

**MEETING**

**FINANCIAL PERFORMANCE AND CONTRACTS COMMITTEE**

**DATE AND TIME**

**THURSDAY 7TH OCTOBER, 2021**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG**

**TO: MEMBERS OF FINANCIAL PERFORMANCE AND CONTRACTS COMMITTEE  
(Quorum 3)**

Chairman: Councillor Peter Zinkin ,  
Vice Chairman: Councillor Thomas Smith

**Councillors**

Anthony Finn	Barry Rawlings	Alex Prager
Julian Teare	Arjun Mittra	Gabriel Rozenberg
Nick Mearing-Smith	Kathy Levine	

**Substitute Members**

Geof Cooke	Lisa Rutter	Golnar Bokaei
Ammar Naqvi	Alison Moore	Jess Brayne
John Marshall		

In line with Article 3 of the Council's Constitution Residents and Public Participation, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 4 October, 10AM. Requests must be submitted to Salar Rida at [salar.rida@barnet.gov.uk](mailto:salar.rida@barnet.gov.uk)

**You are requested to attend the above meeting for which an agenda is attached.  
Andrew Charlwood – Head of Governance**

Governance Services contact: Salar Rida 020 8359 7113 [salar.rida@barnet.gov.uk](mailto:salar.rida@barnet.gov.uk)  
Media Relations Contact: Tristan Garrick 020 8359 2454

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	5 - 10
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Other Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Chief Financial Officer Report Forecast Financial Outturn at Month 4 (July 2021)	11 - 30
8.	Review of Capita Contracts	31 - 42
9.	Q1 2021/22 Contracts Performance Report	43 - 78
10.	Brent Cross Update	79 - 100
11.	Committee Forward Work Programme	101 - 104
12.	Any Other Items that the Chairman Decides are Urgent	
13.	Motion to Exclude the Press and Public	
14.	Brent Cross (Exempt)	105 - 112
15.	Any Other Exempt Items that the Chairman Decides are Urgent	

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# Decisions of the Financial Performance and Contracts Committee

8 June 2021

Members Present:-

AGENDA ITEM 1

Councillor Peter Zinkin (Chairman)  
Councillor Thomas Smith (Vice-Chairman)

Councillor Julian Teare  
Councillor Nick Mearing-Smith  
Councillor Barry Rawlings  
Councillor Arjun Mittra  
Councillor Kathy Levine  
Councillor Alex Prager  
Councillor Gabriel Rozenberg

Also in attendance  
Councillor Golnar Bokaei (Substitute)

Apologies for Absence  
Councillor Anthony Finn

## 1. MINUTES OF THE PREVIOUS MEETING

The Chairman of the Financial Performance and Contracts Committee Councillor Peter Zinkin welcomed all attendees to the meeting which was held at Hendon Town Hall. The Chairman read out the Covid-secure arrangements which were in place throughout this meeting, to ensure the safety of all those in attendance.

**It was RESOLVED that the minutes of the previous meeting of the Financial Performance and Contracts Committee held on 17<sup>th</sup> March 2021 be agreed as a correct record.**

## 2. ABSENCE OF MEMBERS

Apologies were received from Councillor Anthony Finn who was substituted by Councillor Golnar Bokaei.

## 3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

The following declarations were made during the meeting:

Councillor	Agenda item(s)	Declaration
Peter Zinkin	7	Disclosable pecuniary interest by virtue of being a Director of London Energy
Arjun Mittra	7, 9	Disclosable pecuniary interest by virtue of being a Barnet Homes tenant

## 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

## 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee noted the response to the Public Question which was published and circulated to the Committee. Upon invitation of the Chairman, Mr Dix asked a supplementary question which was responded to by Officers and the Chairman.

## **6. MEMBERS' ITEMS (IF ANY)**

None.

## **7. CHIEF FINANCIAL OFFICER REPORT: FINANCIAL OUTTURN, 2020/21**

The Chairman invited Anisa Darr (Director of Finance), Ben Jay (Assistant Director Finance) and Ashley Hughes (Assistant Director Finance) to present the report. Officers provided a summary for each section of the report.

In response to a query from the Committee about cost predictions, Ms Darr noted that data analysis and tracking will continue to take place and where possible Officers will aim to provide an update to Members on cost projections for Adults & Health service area.

Members queried whether unspent Covid related funding could be used in the future. Mr Jay informed the Committee that funding streams have different requirements, but that it was currently expected that all funds will be utilised.

In relation to concerns expressed by Members about uncertainty, Mr Jay noted that there has been a continual shift in areas of uncertainty and that Officers will continue to monitor the status of funding and costs to ensure that services are supported.

Following a query from the Committee about the rejection rate for Test and Trace Support payments, Officers informed Members about the scheme criteria and the timelines. It was agreed that Officers provide a briefing note to Members about the Test and Trace Support statistics and reasons for rejection and where possible, how the criteria was applied. (**Action:** Finance)

The Committee expressed concerns over the increase in debt owed, particularly for Adults & Health for the period of over 90 days as set out in Table 16 of the report. It was noted that a dedicated project is in place to maximise recovery of this debt and to further improve its active management. The Chairman noted that the matter would be raised with the Chairman of the Adults & Safeguarding Committee. (**Action:** Governance)

It was unanimously **RESOLVED** that the Committee:

- 1. Noted the financial outturn for 2020/21 including funds taken forward into the new financial year which are: the C19 funding received committed to be spent in the new financial year; the (planned, or prudent) contributions to service-based reserves arising from non-Covid operations, including specific or ringfenced grants; and the contribution to corporate reserves.**
- 2. Noted the cost of the pandemic and the funding of it;**
- 3. Noted the use of reserves in the year and the values taken forward;**
- 4. Noted the capital investment reported and the funding of it;**
- 5. Noted the outturn financial performance for ringfenced and restricted funding including the Housing Revenue Account, Dedicated Schools Grant, Public Health Grant, and the Special Parking Account;**
- 6. Noted the current debt position and related actions taken.**

## 8. REVIEW OF CAPITA CONTRACTS

The Chairman invited John Hooton, Chief Executive to join the meeting. Mr Hooton summarised and presented the report which provides an update on the Review of Capita contracts and to confirm the proposed direction of travel for each of the services currently provided under the Customer and Support Group (CSG) and Regional Enterprise (RE) contracts.

The Committee expressed its views and comments on the proposal. Members noted that for some services, the direction of travel was towards insourcing and highlighted the importance of service delivery, customer satisfaction and confirmation of data license ownership.

Following comments from the Committee, Officers informed Members about consultation with residents, Members and service employees. Officers also noted the importance of considering the balance between contractual commitment and investment in services.

In response to a query about the review, Officers noted that the review presents an opportunity to consider the approach going forward such as contractual incentives, KPIs, service credits and performance.

The votes were recorded as follows:

- Recommendations 1 and 5 were unanimously agreed.
- Recommendations 2, 3 and 4 the votes were recorded as follows:

For	6
Against	4
Abstention	0

**It was therefore RESOLVED that the Financial Performance and Contracts Committee:**

- 1. Noted the content of Grant Thornton’s Market Insights Report, attached as Appendix A;**
- 2. Agreed the proposed approach to public consultation, as set out in paragraphs 1.7 and 1.8 of the report;**
- 3. Agreed the proposed direction of travel for each service, as set out in section 2 of the report and summarised in paragraph 2.42;**
- 4. Noted the next stages of the Review, as set out in section 4 of the report; and**
- 5. Noted that a further report on progress will be brought to this Committee in October 2021.**

## 9. Q4 2020/21 CONTRACTS PERFORMANCE REPORT

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

Deborah Hinde, Director for Commercial and Customer Services summarised and presented the report.

In reference to p.111 of the agenda, Members commented that positive progress has been made during the previous 3 years for web satisfaction but noted that consideration should be given to the target which appeared low.

It was unanimously **RESOLVED** that:

**The Committee noted the Quarter 4 (Q4) 2020/21 performance for the backoffice functions delivered by the Customer and Support Group (Capita); Building Control, Hendon Cemetery & Crematorium, Environmental Health, Strategic Planning, Regeneration and Highway services delivered by Regional Enterprise (Capita); the Housing services delivered by The Barnet Group; and the Legal services delivered by HB Public Law.**

#### **10. CAPITAL PROJECTS**

The Chairman invited Matthew Waters, Assistant Director Capital Delivery to present the report. Mr Waters summarised the report which outlines the status of project delivery across the Capital Portfolios and aims to provide visibility of the live projects between delivery and closure stages.

**It was RESOLVED that the Committee noted the content of this report updating on the current status of the Council's Capital Projects.**

#### **11. BRENT CROSS**

Upon invitation of the Chairman, Karen Mercer Programme Director joined the meeting and presented the report which provides an update on the delivery and financial performance across the Brent Cross programme.

**It was RESOLVED that the Committee noted delivery progress across the Brent Cross (BX) programme as set out in the presentation to the HM Government Assurance Board on 2 June 2021.**

#### **12. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the standing item on the agenda which lists the future reports to the Committee. The Chairman requested that an item on Barnet Homes be added to the FWP or incorporated within existing reports. (**Action:** Forward Work Programme)

**It was RESOLVED that the Committee noted the Forward Work Programme for 2021.**

#### **13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

#### **14. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

The Chairman moved a motion, which was seconded and approved, to exclude the Press and Public on the basis that the exempt item will involve discussion of confidential information. The public gallery was cleared.



**15. BRENT CROSS (EXEMPT)**

**It was RESOLVED that the Committee noted the exempt presentation and information as set out in the report.**

**16. ANY OTHER EXEMPT ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 9.30 pm

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	<p style="text-align: center;"><b>Financial Performance and Contracts Committee</b></p> <p style="text-align: center;"><b>7 October 2021</b></p>
<p><b>Title</b></p>	<p><b>Chief Financial Officer Report Forecast Financial Outturn at Month 4 (July 2021)</b></p>
<p><b>Report of</b></p>	<p>Director of Finance (Section 151 Officer)</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>No</p>
<p><b>Enclosures</b></p>	<p>None.</p>
<p><b>Officer Contact Details</b></p>	<p>Ben Jay, Assistant Director of Finance <a href="mailto:ben.jay@barnet.gov.uk">ben.jay@barnet.gov.uk</a></p>
<p><b>Summary</b></p>	
<p>This report contains a summary of the Council's revenue and capital forecast outturn for the financial year 2021/22 as at Month 4 (31 July 2021). It also contains information on the level of debt and the top 10 debtors as at 31 July 2021.</p>	
<p><b>Recommendations</b></p>	
<p>That the committee notes:</p> <ol style="list-style-type: none"> <li>1. the current financial forecast outturn for 2021/22;</li> <li>2. the impact of the pandemic;</li> <li>3. the current forecast of use of reserves, and the outlook;</li> <li>4. the current position against ringfenced grant funding;</li> <li>5. the current forecast for capital expenditure in the year;</li> <li>6. the current debt position and related actions.</li> </ol>	

## 1. Summary

- 1.1 The financial position for the current year continues to be marked by uncertainty over the outlook for costs and revenues as the impact of Covid-19 continues to evolve. It remains challenging to separate the short-term financial impacts of the pandemic from the longer-term impacts. However, it is anticipated that the coming months will provide greater clarity on the financial outlook for this year (and also future years), in terms of both expected spending patterns and available resources.
- 1.2 While the council continues to monitor all areas of spending to ensure financial sustainability, particular attention is being paid to a number of key areas. As noted in the report, these are: adults funding and demand; the extent and speed of recovery for parking revenue to pre-pandemic levels; and the pace of recovery of council tax and business rates receipts. The same issues are also addressed in the published papers for the Policy and Resources meeting (30 September; Business Planning report).
- 1.3 As at month 4, the financial outturn is forecast as:
- Forecast use of earmarked reserves in accordance with previous plans of £5.847m.
  - Spending ahead of approved budgets of £1.515m overall.
  - Anticipated spending of £33.402m on C19 impacts in the current year, with a further £1.497m anticipated to be committed in future months but not yet identified.

## 2. Forecast outturn position at month 4

### Overview

- 2.1 This report sets out the Council's forecast outturn position for the 2021/22 financial year as at Month 4 (31st July 2021) and the current estimate of the financial impact of the Covid 19 pandemic during 2021/22. Performance against the budget approved by Council in March 2021 is set out in table 1. This shows that spending is currently anticipated to be more than the agreed budget by £1.515m, after the application of earmarked reserves of £5.847m which were set aside in prior years against anticipated future cost pressures.

Table 1: Forecast Revenue Outturn at Month 4

Service Areas Month 4	M4 Budget	M4 Forecast	M4 Variance	Reserves applied	Variance after reserves
	£'000	£'000	£'000	£'000	£'000
Adults and Health	103,032	106,645	3,613	3,589	24
Children's Family Services	72,939	74,980	2,040	1,164	876
Environment	11,981	13,734	1,753	1,113	640
Growth and Corporate services	40,212	41,250	1,038	323	714
Assurance	7,322	7,788	467	(157)	623
Resources	79,371	77,819	(1,552)	(186)	(1,366)
Public Health	18,244	18,247	3	0	3
<b>Total at Month 4</b>	<b>333,102</b>	<b>340,464</b>	<b>7,362</b>	<b>5,847</b>	<b>1,515</b>

## Application of Reserves

- 2.2 The council has reserves set aside to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g. grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is known with some clarity, and 'general' reserves, intended to mitigate the impact of wholly unforeseeable costs. Earmarked reserves are usually held by specific services, while general reserves are held corporately.
- 2.3 This report sets out anticipated use of earmarked service reserves of £5.847m. The table below provides further detail of this by service and with commentary.

Table 2 Forecast use of or top-up of reserves at Month 4

Service Areas	Forecast (drawdown)/t op-up to reserves	commentary
	£'000	
Adults and Health	(3,589)	£2.0m upward placements activity - earmarked reserve drawdown. £1.2m YCB loss recognition. £0.389m staffing commitments to support the transformation program.
Children's Family Services	(1,164)	£0.504m to support troubled families work we are delivering £0.035m safeguarding drawdown £0.625m from transformation to cover: a) Assessed and Supported Year in Employment Social worker recruitment (£0.28m) b) International recruitment (£0.056m) c) Remainder is various others including youth perception survey, research, specific training and insight staffing
Environment	(1,113)	£613k for Trees £500k for the Pleasant Parks programme
Growth and Corporate services	(323)	£0.388m transfer to the Brent Cross Retail Park reserve. Receipts from the Brent Cross Retail Park has been higher than estimated overall at £0.744m. This allows for the planned level of surplus to be contributed to the dedicated reserve as planned, and for a further £0.356m to be retained to support other BX revenue costs.  £0.257m drawdown for the Strategic Contract Review. £0.454m drawdown for Homelessness prevention, support, and monitoring from Flexible Homelessness Support Grant (FHSG) committed in prior years. -
Assurance	157	£0.154m top-up to the elections reserve to fund the local elections in May 2022.
Resources	186	£0.015m Grants Awarded (top up) £0.201m drawn down for the Care Leaver Participation programme
Public Health	0	
<b>Total</b>	<b>(5,847)</b>	

## Covid-related spending

- 2.4 Based on latest information, it is estimated that spending on activity related to Covid-19 will amount to £33.402m in the current year. £1.497m (c 4%) of available funding is not yet formally committed – although there remains uncertainty over the costs in the remainder of the year and it is expected that these funds will become fully committed as future cost estimates are updated.

Table 3: Summary of Covid-19 related funds and associated spending plans at month 4

Service Areas C19 at Month 4	C19 forecast	comment
Spending	£'000	
Adults and Health	12,828	Specific Grant funding for Infection Control , Rapid Testing, Clinically Extremely Vulnerable and Local Support Grant (£4.752m) Hospital discharge funding (£1.621m) Leisure disruption SPA income (£1.843m) ASC workforce pressures (£2.088m) Placement related pressures (£2.524m)
Children's Family Services	3,785	£0.991m COVID Local Support grant, £0.500m increased payments to support families' needs as a result of COVID, £0.500m High quality education: language development, social, emotional and mental health needs, £0.460m mental health support teams rolled out across all schools, £0.375m Therapies, £0.455m staffing and £0.504m various others
Environment	4,101	Loss of parking income - fees and charges (£3.377m); Loss of commercial waste income (£0.44m); Refuse agency costs required for additional vehicle cleaning (£0.128m) and PPE & Sanitisation (£0.097m)
Growth and Corporate services	2,624	Increased temporary accommodation demand (£0.495m), Re Guaranteed Income shortfall (£0.692m), Barnet Plan funding (£0.500m): including employment and skills staffing and support (£0.175m), Entrepreneurial and Training programmes (£0.280m), IT and Licencing (£0.225m), print contract reimbursement (£0.130m) and staff diverted from standard duties (£0.100m)
Assurance	1,062	Enforcement team relating to COVID-19 street patrols and Fixed Penalty Notices (FPN) (£0.560m); staff diverted from standard duties, including patrol officers (£0.350m), Emergency responders (£0.030m); Anti-Fraud officers investigating COVID-19 grant and business fraud (£0.120m).
Resources	4,409	Funding for underachievement of income in Council Tax receipts (£1.5m) and business rates (£2.9m)
Public Health	3,541	Test and Trace support (£0.784m) Contain Outbreak Support i.e. VCS sustainability, support for Homelessness, Bereavement services etc (£2.756m)
Schools	1,051	
pressures not yet identified	1,497	
<b>C19 costs in 21/22 as at Month 4</b>	<b>34,899</b>	

funding	£'000	
funds brought forward from last year	(8,443)	Comprising funding provided by government in 2019/20 and 2020/21, where £8.4m was not fully spent at 31 March 2021 (the balance of £86.5m received and £78.1m spent; excludes business rates support funding).
additional funds in 21/22		
- SFC reimbursement	(5,143)	Based on the extension of the 2020/21 scheme from 31 March 2021 to 30 June 2021;
- unringfenced funding (tranche 5)	(10,225)	Funding announced as part of the Local Government Finance Settlement for 2021/22 – 5 <sup>th</sup> tranche of unringfenced funding.
- NHS hospital discharge funding	(1,621)	Anticipated income arising from the NHS hospital discharge scheme, which runs to 30 September 2021.
- other government funding	(9,466)	Other funding available in 2021/22, including extensions on Track and Trace, COMF, CEV etc.
<b>Known funding at Month 4</b>	<b>(34,898)</b>	

### Non-Covid spending

This report sets out a forecast for non-Covid spending which is £1.515m higher than approved budgets. Table 4 provides a breakdown of the non-Covid variance as at Month 4 with commentary.

Table 4: Non-Covid Spending - movement in variance from month 3 – 4

Service Areas	Month 3 non-covid variance	Change	Month 4 non-covid variance	Commentary
	£'000	£'000	£'000	
Adults and Health	1,169	(1,146)	24	<p>Month 4 – An overall increase in forecast has been mitigated through the application of reserves set aside at the end of last year against potential cost pressures in the current year.</p> <p>Homecare activity levels report a 17% increase in overall weekly commitments estimated in the 2021/22 budget to the end of June 2021. Non-homecare levels report a net 62 additional care packages since budget were set, as well as a c5% in average costs due to packages becoming more complex. There are also pressures in terms of achieving budgeted income levels.</p> <p>One-off mitigations the forecast placements overspend includes additional NHS Hospital Discharge scheme funding (up to June 21) and a review off the final adjusted position for 20/21 Hospital Discharge scheme 1 income levels.</p>
Children's Family Services	876	(0)	876	No change in variance month on month. This variance relates to the 18-25 service.
Environment	904	(264)	640	<p>Previous forecast overspend mainly attributable to loss of advertising income of £425k, additional street parking maintenance costs of £200k, potential winter maintenance costs of £127k, and £100k debt management costs (conversion of FPNs into collectible debt) partly offset by Streetscene forecast underspend of £141k.</p> <p>Month 4 - Continued favourable movement primarily associated with vehicle maintenance and fuel and running costs against budgeted position, also a small reduction in staffing/operational costs and additional income received for Garden Waste, £145k. Favourable movement within the Street Lighting budget due to a financial rebate received from supplier due to poor service levels, £119k.</p>
Growth and Corporate services	1,004	(290)	714	<p>£0.472m favourable movement from M3 to M4 due to reduced BX Revenue pressure with an over-achievement of income in the Retail Park.</p> <p>This is offset by £0.129m bad debt provision, based on the possible increase in the arrears above that previously anticipated.</p>
Assurance	669	(46)	623	Month 4 - £0.060m increase in the insurance pressure which will be reviewed in future months. Mitigations include a comprehensive review of insurance reserves and potential re-procurement in October 2021. This is offset by a reduction in the revenue contribution to the elections reserve in 2021/22 which will now be funded from other reserve balances.
Resources	(558)	(808)	(1,366)	<p>Previous Forecast £0.558m underspend</p> <p>Month 4 - Underspend of £1.6m in Capital financing in M4 mainly due to reduction in PWLB borrowing costs (£0.677m); £0.700m of MRP benefit moved to GCS (ODH loan and associated savings target); Interest received higher than budget.</p>
Public Health	4	(0)	3	
	<b>4,068</b>	<b>(2,553)</b>	<b>1,515</b>	

### Savings

2.5 The budget for 2021/22 includes planned savings of £10.590m. The forecast set out in table 1 includes the achievement of 83% of this target (£8.777m) as shown in table 5.

- 2.6 The 2020/21 budget planned for the council to deliver £17.311m of savings. Of this, £2.458m was not achieved due to the pandemic but was expected to be achieved in the new year. Current indications are that these savings will all be achieved.
- 2.9 Continued disruption to the Leisure industry, a direct consequence of the pandemic, accounts for a large proportion of the gap in savings delivery against Adults & Safeguarding. This position continues to be reviewed and mitigation plans discussed.

Table 5 Forecast Savings Delivery 2021/22

Service Area	Planned savings new in 2021/22				Savings deferred from last year (due to C19)			
	Savings target 2021/22	Savings On Track as at 31/07/2021	(Gap)/Over to plan	Service area gap	Deferred savings target 2020/21	Savings On Track as at	(Gap)/Over to plan	Service area gap
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Adults & Safeguarding	2,026	636	1,390	68.61%	1,215	1,215	0	0.00%
Children and Family Services	2,775	2,775	0	0.00%	50	50	0	0.00%
Environment	1,375	1,100	275	20.00%	100	100	0	0.00%
Growth and Corporate Services	4,136	3,988	148	3.58%	1,013	1,013	0	0.00%
Assurance	100	100	0	0.00%	(0)	(0)	0	0.00%
Resources	78	78	0	0.00%	80	80	0	0.00%
Public Health	100	100	0	0.00%	0	0	0	0.00%
<b>Total</b>	<b>10,590</b>	<b>8,777</b>	<b>1,813</b>		<b>2,458</b>	<b>2,458</b>	<b>0</b>	
<b>Percentages</b>	<b>100.00%</b>	<b>82.88%</b>	<b>17.12%</b>		<b>100.00%</b>	<b>100.00%</b>	<b>0.00%</b>	

### Risks and opportunities

- 2.7 In preparing the report for month 4, a number of service-based risks have been identified. These are set out below.
- Adults and health
    - The level of clients discharged from hospital with more complex needs than has been the case previously, due to various C19 impacts including delays treating other conditions. There is significant uncertainty in what the demand for adult social care service will be this year. Across London the summer pressures are unprecedented with demand from both hospital discharges and community crises in July already exceeding winter levels.
    - Revenues, including client income due and the future NHS funding for hospital discharges.
    - Continued disruption to the leisure industry arising from the pandemic, and the financial impact of this.
  - Children's and Family Services
    - UASC numbers due to inclusion within the borough boundary of a number of hotels used by the Home Office to accommodate asylum seekers, some of which may be children to whom UASC support arrangements then apply.
    - 18-25 clients and numbers of other children's placements, and costs for clients with more complex needs.
    - Circa £0.600m has been assumed in the M4 position to reflect anticipated increases in costs in the second half of the year as a result of current high levels of contacts.
  - Environment



- The forecast overspend includes the benefits of the rollout of the CPZ Programme as mitigation. However, the CPZ programme of £0.500m is partly negated by the delay in lifting pandemic restrictions (19<sup>th</sup> July).
- Growth and Corporate Services
  - £0.200m temporarily lost rental income from development sites whereby tenant leases are either expiring or being discontinued to allow planned development.
  - £0.450m staff costs which may be outside of scope of capitalisation to the Brent Cross development project.
  - Potential additional prevention staff costs of £0.371m to meet increase demand in Housing Growth.
- Assurance
  - Opportunity to mitigate insurance costs. A wider contract review is due in October 2021. Various mitigating actions are being pursued.

### Budget changes

- 2.8 The budget has increased by £1.084m between months 2 and 3, due to receipt of inflationary uplifts for the public health grant and housing benefit and council tax support administration (£687k together) plus the release of a provision of £397k against collection fund losses spread over 3 years included in the March budget but now funded from C19 resources brought forward. No changes to the overall budget envelope arose in month 4, but there were virements between areas relating to changed management arrangements.

### Reserves

- 2.9 Based on the paragraphs above, the forecast reserves balances at year-end is shown in table 6 (below). It is expected that service reserves are to be used to the value of £5.847m and £8.444m of C19 grant unapplied brought forward will be used in full. This equates to an overall use of reserves of £14.291m, which will reduce revenue reserves to £58.535m, Covid-19 reserves to nil, and overall reserves to £106.840m. (NB – values for s106 receipts in the year are not yet known with certainty and are not shown; the likely value will be £7m-£14m.)

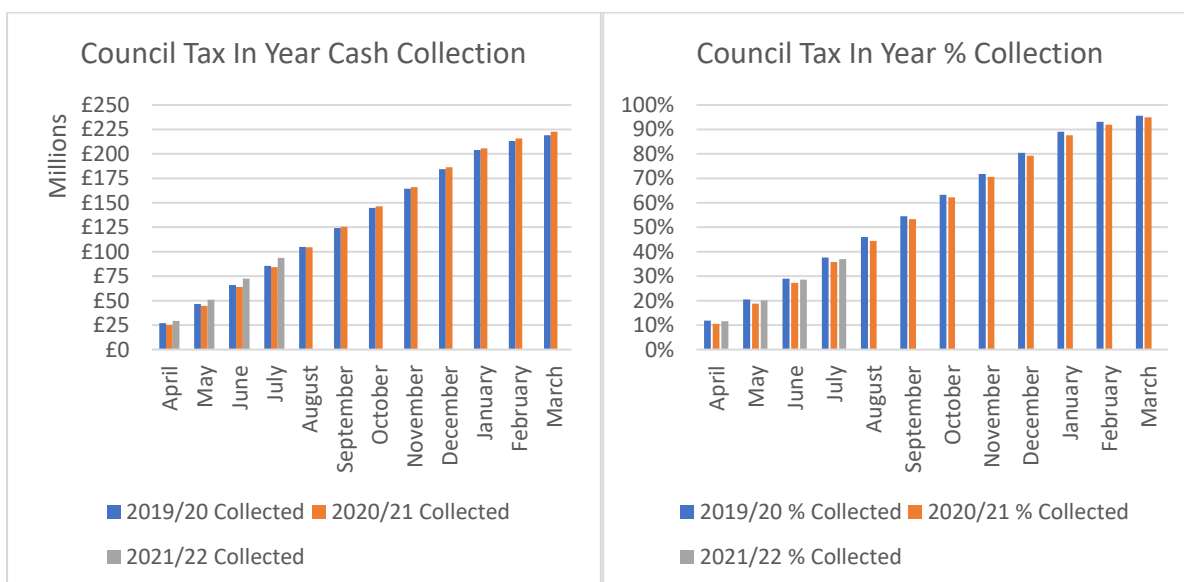
Table 6 Forecast Reserves Balances at month 4

Reserve Movements	Balance Brought Forward	net change	Resulting balance
	£000s	£000s	£000s
Revenue Reserves - non-earmarked	38,405	0	38,405
Revenue Reserves - earmarked (non-Covid-19)	25,977	(5,847)	20,130
<b>Total Revenue Reserves</b>	<b>64,382</b>	<b>(5,847)</b>	<b>58,535</b>
Revenue Grant - unapplied (Covid-19, general fund)	8,444	(8,444)	0
Revenue Grant - unapplied (Covid-19, collection fund)	22,467	0	22,467
<b>Total Revenue Reserves &amp; Grant Unapplied</b>	<b>95,293</b>	<b>(14,291)</b>	<b>81,002</b>
Capital Reserves	25,838	0	25,838
<b>Total All</b>	<b>121,131</b>	<b>(14,291)</b>	<b>106,840</b>

## 3. Ringfenced funding

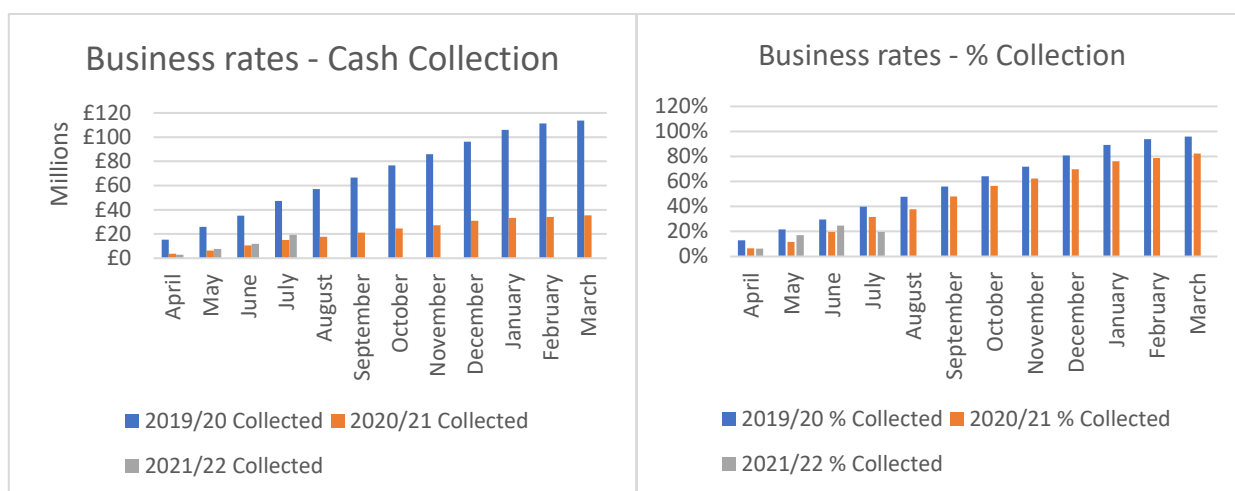
### Collection Fund – Council Tax

- 3.1 The council's budget plan for 2021/22 assumes the collection of £198m of Council Tax. Overall collection continues to improve compared to last year. The July 2021 collection rate is 37.01%, which is 1.2% more than the same time last year, but 0.6% lower than the previous year (i.e. pre-pandemic). In cash terms, current collection levels are £9.5m higher than last year and £8.1m higher than July 2019 (pre - pandemic) – this is due in part to annual increases in both the council tax base and the household charge over two budget cycles.
- 3.2 Two factors contributing to current collection being lower than pre-pandemic levels are:
- 4,609 more households are now on 12 monthly instalment plans having extended payment plans to include February and March. Previously, the most common payment plan was 10 monthly payments from April to January. This has altered the payment profile for these households, but has not adversely impacted the overall collection rate. It is expected that the 98.5% collection budgeted for will be collected in the contracted period of four years.
  - July 2021 saw the first current year summonses issued for non-payment of current year Council Tax. This is due to an additional reminder the council introduced during the pandemic which ended at the end of July 2021 in line with the release of most national restrictions. The recovery schedule has now returned to pre-pandemic operations. The courts have now lifted the 2,000-summons limit per hearing. Barnet will list 3,000 accounts per hearing during August and increase further in September to clear any outstanding accounts awaiting a summons.
- 3.3 There is an underlying recovery impact from COVID-19 in Council Tax. This can be expressed as £0.103m forecast above budgeted for Council Tax Support and a £1.4m forecast loss in budgeted growth in the Council Tax Band D Equivalent Base. This is being offset by COVID-19 grant funding in 2021/22.
- 3.4 The charts below show the comparison of collection rates and cash values over the three years.



Collection Fund – Business Rates

- 3.5 The council's budget plan for 2021/22 assumes the collection of £38.7m of business rates. At the end of June 2021, the 100% Expanded Retail Discount ceased and this means that the council now has more to collect from businesses. As such, forecast Business Rates collection reduced in July 2021 by 12% compared to July 2020. Currently only half of eligible businesses have applied for the 66% NNDR relief available from 01 July and it is expected that the target level of cash collection will fluctuate as a result. The current value collected is 20% lower than in July 2019.
- 3.6 In cash terms, the council is £4.26m above the position 12 months ago but £28m below the position 24 months ago (pre-pandemic).
- 3.7 The current forecast assumes a worst case position which is a £4.4m deficit against the amount collectible. This would mean that the funding 'safety net' will apply and the loss to the council will be "collared" at £2.9m, and additional Government funding will then be provided (in arrears).
- 3.8 Two of the areas identified that have contributed to collection being less than 2019/20 are:
- Additional work created due to business support grants has impacted both the ability of the business rates team to improve collection and also the ability of businesses to make payments. CSG Revenues and Benefits have outlined plans for the recovery of business as usual and work is now underway to deliver this.
  - Owing to the backlog of cases awaiting hearing at the Magistrates courts they are currently not hearing any cases relating to business rates. This means we have not been able to take any non-payers to court at this stage. Discussions are ongoing during Q2 which will see business rates hearings recommence in late Q2 early Q3.



### Emergency financial support for residents

- 3.9 Emergency support is in the form of Discretionary Housing Payments, Discretionary Council Tax Discounts and Crisis Fund payments.
- DHP has seen a 13.9% decrease against 2020/21. DHP remains 30% above July 2019. The council has received a higher allocation than pre-pandemic and are forecasting £2.4m expenditure, this is in line with anticipated government funding.
  - Discretionary Council Tax Discounts (Section 13A payments) are seeing a 53% increase against July 2020, due to fewer requests early in the pandemic. There is greater knowledge and understanding of the availability driving demand.
  - Crisis Fund has seen a 76% increase against 2020/21. As with Discretionary Council Tax Discounts, there were fewer requests early in the pandemic. The main driver for the crisis fund increase is owing to the relaxation of the eligibility/entitlement requirements within the council's policies. At this point the relaxation will run until the

end of September with a review to take place in August 2021 as to whether to extend for the full financial year, subject to need and availability of funding.

#### Court Costs

- 3.10 Court costs awarded and collected have significantly increased compared to 2020/21 however remain down on 2019/20, due to the additional reminder introduced during the pandemic. This second reminder has been removed from the end of July and the first 2021/22 summonses issued. The council is currently in negotiation with the courts about clearing the backlog of cases. It is anticipated that during quarter 2 much of the backlog will be cleared and our costs awarded will increase closer to the budgeted amount (£1.6m).
- Court costs collected 31 July 2021 are £320,305. This is 264% up on 2020/21 owing to the freeze on both recovery and enforcement action for non-payment at this point in 2020 as of the council's pandemic response. In comparison to the pre covid year of 2019/20 we are however 30% down owing to the service still recovering from the recovery freeze.
  - Court costs awarded as at 31 July 2021 are £751,869. No court costs were awarded until Q3 of 2020/21 due to the magistrates' courts closing because of Covid.

#### Housing Revenue Account (HRA)

- 3.11 The HRA budget was realigned following the approval of the HRA business plan by H&G and P&R committees in June 2021. No variance to budget is currently anticipated.
- 3.12 At month 4, the HRA is forecasting a £0.020m surplus in line with the budget which is after a voluntary expenditure contribution to capital of £1.315m
- 3.13 Excluding capital charges and depreciation, the controllable element of the HRA is projected to achieve a surplus of £13.557m, against a target of £14.243m, leaving a projected deficit to the target of £0.686m.
- 3.14 The projected movement from the last report is an adverse movement of £1.221m, due to:
- an increase in projected debt costs on the HRA. The budget assumed small incremental borrowing, but the low level of interest rates provided an opportunity to take out borrowing earlier than planned, but with a lower overall cost.
  - The HRA will benefit in the long term as the recent borrowing is at much lower interest rates of c.1.8%, compared with future borrowing rates, which are expected to be over 3.5%.
- 3.15 HRA general reserves opened the year at £4.000m and are forecast to close the financial year at £4.020m. This is equivalent to circa 1 month of forecast tenant rent and reflects best practice.

#### Dedicated Schools Grant (DSG)

- 3.16 The DSG budget will be updated as the DFE announce further updates to allocations. For month 4, the forecast position for the DSG is an underspend of £1.527m.
- 3.17 This represents an improvement of £2.044m from M3. This is entirely due to the decreased spending forecast in the growth fund. This was highlighted last month as a possible area for change and the latest figures provided to finance have now indicated there is likely to be little call on the growth fund this year, so the forecast has been amended accordingly.
- 3.18 This has been partially offset by an increase of £0.697m in the high needs block due to increasing demand. Further explanation of this can be seen below.

- 3.19 Despite a large allocation increase for the High Needs Block there is still an overspend projected of £1.214m. This is due to the estimated increase in new Education and Health Care Plans (EHCP's) of 28% compared to 20% last year and placements in independent settings. This is an early estimate of the projected overspend and more accurate figures will be known in September once latest EHCP numbers are confirmed.
- 3.20 Work will be taking place in the year to look at a 3-year forecast for high needs to identify whether the new increased funding from the DfE is sufficient for the anticipated levels of demand. This work will also include a forecast on the growth fund following potentially 2 years of large underspends.

#### Public Health Grant

- 3.21 The ringfenced public health grant (£17.817m) is forecast to spend to budget pending a review of demand led contracts (which underspent last financial year). Any year end underspend will be carried to the Public Health ring fenced reserve.
- 3.22 This report is prepared using the confirmed value of the grant which includes the inflationary increase of £0.341m.

Table 7 Public Health Grant forecast

Service Area	2021/22 Budget	2021/22 Forecast	Covid 19 impact	2021/22 Forecast excl C19	Variance
	£000	£000	£000	£000	£000
Public Health services (PH grant funded)	17,817	17,817	0	17,817	0
<b>Public Health Services</b>	<b>17,817</b>	<b>17,817</b>	<b>0</b>	<b>17,817</b>	<b>0</b>

- 3.23 The Public Health Grant Reserve is currently £1.901m, there is currently no forecast top-up or draw down during this financial year.

Table 8 Public Health Grant Reserve forecast

Reserves use	brought forward	budget use	forecast use	forecast carry forward
	£000	£000	£000	£000
Public Health reserve	1,901	0	0	1,901

#### Special Parking Account (SPA)

- 3.24 Income received from parking charges is paid into a Special Parking Account (SPA) to comply with legislative requirements. Any surplus is appropriated into the General Fund at year end. The act requires any surplus to be spent on specified traffic and highways management objectives. Table 9 below illustrates the forecast outturn position for the SPA and the estimated appropriation to the general fund. It shows that budgeted net receipts are £16.8m, but that the current forecast is for only £13.3m of receipts to be achieved.
- 3.25 The forecast losses arising from this underachievement of income amount to £3.162m, which can be recovered from one-off C19 funding (shown elsewhere in this report). Planning is in hand to identify the likely level of future receipts and what mitigations the service can apply to reduce the projected income gap in future years.

Table 9 SPA Forecast

SPA Accounts	2021-22 Budget	Estimated 2021-22 Outturn		
	£'000	£'000	£'000	£'000
<b>Income</b>	<b>Budgeted SPA Account</b>	<b>M4 Forecast Excluding Covid-19</b>	<b>M4 Funded Covid-19 losses</b>	<b>M4 Forecast Outturn</b>
Penalty Charge Notices	(16,275)	(12,875)	(2,733)	(15,608)
Residents Permits	(3,020)	(3,232)		(3,232)
Pay & Display	(3,990)	(3,349)	(429)	(3,778)
CCTV Bus lanes	(370)	(1,037)		(1,037)
<b>Total Income</b>	<b>(23,655)</b>	<b>(20,493)</b>	<b>(3,162)</b>	<b>(23,655)</b>
<b>Operating Expenditure (running costs)</b>	<b>6,841</b>	<b>7,127</b>		<b>7,127</b>
Net Operating Surplus	<b>(16,814)</b>	<b>(13,366)</b>	<b>(3,162)</b>	<b>(16,528)</b>
<b>Appropriation to General Fund</b>	<b>(16,814)</b>	<b>13,366</b>	<b>(3,162)</b>	<b>16,528</b>

#### 4. Capital Programme

- 4.1 The capital forecast outturn for 2021/22 capital investment programme is £509.687m, of which £404.282m relates to the General Fund programme and £105.207m relates to the HRA capital programme.

Table 10 Current Financial Year Forecast Capital Outturn

Service Area	2021/22 Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	2021/22 Forecast	Variance from Budget
	£000	£000	£000	£000	£000
Adults and Health	5,397		14	5,411	14
Children's Family Services	27,934	0	(11,596)	16,338	(11,597)
Growth and Corporate services	178,151	(37)	(46,655)	131,459	(46,692)
Environment	30,380	0	(2,986)	27,394	(2,986)
Brent Cross	162,053	0	(27,927)	134,126	(27,927)
Resources	567			567	
<b>General Fund Programme Total</b>	<b>404,482</b>	<b>(37)</b>	<b>(89,150)</b>	<b>315,294</b>	<b>(89,188)</b>
HRA	105,207	3,142	(36,751)	71,597	(33,610)
<b>Grand Total</b>	<b>509,687</b>	<b>3,104</b>	<b>(125,902)</b>	<b>386,891</b>	<b>(122,797)</b>

- 4.2 The current forecast indicates that £89.150m of investment is expected to be slipped to be delivered in later years.
- 4.3 **Brent Cross** – The current 2021/22 position for the overall scheme is c£23.9m underspent against forecast due to the need for re-profiling of expenditure between all the elements of the programme; Funding for Land Acquisitions, BXS Land Acquisitions, Thameslink Station and Critical Infrastructure. The forecast has been further refined to allow a suitably revised profile to be submitted to P&R Committee.

- Funding for Land Acquisitions is based on an updated revised property cost estimates (PCE) includes 5% contingency to account for market fluctuations. This is currently shown on budget for the scheme overall. Priority acquisitions is forecasting reprofiling of £8.6m into future years in line with the 25-month vesting period applied to all the served General Vesting Declarations (GVDs) in April 2021. The forecast at M4 has been updated to account for changes in the PCE and increased legal & professional fee expenditure relating to the acquisition and land assembly profile (including negotiation), additional workstreams associated with land cleaning, Project Agreement and revised fee arrangements.
- Thameslink Station 2021/22 is forecasting reprofiling of £2.4m into future years. Since M3 the delivery packages (Station construction, Rail system and sidings and the TOC train operating compound) are showing a total reduction of £0.167m in the in-year forecast with the majority relating to an efficiency within the development services agreement. The material changes at M4 relate to an increase in the land acquisition costs with a prudent £2.7m increase in-year in relation to potential compensation matters offset by £2.8m reprofiling on Geron Way (Highways) due to delays in the Waste Transfer Station programme which has a knock on impact on the highways infrastructure.
- Critical Infrastructure 2021/22 is forecasting reprofiling of £5.6m into future years. As reported at M3, the majority of the overall reprofiling required is primarily linked to future works on the Tilling Road and Claremont Road Junction which are not due to commence until March 2023. In-year increased expenditure on finalising the Cardiff House acquisition has been offset by a revised Sub-station grant profile in line with the revised milestone payment dates.
- BXS Land Acquisitions is forecasting reprofiling of £11.3m into future years. Properties within the Whitefield Estate Part 2 are forecast to complete in 2023/24 in line with the 35-month vesting period applied to all the served GVDs in April 2021. The forecast at M4 has been updated to account for changes in the PCE and increased charges for legal and professional fees with the majority related to home surveys, acquisition strategy and advance payment requirements.

4.4 **Growth and Corporate Services** – At month 4, Growth and Corporate Services are forecasting a £46.692m underspend against the £178.1m capital programme budget in the current year. This is primarily due to:

- Delays in delivering the housing acquisition scheme through Open Door Homes of £17.7m, although the overall project is still expected to deliver within budget.
- Changes in working capital requirements in the Hermitage Lane programme have resulted in £1.034m slippage.
- Delays in the Kick Starting programme caused £0.677m slippage in the Mixed Tenure Housing programme. Site clearance at Cheshire House, has led to slippage of £16.160m in ULF Sage.
- There is also a £2.377m slippage of costs associated with the depot relocation a land purchase costs are not now anticipated to materialise until next financial year. Delays in construction have led to slippage of £1.150m in Milesplit Cemetery, with £0.332 slippage in The Burroughs, Hendon in line with the revised project profile.

4.5 **Children's and Family Service** – At Month 4, the overall position of the capital budget for the full year is an underspend of £11.597m. The main reasons for this variance at M4 are listed below:

- £2.303m reprofiled for modernisation. These funds have been profiled into next FY this is inclusive of Emergency Reactive Works (£0.300m). If an emergency occurs than these funds will be accelerated.
- £3.287m is being slipped for the Grammar school project. This is a project being delivered by the school contractors expected on site later this month.

- A total of £2.182m has been reprofiled for primary & secondary places. Only one new scheme is expected this FY (Friern Barnet high School). If any further drawdowns are required than these funds will be accelerated as and when required.
- A total £1.443m has been slipped for SEN unallocated. If any further schemes are required than these funds will be accelerated as and when required.
- £0.778m slipped for the Oakleigh SEN phase two scheme. Construction is expected to begin in early next FY therefore not all funds required this FY.
- £0.651m has been slipped for the Saracens Primary school project due to a delay in construction. This is a school managed scheme.
- £0.468m has been reprofiled equally for the next two FY's for the FS estates budget. Libraries only requires £0.048m this FY to finalise current agreed works. For any future library projects, a new bid will be submitted to have a specific library capital scheme within the programme.
- £0.485 various other small variances

4.6 **Adults and Safeguarding** – The Adults and Safeguarding Capital budget for 2021-22, is currently forecasting broadly in line with budget at period 4 as follows:

- The leisure centres project is almost complete, budget reflects sums held for retention and final payments. Budget expected to be fully utilised by year end.
- Mosaic 'Investing in IT' budget will fund the continuation of phase 2 and is expected to be fully spent.
- Community Equipment spend is incurred in revenue initially, current levels indicate that relevant spend is line with previous years. Spend continues to be monitored.
- Disabled Facilities Grant – forecast to budget spend being reviewed. Slippage from 2020/21 has been profiled over the next two financial years. Awaiting news on any potential DFG grant change later this year.

4.7 **Environment** – At Month 4 Environment is forecast to spend to £27.394m against budget with £2.986m slippage. The latter is due predominantly to vehicle slippage of £2.393m as conditions of some vehicles has not warranted disposal and replacement in the current year. Additionally, Greenspaces Infrastructure Programme and Gaelic Playing Pitch Relocation is being slipped by £0.246m and £0.217m respectively, as the programme is expected to be completed in the following year.

4.8 **Resources** – The capital programme for Resources is forecast to spend to budget in 2021/22.

#### HRA Capital Investment

4.9 The HRA has a capital investment budget of £105.2m in 2021/22, a budget that was recently realigned and reprofiled following the agreement and approval of the 30-year HRA business plan by H&G and P&R committees in June.

4.10 The position reported at Month 4 is a £33.610m favourable variance from budget, in line with the revised Business Plan which will be approved at September P&R and H&G. This includes £36.751m slippage, with £3.141m net additions. The slippage consists of:

- Dollis Valley (£2.500m) – Due to expected completion of the development. The budget is to purchase units for displaced residents in new developments.
- Extra Housing Cheshir (£9.417m) – Due to site clearance issues on site causing significant delays. Development is expected towards to the end of financial year 2021/22, offset by an acceleration of Extra Care Housing (Stagg) of £1.939m.
- Burnt Oak Broadway (£1.000m) – Slippage due to delays in development.
- New Build 250 Units (£7.936m) – Planning permission issues will result in delays in development and build.



- Regen Stock Investment (£5.424m) – Investment related to Graham Park maintenance has slowed down, as Graham Park NE feasibility programme work has begun this year and may impact the maintenance programme.
- Barnet Homes GLA Development (£12.564m) - Planning and site issues will result in delays in development and build.
- The additions and deletions of £3.141m relate mainly to the stock Capital investment programmes, additions of £4.931m in M&E/ Gas and with deletions in Regen stock Investment (£1.820m).

### Funding of the Capital Investment Programme

4.11 The composition of capital funding is detailed in the table below. The level of funding from Capital receipts, Revenue/ Major Repairs Allowance (MRA) and Community Infrastructure Levy (CIL) funding remain broadly the same as the previous period.

Table 11 Funding the Capital Programme 2021/22

Service Area	Grants/ Other contributions	S106	Capital Receipts	Revenue/M RA	CIL	Borrowing	Total
Adults and Health	3,525		90		1,417	379	5,411
Children's Family Services	15,578	2	87		175	495	16,338
Growth and Corporate services	5,526	2,816	10,128	491	5,528	106,970	131,459
Environment	1,020	3,247	305		10,469	12,353	27,394
Brent Cross	132,754					1,372	134,126
Resources		567					567
<b>General Fund Programme</b>	<b>158,403</b>	<b>6,632</b>	<b>10,610</b>	<b>491</b>	<b>17,589</b>	<b>121,569</b>	<b>315,295</b>
HRA	4,557		3,352	27,799		35,889	71,597
<b>Total Capital Programme</b>	<b>162,960</b>	<b>6,632</b>	<b>13,962</b>	<b>28,290</b>	<b>17,589</b>	<b>157,458</b>	<b>386,892</b>

## 5. Debtors

5.1 Between June 2021 and July 2021 overall debtors increased by £2.234m. An analysis of debtors as at the 31 July 2021 is provided below at Table 12. It should be noted that this information is a snapshot as at that date and the overall position varies.

5.2 Overdue debtors (up to 30 days and older) as at 31 July 2021 was £32.439m an increase of £5.176m for the same period in 2020 where the outstanding balance was £27.262m.

Table 12 Aged Debt Analysis as at 31 July 2021

	Not Overdue £000	Up to 30 days £000	30 - 60 days £000	60 - 90 days £000	Over 90 days £000	Total Debt £000
Month 4	4,612	7,178	910	1,076	23,275	37,051
Month 3	3,411	1,551	1,423	11,999	16,433	34,817
<b>Movement</b>	<b>1,201</b>	<b>5,627</b>	<b>(513)</b>	<b>(10,923)</b>	<b>6,842</b>	<b>2,234</b>

5.3 Table 13 gives detail of the top ten individual debts by debtor, totalling £20.563m.

Table 13 Top 10 debtors as at 31 July 2021

Debtor	Total Debt £000	Not Overdue £000	Up to 30 days £000	30 - 60 days £000	60 - 90 days £000	Over 90 days £000
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NHS North Central London CCG	14,755	3,153	2,000	-	414	9,188
THE FREMANTLE TRUST	1,357	-	-	-	-	1,357
Barratt Metropolitan LLP	1,196	-	1,183	-	-	13
COMER HOMES	993	-	-	-	-	993
METROPOLITAN POLICE SERVICE	540	10	-	-	-	530
Demetriou & English	500	-	-	-	-	500
Capita Property & Infrastructure LTD	386	-	103	283	-	-
Conway AECOM Ltd	334	-	-	136	-	198
MIDDLESEX UNIVERSITY	295	-	304	-	-	(9)
Deferred Payment Arrangement	208	-	-	-	-	208
<b>Total</b>	<b>20,563</b>	<b>3,163</b>	<b>3,590</b>	<b>419</b>	<b>414</b>	<b>12,977</b>

- 5.4 At Month 3, the CCG confirmed a release of funding totalling £6.8m to settle invoices relating to the previous financial year. This was received in Month 4. There is ongoing and regular contact with Barnet/NCL CCG to discuss the outstanding debt position and ensure that debt is raised and processed in as timely a manner as possible. At the time of writing, the CCG have made additional payments and the current balance outstanding is £7.8m (of which £2.0m is over 90 days).
- 5.5 Outside of the table above (which shows individual debtor accounts) is a significant class of debtors which relate to adult social care residential placements and homecare packages where the client is financially assessed as being able to contribute to the costs of their care and support. At the time of preparing the report, this debt is recorded as being £8.150m. A dedicated project is in place to maximise recovery of this debt and to further improve its active management. Some of the debt is related to former client's property and collection depends on the conclusion of probate arrangements. The project has worked since April 2021 to manage historic debt and has delivered £0.480m of benefit to the council to date. Additional work to understand the quantum of assessed charges, payment plans in place and clients with bad or doubtful debts is being undertaken for future reporting.
- 5.6 Legal discussions with The Fremantle Trust are ongoing.
- 5.7 Barratt Metropolitan LLP have advised of payment totalling £1.1m is paid in Month 5.
- 5.8 The Assistant Director of Estates continues discussion with HBPL regarding the Comer Homes debt.
- 5.9 The Metropolitan Police Service have made a payment of £0.010m and requested their PO numbers be provided by the relevant services for the remaining balances under their No PO, No Pay policy.
- 5.10 A meeting has been held with the operations director responsible for Hendon Cemetery and Crematorium who is currently in discussion with Demetriou & English; the debts have been referred to the council's debt collection agency for recovery.
- 5.11 Capita Property & Infrastructure Ltd have paid £0.320m.
- 5.12 Discussions are ongoing between Conway and Re Highways as the outstanding balance forms part of a final account settlement negotiation.
- 5.13 Middlesex University have sent a remittance for £0.023m and requested copy invoices for those outstanding to facilitate payment.
- 5.14 The Deferred Payment Arrangement is in relation to a debt for a social care client being secured against their property.

## **6. REASONS FOR RECOMMENDATIONS**

6.0 This report contains a summary of the Council's forecast revenue and capital outturn for the financial year 2021/22 as at Month 4 (July 2021).

## **7. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

7.0 None

## **8. POST DECISION IMPLEMENTATION**

8.0 None

## **9. IMPLICATIONS OF DECISION**

### **9.0 Corporate Priorities and Performance**

- This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out our vision and strategy for the next five years. This includes the outcomes we want to achieve for the borough, the priorities we will focus limited resources on, and our approach for how we will deliver this.
- Our three outcomes for the borough focus on place, people and communities:
  - a pleasant, well maintained borough that we protect and invest in
  - our residents live happy, healthy, independent lives with the most vulnerable protected
  - safe and strong communities where people get along well
- The approach for delivering on this is underpinned by four strands; ensuring residents get a fair deal, maximising on opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently

### **9.1 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- This report considers the forecast position of the Council at the end of the financial year.

### **9.2 Social Value**

- None applicable to this report, however the council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

### **9.3 Legal and Constitutional References**

- 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.

- 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.
- The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Financial Performance and Contracts Committee as being Responsible for the oversight and scrutiny of:
  - The overall financial performance of the council
  - The performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Assets, Regeneration & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee; or Housing Committee
  - The council’s major strategic contracts 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 & Resources Committee and/or theme committees on issues arising from the scrutiny of external providers at the request of the Policy & Resources Committee and/or theme committees
    - consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee
  - To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.
- The council’s Financial Regulations can be found at:  
<https://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD349&ID=349&RPID=638294>

#### 9.4 Risk Management

- Regular monitoring of financial performance is a key part of the overall risk management approach of the Council.

#### 9.5 Equalities and Diversity

- Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that policy and Resources Committee has regard to the

statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

- A public authority must, in the exercise of its functions, have due regard to the need to:
  - **eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
  - **(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
  - **(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**
- Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - **remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
  - **(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
  - **(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.**
- The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - **Tackle prejudice, and**
  - **Promote understanding.**
- Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
  - **Age**
  - **Disability**
  - **Gender reassignment**
  - **Pregnancy and maternity**
  - **Race,**
  - **Religion or belief**
  - **Sex**
  - **Sexual orientation**
  - **Marriage and Civil partnership**
- This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with

understanding and respect; have equal opportunities and receive quality services provided to best value principles.

- Progress against the performance measures we use is published on our website at: [www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)
- Measures undertaken as part of the Council's response to the Covid-19 pandemic have been undertaken in full awareness of the Council's commitment and responsibility to act in accordance with its own Equalities Policy and wider legislation. It is notable that the virus does appear to affect some parts of the community more than others, and the Council's actions have been informed by its commitment to mitigate impacts in all areas, and to appropriately protect or shield especially vulnerable individuals, in accordance with national guidelines.

#### **9.6 Corporate Parenting**

- 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.

#### **9.7 Consultation and Engagement**

- None in the context of this report

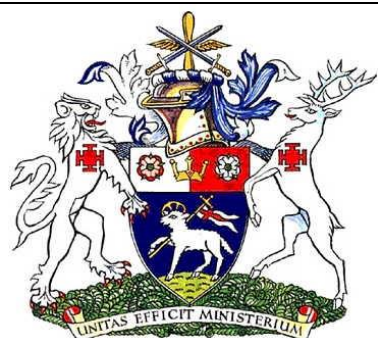
#### **9.8 Insight**

- None in the context of this report

### **10. BACKGROUND PAPERS**

None

AGENDA ITEM 8



**Financial Performance and Contracts Committee**

**7 October 2021**

<b>Title</b>	<b>Review of Capita Contracts</b>
<b>Report of</b>	Director, Commercial and Customer Services
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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**Summary**

The purpose of this report is to provide an update on the Review of Capita contracts and to confirm the next steps and reporting timetable for the Review.

**Officer Recommendations**

**That the Financial Performance and Contracts Committee:**

- 1. Notes the progress that has been made across all aspects of the Review, as set out in section 2 of the report; and**
- 2. Notes the anticipated reporting timelines, as set out in section 4 of the report.**

## 1 WHY THIS REPORT IS NEEDED

1.1 At its meeting on 8<sup>th</sup> June 2021, the Financial Performance and Contracts Committee agreed the proposed direction of travel for each of the services currently provided under the Customer and Support Group (CSG) and Regional Enterprise (RE) contracts. Recommendations were made to place each service within one of the following categories:

1. Retained services – interim extension of two-three years for key technology-based services, where return in-house would be unlikely to be a viable option and a reasonable extension would generate additional investment. The agreement of any extension would be dependent upon robust investment and improvement proposals from the service provider;
2. Returning services – confirm contract will expire in 2023 for services where there is unlikely to be much scope for the service provider to add further significant value, the market for re-procurement is limited and the financial case can be made to return them to the council; and
3. Further review services – interim extension of one-two years for services where the case for returning, re-procuring or extending is unclear and a more detailed review is required to determine the best strategic option.

1.2 Those recommendations were based on consideration of the following factors:

- Overall performance
- Scope for further investment and innovation
- Scope for service provider to further add value
- Logistical considerations
- Financial viability of returning the service in-house
- Clarity of strategic direction for the service

1.3 The following table summarises the direction of travel that was agreed for each service:

Service	Retain	Return	Further review, with short extension
IT	✓		
Customer Services	✓		
Revenues and Benefits	✓*		
Procurement		✓	
Accounts Payable/Integra			✓
HR/Core HR			✓*
Estates			✓*



Planning and Development Control	✓*		
Building Control	✓		
Land Charges	✓		
Regulatory Services		✓	
Regeneration		✓	
Highways		✓	
Cemetery and Crematorium			✓

\* with some element of the service potentially returning to the council upon expiry of the contract

1.4 The report outlined various workstreams that were continuing with a view to developing firm recommendations on the future delivery arrangements for each service in due course. In summary, those workstreams cover the following activities:

Retained and further review services

- Analysis of service performance
- Continuing joint working with Capita and client leads to ensure that proposals for the future development of services align with council's vision and requirements and address identified service delivery issues
- Continuing discussions to further understand and agree the rationale, scope and any wider impacts or interdependencies, where a partial return of services has been suggested
- Consideration of the outcomes of the Grant Thornton market insights report, the contents of which were noted by this Committee at its previous meeting
- Continue work to identify appropriate sources of benchmarking information
- Preliminary work on identifying and assessing longer-term service delivery options for "further review" services

Returning services

- Development of outline business cases for services being considered for return
- Maintaining the delivery of these services over the remaining life of the contract
- Preliminary work on exit planning to ensure a smooth transition back to the council in due course
- Continuing implementation of the wider Highways Transformation Programme, to ensure a whole-service approach to developing the future operating model for the service

Cross-cutting activity

- Undertake resident engagement focus groups, as agreed by this Committee at its meeting on 8<sup>th</sup> June 2021

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 Good progress has been made across most workstreams over the summer, with some activities completed and others nearing completion. In consultation with the Chairman, it has been agreed that, in order to allow proper and holistic scrutiny of the emerging outcomes by the informal cross-party working group, outcomes should be reported to the next meeting of this Committee, on 23<sup>rd</sup> November 2021.

Retained and further review services

- 2.2 Work on the performance evidence packs is nearing completion. These have been developed jointly by Capita and council colleagues. Most have now been signed off by the council's client leads and a final review of consistency and completeness is being carried out by the programme team.
- 2.3 Joint working has continued to support the development of proposals for extension and associated commercial arrangements. Client leads have been engaged in discussions about service priorities, including potential changes to KPIs. Commercial colleagues have been engaged in discussions on matters such as re-baselining income guarantees, the future of the joint venture and potential amendments to the change management arrangements, which govern the use of SPIRs. There has also been a workshop involving senior colleagues, the outcomes of which will inform proposals about the future governance of the contracts, together with the overall ethos of the partnership and how it will develop to ensure that it achieves the necessary flexibility to respond to the changing needs of the council and its residents.
- 2.4 This ongoing dialogue has incorporated discussions about the rationale, scope and any wider impacts or interdependencies, where a partial return of services has been suggested. Arising out of these discussions, it has been identified that the Vacancy Filler software contract that is used by the recruitment service is due to expire early in 2022. This presents the opportunity to consider a wider range of options for the future delivery of the service and a further report on this will be brought to the next meeting of this Committee.
- 2.5 It is anticipated that Capita will submit formal proposals to the council at the end of October. Work is nearing completion on defining a formal evaluation process, which will provide for a rigorous assessment of the proposals against the previously agreed criteria of:
1. Strategic control;
  2. Value for money; and
  3. Service quality.

- 2.6 The evaluation process will also take into account social value and equality, diversity and inclusion considerations.
- 2.7 Council officers have worked with colleagues from the London Borough of Lambeth to benchmark the cost and performance of revenue collection services. The outcome of this work has informed the ongoing dialogue between Capita and client leads. The benchmarking report will form part of the performance evidence pack that will be presented to the next meeting of this Committee.
- 2.8 Work has also commenced on identifying and assessing longer-term service delivery options for “further review” services. The initial focus has been on establishing a project to consider the council’s future strategy for its core systems (predominantly finance and HR), which will inform future decisions about the longer-term options in respect of the Accounts Payable/Integra and HR/Core HR services.

#### Returning services

- 2.9 Good progress has also been made on developing outline business cases for returning services, including consideration of the future operating models for those services and validation of cost implications. These are now in the process of being reviewed by the programme team for consistency and signed off by the relevant council management teams.
- 2.10 Closely linked to the work on returning services is the broader Highways Transformation Programme, which continues to drive ongoing improvements in the service, whilst also considering the future operating model for the service. To support this approach, Capita’s Highways Director has now been seconded to the council and now reports directly to the Executive Director, Environment. Given the particular complexities of the Highways service, it is considered likely that additional resources will be required to support the service design and transition process.
- 2.11 Preliminary discussions have taken place about managing the exit process for returning services, to ensure that the delivery of these services is maintained over the remaining life of the contract and that there is a smooth transition back to the council in due course. A joint programme sub-group will be established to develop the detailed transition plans, once the final decisions on these services have been made.

#### Cross-cutting activity

- 2.12 As agreed by this Committee at its meeting on 8<sup>th</sup> June 2021, two focus groups were run by ORS (Opinion Research Services – an independent organisation that has a track record of working with the council on conducting surveys and public focus groups) early in July. One of the groups consisted of five residents that have previously engaged with the council and the other

group brought together a random, representative sample of nine members of the public.

2.13 The sessions were structured around discussions on the following points:

1. Concerns about service quality and what improvements residents would wish to see (in particular, whether or not concerns expressed by the 2019 focus groups remained the same, or had changed over time);
2. Elements of the contract and associated management arrangements, such as accountability and control; and
3. What impacts, if any, Covid has had on service delivery, priorities or expectations.

2.14 Residents engaged well with the process and a substantial feedback report has now been produced by ORS. A copy of this has been provided to Capita, so that they can ensure that their proposals directly address any specific concerns raised by the focus groups. Officers are also reviewing the report to consider the comments as they relate either to returning services or to wider council issues or processes. A detailed report setting out the council's response to the issues raised by the focus groups is being prepared and will be brought to the next meeting of this Committee, at which point ORS's report will also be published.

### **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 Not applicable – this report sets out information on progress, rather than recommendations for decision.

### **4 POST DECISION IMPLEMENTATION**

4.1 Based on the work carried out to date, no amendments to the direction of travel agreed on 8<sup>th</sup> June 2021 are proposed at this stage. Work on developing firm recommendations on the future delivery model for each service will continue, with a view to bringing outline business cases for returning services to the Financial Performance and Contracts Committee meeting scheduled for 23<sup>rd</sup> November 2021.

4.2 It is also intended that reports on the performance evidence packs and public engagement will be brought to that meeting, together with updates on Capita's extension proposals and exit planning. At this stage, it is anticipated that any firm proposals for extensions will be brought to the 1<sup>st</sup> February 2022 meeting of this Committee.

4.3 Further meetings of the informal cross-party working group will take place, as considered appropriate by the Chairman.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The aims of this Review are consistent with the council's Corporate Plan, Barnet 2024, in that it aims to ensure high quality, good value services.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The Capita contracts collectively have a value of approximately £80m per annum (including core fee, income and special projects). It was originally anticipated that around £500k, less than 1% of the value of the contracts, would be required to carry out the Review. This would be required for programme management, specialist input (including procurement and legal) and additional commercial capacity.

5.2.2 Project management resources that were previously redeployed to support the delivery of critical services during the Covid-19 pandemic are now fully deployed on the Review. The additional resource implications associated with the extension to the overall timescales for delivery the Review are estimated to be approximately £240k for the financial year 2021/22.

5.2.3 The costs involved are justified by the scale of the contracts and the importance to the council of delivering best value going forward. The costs will be funded by a non-recurrent allocation from the contingency budget, which has been approved by the Policy and Resources Committee. It should be noted that a further allocation may be required to support the work required to transition some services back to the council.

### **5.3 Social Value**

5.3.1 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. The existing contracts include Social Value provisions and the opportunity to enhance these will be considered as part of the negotiations to extend the contracts and in any re-procurement activity.

## 5.4 Legal and Constitutional References

- 5.4.1 Council Constitution, Article 7 (Committees, Forums, Working Groups and Partnerships) provides that Financial Performance and Contract Management Committee is responsible for the oversight and scrutiny of the council's major strategic contracts. It may 'at the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and make recommendations to the referring committee.' Policy and Resources Committee on 17<sup>th</sup> June 2019 agreed that terms of reference and progress on the Review should be reported to the Financial Performance and Contracts Committee. Any resulting recommendations would be made in a further report to the Policy and Resources Committee.
- 5.4.2 Legal advice will be sought as required, including on contractual, public procurement, consultation, and employment related matters, to ensure that the council acts lawfully at all times.
- 5.4.3 Best Value public consultations as required by Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007) will be carried out as appropriate in the context of the Review. Statutory Guidance requires the council to provide for organisations, businesses, service users, and the wider community to put forward options on how to reshape services, and to consider overall value, including economic, environment and social value when reviewing service provision.
- 5.4.4 Consultation with staff will be carried out as appropriate and the council will comply with its legal obligations under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) (TUPE) in connection with the transfer of any affected staff.

## 5.5 Risk Management

- 5.5.1 Key risks associated with the Review include:
- Ongoing time and/or resource constraints lead to the Review not being carried out effectively, resulting in poor decision-making
  - Relationship with Capita deteriorates during the Review, leading to poorer service delivery
  - Lack of clarity on scope and deliverables from the Review results in disappointed and/or confused stakeholders
  - Resource requirements and/or organisational focus on the Review leads to deterioration in service quality or seeking value for money.
  - A further wave of the Covid-19 pandemic further delays work on the Review.

5.5.2 Risks will be monitored and mitigating actions have been put in place, including establishment of close partnership working with Capita, ensuring appropriate resourcing (please refer to 5.2.1) and through detailed planning.

## 5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in the council's decision-making process. The council has to discharge the public sector equality duty, which is done by the decision makers having due regard to the needs in section 149(1)(a)-(c) of the Equality Act 2010. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that the Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010.

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and
- (b) Promote understanding.

5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

5.6.7 Equalities Impact Assessments will be undertaken on a service by service basis as more detailed proposals and business cases are developed.

## 5.7 Consultation and Engagement

### *Public consultation and Best Value consultation*

5.7.1 As previously reported to this Committee, extensive consultation has taken place through the review of Capita contracts as reported to Policy and Resources Committee on 17<sup>th</sup> June 2019. The Review is a continuation of the review of Capita contracts and will take into account the feedback already provided. Further engagement will take place through the use of focus groups. Additional stakeholder engagement will also be undertaken with council staff and with Barnet Group and the Barnet Education and Learning Service (BELS) who also use Capita services, as these service users were not well represented in previous consultation.

### *Staff consultation*

5.7.2 Any proposals that involve the transfer of services from one provider to another (including transfer in-house or to alternative providers) will entail a statutory requirement to provide information and consult with staff representatives under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These requirements will be triggered once a decision to transfer services has taken place and prior to any transfer being effected.

5.7.3 However, it should be noted that it is good practice to engage with all staff from the point at which any potential for transfer of services becomes generally known, throughout the decision making and transition periods and for a period post transfer (if a transfer takes place). Early engagement with staff assists in managing the risks of staff becoming unsettled or distracted as outlined above. It also assists in preventing loss of key staff during the decision making and transition periods, as well as ensuring the council continues to attract high calibre individuals by maintaining its reputation as an employer of choice. Arrangements have been put in place to engage with and update staff, as the Review progresses.



5.7.4 Likewise, early engagement and ongoing dialogue with staff representatives is also good practice, with the aim of early identification and resolution of issues, reaching agreement on processes and approach to managing the workforce aspects of transfer and addressing any issues that may arise at the earliest opportunity so that statutory consultation and the transition itself can run smoothly for affected staff.

## 5.8 Insight

5.8.1 Multiple qualitative and quantitative data and information sources will be used to derive insight during the Review.

## 5.9 Corporate Parenting

5.9.1 Capita provide a small number of services to care leavers living in Barnet, most notably in relation to the revenues and benefits service. The continued focus on high quality services through the Review process will ensure that these services continue to be provided.

## 6. BACKGROUND PAPERS

6.1. Report to Financial Performance and Contracts Committee, 29<sup>th</sup> January 2020:  
<https://barnet.moderngov.co.uk/documents/s57531/Year%206%20and%20Y7%20review%20ToR.pdf>

6.2. Report to Financial Performance and Contracts Committee, 18<sup>th</sup> March 2020:  
<https://barnet.moderngov.co.uk/documents/s58379/Year%2067%20Review%20of%20Capita%20Contracts.pdf>

6.3. Report to Financial Performance and Contracts Committee, 15<sup>th</sup> June 2020:  
<https://barnet.moderngov.co.uk/documents/s58926/Yr%206-7%20Review%20FPC%20report.pdf>

6.4. Report to Financial Performance and Contracts Committee, 27<sup>th</sup> October 2020:  
<https://barnet.moderngov.co.uk/documents/s60807/Year%206-7%20Review%20FPC%20report.pdf>

6.5. Report to Financial Performance and Contracts Committee, 17<sup>th</sup> March 2021:  
<https://barnet.moderngov.co.uk/documents/s64235/Yr%206-7%20Review%20FPC%20report.pdf>

6.6. Report to Financial Performance and Contracts Committee, 8<sup>th</sup> June 2021:  
<https://barnet.moderngov.co.uk/documents/s65146/FPC%20Contracts%20Review%20Report.pdf>

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	<b>Financial Performance and Contracts Committee</b>  <b>7 October 2021</b>
<b>Title</b>	<b>Q1 2021/22 Contracts Performance Report</b>
<b>Report of</b>	Director (Commercial and Customer Services)
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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### Summary

This report provides an overview of Quarter 1 (Q1) 2021/22 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), Barnet Homes (The Barnet Group) and HB Public Law.

### Officers Recommendations

The Committee is asked to note the Quarter 1 (Q1) 2021/22 performance for the Customer and Support Group (Capita); Regional Enterprise (Capita); Barnet Homes (The Barnet Group); and HB Public Law.

## 1. PURPOSE OF REPORT

### Introduction

- 1.1 This report provides an overview of performance for the council's contracted services for Quarter 1 (Q1) 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.
- 1.3 As part of the Constitution Review report taken to Constitution and General Purposes Committee on 12 April 2021 it was agreed that TBG (Barnet Homes) performance should go to this Committee. This report contains more detailed performance information from Barnet Homes than in previous years.

### Overview

- 1.4 Q1 covers the period from 1 April to 30 June 2021. During this period, the Government announced further lifting of Covid-19 restrictions and by May 2021 indoor hospitality, leisure facilities and non-essential retail venues were reopened, and funeral service capacity was extended to 30 people. Services that were significantly impacted by restrictions in these sectors were able to plan, and begin, implementing recovery activities.
- 1.5 Although some restrictions were lifted, the impact of the 'third wave' of infections during this period affected some areas of the workforce and the requirement for staff needing to isolate led to resourcing issues in a few teams. However, most staff continued to work from home during this time with some office-based working taking place.
- 1.6 Despite these challenges, overall performance continued to go well and was broadly similar to last quarter. 67 of the 98 KPIs reported achieved their target in Q1 (68 of the 94 KPIs in Q4 2020/21). 19 KPIs failed to meet their target, three were monitor only, four reported no activity and five were suspended.
- 1.7 CSG continued to perform relatively well with the majority of services meeting the performance target for the quarter. Re continued to be impacted by the effects of the Covid-19 pandemic on some of its services as did Barnet Homes. Both partners have recovery plans in place to address backlogs and improve performance.
- 1.8 KPIs that did not achieve the target, as a direct result of the restrictions and demands of the pandemic, are shown in lighter text in the table below to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator <sup>1</sup> Description	Q1 Result	DOT
CSG – Revenues & Benefits	Speed of processing new claims	25 (A)	↓ W
CSG – Revenues & Benefits	Speed of processing changes	9 (R)	↓ W
Re – Environmental Health	Conducting Food Hygiene Inspections - Target A	54.2% (R)	Not Comparable
Re – Environmental Health	Conducting Food Hygiene Inspections Target B	21.2% (R)	Not Comparable
Re – Environmental Health	Conducting Food Hygiene Inspections Target C	24.8% (R)	Not Comparable
Re – Environmental Health	Food Standards Inspections (Category B)	97.2% (A)	Not Comparable
Re – Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs)	65.6% (A)	↓ W
Re – Environmental Health	Average time taken to process requests for full official searches (online and post in Land Charges)	3.4% (R)	↓ W
Re – Planning and Building Control	Application Basket	5 (A)	↓ W
Re – Planning and Building Control	Planning Enforcement Basket	0 (R)	↓ W
TBG- Tackling homelessness	Rough sleeper counts every other month	14 (R)	↓ W
TBG- Tackling homelessness	Number of Homelessness Preventions	272 (R)	↑ I
TBG- Tackling homelessness	Households placed directly into the private sector by Barnet Homes	140 (A)	↓ W
TBG – Safe and Secure Homes	Overall tenant satisfaction with Barnet Homes as a social housing provider	70.6 (R)	Not Comparable
TBG – Safe and Secure Homes	Overall satisfaction with the repairs service received	80.6% (A)	Not Comparable

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

Service	Indicator <sup>1</sup> Description	Q1 Result	DOT
TBG – Safe and Secure Homes	% Properties compliant with the Decent Homes Standard	99% (A)	Not Comparable
TBG – Safe and Secure Homes	Average re-let time for routine lettings	34.9% (R)	↓ W
TBG – Safe and Secure Homes	Satisfaction that repair was completed right first time	81% (A)	↓ W
TBG – Safe and Secure Homes	Average re-let time for major works lettings	78.9% (R)	↓ W

## Service Highlights for Q1

### 1.9 Q1 service highlights for CSG included:

- CSG IT saw a 70% reduction of 'Incident Requests' being logged, as a result of planned service improvements.
- The Accounts Payable team recovered or resolved 99% of historic duplicate payments.
- CSG Estates supported the re-opening of Hendon Town Hall and resumption of council meetings following the lifting of restrictions.
- CSG Property Services agreed terms for new lettings during Q1 that will significantly benefit the Medium-Term Financial Strategy (MTFS) property targets.

### 1.10 Q1 service highlights for Re included:

- Re Highways continued to embed the Call Off Contract with the Transport for London (TfL) North Area Contractor, TarmacKier Joint Venture (TKJV), which commenced on 1 April 2021.
- Hendon Cemetery and Crematorium funeral service levels returned to normal numbers.
- The Scientific Services team participated in raising awareness of National Clean Air Day through a school's publicity campaign and mailshots to parents where they showcased the borough's excellent air quality readings during 2020 which were the lowest emissions since reporting began in 1992/93.

### 1.11 Q1 service highlights for Barnet Homes included:

- The total number of households in temporary accommodation reduced from 2,999 in Q4 2020/21 to 2,371.

- 25 homes were purchased for use as affordable accommodation, achieving the target of 25 for the quarter.
- All scheduled fire risk assessments (33) for council housing and priority fire safety actions were completed on time.

## 2. CSG SERVICES

### Overview

- 2.1 The Q1 period saw the easing of some restrictions and CSG continued to deliver services through mainly home-based working. The pandemic continued to present challenges for some teams as infections increased and some staff needed to isolate.
- 2.2 20 of the 22 KPIs reported in Q1 achieved the target, including the cross-cutting KPI on Compliance with Authority Policy<sup>2</sup>.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 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 Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.6%	98%	98%	99.0% (G)	↓ W	99.7%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	97.1%	90%	90%	97.6% (G)	↑ I	95.3%
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%

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

1. Complaints responded to late i.e. outside of timescales are 'fails' against this target, and  
 2. Complaints arising from a failure to do what we promised to do are also 'fails' against this target.  
 The target is to have no higher than 30 'misses' in any given quarter.

- 2.4 There were 5,502 Covid-19 related grant payments processed and paid during Q1, totalling £23.956m.
- 2.5 The Accounts Payable team recovered or resolved £0.202m of the £0.205m historic duplicate payments. This equated to 99% recovered or resolved. The remaining £0.003m (1%) is proposed to be written off. Two of the seven suppliers were liquidated. The remaining five, owing to funds recoverable being immaterial, were uneconomical to pursue.
- 2.6 The scanning improvement project was started with the Capita Intelligent Communications Team (CIC). The team is reviewing the end-to-end process to implement enhancements to the scanning capabilities by the end of November 2021. The scanning project will improve the capture of documents and better visibility of data, which will improve overall performance.
- 2.7 Call volumes in Q1 remained consistent with monthly average call volumes. The Central Support Team (CST) continued to focus on resolving calls raised on ServiceNow, and the target of 95% was achieved in Q1.

Calls Outstanding Barnet	2021/22		
	Apr 2021	May 2021	Jun 2021
Total calls raised	423	452	591
Closed or still open within SLA	414	449	583
Closed or still open outside SLA	9	3	8
SLA %	97.87%	99.34%	98.65%

- 2.8 A test Integra upgrade was completed in June 2021 in line with the upgrade plan/timetable. The live upgrade took place as scheduled between 20 and 21 July 2021. The upgrade included the fix for the duplicate payment issue and provides better functionality for users.
- 2.9 Although there were no issues directly related to the Integra system there was an issue with the current CSG hosted mail server which prevented emails being sent out from the Integra system. When the problem occurred, the CST implemented a series of mitigations to ensure there was minimal impact on end-users and no emails were lost before CSG resolved the mail server issues.
- 2.10 The Digital Development Centre (DDC) allocated a project manager to begin the Azure Live Migration for Integra. The project is part of a wider project to migrate all Integra's data from the Spring Park data centre to Azure Hosted Cloud Network. Test work began in September 2021 after the Integra upgrade and is scheduled go live between 21 and 27 October 2021.
- 2.11 Positive feedback was received from the May and June 2021 Integra User Group meetings. 62 users were invited to both sessions and over half attended each monthly user group. The sessions covered different topics from Accounts Receivable, Accounts Payable and Procurement.



## Customer Services

2.12 There are four KPIs for Customer Services. All four KPIs achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 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%	91.5% (G)	↓ W	92.2%
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	59.1%	55%	55%	59.0% (G)	↓ W	60.7%
% cases completed within SLA (customers needing additional support) (q)	Bigger is Better	100%	94%	94%	100% (G)	→ S	100%
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	67.4%	50%	50%	70.7% (G)	↑ I	66.4%

2.13 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.

2.14 Covid-19 continued to have an impact on customers, with many experiencing financial difficulties and contacting the council for support. Additional staff were recruited to help with this spike in demand in March and April 2021, but the additional demand began to reduce from May 2021 making it easier for customers to get through on the phone.

## Information Systems

2.15 There are two KPIs for Information Systems. Both KPIs achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	92.2%	95% <sup>3</sup>	91%	92.2% (G)	↓ W	92.4%

<sup>3</sup> 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.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Critical system availability <sup>4</sup> (q)	Bigger is Better	99.9%	99.5%	99.5%	99.9% (G)	↑ I	99.7%

2.16 1,688 'Incident Requests' were recorded in Q1, compared to 5,538 in the same period last year. This 70% reduction in 'Incident Requests' was due to planned service improvements such as a laptop refresh, increased bandwidth of the internet and enhancements to the VPN solution which improved user experience and lead to less issues being reported.

2.17 The second Socitm (Society for Innovation, Technology and Modernisation) survey asking staff about their IT experience was conducted in April 2021. This showed a significant improvement in the IT experience, with the overall score increasing by 27% from 3.7 out of 7 in the 2020 report to 4.7 of 7 in the 2021 report where users were asked to rate their level of satisfaction with the IT service out of seven.

2.18 **ServiceNow Virtual Agent (Chat BOT)** –improvements were made 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
- Raise Requests and Incidents

2.19 **UPS (Uninterrupted power supplies) into Libraries** - uninterrupted power supplies (UPS) were installed at four of the 10 Barnet Libraries (Osidge, Golders Green, Hendon and Church End). The devices stabilise the power supply during dips and surges and ensure equipment remains working for up to 15 minutes following a loss of power.

2.20 **User Account and Microsoft Office 365 Licence Management** - Inactivity was detected in over 150 staff accounts in Q1, which were subsequently disabled. This control measure is in place to minimise security risks and costs of unnecessary software licences.

## Procurement

2.21 There are four KPIs for Procurement. All four KPIs achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Compliant contracts – contracts over £25k (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

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

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
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)	↑ I	94
Cumulative work experience (c)	Bigger is Better	473	280	240	473 (G)	↑ I	433

2.22 Several actions from the Procurement audit relating to the contracts register were successfully initiated and all audit recommendations were signed off by Internal Audit as 'Implemented'. These were reported to Audit Committee on 14 July 2021.

2.23 The Procurement Team experienced three supplier challenges on contract awards (Community Equipment, Weed Control & Translation & Interpretation services). These were successfully resolved through a collaborative effort between CSG, service areas and HBPL.

2.24 In response to the recent audit report which highlighted the lack of client-side attendance at CSG Procurement training sessions, a Procurement Training Champions initiative was launched. Champions are tasked with promoting procurement training within their team with an aim to increase attendance. 13 Training Champions were identified across all directorates.

2.25 There was an unusually high requirement for procurement activity in Q1. These included the need for an additional 32 contracts, 14 of which were as a direct or indirect result of Covid-19.

## Revenues and Benefits

2.26 There are three KPIs for Revenue and Benefits. One KPI achieved the Q1 target and two KPIs did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	97.8%	95%	95%	98.4% (G)	↑ I	97.7%
Speed of processing new claims (q)	Smaller is Better	20	22	22	25 (A)	↓ W	18
Speed of processing changes (q)	Smaller is Better	5	6	6	9 (R)	↓ W	5

- **Speed of processing new claims – 25 against a Q1 target of 22 (RAG rated Amber).**
- **Speed of processing changes – 9 against a Q1 target of 6 (RAG rated RED).** Covid-19 impacted on service activities, including additional work on Government initiatives such as Test and Trace to support residents through the pandemic and processing an increase in Universal Credit requests.

## **Council Tax/Business Rates**

- 2.27 The Council Tax 4-year collection target of 98.63% was achieved in Q1 which was comparable to the 98.46% achieved in Q1 last year. Direct debit take up was 69.12% against a target of 65% for Council Tax and 12.23% for Business Rates. E-Billing went live in February 2021 with under 3% of customers signed up, this increased to over 6% of customers signed up at the end of Q1.
- 2.28 12,000 Local Restriction grants totalling £45m were made to businesses in Barnet between 17 October 2020 and 30 June 2021. The Local Restriction Grants will close during Q2 2021/22 in accordance with Government deadlines.
- 2.29 Virtual court hearings remained four-weekly whilst the service waited for a recommendation from the court to schedule them fortnightly. There was an increase of summonses from 2,000 in Q4 2020/21 to 3,000 in Q1 this year as courts allowed more hearings to take place.

## **Benefits**

- 2.30 Housing Benefit Accuracy was 98.6% against a target of 95%.
- 2.31 During Q1, the service prioritised Support Payments administered by local authorities as a result of Covid-19 which impacted performance. A recovery plan was in place from the end July 2021 to enable the team to recover and clear the backlog.
- 2.32 The Test and Trace Self isolation payments scheme administered by the service was extended again by the Government until 30 September 2021. 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 Q1 a total of £0.769m was paid.
- 2.33 As customers were placed on furlough or lost their jobs, the service saw a rise in customers claiming Universal Credit where the team were either dealing with amendments to existing claims or receiving new claims.

## **HR**

- 2.34 There are four KPIs for Human Resources. All four KPIs achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	100%	100%	100%	100% (G)	↑ I	95%
Pre-Employment vetting (q)	Bigger is Better	99.2%	99%	99%	100% (G)	↑ I	97%
Payroll Accuracy – error rates and correct date (q)	Smaller is Better	0.03%	0.1%	0.1%	0.002% (G)	↑ I	0.018%
DBS verification audits (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%

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

2.36 Payroll for the May 2021 Elections was processed successfully.

2.37 CSG HR carried out a customer survey with the council and school clients. A weighted average of those results showed that staff were either satisfied or very satisfied with the HR and Payroll service based on the feedback supplied. Results were shared and an action plan agreed to improve service levels and responsiveness to managers and staff.

2.38 A demonstration took place for the council's Internal Audit Team to show and explain the rollout of online forms for the Barnet School Payroll and HR customers - no concerns were raised by the team.

## Estates

2.39 There is one KPI for Estates which achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Lease Renewals (q)	Bigger is Better	99.7%	100%	100%	100% (G)	→ S	100%

## Property Team

2.40 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.

2.41 The service agreed terms for new lettings during Q1 that will significantly benefit the medium-term financial strategy (MTFS) property targets for both the Commercial

Estates and Greenspaces budgets for the financial year. This was achieved in the context of a difficult market due to the Covid-19 pandemic and its effects on the trading activity of the council's tenants.

- 2.42 The delivery of possession for units related to the Brent Cross re-development project neared completion and is the culmination of over four years of planning, project management and difficult negotiations that have required specialist knowledge of complex property issues.
- 2.43 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.
- 2.44 The pandemic continued to disrupt activities and some of the CSG teams were forced to isolate during Q1, as well as the disruption caused to tenants. 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 performance targets were still achieved.

### **Facilities Management**

- 2.45 Facilities were instrumental in the tender for Security Provision which received over 98 expressions of interest. This was so successful that the council's Estates team closed the tender process early due to the volume of applications received.
- 2.46 The re-opening of Hendon Town Hall took place with careful negotiation between the Governance and Registrars teams to make this happen.
- 2.47 The service conducted viewings of the Colindale office with over 20 companies and the 8<sup>th</sup> floor was cleared to allow necessary works to take place for re-occupation by a new tenant once lease documentation was complete.
- 2.48 With the return of some staff to the Colindale office, a full fire alarm evacuation was successfully carried out.

### **Building Services**

- 2.49 Monthly emergency test regimes for the civic estate were put in place and the first month was completed. The cyclical programme of works for the year is in place with all contractors and is being closely monitored by CSG Building Services.
- 2.50 CSG Building Services received approval of the school modernisation budget.

## **3. RE SERVICES**

- 3.1 Q1 was characterised by services such as Hendon Cemetery and Crematorium, Environmental Health and Planning beginning the implementation of recovery activities following the easing of pandemic restrictions.

3.2 Due to some ongoing impacts of the pandemic, eight KPIs missed their Q1 target (such as in Environmental Health and Planning) and four recorded 'no activity'.

## Corporate

3.3 There is one cross cutting KPI, which achieved the Q1 target

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) <sup>5</sup>	Smaller is Better	17	30	30	22 (G)	↓ W	8

## Hendon Cemetery & Crematorium

3.4 There is one KPI for Hendon Cemetery & Crematorium which achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%

3.5 The service carried out 282 cremations and 82 burials in Q1 compared to 634 cremations and 169 burials in Q1 last year as a result of the decrease in Covid-19 related deaths since the beginning of the pandemic.

2021 / 22	Q1			Total
	Apr	May	June	
Cremations	84	107	91	282
Burials	28	32	22	82

3.6 During Q1 funeral service levels returned to normal numbers and the service is working with colleagues in the industry to move most of the burial services to Milesplit New Cemetery, the first interment having already taken place.

3.7 Following the Government's announcements, the service reverted to full congregations for both burials and cremations from the 19 July 2021.

<sup>5</sup> This KPI measures compliance with the Authority's Customer Service Standard and Complaints Policy. The methodology involves a review of all RE service complaints recorded on the Council's 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.

3.8 The new office at Hendon Cemetery will be occupied once furniture is in place, scheduled for Q3. A new provider was agreed for the café and work is currently underway with legal teams to formalise the agreement.

## Environmental Health

3.9 There are 22 KPIs for Environmental Health<sup>6</sup>. 11 achieved the Q1 target and six did not. Three KPIs had 'no activity and two were monitor only.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 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%	54.2% (R)	Not Comparable	No Activity
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	40.5%	85%	85%	21.2% (R)	Not Comparable	No Activity
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%	24.8% (R)	Not Comparable	No Activity
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%	97.2% (A)	Not Comparable	No Activity
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)	Not Comparable	No Activity
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	56.1%	90%	90%	100% (G)	↑	55.2%

<sup>6</sup> 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	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) (q)	Bigger is Better	68.9%	71%	71%	65.6% (A)	↓ W	71.1%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	0% <sup>7</sup>	100%	100%	No Activity	Not Comparable	No Activity
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces (q)	Bigger is Better	No Activity	75%	75%	100% (G)	Not Comparable	No Activity
Number of empty properties brought back into residential use (q) <sup>8</sup>	Bigger is Better	130	125	Monitor	0	→ S	0
Number of private tenanted properties with category 1 hazards (q) <sup>9</sup>	Bigger is Better	243	200	Monitor	0	→ S	0
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%	No Activity <sup>10</sup>	Not Comparable	100%
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	100% (G)	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%	No Activity <sup>11</sup>	Not Comparable	No Activity <sup>12</sup>
Business license applications processed in a timely manner (q)	Bigger is Better	100%	95%	95%	100% (G)	Not Comparable	No Activity
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£5,612	£9,500	£9,500	£7,734 (G)	↑ I	£8,261

<sup>7</sup> Only one inspection was due to take place in 2020/21

<sup>8</sup> This indicator is an annual KPI reported quarterly

<sup>9</sup> This indicator is an annual KPI reported quarterly

<sup>10</sup> No inspections took place in Q1 2021/22

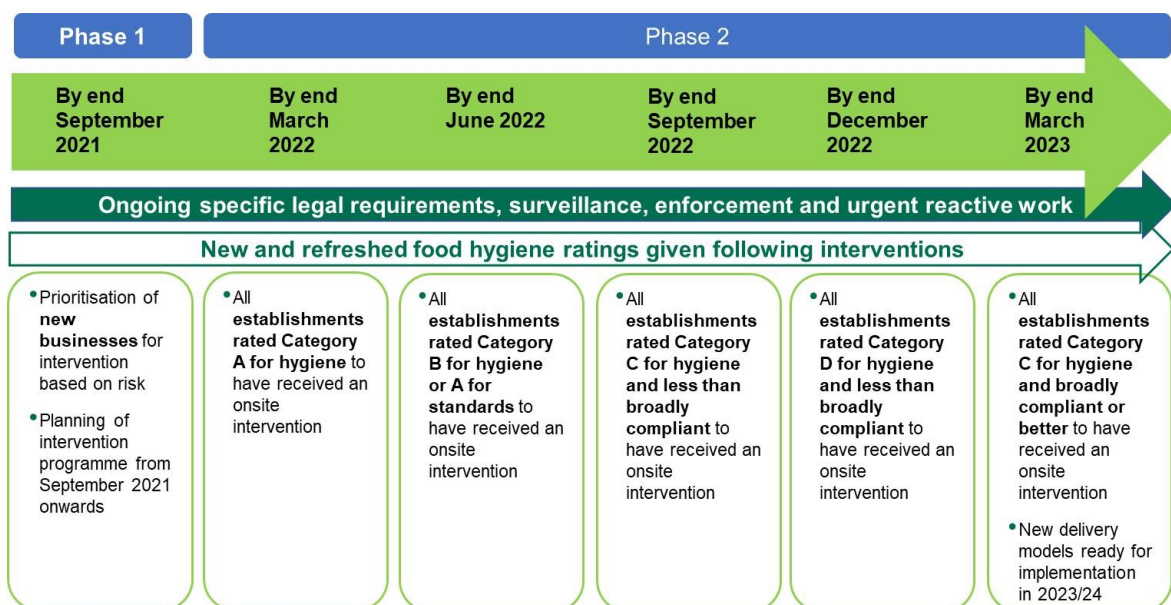
<sup>11</sup> No inspections took place in Q1 2021/22

<sup>12</sup> No Inspections took place in Q1 2020/21

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.4%	95%	95%	96.4% (G)	↓ W	97%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	100%	100%	100%	152.9% (G)	Not Comparable	No Activity
Average time taken to process requests for full official searches (online and post in Land Charges)	Smaller is Better	2.4	3	3	3.4 (R)	↓ W	1.6
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%	100%	100% (G)	→ S	100%
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	94.1%	90%	90%	94.7% (G)	↑ I	93.6%

- **Conducting Food Hygiene Inspections KPIs Target A, B and C (RAG rated RED)**
- **Food Standards Inspections (Category B) (RAG rated AMBER) – 97.2% against a Q1 target of 100%.**  
These KPIs did not meet the Q1 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. A separate briefing note was submitted to the Committee Chair to provide an update on service backlogs.
- **Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 65.6% against a Q1 target of 71%.** Due to the national lockdowns, there is a backlog of cases to be dealt with alongside other work areas, including a cladding case that involves complex legal considerations.
- **Average time taken to process requests for full official searches (RAG rated RED) – 3.4 against a Q1 target of 3.** The KPI did not meet the target due to the substantial increased volume of searches (1623 compared with 462 in Q1 2020/21) as a direct result of the Stamp Duty Holiday. An additional staff member was recruited to support existing staff working overtime to meet demand.

3.10 In response to the issue of backlogs for food safety inspections the Food Standards Agency issued guidance detailing how inspections should be prioritised:



- 3.11 The Food Safety team has a backlog of approximately 1,000 outstanding inspections. Although the backlog is not required by Government to be completed until 31 March 2023, the council has agreed to recruit additional staff to help clear the backlog by 31 March 2022.
- 3.12 On 17 June 2021 the Food Safety team participated in a multi-agency operation with enforcement teams across the council in the Burnt Oak area with some success around the seizure of tobacco products.
- 3.13 The service received an increase in applications for new premises and events to the Licencing team, this was due to the release of Covid-19 restrictions and seasonality. A Safety Advisory Group was restarted to discuss safety arrangements for events in the borough larger than 499 people.

### Private Sector Housing (Enforcement)

- 3.14 Work to co-ordinate with the Fire Authority continued, to ensure that respective teams worked collaboratively. Highest priority sites remained the focus of attention with fire safety updates being reported to Housing and Growth Committee. Priority work in relation to hoarders, care homes, Aluminium Composite Material (ACM) clad blocks and House in Multiple Occupancy (HMO) were discussed this quarter.
- 3.15 Housing enforcement activities continued, but as previously recognised, there is a backlog in casework from the periods of lockdown where officers were limited in their ability to undertake site visits. A plan to address this is being prepared and will be submitted to the council in Q3. The team ensured that cases were dealt with according to a risk-based approach and it is intended that the backlog will be cleared by March 2023.
- 3.16 Housing and Growth Committee unanimously approved the commencement of public consultation on a new Selective and Additional licensing scheme, and this will take place between 5 August to 28 October 2021 before returning to the Committee for consideration to adopt in early 2022. This will ensure the appropriateness of future additional and selective licensing schemes are appropriately reviewed.

## Private Sector Housing (Grants)

3.17 The number of requests/referrals for support with home adaptations increased, 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.

## Local Land Charges

3.18 Q1 was extremely busy for Local Land Charges as people rushed to make the most of the stamp duty holiday which ended on 30 June 2021. Unfortunately, this impacted performance and the Q1 target was not met but measures were put in place such as the recruitment of an additional member of staff to meet demand.

## Scientific Services & Pest Control

3.19 The team supported communications to Members about National Clean Air Day which took place on 17 June 2021 and raised awareness through a school's publicity campaign. This highlighted the collaborative work of the Environment and Growth Directorates and all 17 monitoring sites met the following National Air Quality objectives:

Pollutant	Standard / Objective (UK)
Nitrogen dioxide (NO <sub>2</sub> )	200 µg m <sup>-3</sup> not to be exceeded more than 18 times a year
Nitrogen dioxide (NO <sub>2</sub> )	40 µg m <sup>-3</sup>
Particles (PM <sub>10</sub> )	50 µg m <sup>-3</sup> not to be exceeded more than 35 times a year
Particles (PM <sub>10</sub> )	40 µg m <sup>-3</sup>
Particles (PM <sub>2.5</sub> )	25 µg m <sup>-3</sup>
Particles (PM <sub>2.5</sub> )	Target of 15% reduction in concentration at urban background locations
Sulphur dioxide (SO <sub>2</sub> )	266 µg m <sup>-3</sup> not to be exceeded more than 35 times a year
Sulphur dioxide (SO <sub>2</sub> )	350 µg m <sup>-3</sup> not to be exceeded more than 24 times a year
Sulphur dioxide (SO <sub>2</sub> )	125 µg m <sup>-3</sup> not to be exceeded more than 3 times a year

3.20 During Q1 the service was busy dealing with seasonal dust, noise and odour complaints and there was a slight increase in wait times for pest treatments due to the wasp season and food being left out attracting rats and insects.

3.21 The Air Quality Annual Status Report May 2021 was submitted to the Department for Environment Food and Rural Affairs (DEFRA), and showed Barnet had the lowest emissions since reporting started in 1992/93. This will be presented to Environment Committee in October 2021.

## Strategic Planning

3.22 There is one KPI for Strategic Planning which achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Strategic Planning Documents completed and signed off	Bigger is Better	80%	100%	100%	100% (G)	Not Comparable	No Activity

3.23 The Strategic Planning service continued to deliver statutory public consultation using virtual methods, including for the Local Plan Regulation 19 consultation. The Planning Inspectorate have not indicated whether they will continue to run virtual examinations or a hybrid approach following changes to the guidance on 19 July 2021.

3.24 Significant milestones were delivered on planning and infrastructure development, with the adoption of Edgware Growth Supplementary Planning Document (SPD), the approval of a Publication Draft Local Plan and the approval to submit the Community Infrastructure Levy (CIL) Rate Review for independent examination.

3.25 CIL income was noteworthy in 2019/20 overall based on national data confirmed during Q1, which showed Barnet collected the third highest total sum (£16.5m) of the 30 Local Authorities dealing with the highest number of applications. This demonstrates the extent to which Growth in Barnet is resourcing investment in local communities.

## Planning and Building Control

3.26 There are four KPIs for Planning and Building Control. Two achieved the Q1 target and two did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 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%	85.8% (G)	↓ W	94.6%
Application Basket (q)	Bigger is Better	6	6	6	5 (A)	↓ W	6
Planning Enforcement Basket	Bigger is Better	0	6	6	0 (R)	↓ W	3
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.6%	100%	100%	100% (G)	→ S	100%

- **Application Basket (RAG rated AMBER)** – This KPI consists of a basket of six PIs, of which one PI did not achieve the Q1 target.

- **Planning Enforcement basket (RAG rated RED)** – This KPI consists of a basket of six PIs, of which no PIs achieved the Q1 target. This is ongoing and the reason for failure is due to Covid-19 restrictions which had a large impact on the ability of enforcement officers to complete cases. This created a backlog of demand for actions across the enforcement service. The number of outstanding cases is approximately 400 which equates to two full time officers' annual workload. The impact of Covid-19 will continue to be felt by the service as late as Q4 2021/22.
- 3.27 Planning services continued to see a bounce back in construction confidence and homeowner plans for investment. Equally, the Building Control service experienced residential market activity over and above the usual busy summer period.
- 3.28 The number of planning applications received in Q1 remained high. Applications were above 2019 levels which were 836 for Q1 of that year compared to 1,037 received in Q1 this year showing an improvement in public confidence. For larger schemes, developers engaged in initial discussions and agreed 'planning performance agreements for a healthy pipeline of sites.
- 3.29 Development Management responded to demand, with the latest Ministry of Housing, Communities and Local Government (MHCLG) statistics (January-March 2021) showing that Barnet received 918 applications and determined 702 applications, the fourth highest number in London. The percentage of approvals and timeliness of decisions were in line with the London average. 82% of applications were approved (the London average was 80%) and 86% of decisions were determined in time the same as the London average.
- 3.30 Planning enforcement statistics from MHCLG showed Barnet served the second highest number of enforcement notices nationally in the January-March 2021 period (47 notices).
- 3.31 Planning enforcement investigations remained the area of service most affected by the lockdown restrictions, and Re provided a recovery plan in April 2021 setting out the volume and type of breaches affected by the current situation and the expected timeline for recovery. The impact of Covid-19 will continue to be felt by the enforcement service as late as Q4 2021/22.
- 3.32 Most in-person site visits resumed in mid-June 2021 following the review of the Re Field Worker Risk Assessment.
- 3.33 The team held its first agent forum dedicated to professional agents who submit applications to fell or prune trees in the borough and discussed adaptations that worked over the past year and shared good practice and advice around effective use of the online application portal.

## Regeneration

3.34 There are three KPIs for Regeneration. Two achieved the Q1 target and one is monitored.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 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%	120% (G)	↑ I	103%
Delivery of affordable housing completions (q) <sup>13</sup>	Bigger is Better	245	370	Monitor	85	Not Compa rable	No Activity

3.35 The 2020/21 Annual Regeneration Plan was completed in June 2021. Annual Service Planning activities are underway and will be completed by Q3 and includes assumptions related to the Strategic Contract Review.

3.36 All invoices recovering scheme expenditure were raised within timescales during Q1 and six project milestones were delivered against a target of five for the quarter, including the commencement of works at Colindale Park and the completion of demolition work to the blocks within Plot 10 at Grahame Park.

3.37 At West Hendon, vacant possession of Marsh Drive was achieved, and the development partners appointed a professional team to work in partnership with West Hendon Partnership Board and residents to develop a proposal for the expansion and sustainment of the West Hendon Community Hub.

3.38 Work to secure skills and employment outcomes across the regeneration programme continued with two bricklaying apprentices appointed to work on Dollis Valley.

## Highways

3.39 There are 16 KPIs for Highways. 10 achieved the Q1 target, one reported 'no activity' and five<sup>14</sup> are suspended.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	100%	Suspen ded	Not Compa rable	100%

<sup>13</sup> This indicator is an annual KPI reported quarterly however no affordable housing is expected to be completed in Q1

<sup>14</sup> Six KPIs have been suspended as part of the review of the Highways KPI suite but one is reported annually.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	73.6%	100%	100%	Suspended	Not Comparable	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100%	100%	Suspended	Not Comparable	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is Better	0%	15%	15%	4.6% (G)	↓ W	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is Better	0	0	0	0 (G)	→ S	0
Processing of Vehicle Crossover Appeals	Smaller is better	No Activity	100%	100%	No Activity	Not Comparable	No Activity
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	78.8%	100%	100%	Suspended	Not Comparable	67.6%
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	57.5%	100%	100%	Suspended	Not Comparable	54.3%
Insurance Investigations completed on time (14 days)	Bigger is Better	98.7%	100%	100%	100% (G)	↑ I	97.6%



- 3.40 The start of the 2021/22 financial year was dominated by the Covid-19 pandemic and this continued to present both opportunities and challenges to the Re Highway Service.
- 3.41 The service continued to embed the Call Off Contract with the TfL North Area Contractor TarmacKier Joint Venture which commenced 1 April 2021. The service is focused on the operational delivery of reactive maintenance services and commenced a carefully structured transition to planned maintenance activities. Service delivery through this arrangement continued to have dependencies with the Highways Asset Management System as well as works delivery programmes i.e., the Network Recovery Plan (NRP), Local Implementation Plan (LIP) and Area Committee.
- 3.42 The joint review on the delivery of a refreshed KPI suite reflective of Re Highways Managing Agent responsibilities nearly concluded and will see the implementation of new KPIs aligned to the next meeting of this Committee in November 2021. In addition, Re had visibility over the TarmacKier Joint Venture KPI suite and associated reporting for Q1.
- 3.43 The agreement on a new KPI for 'Category 1 Defects Rectification Timescales completed on time' was deferred as this KPI has a direct link to the planned maintenance policy review. Re are commissioned to review Barnet's Highways Maintenance policy in line with the latest good practice national guidelines and as soon as the policy is approved the KPI will be finalised in line with the new policy. In the meantime, Re will be reporting on this KPI based on the draft agreed narrative.
- 3.44 Aligned to the go-live, Re Highways worked with the previous Term Maintenance Contractor to drive to an equitable commercial close in Q3.
- 3.45 The team succeeded in securing significant funding for flooding and drainage matters to address issues in Barnet and are putting in place governance, project management and mobilisation of resources to commence delivery.
- 3.46 Re engineers supported Area Committees by attending meetings, drafting reports, designing local highway schemes and project managing the delivery of the schemes. The service will be engaging with the new governance arrangements to ensure that the Area Committees continue to meet their objectives.
- 3.47 A joint group (the Highways Transformation Working Group) was established with Re to improve the service and review the options for Highways at the end of the contract with Re in September 2023. A report will be provided to a future Policy and Resources Committee and an update to Environment Committee and this Committee.

## 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 The Covid-19 pandemic continued to have a significant impact on performance in Q1. 19 of 28 KPIs in the Delivery Plan either met or exceeded the target, whilst nine did not meet the target.

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

4.3 There are three KPIs for quality housing and all three achieved the Q1 target.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	48	125	25	25 (G)	↑	1
Affordable housing delivered on council owned land (q)	Bigger is Better	145	61	6	50 (G)	↑	16
Increase the supply and range of housing available for care leavers for those ready to move into independent living (q)	Bigger is Better	67	56	14	15 (G)	↑	6

4.4 25 homes were purchased in Q1. The rate of purchases continued to increase and with a substantial pipeline of over 80 properties, the service is confident that performance will be sustained in Q2.

4.5 Seven care leavers were housed in June 2021 along with eight that were housed in April and May 2021 bringing the Q1 performance above the target of 14 at 15.

4.6 Gracie House a new development site at Prospect Ring for Open Door Homes was completed and ready for occupation two months early.

### Tackling and preventing homelessness and rough sleeping

4.7 There are seven Homelessness KPIs. Four achieved the Q1 target and three did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	11	10	10	14 (R)	↓ W	11
Number of Homelessness Preventions (q)	Bigger is Better	1264	1350	330	272 (R)	↑ I	268
% of homeless appeals completed on time	Bigger is Better	99.4%	95%	95%	100% (G)	↑ I	98.1%
Numbers of households in Temporary Accommodation	Smaller is Better	2399	2630	2550	2371 (G)	↑ I	2654
Numbers of households in Emergency Temporary Accommodation	Smaller is Better	229	250	250	222 (G)	↑ I	287
Number of families with children living in Bed and Breakfast for more than 6 weeks	Smaller is Better	0	0	0	0 (G)	↑ I	1
Households placed directly into the private sector by Barnet Homes	Bigger is Better	647	615	152	140 (A)	↓ W	142

- **Rough sleeper counts every other month (RAG rated RED) – 14 against a Q1 target of 10.** Barnet Homes started to evict rough sleepers from temporary accommodation who were not engaging with Homeless Prevention staff and who were not deemed vulnerable, despite this there was no significant increase in rough sleeping.
- **Number of homelessness preventions (RAG rated RED) – 272 against a Q1 target of 330.** There is a focus on linking up with let2barnet (The Barnet Group's managing agent arm) on housing nominations; however, the usual homeless demand that would come from the private rented sector has reduced due to the stay on evictions and households not moving.
- **Households placed directly into the private rental sector (RAG rated AMBER) 140 against a Q1 target of 152.** The amount of housing nominations decreased due to the restrictions on evictions, and the service is currently trialling a nomination spreadsheet which details applicants that are planning to move to the Private Rented Sector. This means that the let2barnet service can be proactive in sourcing tenants and take the initiative in letting properties as quickly as possible. There were a number of applicants who declined offers as they did not feel the pressure to move. With the courts being closed the threat of immediate homelessness reduced the pressure to move.

4.8 Despite good performance in June 2021 the number of homelessness preventions was below target at end of Q1. The service anticipates more households will be accommodated via let2barnet in the coming months.

- 4.9 Good performance at the end of June 2021 saw emergency temporary accommodation numbers drop by 11 to bring the Q1 position to 222. This was despite continuing high numbers of new admissions from single person households with 40 accommodated in June 2021. There will be more pressure on this indicator when there is an increase in homeless demand as a result of evictions from the private rented sector.
- 4.10 The total numbers of households in temporary accommodation continued to show good performance with numbers dropping to 2,371 at the end of Q1. This was despite increased new admissions of 58 in June 2021, of which 40 were single person households.
- 4.11 Although the service anticipates temporary accommodation numbers reducing as single homeless cases are moved on into longer term accommodation, it is expected that admissions will increase as more families present as homeless due to the Government stay on evictions ending.

## Safe and secure homes

- 4.12 There are 18 Safe and Secure KPIs. 12 achieved the Q1 target and six did not.

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
% of scheduled fire risk assessment completed	Bigger is Better	91%	100%	100%	100% (G)	→ S	100%
Percentage of priority 0 and 1 fire safety actions completed on time	Bigger is Better	99.9%	92.50%	92.50%	100% (G)	→ S	100%
Overall tenant satisfaction with Barnet Homes as a social housing provider	Bigger is Better	New for 21/22	80%	80%	70.6% (R)	Not Comparable	New for 21/22
Overall satisfaction with the repairs service received	Bigger is Better	New for 21/22	88%	88%	80.6% (A)	Not Comparable	New for 21/22
% Properties compliant with the Decent Homes Standard	Bigger is Better	New for 21/22	100%	100%	99% (A)	Not Comparable	New for 21/22
% Compliant properties that require a communal water facilities risk assessment	Bigger is Better	New for 21/22	100%	100%	100% (G)	Not Comparable	New for 21/22
% Communal areas surveyed for asbestos	Bigger is Better	New for 21/22	100%	100%	100% (G)	Not Comparable	New for 21/22
% Passenger lifts with a compliant test	Bigger is Better	New for 21/22	100%	100%	100% (G)	Not Comparable	New for 21/22

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21
				Target	Result	DOT	Result
Current arrears as a percentage of the debit	Smaller is Better	3.96%	4.60%	4.74%	4.08% (G)	↑ I	4.34%
Current arrears as a percentage of the debit (TA)	Smaller is Better	5.31%	5.85%	6.50%	5.60% (G)	↑ I	5.65%
Average re-let time for routine lettings	Smaller is Better	43.8	21	21	34.9 (R)	↓ W	62.5
% of annual leaseholder service charge and arrears collected	Bigger is Better	New for 21/22	102%	26%	30.2% (G)	Not Comparable	New for 21/22
Number of tenancy failures (evictions and abandonments)	Bigger is Better	0	20	5	0 (G)	→ S	0
% Properties with Current Landlord Gas Safety Record	Bigger is Better	99.9%	100%	100%	100% (G)	↑ I	99.7%
Satisfaction that repair was completed right first time	Bigger is Better	81.8%	83%	83%	81% (A)	↓ W	88.7%
Average end to end time to complete major adaptation works	Smaller is Better	8.5 weeks	16 weeks	16 weeks	6.8 weeks (G)	↓ W	0
Average re-let time for major works lettings	Smaller is Better	114.3 days	67 days	67 days	78.9 days (R)	↑ I	119 days
No of new ASB cases per 1k properties	Bigger is Better	3.2	5	5	3 (G)	↑ I	4.2

- Overall tenant satisfaction with Barnet Homes as a social housing provider (RAG rated RED) – 70.6% against a Q1 target of 80%.** Analysis shows that the key concerns for dissatisfied customers were regarding long waits for repairs. The service is working through a backlog of non-essential orders caused by the most recent lockdown and the Customer Contact team have been equipped to assist customers with a wider range of enquiries at first contact, both by phone and by email.
- Overall satisfaction with the repairs service received (RAG rated AMBER) – 80.6% against a Q1 target of 88%.** There were some outstanding works in progress following the previous lockdown which caused some dissatisfaction amongst residents who had been waiting for their non-essential repairs to be completed. It is expected these works will be completed in Q3.
- % Properties compliant with the Decent Homes Standard (RAG rated AMBER) – 99% against a Q1 target of 100%.** There were 85 component failures, including

roof coverings, windows and doors among existing properties. These works are part of a replacement programme with a planned completion date in Q3.

- **Average re-let time for routine lettings Standard (RAG rated RED) – 34.9 against a Q1 target of 21.** There were challenges with the lettings process with major contributory factors being delays in letting a studio sheltered unit which required several repeat shortlists, and properties that were held for vulnerable clients as well as technical decants which required additional time to view or sign for the property. A new action plan is currently in progress in the Voids Repairs Team to address the challenges and improve performance. It is expected that this would complement the current joint action plan by Void Repairs Team and Voids and Lettings Team and would hopefully see performance start moving in the right trajectory.
- **Satisfaction that repair was completed right first time (RAG rated AMBER) – 81% against a Q1 target of 83%.** The service worked through a backlog of non-essential orders caused by the most recent lockdown. A high proportion of these non-essential orders could not be resolved in a single visit and impacted adversely on this figure. It is anticipated these aged orders will be complete in Q3.
- **Average re-let time for major works lettings (RAG rated RED) – 78.9 against a Q1 target of 67 days.** Major contributory factors in Q1 were long term property voids, which had a combined void period of 699 days. The combined void period is the total number of days taken to bring the long-term voids back into use. Other challenges involved the letting of six units which resulted in significant delays.

- 4.13 Interviews were held with tenants to assess satisfaction with Barnet Homes as a social housing provider and 70.6% of the 228 tenants surveyed were satisfied. Although this did not meet the quarterly target of 80%, it is an increase of 3.5% compared to the previous quarter (Q4 2020/21) when satisfaction was 67.1%. Between Q4 2020/21 and Q1 2021/22 satisfaction increased in the two areas previously identified as most important to tenants, 'how Barnet Homes deals with repairs and maintenance' (up 2.7% to 62.7% for Q1) and 'Barnet Homes is easy to deal with' (up 1.2% to 65.8% for Q1).
- 4.14 Service improvement work focused on assisting customers with a wider range of enquiries at first contact, both by phone and by email and a project was launched to improve customer experience when enquiries are passed to other services for assistance, ensure target timeframes are in place for common enquiries and improve monitoring of customer enquiries.
- 4.15 New ways of working were embedded for the in-house Repairs and Gas service, to ensure improvements were made in the areas that repairs customers have advised are the most important which were repairs and easy contact to Barnet Homes.
- 4.16 The service undertook validation surveys on all blocks to ensure all the communal tanks which store water drawn down by individual flats within a block were captured. Where identified these will have a risk assessment undertaken and put on a testing programme going forward. This work is planned to be completed in Q3.

## 5. LEGAL SERVICES

- 5.1 Like many support service areas, shared Legal Service staff moved to mainly working from home since March 2020. This meant adopting new ways of working, including utilising a remotely accessible case management system to ensure that a consistent service continued to be provided.
- 5.2 During Q1 face to face committee meetings resumed as did many court hearings. The service had less criminal litigation work than usual due to less instructions. During this quarter 201.4 hours criminal litigation work was recorded compared to 463.8 hours during Q1 2020/21.
- 5.3 This was understood to be due to Covid-19 and the instructing officers not being able to do face to face interviews. Some of these lawyers were redeployed to other teams temporarily to do other litigation work.
- 5.4 The service went live with a new cloud based legal case management system in April 2021. The service also set up a user group with other local authorities to share information and press for improvements in the system. There were teething issues with the new system which were being worked on for example the billing and management information parts of the system. There were regular meetings with the provider to resolve these.
- 5.5 Training was provided on request by the clients or was offered if HBPL saw that there was a training need that would assist the service. The following training was provided from April 2021:
- Planning Committee members: two sessions delivered
  - Training for overseas social workers (recruited from abroad and trained on the UK legal system and processes)
  - Independent Appeal Panel Member Training for Schools Admissions Appeals (refresher training for panel members to assist in making good robust decisions on school admission appeals).
- 5.6 The Property Team worked on many matters including:
- Disposal of part of a car park at Castle Road to a school to enable additional classrooms to benefit children
  - Completed over 98 agreements of various types, leases, licenses, right to buy transaction
  - Assisted with the Hendon Hub agreement for lease.
- 5.7 The Planning Team worked on many matters including:
- Supported Governance with a return to face to face committees
  - Completed 30 planning and highway agreements.
- 5.8 The Contracts Team worked on many matters including:

- Brent Cross South Retail Park – drafted and completed contracts related to the Brent Cross South Retail Park for managing agent/consultancy services at the park
- Barnet Highway Maintenance contract – successfully negotiated a pension indemnity with highways maintenance contractor
- Advised on termination of spot contracts for a care home contract on safeguarding grounds, enabling the council to protect its older residents and to transfer older residents to a safer service.
- Completed 49 contracts.

## Children social care

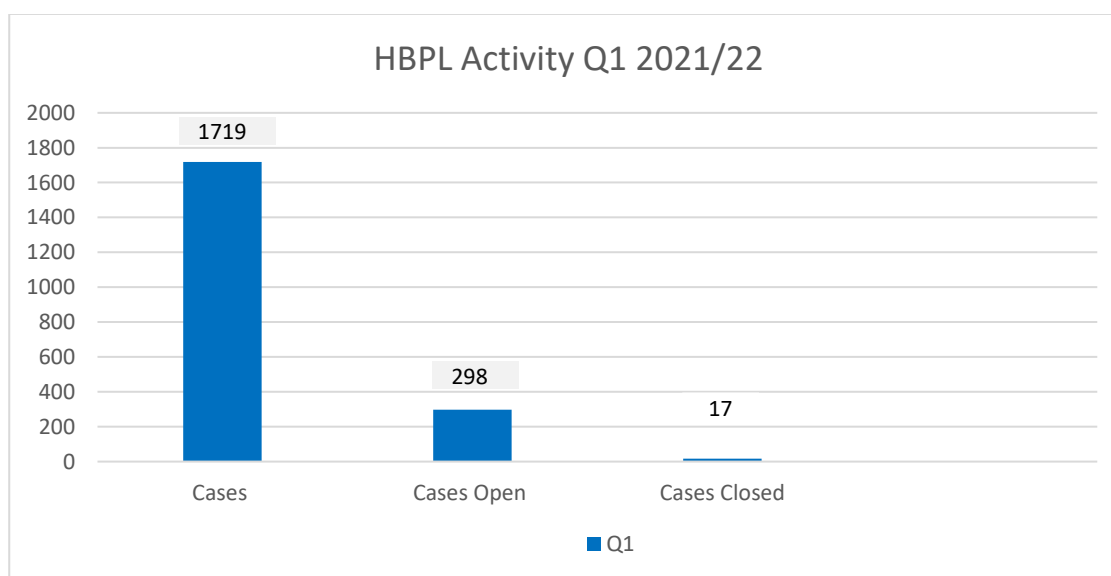
5.9 The service continued close liaison with the court and regularly received positive feedback from the liaison judge in terms of quality of work, preparation for court and general conduct of cases.

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

## Cases Hours and Disbursement<sup>15</sup> Data

### Activity by Cases

5.11 In Q1, Legal Services worked on 1,719 cases, 298 new opened cases, and 17 cases were closed.

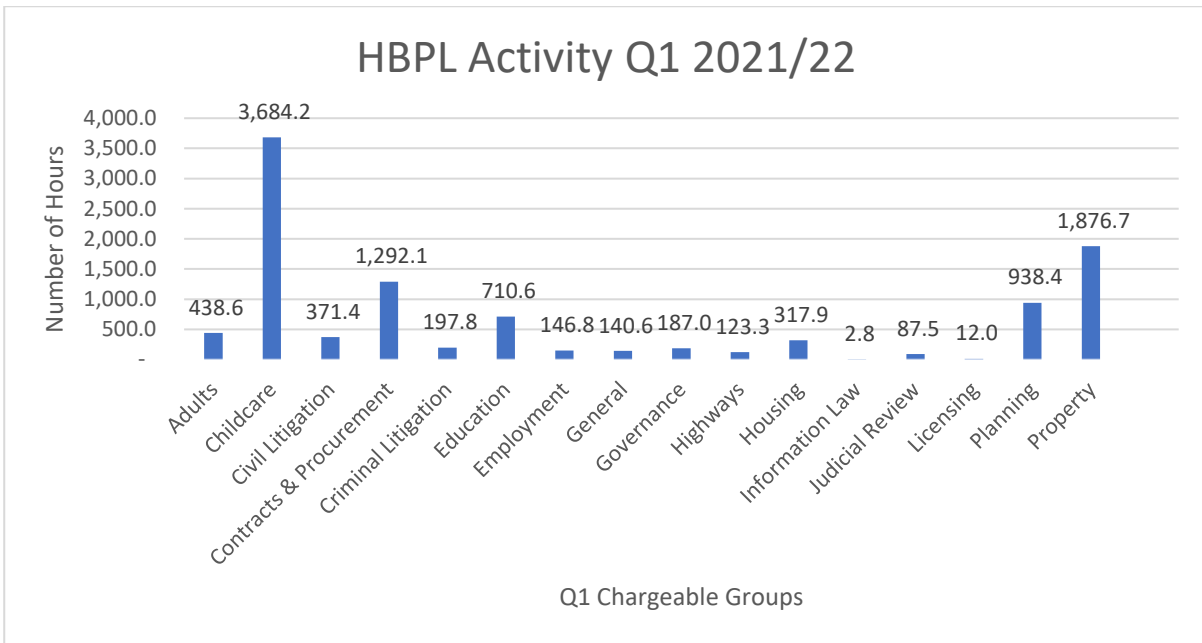


## Chargeable hours Recorded by Work Group

<sup>15</sup> Disbursement costs include barristers' time as well as postage, telephone, travel and other charges

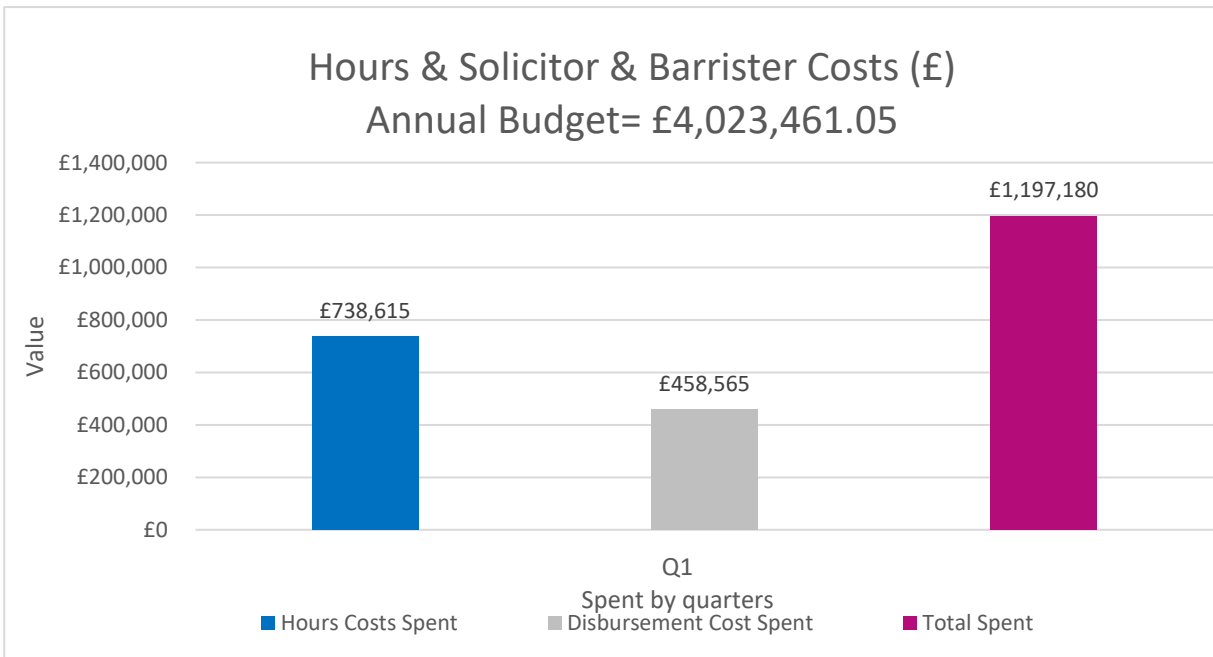


5.12 Children’s services had the highest number of chargeable hours at 3,684 costing £0.258m. Property services were the second highest area with 1,876 hours totalling £0.132m.



**Total hours and disbursements**

5.13 In Q1 there were 10,887 chargeable hours at a cost of £0.739m and £0.459m disbursements totalling a Q1 spend of £1.197m.



5.14 Legal spend in Q1 was £0.739m in hours and £0.459m in disbursements, totalling £1.197m which represented 29.75% of the total budget.

## **6 REASONS FOR RECOMMENDATIONS**

- 6.1 This report provides an overview of Quarter 1 (Q1) 2021/22 performance of the council's contracted services delivered by the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), Barnet Homes (The Barnet Group) (TBG) and HB Public Law.

## **7 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 7.1 None.

## **8 POST DECISION IMPLEMENTATION**

- 8.1 None.

## **9 IMPLICATIONS OF DECISION**

### **10. Corporate Performance**

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

- 10.2 Relevant council strategies and policies include the following:

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

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

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

### **12. Social Value**

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

### **13. Legal and Constitutional References**

13.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

13.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

13.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Financial Performance and Contracts Committee as being responsible for the oversight and scrutiny of:

- The overall financial performance of the council
- The performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Assets, Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; or Environment Committee;
- The council’s major strategic contracts (Customer Support Group, Development and Regulatory Services, The Barnet Group Ltd (Barnet Homes) and HB Public Law) including (but not limited to):
  - Analysis of performance
  - Contract variations
  - Undertaking deep dives to review specific issues
  - Monitoring the trading position and financial stability of external providers
  - Making recommendations to the Policy and Resources Committee and/or theme committees on issues arising from the scrutiny of external providers
- At the request of the Policy & Resources Committee and/or theme committees consider matters relating to contract or supplier performance and other issues and making recommendations to the referring committee
- To consider any decisions of the West London Economic Prosperity Board which have been called in, in accordance with this Article.

13.4 The council’s Financial Regulations can be found at:  
<https://barnet.moderngov.co.uk/documents/s60884/17FinancialRegulations.doc.pdf>

### **14. Risk Management**

14.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15 to 25) risks are reported to Policy and Resources Committee.

14.2 A comprehensive review of risks is currently being undertaken across all services and contract areas. This will result in refreshed joint risk registers for strategic contracts being established. High-level joint risks will be included in the Q2 2021/22 Contracts Performance Report to this Committee.

## **15. Equalities and Diversity**

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

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

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

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

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

This is also what we expect of our partners.

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

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

## **16. Corporate Parenting**

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

## **17. Consultation and Engagement**

17.1 Obtaining customer feedback is part of the contract management process to inform service delivery, service development and service improvement. During Q1 the following surveys were carried out by the strategic contracts:

- Socitm staff satisfaction survey of IT services
- CSG HR and Payroll satisfaction survey with staff and school clients
- Independent satisfaction surveys held with tenants to assess satisfaction with Barnet Homes as a social housing provider
- Integra user groups to gather staff feedback were conducted by CSG Finance

## **18. Insight**

- 18.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 1 (Q1) 2021/22. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), The Barnet Group and HB Public Law.

## **19. BACKGROUND PAPERS**

- 19.1 None

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	<p style="text-align: center;"><b>Financial Performance and Contracts Committee</b></p> <p style="text-align: center;"><b>7 October 2021</b></p>
<b>Title</b>	<b>Brent Cross Update</b>
<b>Report of</b>	Director of Growth
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public with accompanying exempt report (Exempt by virtue of paragraphs 3 and 5 of Schedule 12A Local Government Act 1972) on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information and information in respect of which professional legal privilege could be maintained in legal proceedings.
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1 – Extracts LBB progress update presentation to the Government Assurance Board, 22 October 2021
<b>Officer Contact Details</b>	Karen Mercer, Programme Director <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a> , 0208 359 7563

### Summary

This report provides an update on the delivery and financial performance across the Brent Cross programme and emerging issues across the programme.

## Officers Recommendations

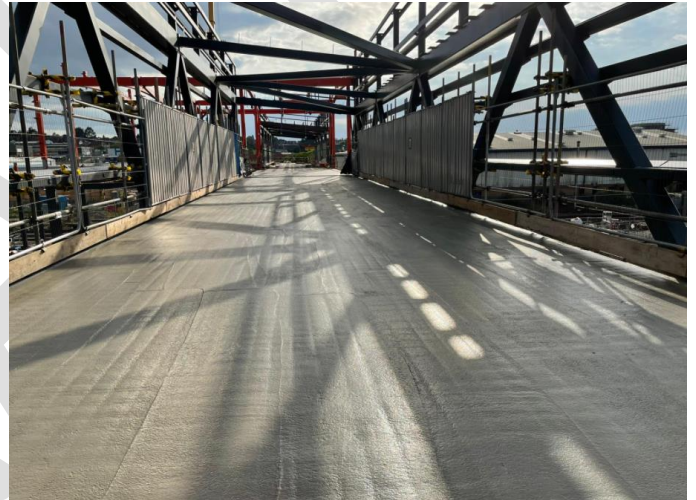
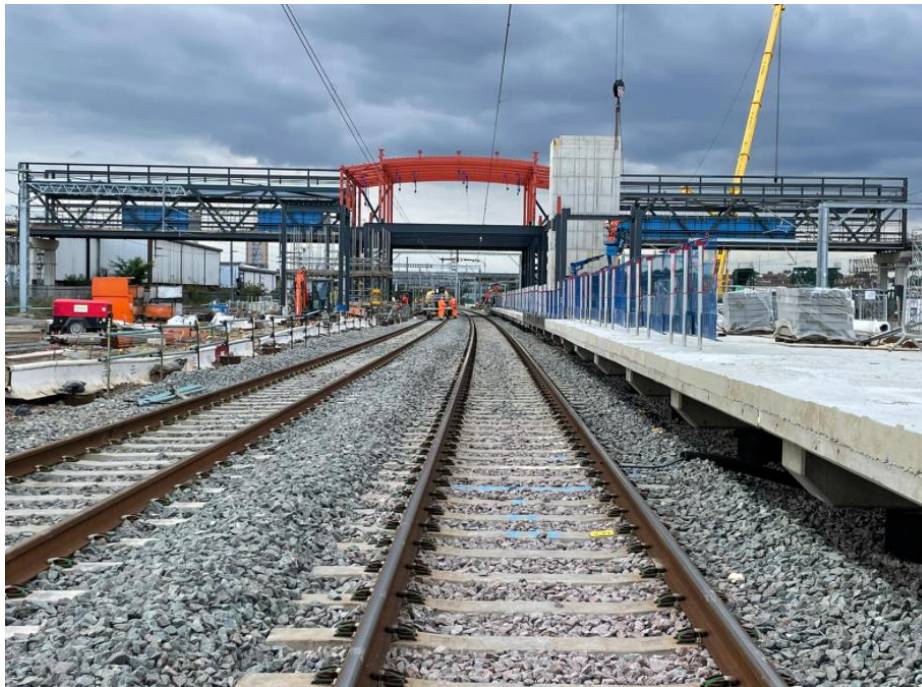
The Committee is asked to note delivery progress across the Brent Cross (BX) programme as set out in the presentation to the HM Government Assurance Board on 22 September 2021 and that the Programme Wide Anticipated Final Cost will conclude in October 2021.

### 1. PURPOSE OF REPORT

#### Introduction

- 1.1 This report provides a brief summary on the delivery progress across the Brent Cross programme since the last meeting on 8 June 2021. It should be read in conjunction with the quarterly update to the Housing and Growth Committee on 13 September 2021. The link to report is here:  
<https://barnet.moderngov.co.uk/documents/s66501/Brent%20Cross%20Update%20Report.pdf>
- 1.2 Progress can be summarised as follows:
  - 1) **Brent Cross West Station and associated infrastructure**
- 1.3 The construction works over the major bank holiday rail possessions (weeks 1, 5 and 9) to re-align the railway tracks to make way for the new station platforms were completed successfully. The platforms on the slow and fast lines are now advancing as shown on the photographs below.
- 1.4 The August bank holiday weekend (week 9) marked the last major piece of track realignment works by Network Rail (NR) and their contractor Amey as part of the Rail Systems and Sidings. NR/Amey will now commence de-commissioning their compound in readiness to hand this area over to Brent Cross Town later this year. As works ramp down on this contract, there will be continuing focus on close-out and final accounting. Discussions have commenced with Network Rail in accordance with the Implementation Agreement in respect of closing out the account.
- 1.5 The frame for the station overbridge and concourse was put in place during two 48-hour rail all line blocks in September. The bridge itself is now accessible from East to West and is being used as the main construction access. A time-lapse video showing the latest works is available at the following link along with the latest drone images of the station <https://twitter.com/TransformingBX/status/1440981277172281344?s=20>
- 1.6 The Station remains on target for opening in late 2022.





## 2) Brent Cross South

- 1.7 Progress on the infrastructure works continues at a pace, as can be seen from the latest drone images provided by BXT below. Construction works on the first residential plot (Plot 12) and the student accommodation block (Plot 25) are due to commence in late Spring 2022. The new visitor centre and upgrade to the shops on Claremont Parade are due to complete in late November ahead of the Park opening in Spring next year



### 3) Brent Cross Critical Infrastructure

- 1.8 L&Q and their contractor Bugler's have commenced construction works for the replacement homes for the Whitefield Estate Part 1 on Plots 53 and 54 on Brent Terrace. These units are due to complete in 2023  
<https://transformingbx.co.uk/transformation/relocated-homes/plots-53-54/>
- 1.9 The Southern Junction highway works at Cricklewood Lane / A5 Cricklewood Broadway / Chichele Road junction are due to finish by the end of this month.  
<https://transformingbx.co.uk/junctions-works-to-be-completed-next-month/>

#### **4) Waste Transfer Station (WTS)**

- 1.10 The procurement of the main works contractor for the replacement WTS at Geron Way is now concluding with the contract due award scheduled for 19 October 2021.

#### **Financial Management and Commercial Issues**

- 1.11 Whilst good progress is being made on the ground across the BX programme, there are a number of emerging issues that are now starting to impact the project. These are summarised in the presentation to BX Government Assurance Board attached at Appendix A. These issues, which are being experienced across the whole of the construction industry, predominately relate to supply chain and covid impacts. Particular areas of concern are the provision of materials, for example the station overbridge cladding which is experiencing delays in getting to site as well as cost increases, particularly in respect of steel. The council's BX team together with Mace and VolkerFitzpatrick are currently working hard to mitigate these impacts on the programme.
- 1.12 Consequently, despite the continuing success in reducing some risks as a result of the completion of the major possessions rail works and securing efficiencies across the programme, the budget remains under pressure. As mentioned in the report to the Housing & Growth Committee on 13 September 2021 (paragraph 5.12) the review of the programme wide Anticipated Final Cost (AFC) (which encompasses all HM Government funded elements of the programme) will be reported to this Committee. The AFC review is scheduled to be complete by the end of October. This is later than planned to allow sufficient time for the council team to assess the covid and supply chain impacts and the mitigation plans being put in place by the council and the contractor. The updated AFC will be reported to the BX Shareholder Working Group in October prior to feeding into a programme wide AFC report which will be presented to BX Government Assurance Board in late October. The contractual position will then be reported to this Committee for review. An update will be provided at the meeting.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 To provide an update to the Committee on the HMG funded elements of the BX programme that the council is directly delivering.

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 None.

## **4 POST DECISION IMPLEMENTATION**

4.1 None.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the council and of the aims under the Corporate Plan Barnet 2021-2024 and a key regeneration priority of the Mayor of London.

### **5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

#### **Budget Monitoring**

5.2.1 As set out in the latest report to Housing and Growth Committee on 13 September 2021.

### **5.3 Social Value**

5.3.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

### **5.4 Legal and Constitutional References**

5.4.1 Article 7 of the Council's Constitution, the terms of reference of the Financial Performance and Contracts Committee includes the followings responsibilities:  
Responsible for the oversight and scrutiny of:  
(a) the overall financial performance of the council  
(b) the performance of services other than those which are the responsibility of the: Adults & Safeguarding Committee; Housing & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee;  
(c) the council's major strategic contracts including (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 & Resources Committee and/or theme committees on issues arising from the scrutiny of external providers

5.4.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

### **5.5 Risk Management**

5.5.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

## 5.6 **Equalities and Diversity**

5.6.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

## 5.7 **Corporate Parenting**

5.7.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

## 5.8 **Consultation and Engagement**

5.8.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

## 5.9 **Insight**

5.9.1 As set out in the report to the Housing and Growth Committee on 13 September 2021.

## 6 **BACKGROUND PAPERS**

6.1 Financial Performance & Contracts Committee, 8 June 2021

<https://barnet.moderngov.co.uk/documents/s65204/BXC%20Financial%20Performance%20and%20Contracts-PUBLIC-June%202021.pdf>

6.2 Housing & Growth Committee, 23 September

<https://barnet.moderngov.co.uk/documents/s66501/Brent%20Cross%20Update%20Report.pdf>

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# Brent Cross Government Assurance Board

22 September 2021

# Brent Cross Town – Site Progress





# Brent Cross Town – Site Progress



# Brent Cross Town – Site Progress



# Programme Updates

## Brent Cross Town

- Plot 25 – Legal agreements completed with developer for delivery of Student Accommodation. Planning approval targeted for October. Enabling works underway.
- Pavilion works progressing well and on programme to open in the Autumn.
- Claremont Park works well underway – scheduled to open in April 2022.
- Work is underway to review and agree the Estate Management Framework.
- Ongoing improvements to the development area and route from tube station.
- [August Drone Video](#)

# Programme Updates

## Plots 53/54

- Works on site now underway to develop new plots. Earthworks and levelling ahead of piling works. Ongoing liaison with neighbouring residents.

## Southern Junctions

- The highway works are progressing to programme with the carriageway re-alignment works in Cricklewood Lane substantially completed for the opening of Cricklewood Lane in both directions on the 30th August.
- The signal modernisation works have started on the 31st August
- Plot development opportunity being assessed

# Programme Updates

## Waste Facility

- Process to surrender the environmental permit on old facility underway
- Target to complete the procurement of the WTS with tender award scheduled for 5 October



# Programme Updates

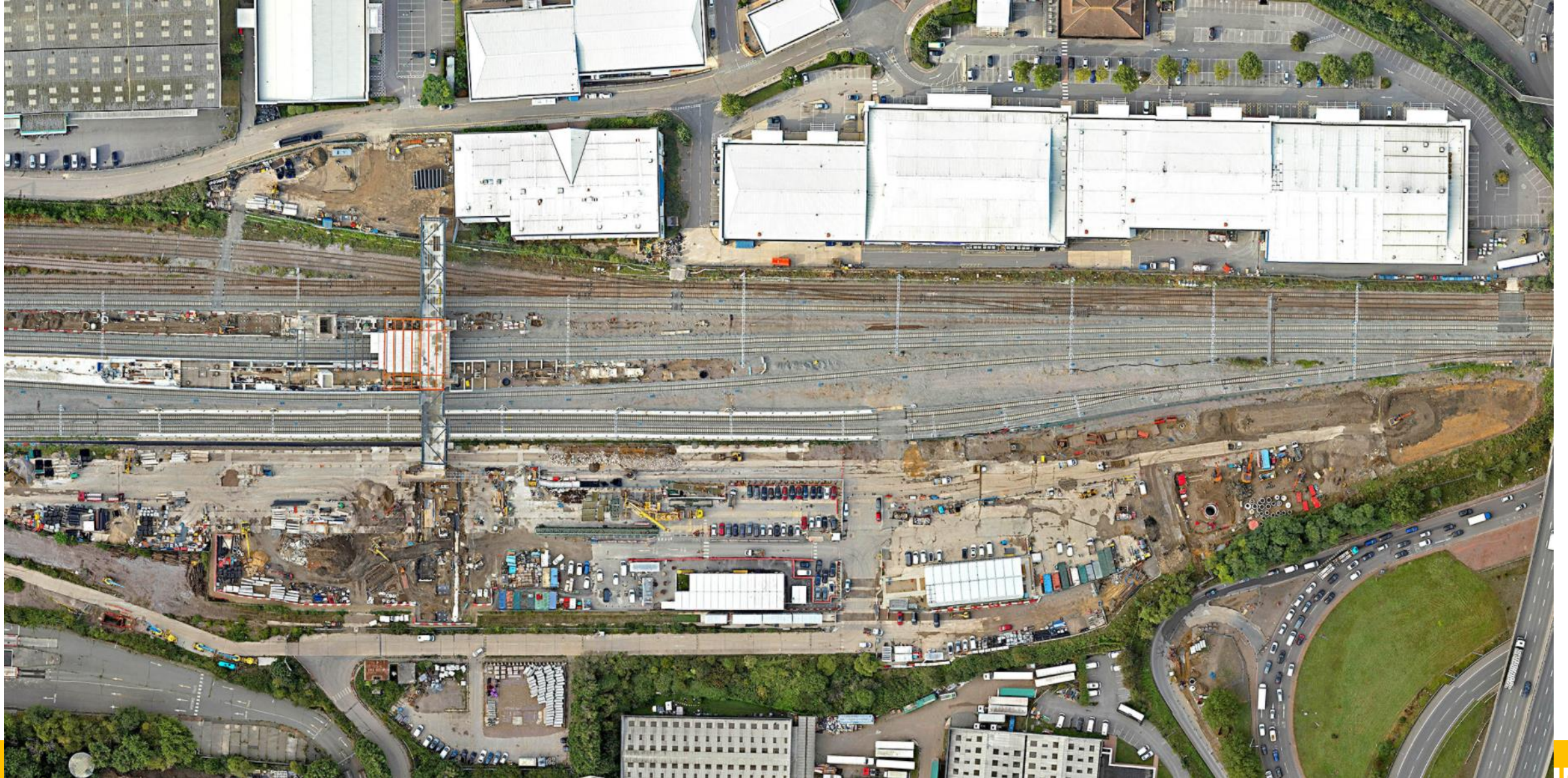
## Brent Cross West Station

- The Western and Eastern overbridges are now in place with the final section lifted in over the August bank holiday weekend.
- The main concourse is under construction and the bridge is now accessible from East to West.
- The last major piece of track realignment works by Network Rail as part of the Rail Systems and Sidings works was delivered over the August bank holiday weekend.
- NR will now commence de-commissioning their compound in readiness to hand this area over to Brent Cross Town later in the year.
- Council officers are working with Allies and Morrison to bring forward proposal for the public realm around the station and access routes to the station from the west.
- Ministerial visit took place on 2 September

# Brent Cross West Station - Progress



# Brent Cross West Station - Progress





# Brent Cross West Station - Progress



# Brent Cross West Station - Progress

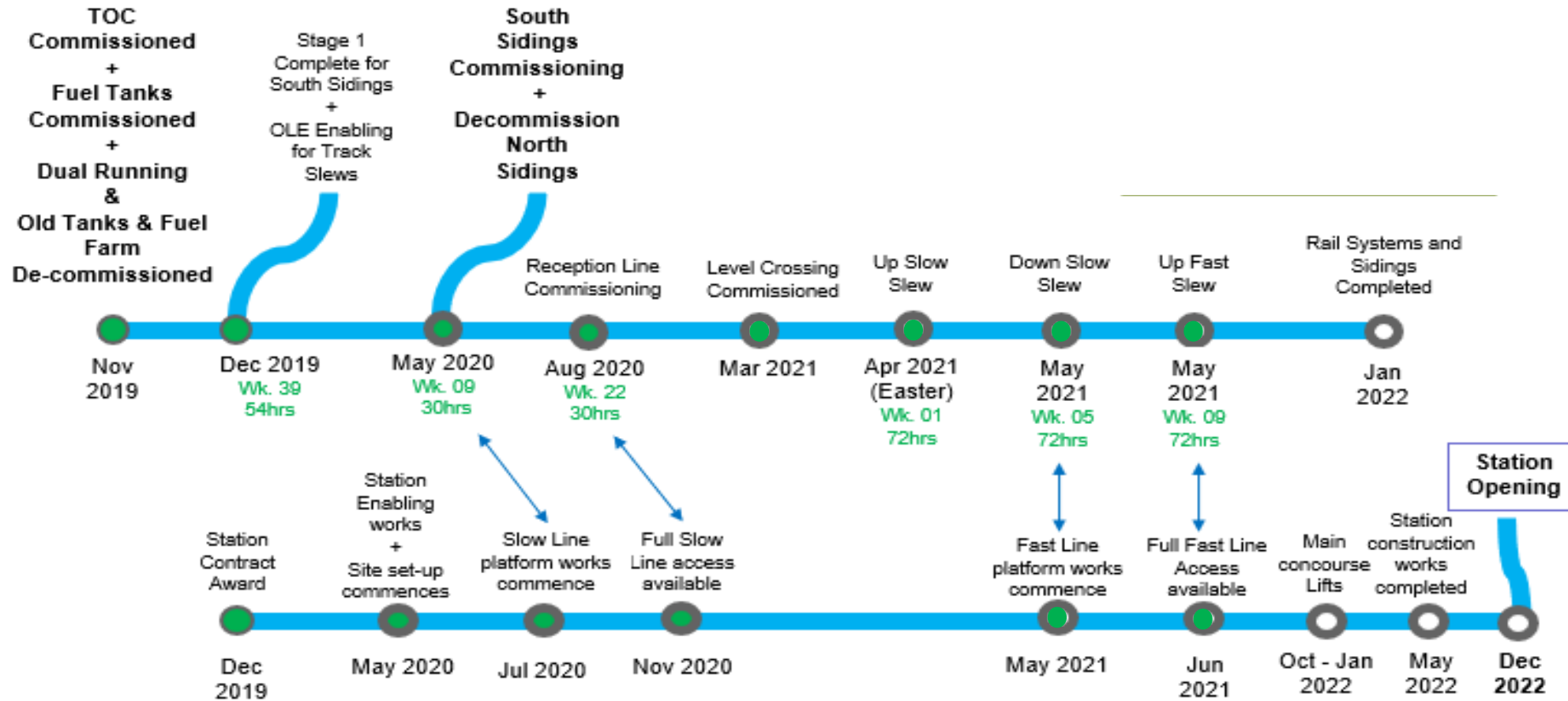


# Brent Cross West Station - Progress



# Brent Cross West Station

## Milestone Programme for Station Delivery in December 2022



**London Borough of Barnet  
Financial Performance and  
Contracts Committee  
Forward Work Programme  
2021-2022**

Contact: Salar Rida 020 8359 7113 [salar.rida@barnet.gov.uk](mailto:salar.rida@barnet.gov.uk)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
7 October 2021			
Chief Finance Officer Report	To review and note the council's financial performance.	Director of Finance (S151 Officer) Assistant Director of Finance	<b>Non key</b>
Review of Capital Contracts	To receive an update and any interim recommendations.	Director (Commercial and Customer Services)	<b>Non key</b>
Q1 2021/22 Contracts Performance Report	To review and note Quarter 1 2020/21 performance of strategic Contracts.	Director (Commercial and Customer Services)	<b>Non key</b>
Brent Cross Delivery Update	For the Committee to review the recommendations.	Programme Director Brent Cross	<b>Non key</b>
23 November 2021			
Chief Finance Officer Report	To review and note the council's financial performance.	Director of Finance (S151 Officer) Assistant Director of Finance	<b>Non key</b>
Year 6/7 Strategic Contracts Review	To receive an update and any interim recommendations.	Director (Commercial and Customer Services)	<b>Non key</b>
Capital Programme	To update on the Capital Schemes within the Capital Programme.	Assistant Director Capital Strategy	<b>Non key</b>
2021/22 Contracts Performance Report (TBC)	To review and note Quarterly 2020/21 performance of strategic Contracts.	Director (Commercial and Customer Services)	<b>Non key</b>
1 February 2022			
Chief Finance Officer Report	To review and note the council's financial performance.	Director of Finance (S151 Officer) Assistant Director of Finance	<b>Non key</b>

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Type</b>
Year 6/7 Strategic Contracts Review	To receive an update and any interim recommendations.	Director (Commercial and Customer Services)	<b>Non key</b>
Capital Programme	To update on the Capital Schemes within the Capital Programme.	Assistant Director Capital Strategy	<b>Non key</b>
Q2 2021/22 Contracts Performance Report	To review and note Quarter 2 2020/21 performance of strategic Contracts.	Director (Commercial and Customer Services)	<b>Non key</b>
<b>14 March 2022</b>			
Chief Finance Officer Report	To review and note the council's financial performance.	Director of Finance (S151 Officer) Assistant Director of Finance	<b>Non key</b>
Year 6/7 Strategic Contracts Review	To receive an update and any interim recommendations.	Director (Commercial and Customer Services)	<b>Non key</b>
Capital Programme	To update on the Capital Schemes within the Capital Programme.	Assistant Director Capital Strategy	<b>Non key</b>
Q3 2021/22 Contracts Performance Report	To review and note Quarter 3 2020/21 performance of strategic Contracts.	Director (Commercial and Customer Services)	<b>Non key</b>

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 14

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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