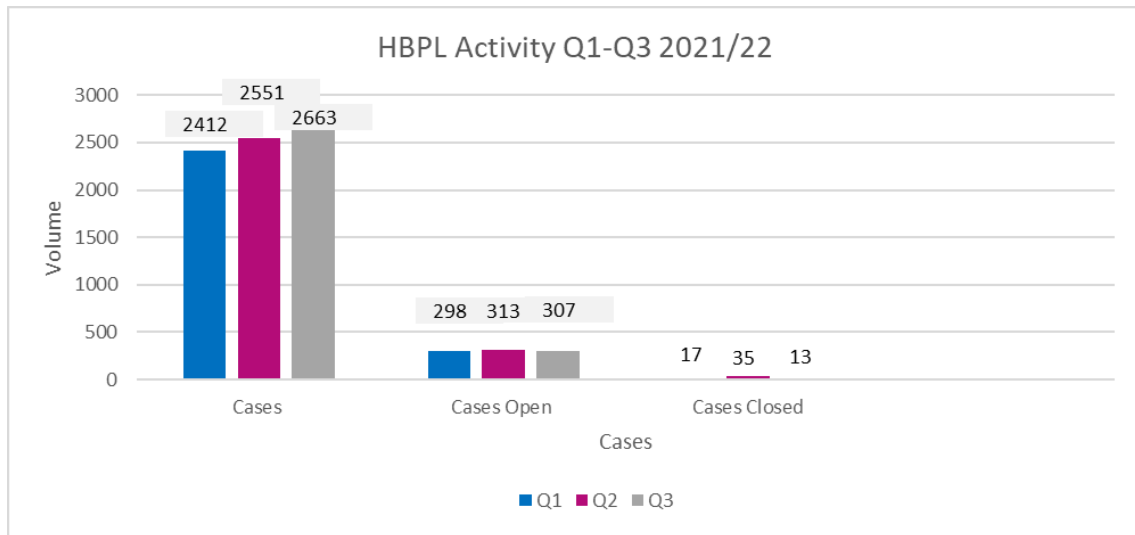
5.9 The service was successful in several tribunal matters.

Cases Hours and Disbursement²⁸ Data

Activity by Cases

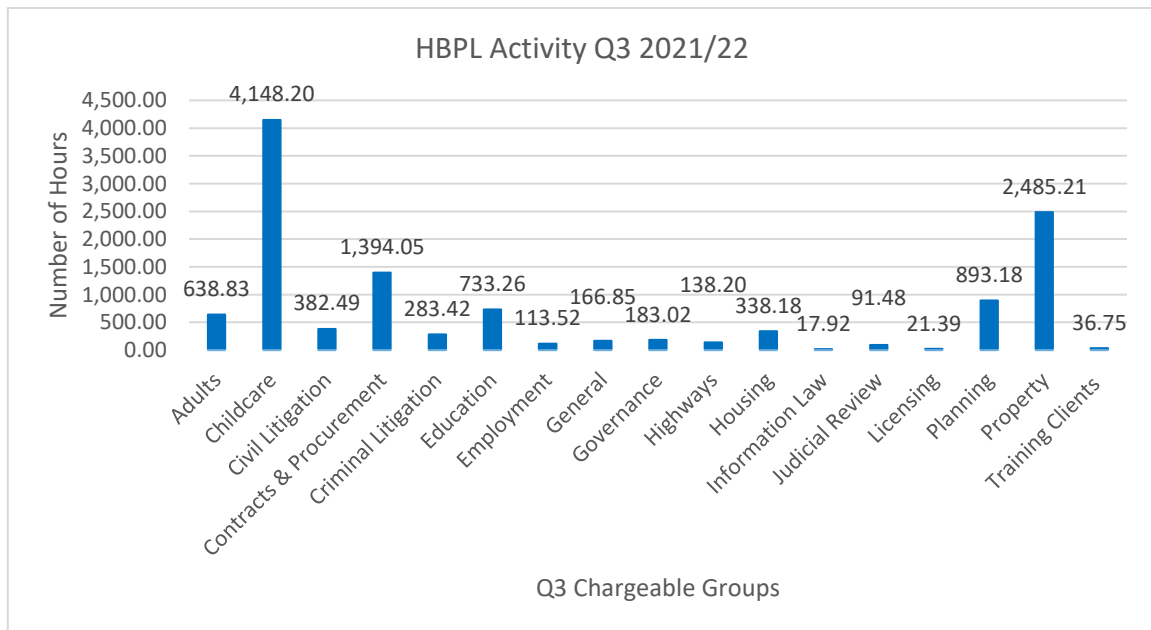
5.10 In Q3, Legal Services worked on 2,663 cases, 307 new cases were opened, and 13 cases were closed.

²⁸ Disbursement costs include barristers and solicitor charges only



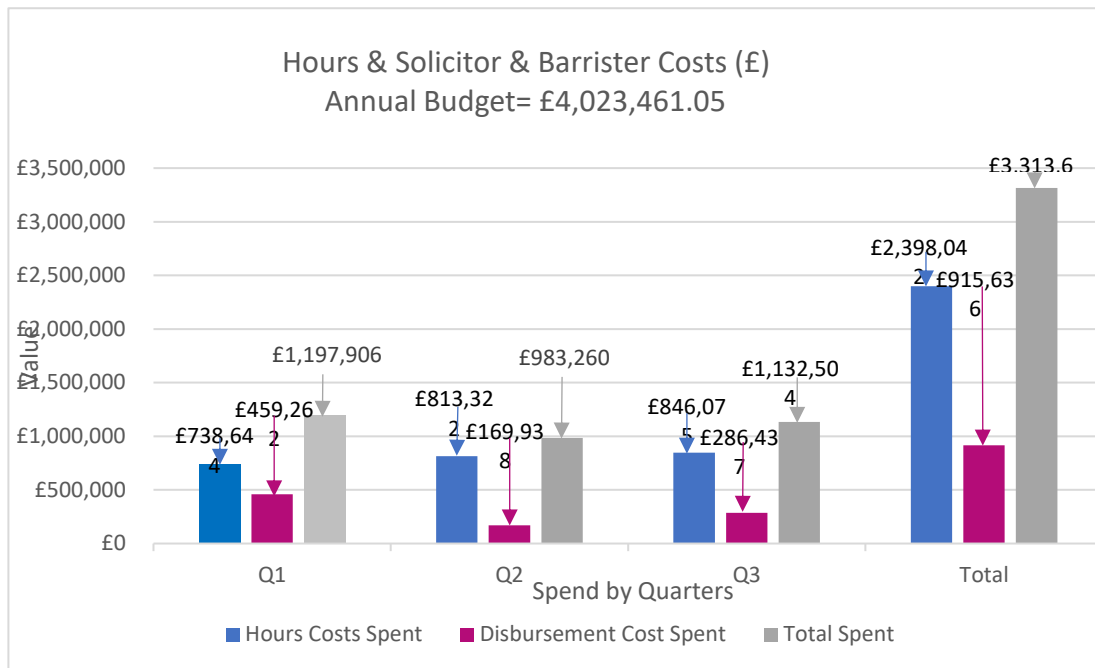
Chargeable hours recorded by work group

5.11 Children’s services had the highest number of chargeable hours at 4,148 costing £0.291m. Property services were the second highest area with 2,485 hours totalling £0.174m.



Total hours and disbursements

5.12 In Q3 there were 12,066 chargeable hours at a cost of £0.846m and disbursements costs at £0.286m.



- 5.13 Legal spend in Q1 was £0.739m in hours and £0.459m in disbursements, totalling £1.198m which represents 29.77% of the total budget.
- 5.14 Legal spend in Q2 was £0.813m in hours and £0.170m in disbursements totalling £0.983m which represented 24.44% of the total budget.
- 5.15 Legal spend in Q3 was £0.846m in hours and £0.286m in disbursements totalling £1.133m which represented 28.15% of the total budget.
- 5.16 The cumulative legal spend at the end of Q3 was £2.398m in hours and £0.916m in disbursements totalling £3.314m which represented 82.36% of the budget. Legal budgets are devolved to services and any potential overspends are managed as part of the overall budget monitoring and reporting process.

6 REASONS FOR RECOMMENDATIONS

6.1 This report provides an overview of Quarter 3 (Q3) 2021/22 performance of the council's contracted services delivered by the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), Barnet Homes (The Barnet Group) (TBG) and HB Public Law.

7 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

7.1 None.

8 POST DECISION IMPLEMENTATION

8.1 None.

9 IMPLICATIONS OF DECISION

10. Corporate Performance

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

10.2 Relevant council strategies and policies include the following:

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

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

11.1 The CSG Core Fee is £20.467m for 2021/22. There are additional elements including indexation, Pensions deficit and prepayments, with a total CSG management fee budget of £29.317m.

11.2 The Re contract Core Fee is £15.517m for 2021/22. Other elements including indexation and Pensions costs less recharges, result in an overall service budget of £17.779m.

11.3 Special Project Requests (SPIRs) are made by services outside the contract budgets. These require additional finance and commercial approval. The activities are recharged out to client services, so have a net nil effect on the CSG management Fee budget.

11.4 The Barnet Homes Management Agreements cover fee and repairs, provision of running, maintain and managing the Dwelling stock. The Housing Revenue Account (HRA) Core Fee is £18.550m in 2020/21, with an additional repairs contract fee of £8.724m.

- 11.5 The agreement fee for Housing Options (Housing General Fund) is £3.401m in 2020/21.
- 11.6 Expenditure incurred outside of the Barnet Homes Management Agreement is agreed through Change Notices, by Council Finance and Commercial colleagues with Barnet Homes.
- 11.7 Change Notices and SPIR costs are financed through budget underspends or additional grants or loans outside of the above contract and management agreements.

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; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee; or Housing and Growth 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 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/s60884/17FinancialRegulations.doc.pdf>

14. Risk Management

14.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15+) joint risks with strategic partners are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

15. Equalities and Diversity

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

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

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

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

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

This is also what we expect of our partners.

15.4 This is set out in the council's Equalities Policy, which can be found on the website at:

<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

16. Corporate Parenting

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

17. Consultation and Engagement

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

18. Insight

- 18.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 3 (Q3) 2021/22. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group and HB Public Law.

19. Environmental Impact

- 19.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

20. BACKGROUND PAPERS

- 20.1 None.