



Policy and Resources Committee

8th June 2022

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Report of	Chair of the Policy and Resources Committee
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Officer Contact Details	Tim Campbell, Head of Commercial Management tim.campbell@barnet.gov.uk Alaine Clarke, Head of Programmes, Performance & Risk alaine.clarke@barnet.gov.uk

Summary

This report provides an overview of Quarter 4 (Q4) 2021/22 performance, together with a review of annual 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 has gone 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 4 (Q4) 2021/22 and End of Year (EOY) performance for the Customer and Support Group (CSG) (Capita); Regional Enterprise (Re) (Capita); Barnet Homes (TBG) (The Barnet Group); and HB Public Law (HBPL).

1. PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of performance for the Council’s contracted services for Quarter 4 (Q4) 2021/22 and highlights for the financial year 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, which is reported separately to this Committee by the Chief Finance Officer.

Overview

- 1.3 The main focus for 2021/22 was on getting services back to normal following the Covid-19 pandemic. Some Re services continued to deal with backlogs as a result of previous 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; the exception was Revenues and Benefits who continued to deal with increased demand due to the pandemic and emerging cost of living crisis.
- 1.4 Despite these challenges, overall performance continued to go well with 68 of the 93 KPIs reported achieving their target for EOY. 21 KPIs failed to meet their target, of which 12 were directly impacted by Covid-19. Four KPIs reported no activity¹.
- 1.5 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 ² Description	EOY Result	DOT
CSG – Revenues and Benefits	Speed of processing new claims - days (q)	24.8 (R)	↓ W
CSG – Revenues and Benefits	Speed of processing changes – days (q)	7.9 (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections - Target A (q)	43.4% (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections - Target B (q)	21.7% (R)	↓ W

¹ No activity refers to where there have been no service requests to fulfil and/or process.

² 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 ² Description	EOY Result	DOT
Re – Environmental Health	Conducting Food Hygiene Inspections - Target C (q)	37.7% (R)	↑ I
Re – Environmental Health	Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	99.2% (A)	↓ W
Re – Environmental Health	Food Standards Inspections (unrated premises) Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection (q)	96.5% (A)	↑ I
Re – Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs)	65.3% (A)	↓ W
Re – Environmental Health	Number of empty properties brought back into residential use (q)	57 (R)	↓ W
Re – Environmental Health	Number of private tenanted properties with category 1 hazards (q)	183 (A)	↓ W
Re – Environmental Health	Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	91.3% (A)	↓ W
Re – Planning and Building Control	Planning Enforcement Basket	0 (R)	→ S
Re – Planning and Building Control	Number of decisions within statutory timescales – Meet building regulation statutory timescales (a)	99.6 (A)	→ S
Re – Highways	Timely construction of Vehicle Crossovers following receipt of payment (q)	99.3% (A)	Not Comparable
Re – Highways	Insurance Investigations completed on time (14 days) (q)	99.2% (A)	↑ I
TBG – Ensuring Decent quality housing	Number of homes purchased for use as affordable accommodation (q)	113 (A)	↑ I
TBG – Ensuring Decent quality housing	Affordable housing delivered on Council owned land (TBG schemes) (q)	59 (A)	↓ W
TBG - Tackling homelessness	Rough sleeper counts every other month (s)	11 (A)	→ S
TBG - Tackling homelessness	Number of Homelessness Preventions (c)	1293 (A)	↑ I
TBG - Tackling homelessness	Households placed directly into the private sector by Barnet Homes (c)	551 (R)	↓ W

Service	Indicator ² Description	EOY Result	DOT
TBG – Safe and secure homes	Percentage of scheduled fire risk assessment completed (c)	99.4% (A)	↑

Service Highlights for Q4

1.6 Q4 covers the period from 1 January to 31 March 2022.

1.7 Q4 service highlights for CSG included:

- CSG IT completed the upgrade to the latest version of Microsoft Office, a major version upgrade of MS Office 2021, which included performance improvements and security updates as well as new features such as allowing users to initiate further updates at a time that suits them.
- CSG Customer Services achieved wait times of just under one minute compared to two minutes in Q3, despite this being one of the busiest times of the year.
- CSG Property Services completed transactions that resulted in further exceeding the medium-term financial strategy (MTFS) property targets for both the Commercial Estates and Greenspaces budgets for the financial year.

1.8 Q4 service highlights for Re included:

- The new Highways Term Maintenance Contract with TarmacKier Joint Venture (TKJV) commenced on the 1 April 2021. This helped secure performance improvements, most notably in defect rectification and response to flooding compared to the previous year.
- For the first time ever, the service completed the 2021/22 Network Recovery Plan (NRP) footway and carriageway programme within year which enabled them to bring forward the 2022/23 programme, with delivery of the extended NRP and Community Infrastructure Levy (CIL) programmes and footway patchway schemes commencing mid March 2022.

1.9 Q4 service highlights for Barnet Homes included:

- The overall number of households in temporary accommodation reduced by a further 27 households since Q3, bringing the total reduction for the year to 284. This number of households in temporary accommodation was 2,115 at the end of March 2022, which remains the lowest number seen for over a decade.

2. CSG SERVICES

Overview

2.1 The Q4 period saw CSG continue to deliver services through mainly home-based working whilst maintaining good performance across most KPIs.

- 2.2 26 KPIs were reported at EOY with 24 achieving target, including the cross-cutting KPI on Compliance with Authority Policy³. 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	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass (G)	Pass (G)	→ S	Pass

Finance

- 2.3 There are three KPIs for Finance. All three KPIs achieved the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	98%	99.5 (G)	99.4% (G)	↓ W	99.6%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	90%	99.1% (G)	98.1% (G)	↑ I	97.1%
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%

- 2.4 In Q4, the Accounts Payable (AP) team supported the Council in processing 676 Test and Trace payments totalling £338k and 1,455 Omicron / Covid grants totalling £5.4m through Q4.
- 2.5 The AP Team also worked on Aged Creditor Balances from 2018 and earlier, totalling £4.9m across 1,939 invoices. The team contacted suppliers to confirm balances and as at the end of March 2022 have successfully cleared £4.5m from the ledger.
- 2.6 Over the course of the year, 9,592 Covid-19 related grant payments were processed and paid, totalling £31,454,474. The team also worked with the Council to facilitate payment of the £150 Energy Payments in April 2022.
- 2.7 Overall KPIs for the Central Support Team (Integra system) were met and there were no major incidents resulting in system failure or downtime. Service support improved over recent months with the re-introduction of the monthly Service Review, Integra User Group and Development Meetings that created the space for ongoing dialogue to seek feedback and improvement. Weekly and monthly reporting driven from

³ This KPI measures compliance with the Authority's Customer Service Standard and Complaints Policy.

Service Now has been introduced, which allows the team to analyse the calls and spot trends and issues that need discussion.

- 2.8 Improvements to the functionality of Integra were progressed throughout the year. These included for example, several audit recommendations for a new sales ledger approval hierarchy and additional functionality for P-card transaction approvals. A new e-form for General Ledger code combinations has also been implemented, resulting in better controls and self-service.
- 2.9 The project to implement the new Kofax scanning solution was successfully implemented, with go live 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.
- 2.10 There were no high level (scoring 15+) joint risks for CSG Finance in Q4 2021/22.

Customer Services

- 2.11 There are four KPIs for Customer Services. All four KPIs achieved the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	89%	93.8% (G)	92.7% (G)	↑ I	91.5%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	55%	68% (G)	65.5% (G)	↑ I	59.1%
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	94%	100% (G)	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	50%	70.3% (G)	70.8% (G)	↑ I	67.4%

- 2.12 Performance for both Q4 and the year as a whole was very good with all KPIs and PIs achieved throughout the year.
- 2.13 Staffing levels were increased from March 2021 to provide additional support as demand increased linked to Covid-19, particularly with Council Tax and Benefits. The team were able to reduce the average wait time from just over 5 minutes in Q2 to just under 1 minute in Q4.
- 2.14 This year the majority of customers chose to use the website to resolve their queries rather than call. Over the year just under 71% of customers chose this channel, against a target of 50% and up from last year's result of 67.4%.

- 2.15 Customer Services continued to meet regularly with all services to review processes and improve the customer journey. Multiple changes were made to the phone system to make it easier for customers to get through to the team they needed. This included reducing the initial message length and rewording the options to make them clearer. These changes were made in response to feedback and complaints received from customers when using the menu system to ensure continuous improvement and learning.
- 2.16 In the first part of the year, the team built closer links with BOOST and other organisations to understand the service to better signpost customers, utilise training material and upskill staff. One member of the team joined the digital ambassador programme which is a borough-wide project to co-ordinate digital inclusion covering both Council activities and volunteering networks. The team continue to build on these links to strengthen the Customer Advocacy and Digital Inclusion offering.
- 2.17 There were no high level (scoring 15+) joint risks for CSG Customer Service in Q4 2021/22.

Information Systems

- 2.18 There are two KPIs for Information Systems. Both KPIs achieved the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Incident resolution (q)	Bigger is Better	91%	95.7% (G)	93.9% (G)	↑ I	92.2%
Critical system availability (q)	Bigger is Better	99.5%	99.8% (G)	99.9% (G)	→ S	99.9%

- 2.19 In Q4, CSG IT continued to engage with national and regional bodies to monitor the threat of cyber-attacks affecting all public bodies. Following advice from the National Cyber Security Centre (NCSC) the service continued to monitor threat levels and 'Geo block' countries to ensure the IT infrastructure remained protected against cyber-attacks that may originate from higher risk countries.
- 2.20 In Q4, CSG IT completed the upgrade to the latest version of Microsoft (MS) Office, a major version upgrade of MS Office 2021. The latest version comes with performance improvements and security updates as well as new features such as allowing users to initiate further updates at a time that suits them.
- 2.21 Over the course of the year, several significant improvements and updates were made to Information Systems, such as the migration of all users from Microsoft Skype to Microsoft Teams, with Teams becoming the default soft phone solution for staff, and simplifying the method of authentication required when users connect to the Barnet network remotely: staff now simply get a text message/phone call or ask to authenticate on the Authenticator app depending on their usual preference.

- 2.22 There were also improvements to the IT Self Service Portal, including the introduction of a Virtual Agent (online Chat Bot) which allows staff to chat instantly, 24 hours a day, seven days a week with a virtual agent to ask questions, get updates on calls they have raised and raise requests and incidents. These improvements, alongside a robust laptop refresh programme, saw a continual drop in the number of incidents being raised: 596 incidents were logged in March 2022 compared to 880 in March 2021 and the key performance indicator was met at 95% or above each month.
- 2.23 CSG IT deployed the new “BarnetWork Intranet” which is hosted on SharePoint. The new site went live at the beginning of July 2021 and provides a modern, seamless, and integrated intranet experience for colleagues across the Council.
- 2.24 CSG IT have facilitated the secure cleansing and repurposing of over 400 staff laptops, so they can be redistributed to community groups to support residents getting online. This is part of a wider range of initiatives, ranging from help with digital skills, devices, and data that residents can access.
- 2.25 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 the information systems and this continues to be monitored. CSG IT continue to engage with national and regional bodies to monitor the threat of cyber-attacks affecting all public bodies. Following advice from the National Cyber Security Centre (NCSC) threat levels continue to be monitored and ‘Geo block’ countries to ensure the IT infrastructure remains protected against cyber-attacks that may originate from higher risk countries.
- 2.26 There was one high level (scoring 15+) joint risk for CSG IT in Q4 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

- 2.27 There are four KPIs for Procurement. All four KPIs achieved the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Cumulative apprenticeships (c)	Bigger is Better	70	101 (G)	101 (G)	→ S	101

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Cumulative work experience (c)	Bigger is Better	433	473 (G)	473 (G)	→ S	473

- 2.28 In Q4, the high level of procurement activity remained challenging, with a significant increase compared to the baseline. 11 additional contracting requirements were completed to the end of Q4, at additional cost to the Council.
- 2.29 During Q4, 28 procurements were in the process of being delivered and nine were delivered by STA (Single Tender Action). This was 1% of £74m total contract value.
- 2.30 Audit commitments were signed off and implemented and the service continues to report monthly progress on compliance. Should any non-compliance be discovered, further investigation is initiated with appropriate remedy actions taken. The end result is a more accurate and up-to-date contracts register.
- 2.31 CSG Procurement initiated the Annual Procurement forward plan process earlier than previous years, taking on board key learnings to ensure that, as far as possible, an accurate picture of the budgetary requirements was captured for each of the service areas. The annual procurement forward plan was agreed by Policy and Resources Committee in December 2021 which aligns the budget to the required procurements by service areas in 2022/23.
- 2.32 The volume of procurement activity proved challenging through 2021/22 with a significant increase on the anticipated level. Additional resources were agreed with the CSG team to ensure obligations were delivered in line with the workplan. Whilst contracting requirements remained high, there was a significant reduction in the number of suppliers challenging awards. No challenges were received during Q4 which is lower than the average of 1 or 2 per quarter.
- 2.33 A Delegated Powers Report was authorised and the Council served notice for the return of the Procurement Service in October 2022. This will help the Council in driving key policy objectives, over and above ensuring compliance with procurement rules. This reflects the strategic importance of the service in supporting the focus on sustainability and social value. CSG is working closely with the Council to ensure a smooth handover.
- 2.34 There were no high level (scoring 15+) joint risks for CSG Procurement in Q4 2021/22.

Revenues and Benefits

- 2.35 There are three KPIs for Revenues and Benefits. One KPI achieved the Q4 and EOY target, one KPI achieved the Q4 target but not the EOY target and one KPI did not achieve the Q4 nor EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95%	97.2% (G)	98.1% (G)	↑ I	97.8%
Speed of processing new claims – days (q)	Smaller is Better	22	22.4 (A)	24.8 (R)	↓ W	20
Speed of processing changes – days (q)	Smaller is Better	6	5.8 (G)	7.9 (R)	↓ W	5

- **Speed of processing new claims - days (RAG rated RED) – 24.8 against a EOY target of 22.**
- **Speed of Processing changes - days (RAG rated RED) –7.9 against a EOY target of 6.** It was agreed between the Council and CSG to concentrate on clearing old cases which continued in Q4 which resulted in the speed of processing new claims and changes not achieving the EOY target.

- 2.36 The introduction of the Omicron Hospitality, Leisure and Accommodation grant (OHLG) and Omicron Additional Restriction Grants (ARG) on 21 December 2021 meant resource was moved away from business as usual and into management of the schemes in Q4. The ARG scheme had a total funding level of £2,585,744 and had to be administered on a completed application first come first serve basis until the funding was exhausted. A final payment of £3,364 which exhausted the total funding was made on 31 March 2022.
- 2.37 Virtual court hearings remained four-weekly with 2,320 summonses issued in Q4.
- 2.38 The Council Tax 4-year collection target of 98.5% was achieved for the year at 98.77%.
- 2.39 Direct Debit take up was 70.43% against a target of 65% for Council Tax and 22.84% for Business Rates. E-Billing went live in February 2021 with under 3% of customers signed up, this increased to over 10% of customers signed up at the end of Q4 2021/22.
- 2.40 The team were impacted in the first half of the year with resources needing to prioritise the processing of claims for business support grants in Q1 and Q2. Towards the end of Q2, focus moved to business as usual to reduce the outstanding post that built up whilst managing the administration of these grants and by the end of Q3, correspondence was managed within 28 days of receipt.
- 2.41 The Test and Trace Self Isolation payments scheme (which 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) was extended again by the government until 31 March 2022. The service assessed entitlement and processed applications for 2,283 Test and Trace Self Isolation Support Payments totalling £1,141,500 and 7,309 Business Grant payments totalling £30,312,974.40.

2.42 There were no high level (scoring 15+) joint risks for CSG Revenues and Benefits in Q4 2021/22.

Human Resources

2.43 There are four KPIs for Human Resources. All four KPIs achieved the EOY target; two KPIs achieved the Q4 target while the remaining two were closed in Q4 due to the insourcing of the recruitment function.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	100%	N/A ⁴	100% ⁵ (G)	→ S	100%
Pre-Employment vetting (q)	Bigger is Better	99%	N/A ⁶	100% ⁷ (G)	↑ I	99.2%
Payroll Accuracy – error rates and correct date (q)	Smaller is Better	0.1%	0.03% (G)	0.02% (G)	↑ I	0.03%
DBS verification audits (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%

2.44 Vacancy Filler and Recruitment services were successfully handed back to Council management on 24 January 2022.

2.45 CSG continued to support the SLAM process (Starters, Leavers and Movers) managed by the Council through data and process review workshops. CSG continued to monitor an issue that was raised in Q3 relating to a small number of new starter forms that had not made it through to the team in Belfast for inputting. This was traced to some managers not using the revised forms at a time when the Council were transferring from an old to new process under the SLAM project. There continue to be no issues found and the problem has been resolved.

2.46 CSG worked with the Council to ensure that management information reporting is fit for purpose, especially in key areas such as absence reporting and establishment management. A revised reporting dashboard was developed for use in 2022/23.

2.47 Payroll successfully carried out a number of significant activities including payroll for the May 2022 Elections, revised overtime calculations for Street Scene staff following negotiations between the Council and Trade Unions, and the Annual Pay Award applied to 2,508 records.

2.48 There were no high level (scoring 15+) joint risks for CSG HR in Q4 2021/22.

⁴ The indicator was closed in Q4 following the insourcing of recruitment functions.

⁵ The data cover from April to December when the service was provided by CSG HR.

⁶ The indicator was closed in Q4 following the insourcing of recruitment functions.

⁷ The data cover from April to December when the service was provided by CSG HR.

Estates

2.49 There are five KPIs for Estates. One KPI achieved both the Q4 and EOY target; the remaining four were reported at EOY only and all achieved the EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Lease Renewals	Bigger is Better	100%	100% (G)	100% (G)	↑ I	99.7%
Planned Maintenance (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Statutory Compliance with Civic Estates - Planned Inspections (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Statutory Compliance of Transferred Responsibility (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%
Facilities Management Incident Resolution (a)	Bigger is Better	100%	Reported at EOY	100% (G)	→ S	100%

Building Services

2.50 In Q4, the Building Surveying team continued to deliver the schools modernisation programme, despite some delays around planning applications. The team completed the majority of the school's modernisation programme delivering in excess of £3m worth of school adaptations and improvement.

2.51 In Q4, the procurement for Term Contractors framework was launched.

2.52 The Schools Traded service offering progressed well with 24 schools signed up and the income target for the Council being exceeded.

2.53 The team completed the annual work plan within budget.

Property Services

2.54 CSG Property Services completed transactions that have resulted in further exceeding the medium-term financial strategy (MTFS) property targets for both the Commercial Estates and Greenspaces budgets for the financial year.

2.55 Estates as a whole worked to ensure closing out of the year end accounts; this work was completed by the end of April 2022 in line with the agreed deadline.

2.56 CSG Property Services delivered both the commercial and residential elements of the annual asset valuation exercise. This was achieved without recruiting additional resources or disrupting the delivery of the Annual Work Plan caseload.

- 2.57 During Q1, the pandemic continued to disrupt activities and some of the CSG teams were forced to isolate. This affected CSG's ability to engage with tenants and contractors, to agree terms for new leases and rent reviews and created challenges to meeting Work Plan deadlines for such transactions. However, although there was some disruption, medium-term financial strategy (MTFS) performance targets were still achieved and full service resumed from Q2. New lettings, lease renewals and rent reviews were agreed or completed at a total rent of £400,000 per annum, with further lettings agreed that will result in a further £111,000 per annum.
- 2.58 The service supported the Hendon Hub project, through securing vacant possession of key properties.

Facilities Management

- 2.59 The Facilities Management (FM) team were heavily involved in the reconfiguration of the Colindale office during 2021/22 and continued to support in the reoccupation of the office in Q4 as part of the Future of Work programme.
- 2.60 A full and compliant tender was completed for Security Services in October 2021 as part of the Security Tender and ITT ESPO Framework. FM accommodated site visits to Colindale, Hendon Town Hall and Oakleigh Depot as part of the process.
- 2.61 The team continued to respond to major incidents during the year, including reinstating the fire alarm system at Hendon Town Hall at the start of October 2021 following the system being affected by a lightning strike. FM completed 'Fire Watch' patrols during the time that the alarm was down which ensured no impact to business-as-usual activity. FM were informed of a flood at Colindale one evening outside of business hours. They also took quick action with some support from the Security Officers, Cleaning Contractor and Building Services to deal with a flood at Colindale outside of business hours. The team ensured that the leak was quickly addressed and works to reinstate the power were completed.

Print and Mail

- 2.62 In Q3, a new Royal Mail contract was agreed. As this is the same supplier, processes did 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.
- 2.63 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.
- 2.64 There were no high level (scoring 15+) joint risks for CSG Estates in Q4 2021/22.

3. RE SERVICES

- 3.1 58 KPIs were reported at EOY. 41 achieved the EOY target whilst 13 KPIs did not meet the EOY target and four KPIs reported no activity.

Corporate

- 3.2 There is one cross cutting KPI which achieved both the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) ⁸	Smaller is better	30	7 (G)	7 (G)	↑ I	17

Hendon Cemetery & Crematorium

3.3 There are two KPIs for Hendon Cemetery & Crematorium which achieved both the Q4 and EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Maintain Charter for the Bereaved status for Burial & Cremation (a)	N/A	Pass	Pass (G)	Pass (G)	→ S	Pass

3.4 In Q4, the service returned to normal levels following the peaks of the pandemic and there was no impact on service demand from the Omicron variant. A number of staff contracted Covid-19 after Christmas, but this did not have any major impact on service delivery.

3.5 The service carried out customer service improvements including the introduction of double yellow lines on the main drive to restrict parking. This significantly improved access and egress to and from the site and also improved traffic flow around the site.

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 Refurbishments to Cremator 1 were completed as part of the lifecycle maintenance programme and to ensure full operations can be delivered.

3.8 The Milesplit Hill Cemetery Project concluded which involved the transition from emergency access into a permanent delivery programme, with circa 1000 burial plots now available. The site is managed as a satellite location to operations currently undertaken at Hendon Cemetery and Crematorium.

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 LAGAN System in any given quarter:

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

- 3.9 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.
- 3.10 There were no high level (scoring 15+) risks on the risk register for Re Cemetery and Crematorium in Q3 2021/22.

Environmental Health

- 3.11 There are 28 KPIs for Environmental Health. 13 KPIs met the Q4 and EOY targets, three annual KPIs met the EOY target and two KPIs reported as having no activity at EOY. One KPI reported no activity in Q4 and met the EOY target. Eight KPIs did not meet the EOY targets and one KPI met the Q4 target but did not meet the EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	100%	72.7% (R)	43.4% (R)	↓ W	44.7%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	85%	17.8% (R)	21.7% (R)	↓ W	40.5%
Conducting Food Hygiene Inspections - Target C Number of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date (q)	Bigger is Better	90%	46.7% (R)	37.7% (R)	↑ I	22.3%
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	100%	100% (G)	99.2% (A)	↓ W	106%
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%	90.1% (A)	96.5% (A)	↑ I	88.6%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	90%	100% (G)	98.1% (G)	↑ I	56.1%

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	Bigger is Better	72%	66.2% (A)	65.3% (A)	↓ W	68.9%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	100%	No Activity	No Activity	Not Comparable	0% ⁹
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	75%	No Activity	100% (G)	Not Comparable	No Activity
Number of empty properties brought back into residential use (q)	Bigger is Better	125	57	57 (R)	↓ W	130
Number of private tenanted properties with category 1 hazards (q)	Bigger is Better	200	77	183 (A)	↓ W	243
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	133% (G)	118.7% (G)	↑ I	100%
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Business license applications processed in a timely manner (q)	Bigger is Better	95%	97.9% (G)	99.2% (G)	↓ W	100%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£9,500	£8,779 (G)	£8,995 (G)	↓ W	£5,612
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	95%	91.1% (A)	91.3% (A)	↓ W	96.4%

⁹ Only one inspection was due to take place in 2020/21

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	100%	170.6% (G)	158.0% (G)	↑ I	100%
Average time taken to process requests for full official searches (online and post in Land Charges (q)	Smaller is Better	3	2.5 (G)	2.7 (G)	↓ W	2.4
Effectiveness of Trading Standards department interventions undertaken within a 12-month period (bi)	Smaller is Better	10%	1.8% (G)	2% (G)	↑ I	5.8%
Effectiveness of Licensing department interventions undertaken within a six-month period (bi)	Smaller is Better	5%	0% (G)	0.3% (G)	↑ I	2.1%
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	90%	98.3% (G)	96.0% (G)	↑ I	94.1%
Completion of projects to assist in meeting the key priorities of the Joint Strategic Needs Assessment priorities (a)	Bigger is Better	100%	Reported at EOY	No Activity ¹⁰	Not Comparable	No Activity ¹¹
Service plans, Sampling and Intervention programmes detailed in Schedule 4 to be submitted to the Authority for approval by 1st week of March each year. (a)	Bigger is Better	100%	Reported at EOY	100% (G)	Not Comparable	No Activity ¹²
Increasing number of HMOs licensed under the mandatory scheme (a)	Bigger is Better	500	Reported at EOY	707 (G)	↑ I	656
Increase in the number of accredited landlords in Barnet (accredited either through the London scheme or a local scheme)	Bigger is Better	5% Increase 18/19	Reported at EOY	1438 (G)	↑ I	1416 ¹³

- **Conducting Food Hygiene Inspections KPIs Target A, B and C (RAG rated RED).** These KPIs did not meet the EOY targets due to the impact of the previous

¹⁰ No projects were due in 2021/22

¹¹ No projects were due in 2020/21

¹² No programmes were due in 2020/21

¹³ This is the final confirmed result for 2020/21

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. Additional funding of £260k has been agreed to clear the backlog by July 2022.

- **Food Standards Inspections (Category B) (RAG rated AMBER) – 99.2% against a EOY target of 100%.** This KPI did not meet the annual target due to the impact of the previous Covid-19 restrictions on the hospitality sector in Q1. This resulted in inspections not taking place as planned and generated a substantial backlog. The backlog has now been resolved.
- **Food Standards Inspections (Unrated Inspections) (RAG rated AMBER) – 96.5% against a EOY target of 100%.** A handful of inspections were not completed in line with deadlines in Q4 which has resulted in the target not being achieved in Q4 and EOY.
- **Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 65.3% against a EOY target of 71%.** The backlog of cases due to Covid-19 continued to impact on service delivery during the 2021/22 financial year. This is monitored in Contract Management Meetings.
- **Number of empty properties brought back into residential use (RAG rated RED) – 57 against a EOY target of 125.** The backlog of cases due to Covid-19 continued to impact on service delivery during the 2021/22 financial year. This is monitored in Contract Management Meetings.
- **Number of private tenanted properties with category 1 hazards (RAG rated AMBER) – 183 against a target of 200.** The backlog of cases due to Covid-19 continued to impact on service delivery during the 2021/22 financial year. This is monitored in Contract Management Meetings.
- **Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (RAG rated AMBER) – 91.3%% against a EOY target of 95%.** Staff absences, vacancies and miscoding of cases resulted in the annual 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.

3.12 In Q4, work continued to clear the backlog of food inspections which built up due to Covid-19 restrictions; although the backlog is not required by government to be completed until 31 March 2023, the Council agreed to recruit additional staff to help clear the backlog by 31 March 2022.

3.13 Additional resources were not brought on board until Q3 due to difficulties with recruitment, with a shortage of Environmental Health Officers in the market as other councils were also recruiting to manage their backlogs. The initial backlog totalled 1,121 and 382 inspections were completed in 2021/22, leaving 739 inspections to be completed by July 2022.

- 3.14 In Q4, following the seizure of substantial quantities of illegal tobacco over the last year, the commercial premises team designed a project in collaboration with Public Health to tackle tobacco-based criminality, which will involve intelligence gathering and targeted enforcement over the next 18 months.
- 3.15 During 2021/22, rogue roofers were identified as an issue, with 20 complaints received totalling a loss of approx. £1m to residents. Investigations were undertaken, one case is being prepared for prosecution following extensive evidence gathering and there are several other ongoing cases. In order to tackle these cases, the team are working with London Trading Standards regional intelligence networks to identify perpetrators' current locations in order to be able to progress investigations.
- 3.16 Over the course of the year, the team improved the way the Council manages events by working more closely with the events and green spaces teams as part of the Safety Advisory Group. The multi-agency meetings provide event organisers with guidance and advice as to the Council's requirements and ensure that events can go ahead safely and with a minimum impact on local communities.

Private Sector Housing (Enforcement)

- 3.17 In February 2022, approval to proceed with the introduction of Additional and Selective Licensing Schemes was given by Housing and Growth Committee. Arrangements are being made to proceed with the publication of the Additional Licensing Scheme from Summer 2022; including measures to put in place the tools and staff for an expanded licensing team to deliver the programme.
- 3.18 The service achieved significant tribunal outcomes with successes on all cases and large fines being issued to landlords who either failed to licence a House in Multiple Occupation (HMO) or to comply with attached conditions. Work to enforce standards has continued despite facing challenges in recruiting additional resource; a case prioritisation plan has been in operation since March 2022 to ensure available capacity is focused on urgent/priority casework and arrangements to recover delayed activities put in place.
- 3.19 The service is also required to support a new area of work for the 'Homes for Ukraine' Programme. The team have received over 200 requests for residential inspections relating to households wishing to host Ukrainian refugees; the team will now be completing those inspections as a matter of priority, and it has been agreed to pause some activity relating to HMO licensing to unlock sufficient resource. Catch-up arrangements are being drawn up to ensure the team can recover from any backlog that arises.
- 3.20 Additional work on tower block fire safety has progressed at an increasing pace and will be further supplemented in Q1 2022/23 with the arrival of the new Principal Environmental Health Officer (EHO) for fire safety. Preparatory work began for an appeal against enforcement notices issued by the Council that is now likely to be heard at Tribunal in the autumn.
- 3.21 Further fire safety inspections and action began to be planned for several other high-priority tower blocks in the borough as the site tracker now records 10 potentially higher risk locations that require inspection and potential enforcement action. During Q4, an internal audit took place to test and challenge the tools, processes and

procedures put in place during 2021/22 to manage fire safety in the private sector. This will report to committee in June 2022; however work has already begun to prepare for an upscaling of resources to respond to the emerging caseload.

Private Sector Housing (Grants)

- 3.22 In Q4, new proposed budgets for 2022 were approved for housing adaptations due to the increased cost of materials, international supply and demand issues.
- 3.23 The number of requests/referrals for support with home adaptations increased from Q1 2021/22, most likely due to Covid-19 restrictions being lifted. This was managed alongside pressures in the team as a result of recent staff turnover and new members of the team requiring training. The team continued to receive positive feedback from residents throughout the year in relation to their home adaptations.

Local Land Charges

- 3.24 Previous quarterly reports included search volumes due to the increase in demand experienced as a result of the Stamp Duty holiday introduced by the government during the Covid-19 pandemic. Now that the Stamp Duty holiday has ended, search volumes since Q3 2021/22 returned to a similar number as in 2019/20. Therefore, reporting service demand will be by exception going forward.
- 3.25 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. The projected date of transfer has been delayed and the service is awaiting further updates from HMLR.
- 3.26 Meanwhile, project management arrangements to support the process have been put in place by the service in readiness for the changes. The team are also working on the actions required in relation to the 2021 local land charge internal audit findings, and bringing the Council's data (mostly planning service data) up to the standard required for the transfer to HMLR.

Scientific Services & Pest Control

- 3.27 In Q4, the team launched a new software tool 'Service Tracker' to improve customer journeys as well as increase efficiency and capacity. Previously cases were logged on Uniform which required staff to come into the office to print out job sheets. The new software optimises routes and sends a job list to the officers' phones.
- 3.28 Local air quality monitoring has revealed the air quality levels are still as good as during the Covid-19 restrictions; this is likely to be mostly due to improved vehicle emissions as well as reduced levels of commuting as people continue to work in a hybrid way.
- 3.29 The team started the air quality audit at Martin School which is one of the key Public Health projects for the forthcoming year. This audit will seek to identify actions that the school itself can take to improve air quality (e.g. heating and ventilation systems) as well as actions to tackle external environmental sources of air pollution.

- 3.30 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.
- 3.31 There was one high level (scoring 15+) joint risk for Re Environmental Health in Q4 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

- 3.32 There are three KPIs for Strategic Planning. One met both the Q4 and EOY targets. Two were reported at EOY only and both met the EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Strategic Planning Documents completed and signed off	Bigger is Better	100%	100% (G)	100% (G)	↑	80%
Percentage of Section 106 cases cleared annually (as per the Town and Country Planning Act 1990 as amended) – payment of Section 106 obligations by developers to the Authority (a)	Bigger is Better	80%	Reported at EOY	96.7% (G)	↑	79.5 %
Percentage of Community Infrastructure Levy (CIL) cases cleared annually - payment of overall CIL obligations by developers to the Authority	Bigger is Better	80%	Reported at EOY	84.6% (G)	↑	80.8%

- 3.33 In Q4, the Strategic Planning service continued to progress key workstreams. The team started the year delivering statutory public consultation using virtual methods and moved to business as usual from Q2.
- 3.34 During the year, policy-setting progress was made, including adoption of the Edgware Town Centre Supplementary Planning Document (SPD) in Q1 alongside consultation on Local Plan Regulation 19 and subsequent submission of the Plan to the Inspectorate in Autumn 2021. Q4 saw further progress on both Local Plan Statements of Common Ground with neighbouring authorities, the GLA and statutory bodies alongside active engagement with the Planning Inspectorate as they began reviewing the Local Plan and preparing for examination in autumn 2022.
- 3.35 In March 2022, the Council adopted two key policy documents developed over recent years: The North London Waste Plan was adopted after many years of development

following modification stages during 2021/22. Also adopted was the revised Community Infrastructure Levy (CIL) Charging Schedule, further to public examination earlier in the year. This adopted revision increased the residential development rate to £300/sqm, set retail and hotel rates at £200/sqm and introduced a £20/sqm residual rate for other employment uses, but further to the public examination a proposed £20/sqm rate for leisure uses was removed.

3.36 There was continued collection of substantial Section 106 and CIL income in Q4, including £4.430m Barnet CIL and £1.784m Section 106 contributions. Alongside Mayoral CIL contributions towards the Crossrail scheme, this resulted in a total contribution from development of £31.671m in 2021/22, of which £19.445m was Barnet CIL income that is used to deliver infrastructure as part of Barnet's capital programme.

3.37 The KPIs for collection of development income either met or marginally missed the targets. The key cause of a single missed high value CIL contribution was linked to the expiry of national payment delays introduced under CIL coronavirus legislation in 2020, as a handful of developers are now required to pay but are still not in a position to do so. The Council agreed payment plans with 11 such developers whose deferral periods expired but where a willingness to pay was demonstrated if such payments could be spread. The alternative would be for the Council to seek a liability order through the courts. The Council issued 27 Liability Order Reminder Notices to other developers with outstanding payments and intends to proceed with formal action, if necessary, to secure these overdue CIL payments.

3.38 There were no high level (scoring 15+) joint risks for Re Strategic Planning in Q4 2021/22.

Planning and Building Control

3.39 There are four KPIs for Planning and Building Control. Two KPIs achieved both the Q4 and EOY target and one KPI did not. The remaining KPI was only reported at EOY and did not achieve the EOY target.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80%	91.1% (G)	88.7% (G)	↓ W	92.7%
Application Basket (q)	Bigger is Better	6	6 (G)	6 (G)	→ S	6
Planning Enforcement Basket (q)	Bigger is Better	6	0 (R)	0 (R)	→ S	0
Number of decisions within statutory timescales – Meet building regulation statutory timescales (a)	Bigger is Better	100%	Reported at EOY	99.6% (A)	→ S	99.6%

- **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 EOY target. The backlog originating from Covid-19 is ongoing and the impact continues to be felt.
- **Number of decisions within statutory timescales – Meet building regulation statutory timescales (RAG rated AMBER) 99.6 against a target of 100%.** There was a singular administrative error (part of the validation process) which occurred when a submission fee was not recognised as paid

3.40 The service was again shortlisted for the ‘Local Authority Planning Team of the Year’ Award 2021 for the work of the Planning Enforcement Team around embracing innovation and change, and is based on how the service values diversity, appreciates the bigger picture, and works together to deliver results. Team culture is a key part of the shortlisting alongside recognition that constant improvement is key to success; the service is seen to hold a clear aspiration to provide the best service to the people who live in, work in or visit Barnet.

3.41 . Despite restrictions continuing to affect service provision, several high-profile decisions have been made; for example a ‘proceeds of crime’ award for £0.183m in respect of an unlawful flat conversion. The Council was also successful in the court of appeal arguing that a planning permission secured because of misleading plans could not be implemented; the court case relates to a prominent locally listed building in Chipping Barnet High Street.

3.42 The service has confirmed the number of notices issued have returned to pre-pandemic levels and that the backlog of notices was largely cleared during this past winter. Looking across the past year the number of enforcement investigations concluded has exceeded those opened by approximately 15%, demonstrating that some progress on the backlog has been made. The plan will be reviewed for Q1 2022/23 to ensure that a return to KPI performance is delivered.

3.43 The Building Control service ensured that 100% of decisions were issued within statutory timescales during Q4; and overall market share remained flat (30%). Following the usual construction slowdown due to winter weather, the service saw site works and associated inspections getting underway across several key sites. Growth of the market share is sought through several new proposed partnerships relating to about 800 homes; and through changes expected as a result of the Building Safety Act, for which assessment of the requirements and likely impact is currently underway.

3.44 There were no high level (scoring 15+) joint risks for Re Planning and Building Control in Q4 2021/22.

Regeneration

3.45 There are four KPIs for Regeneration. Three KPIs achieved the Q4 and EOY target and one KPI is due to be reported in Q1 2022/23.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Regeneration budgetary and financial controls (% of invoices sent within timescales) (q)	Bigger is Better	85%	100% (G)	100% (G)	→ S	100%
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits (q)	Bigger is Better	85%	133.3% (G)	126.7% (G)	↓ W	144%
Delivery of affordable housing completions (q)	Bigger is Better	231 ¹⁴	37 (G)	249 (G)	↑ I	245
Number of New Homes completed (a)	Bigger is Better	2677	Due Q1 22/23	Due Q1 22/23	Not Comparable	2316

3.46 The 2020/21 Annual Regeneration Plan was completed in June 2021. Annual Service Planning activities were progressed and completed in Q3 and include assumptions related to the Strategic Contract Review.

3.47 All invoices for the year were raised to developers within two months of the quarter end, exceeding the target of 85%.

3.48 In Q4, a further 37 affordable housing completions were delivered across Council-led and private housing schemes in the borough. This brought the total for the year to 249. 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.

3.49 There were no high level (scoring 15+) joint risks for Re Regeneration in Q4 2021/22.

Highways

3.50 There are 16 KPIs for Highways. 13 KPIs achieved the Q4 and EOY targets, two KPIs achieved the Q4 target but not the EOY target and one KPI reported no activity throughout the year.

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time (q)	Bigger is Better	75%	100% (G)	100% (G)	Not Comparable	New for 21/22
Response to complaints relating to a drainage malfunction and/or flooding event (q)	Bigger is Better	80%	100% (G)	100% (G)	Not Comparable	New for 21/22

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

Indicator	Polarity	21/22 Target	Q4 21/22	EOY 21/22		EOY 20/21
			Result	Result	DOT	Result
Response in dealing with Highway Licence applications (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment (q)	Bigger is Better	100%	100% (G)	99.3% (A)	Not Comparable	New for 21/22
Timely response to Permit requests (LoPS) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections (q)	Smaller is Better	15%	0% (G)	5.2% (G)	↑ I	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA) (q)	Bigger is Better	100%	100% (G)	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA) (q)	Smaller is Better	0	0 (G)	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals (q)	Smaller is better	100%	No Activity ¹⁵	No Activity ¹⁶	Not Comparable	No Activity
Category 1 Defects Rectification Timescales completed on time (q)	Bigger is Better	100%	101.8% (G)	100.9% (G)	↑ I	78.8%
Category 2 Defects Rectification Timescales completed on time (q)	Bigger is Better	100%	100% (G)	100% (G)	Not Comparable	New for 21/22
Insurance Investigations completed on time (14 days) (q)	Bigger is Better	100%	100% (G)	99.2% (A)	↑ I	98.7%

¹⁵ No vehicle processing appeals took place in Q4 2021/22

¹⁶ No vehicle processing appeals took place in 2021/22

- **Timely construction of Vehicle Crossovers following receipt of payment (RAG rated AMBER) 99.3% against a EOY 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.
- **Insurance Investigations completed on time (RAG rated AMBER) – 99.2% against a EOY target of 100%.** Two investigations claims were late in their return due to limited staff availability because of Covid-19 in Q2. Senior inspectors and additional administrators now ensure that they address any claims that may be sitting with staff who are off due to illness.

- 3.51 For the first time ever, the service completed the 2021/22 NRP footway and carriageway programme within year and this has enabled them to bring forward the 2022/23 programme, with delivery of the extended NRP and CIL programmes and footway patchway schemes commencing mid-March 2022.
- 3.52 Throughout the course of the year, the service successfully embedded the contract with TarmacKier JV (which commenced on 1 April 2021). The focus was on the operational delivery of both reactive maintenance and planned maintenance services, and delivery to date received positive feedback from Elected Members at both the Environment Committee on 15 November 2021 and the Financial Performance and Contracts Committee on 14 March 2022.
- 3.53 In Q1, the team succeeded in securing significant funding for flooding and drainage matters to address issues in Barnet; governance arrangements are now in place and the programme commenced.
- 3.54 A joint review on the delivery of a refreshed KPI suite reflective of Re Highways Managing Agent responsibilities concluded in the first part of the year and the new KPIs were implemented in Q2. Performance has been positive. The review also highlighted the need to update Barnet's Highways Maintenance Inspection Manual, which was endorsed at Environment Committee on 8 March 2022 with final sign off delegated to officers.
- 3.55 The Council's delivery of the Local Implementation Plan (LIP) has been impacted by a lack of funding due to financial pressures on Transport for London (TfL). The latest communication received in Q4 set out partial funding through to 24 June 2022; while this funding is welcome as it ensures the sustainability of customer focused services, it only provides a time limited partial solution to the long-term delivery of these schemes. The area is under joint review to maintain service continuity.
- 3.56 The Environment Committee 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 with the preferred "Mixed Economy" model endorsed by the Environment Committee of 8 March 2022. The focus is now on the delivery of the activities to support the service moving back into the Council's control at the end of September 2023.
- 3.57 There were no high level (scoring 15+) joint risks for Re Highways in Q4 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 Three of the nine KPIs in the Delivery Plan either met or exceeded the EOY target, whilst six did not meet the EOY target. Barnet Homes KPIs are all reported on either a cumulative or snapshot basis, this means the Q4 and EOY results are the same. Due to this, only the EOY result will be presented in the tables.

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 EOY target and two KPIs did not.

Indicator	Polarity	21/22 Target	EOY 21/22		EOY 20/21
			Result	DOT	Result
Number of homes purchased for use as affordable accommodation (c)	Bigger is Better	125	113 (A)	↑ I	48
Affordable housing delivered on Council owned land (TBG schemes) (c)	Bigger is Better	61	59 (A)	↓ W	145
Increase the supply and range of housing available for care leavers for those ready to move into independent living (c)	Bigger is Better	56	66 (G)	↓ W	67

- **Number of homes purchased for use as affordable accommodation (RAG rated AMBER) – 113 against a EOY target of 125.** The service fell slightly short on the annual target. There have been challenges such as the reduction in the number of homes available for purchase on the open market and a reduced pipeline. Moving forward, the service will be looking at other supply routes to increase the pipeline and support improved performance.
- **Affordable housing delivered on Council land (RAG rated AMBER) – 59 against a EOY target of 61.** The annual target was slightly missed as there was only a partial handover of the Mount Parade development as there were some late design issues with four homes which require further alterations.

Tackling and preventing homelessness and rough sleeping

4.4 There are four Homelessness KPIs. One KPI achieved the Q4 and EOY target and three KPIs did not.

Indicator	Polarity	21/22 Target	EOY 21/22		EOY 20/21
			Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	10	11 ¹⁷ (A)	→ S	11
Number of Homelessness Preventions (q)	Bigger is Better	1350	1293 (A)	↑ I	1264
Numbers of households in Temporary Accommodation (s)	Smaller is Better	2630	2115 (G)	↑ I	2399
Households placed directly into the private sector by Barnet Homes (s)	Bigger is Better	615	551 (R)	↓ W	647

- **Rough sleeper counts every other month (RAG rated AMBER) – 11 against a EOY target of 10.** The March 2022 count and estimate found 11 rough sleepers which was a slight increase on the Q3 result. The dedicated team in Barnet Homes and extensive partnership working across the Council and voluntary community sector has meant this number has been kept low throughout the year.
- **Number of homelessness preventions (RAG rated AMBER) – 1293 against a EOY target of 1350.** The target was marginally missed. The projections for significant increased demand are yet to fully materialise. The government decision to end the ban on evictions and reintroduce pre-Covid length legal notice periods for the ending of tenancies is still expected to increase demand through 2022. 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 very closely.
- **Households placed directly into the private rental sector (RAG rated RED) 551 against a EOY target of 615.** There have been a number of factors which have affected performance for the metric throughout the year such as an increasing number of clients being affected by the benefit cap, clients being put forward with serious rental arrears and more affordable stock made available to clients through various new schemes including new builds and acquisitions so less clients put forward for Private Rental Sector properties. The next few months will be a challenge with the current economic outlook and world affairs potentially impacting the market, but it is hoped some new initiatives such as Housing Officers having placement targets and enforced offers of accommodation on a number of cases will see targets achieved.

4.5 In Q4, the total number of households in temporary accommodation continued to reduce with numbers dropping to 2,115 at the end of March 2022. This remains the lowest number seen for over a decade. The result is significantly below the target of 2,630, the 2020/21 result of 2,399 and the 2019/20 result of 2,467. This is an outstanding achievement given the challenging operating environment that currently

¹⁷ A tolerance of 1 is applied to the RAG rating for this metric.

exists and was made possible by effective prevention activities, increasing affordable supply through building and buying new homes and procurement of homes in the private rented sector.

- 4.6 Whilst temporary accommodation numbers continue to reduce as the number of families approaching the service from the private rented sector (PRS) remains relatively low and single homeless cases continue to be moved into longer term accommodation, the service expects admissions to increase significantly in 2022/23 as more families approach as homeless due to the stay on evictions ending and increases in the cost of living.
- 4.7 The Homelessness Prevention Insight Project completed in Q4. The project built an enhanced understanding of homelessness prevention in Barnet through an investigatory piece of research to understand current operations, mapping customer journeys and identifying potential options for intervening earlier across the Council to prevent homelessness. Recommendations from the report will be taken forward in 2022/23.

Safe and secure homes

- 4.8 There are two Safe and Secure KPIs. One KPI achieved both the Q4 and EOY target and the other slightly missed the target but was an improvement on last year.

Indicator	Polarity	21/22 Target	EOY 21/22		EOY 20/21
			Result	DOT	Result
Percentage of scheduled fire risk assessment completed (c)	Bigger is Better	100%	99.4% (A)	↑ I	91%
Percentage of priority 0 and 1 fire safety actions completed on time (c)	Bigger is Better	92.5%	97.1% (G)	↓ W	99.9%

- Percentage of scheduled fire risk assessment completed (RAG rated AMBER) – 99.4% against a EOY target of 100%.** An administrative error was picked up by the Health Safety and Compliance team in Q4 after doing a reconciliation of the Fire Risk Assessment programme. The reported figures for Q2 and Q3 have been incorrectly reported with four sites being missed. All four sites were subsequently inspected in Q4. A process has been put in place now with the team whereby a quality check is completed prior to issuing to the Service Provider.

- 4.9 The completion of Fire Risk Assessments (FRAs) at Council housing blocks within the specified target timescale remained strong throughout the year. Similarly, the completion of high priority actions resulting from FRAs within target timescales exceeded the 92.5% target.
- 4.10 There were three high level (scoring 15+) joint risks for Barnet Homes in Q4 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.
- **Viability of the Housing Revenue Account business plan (residual score 16).** External pressures such as above projected interest rates, changes in legislation and carbon neutrality on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in a reduction in service provision to residents or the general fund needing to support the HRA. The updated HRA business plan was approved by Housing and Growth Committee and Policy and Resources Committee in February 2022. A review of the accounting treatment of regeneration costs is underway that is intended to strengthen the plan. Meanwhile, the financial position is closely monitored and the Barnet Homes Asset Management Strategy update is in progress with a Q1 2022/23 completion date.
- **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 Q4, legal staff continued to work remotely and also went into the office for supervision and team meetings. They continued to visit client offices and courts and tribunals when required.
- 5.2 The following training was provided in Q4:
- Service charge debts
 - Assured Shorthold Tenancy possessions (Barnet Group)
 - Adult Social Care debts
 - Anti-social Behaviour Crime and Policing Act 2014
 - Special Treatment Licenses

Property Team

- 5.3 In Q4 the Property Team worked on many matters including:
- The completion of 137 deeds
 - 233 West Hendon Broadway - an agreement was exchanged with a local school which resulted in a significant payment of arrears of rent owing to the Council and avoided litigation opening dialogue for further negotiations in respect of the disposal of the site.
 - Granville Road - after months of negotiation, approval for the construction and laying of various infrastructure crucially required to progress the regeneration scheme was obtained from the statutory undertaker.
 - Upper and Lower Fosters - after over a year to assemble the development site all but five of the pramsheds were bought back. Negotiations on the outstanding five

are complete and in the process of being bought back; allowing the project team to proceed with appropriation of the site for planning purposes.

- NLBP Parking Leases - HBPL completed several car parking leases for the Council.
- Church Farm - Church Farm was sold in March 2022 after detailed negotiation, including rights to preserve the Council's ability to develop its neighbouring land. The deposit was more than 10% of the sale price and was paid in two instalments.

Adult Social Care

- 5.4 The Adult Social Care Team assisted 26 appeals and dealt with three active Pre Action-Protocol challenges for SEND, as well as 15 applications to the Court of Protection in respect of deprivation of liberty or welfare matters in respect of residents who lack mental capacity to make their own decisions for care needs or finances.

Criminal Litigation

- 5.5 In Q4, the Criminal Litigation Team dealt with:
- 119 fixed penalty notices
 - Four Street trading offences
 - Five Blue badge fraud prosecutions
 - Three Planning prosecutions
 - The first unlicensed music prosecutions at Scratch Wood open space; three individuals were found guilty and fines issued totalling around £6,000.
 - Assisted with the Regulation of Investigatory Powers inspection with a successful outcome for Barnet.

Contracts and Planning

- 5.6 The Contracts and Planning Team completed 32 Planning and 65 Contracts Deeds in Q4. The team also defended several Judicial Reviews and planning appeals.

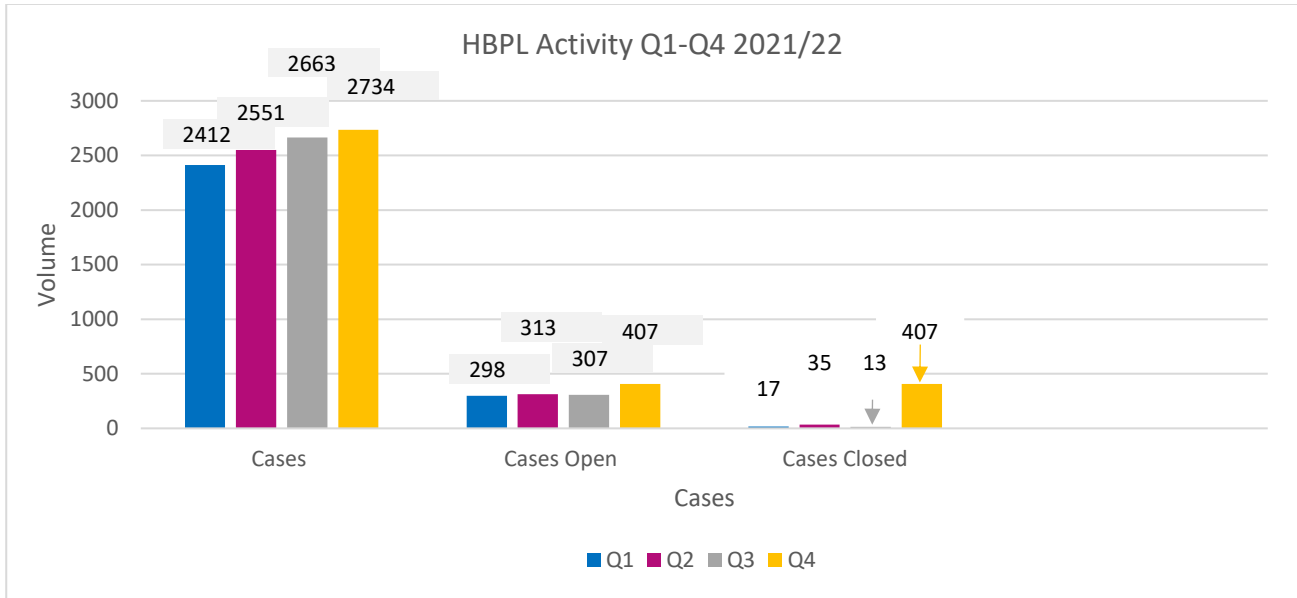
Annual LEXCEL Report

- 5.7 In January 2022, HBPL were inspected by the Law Society which included a review of files and procedures and discussion with staff over a three-day period. HBPL were found to be fully compliant with the LEXCEL standard. Key findings showed:
- Despite all the challenges of the pandemic, HBPL continues to maintain a high standard of service
 - There has been a clear emphasis on ensuring the health and wellbeing of staff
 - There was a smooth transition to working remotely
 - Staff continue to be set clear targets which ensures both staff and managers are able to track their performance.
 - The business continuity plan remains robust and HBPL continues to place a strong emphasis on the importance of data protection and maintains the policies and procedures to support, and risks are well managed.
 - On-going learning and development remain very much in evidence and clearly encouraged.
 - File management continues to be robust and since April 2021 there has been a new case management system to support this.

Cases Hours and Disbursement¹⁸ Data

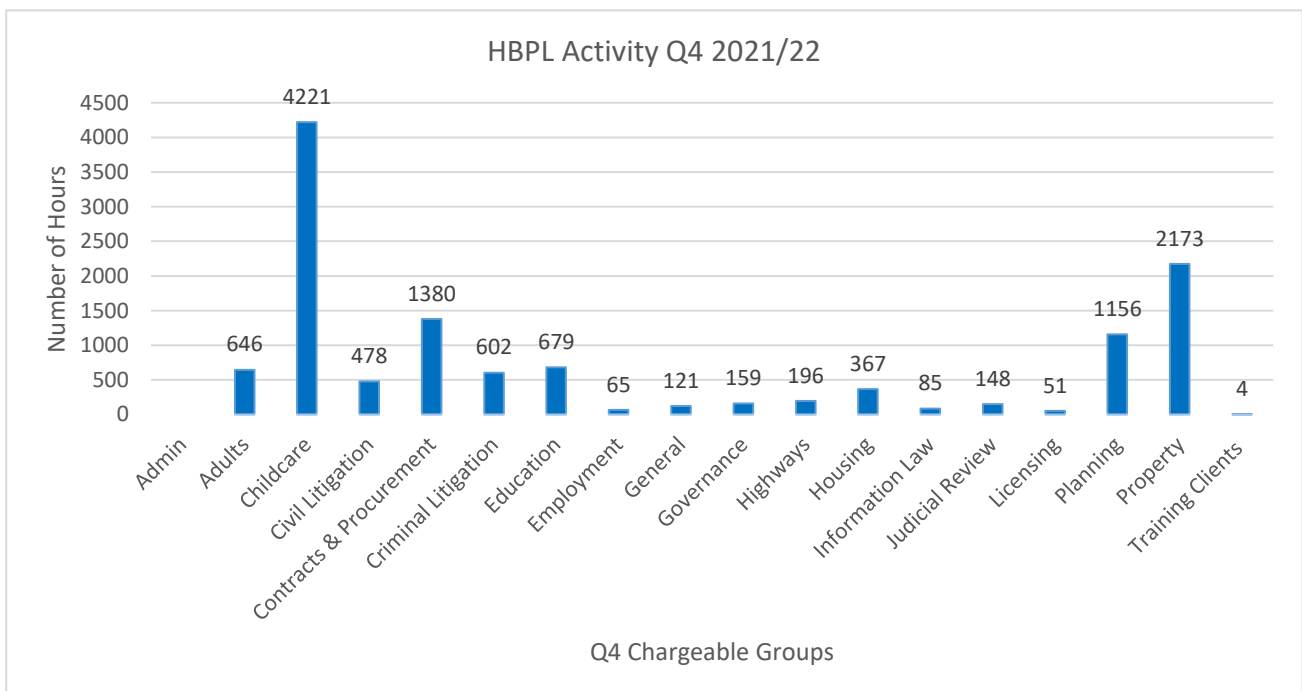
Activity by Cases

- 5.8 In Q4, Legal Services worked on 2,734 cases, 407 new cases were opened, and 407 cases were closed.



Chargeable hours recorded by work group

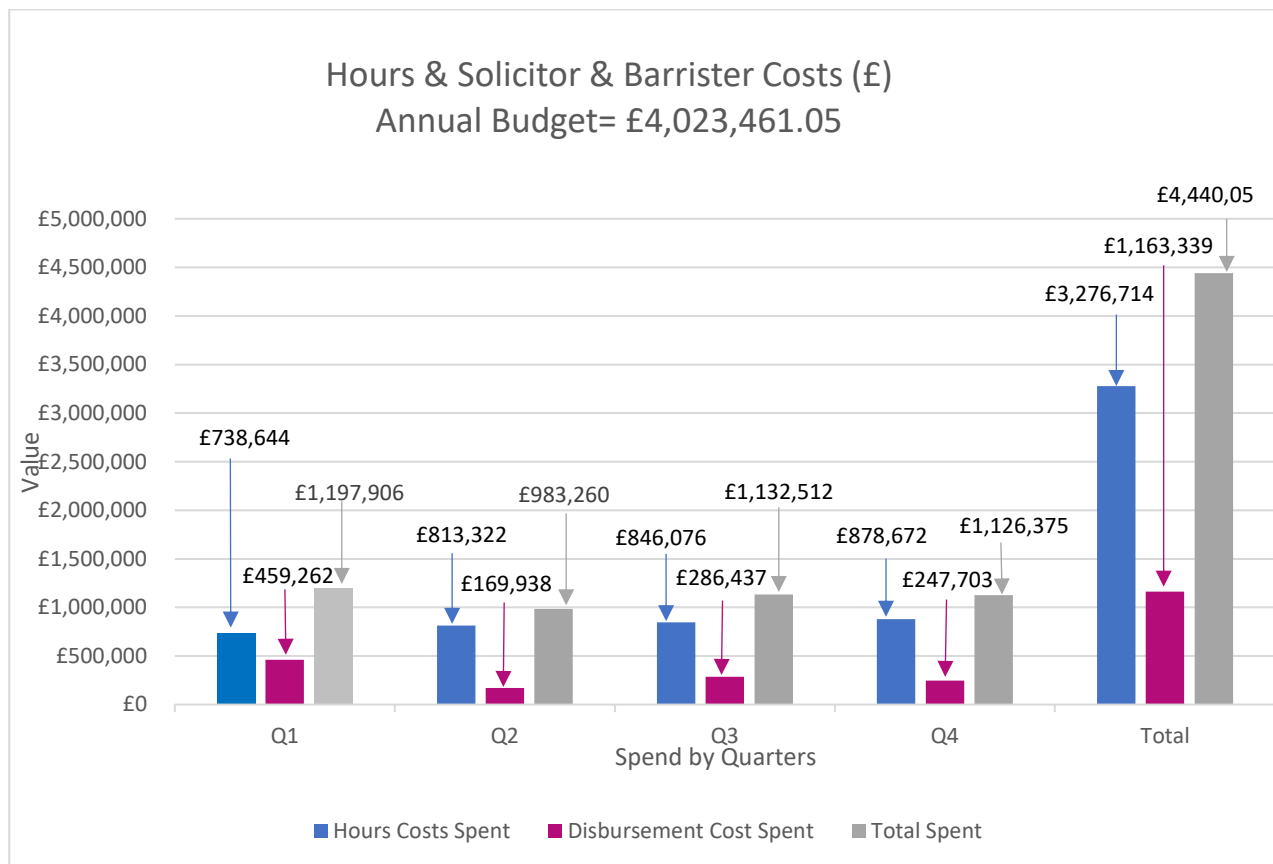
- 5.9 Children's services had the highest number of chargeable hours at 4,221 costing £295,976. Property services were the second highest area with 2,173 hours totalling £152,370.



¹⁸ Disbursement costs include barristers and solicitor charges only

Total hours and disbursements

5.10 In Q4, there were 12,530 chargeable hours at a cost of £878,672 and disbursements costs at £247,703.



5.11 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. 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.

5.12 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.

5.13 Legal spend in Q4 was £0.879m in hours and £0.248m in disbursements totalling £1.126m which represented 28% of the total budget.

5.14 The cumulative legal spend at the end of Q4 was £3.277m in hours and £1.163m in disbursements totalling £4.440m, which represented 110.35% 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 4 (Q4) 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 Budget information is part of the Chief Finance Officer's report which is reported separately to committee.

12. Social Value

- 12.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. As set out in the Council's Contract Procedure Rules, commissioners should use the Procurement Toolkit, which includes Social Value guidance. The Contract Management Toolkit should also be used to help ensure that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through the contract management process.

13. Legal and Constitutional References

- 13.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.
- 13.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.
- 13.3 The Council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee as including the following responsibilities for the oversight of:
- 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 monitoring of external providers.
- 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 4 (Q4) 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