

	<p><b>Financial Performance and Contracts Committee</b></p> <p><b>7 December 2020</b></p>
<p><b>Title</b></p>	<p><b>Q2 2020/21 Contracts Performance Report</b></p>
<p><b>Report of</b></p>	<p>Director (Commercial and Customer Services)</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>
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### Summary

This report provides an overview of Quarter 2 (Q2) 2020/21 performance for the contracted services delivered by the Customer and Support Group (Capita), Regional Enterprise (Capita), The Barnet Group (TBG) and HB Public Law.

### Officers Recommendations

**The committee is asked to review the Quarter 2 (Q2) 2020/21 performance for the back-office functions delivered by the Customer and Support Group (Capita); Building Control, Hendon Cemetery & Crematorium, Environmental Health, Strategic Planning, Regeneration and Highway Service delivered by Regional Enterprise (Capita); the housing services delivered by The Barnet Group; and the legal services delivered by HB Public Law.**

# 1. PURPOSE OF REPORT

## Introduction

1.1 This report provides an overview of performance for the council's contracted services for Quarter 2 (Q2) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), The Barnet Group and HB Public Law.

## Overview

1.2 Q2 covers the period 1<sup>st</sup> July to 30<sup>th</sup> September 2020. In this time, while the lockdown measures eased, services continued to adapt to the new operating environment. The council and its strategic partners focused their efforts and resources on restoring services, whilst continuing to respond to the pandemic. Many services, such as in Environmental Health, Planning and Housing were prevented from operating in their normal way. Others, such as Regulatory Services, had additional workloads and were dealing with backlogs.

1.3 The impact of Covid-19 in public contracts was anticipated by the Government in its continued guidance on providing supplier relief; however, many services such as Finance and Customer Services continued to deliver throughout and others, such as the Network Recovery Programme (NRP), have been restored. Overall performance continues to be a credit to our partners with a majority 52 of the 81 KPIs reported, achieving the target in Q2. Those KPIs that did not achieve the target as a direct result of the restrictions and demands of the pandemic are shown in lighter text below to differentiate from deficiencies that were not directly related to the pandemic response.

Service	Indicator <sup>1</sup> Description	Q2 Result	DoT
CSG - Information Systems	Incident resolution	91.8% (A)	↓ W
CSG - Human Resources	Pre-Employment Vetting	98.6% (A)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections - Target A	25% (R)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections Target B	66.6% (R)	↓ W
Re - Environmental Health	Conducting Food Hygiene Inspections Target C	18.3% (R)	↓ W

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

Service	Indicator <sup>1</sup> Description	Q2 Result	DoT
Re - Environmental Health	Food Standards Inspections (Category B) Food Standards Inspections (unrated premises)	93.3% (R)	↓ W
Re - Environmental Health	Food Standards Inspections (unrated premises)	46.9% (R)	↓ W
Re - Environmental Health	Improvement in food hygiene in the highest risk premises	47% (R)	↓ W
Re - Environmental Health	Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	69.6% (R)	↓ W
Re- Planning	Planning Enforcement Basket	4 (R)	↓ W
Re - Highways	Category 1 Defects Rectification Timescales completed on time	68.8% (R)	Not Comparabl e <sup>2</sup>
Re - Highways	Category 2 Defects Rectification Timescales completed on time	43.8% (R)	Not Comparabl e <sup>3</sup>
Re - Highways	Insurance Investigations completed on time (14 days)	98.2% (R)	↓ W
Re - Highways	Response to complaints relating to a drainage malfunction and/or flooding event	85.6% (R)	↓ W
Barnet Homes	Affordable housing delivered on council owed land	77 (R)	↓ W
Barnet Homes	Number of homes purchased for use as affordable accommodation	10 (R)	↓ W
Barnet Homes	Increase the supply and range of housing available for care leavers for those ready to move into independent living	18 (R)	↓ W

<sup>2</sup> Q2 19/20 Data not available due to IT issue.

<sup>3</sup> Q2 19/20 Data not available due to IT issue.

Service	Indicator <sup>1</sup> Description	Q2 Result	DoT
Barnet Homes	% of scheduled fire risk assessment completed	82.9% (R)	↓ W
Barnet Homes	Number of Homelessness Preventions	608 (A)	↓ W
Barnet Homes	Numbers of households in Temporary Accommodation	2561 (R)	↓ W

### Service Highlights:

#### CSG

- Barnet Education and Learning Service (BELS, formerly Cambridge Education) went live on 1 September 2020 with a new Integra environment
- £3.2m Covid-19 Discretionary Business grants and £63,305,000 Business Rate Grants were processed to support businesses in Barnet
- Customer Services resumed full service in August 2020
- Eight procurements worth over £700k were supported utilising the Cabinet office emergency procurement regulations (PPN04/20) to ensure continuity of supply of critical services
- Barnet was allocated £4.132m in Hardship Fund in response to Covid-19. Following Government guidance £150 was awarded to all working age council tax support recipients. The total paid at the end September 2020 was £3.2m. The remaining £923k will be used as part of Barnet's Hardship Fund to target residents impacted by Covid-19 via Crisis Fund and Discretionary Council Tax Hardship

#### Re

- The number of funerals are now similar to Q2 2019
- Environmental services have a significant backlog of food premises inspections due to the restriction of official controls up to 30 September 2020 by the Food Standards Agency (FSA) guidance
- Barnet issued the second highest number of planning decisions in London (626) in Q2 20/21 according to the Ministry of Housing, Communities and Local Government (MHCLG); of which 93% of applications referable to MHCLG were determined in time ahead of the London average of 88%
- The impact of the Covid-19 pandemic on planning enforcement has been significant and is likely to affect performance as reported through the KPI Enforcement basket for several months, although cases opened and closed are roughly in balance over the year. A method to restart the issue enforcement notices has been agreed.
- Construction operations are ongoing; however, they have slowed down due to the need to adhere to social distancing measures and health and safety procedures. On some sites construction programming has been adjusted to ensure the viability of the current phases are safeguarded.
- Following slow-down of the planned works due to the Covid-19 pandemic the Network Recovery Programme (NRP) is back on track with the majority of carriageway

schemes due for completion before December 2020 and footway schemes being completed by early March 2021. In addition, the reactive maintenance backlog has been reduced by over 80% with a trajectory of no more than 250 works in progress - on a rolling month, there is a table in the Highway section of this report which shows the data.

- The Highways service has progressed the procurement of the replacement Highways Asset Management System. The preferred bidder has been selected with the intention to enter into a contract in November 2020 and a phased introduction of the new system from 1 April 2021.

## 2. CSG SERVICES

### Overview

- 2.1 Q2 20/21 was characterised by a rapid adaptation to the new operating environment in response to the Covid-19 pandemic and a swift restoration of many services; although performance of Information Systems continued to be impacted. There remained resourcing challenges within the HR team and a new member of staff has been recruited.
- 2.2 Out of the 22 KPIs reported in Q2, 18 have achieved the Q2 target, two have reported No Activity and two have not met the Q2 target. The cross-cutting KPI on compliance with authority policy has met the target.<sup>4</sup>

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Compliance with Authority Policy (q)	N/A	Pass	Pass	Pass	Pass (G)	→ S	Pass (G)

### Finance

- 2.3 There are three KPIs for Accounts Payable (AP). All three KPIs achieved the Q2 target.
- 2.4 The new Capita Finance Business Partner started in post July 2020 and is working closely with the council to improve the AP services. Progress covered during the quarter included a review of guidance notes; escalation checklist to assist council staff in resolving queries, process to match invoices that net to zero and assist in clearing old creditor balances.
- 2.5 AP forums have continued and provide a platform for communication between Capita and the council to focus on identifying problem areas that need training/development and to better manage the AP processes. Those attending the sessions have found it worthwhile.
- 2.6 Significant work has been undertaken on historic invoices reducing them from 203 to 41. Suppliers currently on hold are being reviewed by the AP team.

<sup>4</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.

- 2.7 A new Integra environment for BELS (formerly Cambridge Education) went live in September 2020.
- 2.8 £3.2m Covid-19 Discretionary Business Grants have been processed.
- 2.9 The current Covid-19 environment has impacted on staff resourcing across Capita and the council, which has in turn caused and added to existing performance issues:
- **Payment of invoices** – There are challenges around supplier invoices being received with the incorrect purchase order number or no Goods Receipt Note (GRN). Due to remote working arrangements this has meant emails being the main method of communication rather than in-office discussion, leading to delays in GRN and approving of invoices. This has resulted in late payments and extra processing by the AP team. In addition, due to Covid-19 there has been a high demand in processing additional payments e.g. Covid-19 related support grants.
- 2.10 However, through continuous planning the below measures have been put in place:
- AP Team Leader is monitoring invoices requiring GRN's and working with the team to ensure invoices are processed in a timely manner
  - Weekly meetings between Capita Finance Business Partner and Barnet Assistant Finance Manager to identify and proactively manage current issues, spot trends and provide training where required to minimise repeated mistakes.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Operational availability of financial system application (Integra) to the hosted network (q)	Bigger is Better	99.2%	98%	98%	100% (G)	↑	99%
Invoice documents in Accounts Payable processed within agreed timescales (q)	Bigger is Better	95.5%	90%	90%	98.5% (G)	↑	95.5%
Completion of audit recommendations by Capita in relation to their provision of finance services (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Comparable	New in Q3 19/20 <sup>5</sup>

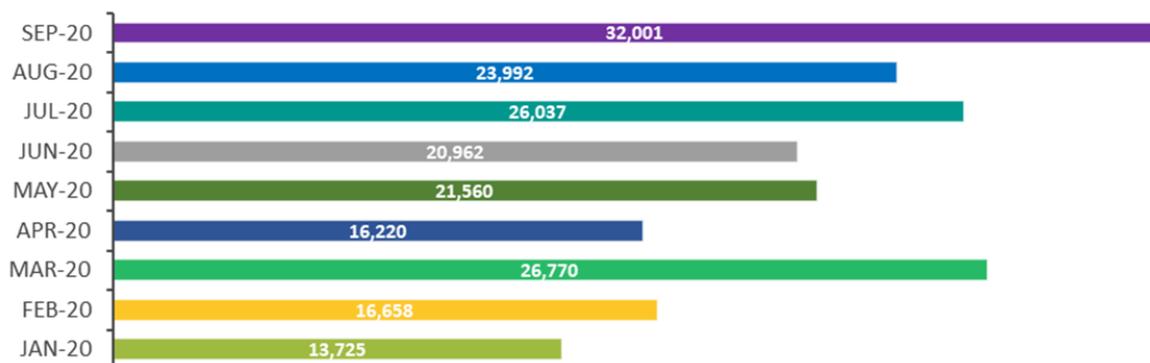
## Customer Services

- 2.11 There are four KPIs for Customer Services. All four achieved the Q2 targets.
- 2.12 Teams have continued to work from home with the focus on service recovery and the reopening of all council's services and phone lines to support this.
- 2.13 From June 2020, services were gradually restored with a full normal service resumed in August 2020.

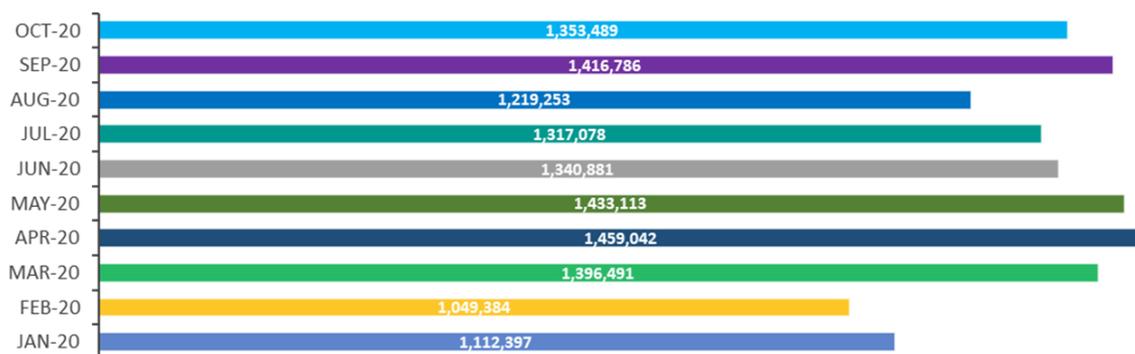
<sup>5</sup> KPI commenced reporting Q3 2019/20

2.14 The use of the council's website significantly increased during lockdown. This has continued throughout September 2020 following the re-opening of phone lines.

- Data below relates to online transactional forms such as a request for a library card, move in/move out property forms and Housing Benefit contact forms



- Data below relates to web pages reviewed by residents. Some of the most frequently viewed are, recycling (summers lane information), Council tax and Benefits, jobs and information about planning applications.



2.15 The service has continued to support colleagues from various departments to clear backlogs and process high volumes of emails as a part of the service restoration.

2.16 There has been an increased demand for services such as School Admissions, Social Care Direct, Registrars and Libraries in September 2020. The team has been working with the services to analyse data and trends to ensure resources are prioritised and mobilised in the right areas to prevent delays in responding to customer enquiries.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Customer satisfaction with phone, face-to-face, email and post case closure (q)	Bigger is Better	90.8%	89%	89%	91.1% (G)	Not Comparable	New in Q3 19/20
Web satisfaction (web performance and customer feedback) (q)	Bigger is Better	61.3%	55%	55%	55.8% (G)	Not Comparable	New in Q3 19/20

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Customer Services closing cases on time (Customer Advocacy Service) (q)	Bigger is Better	100%	94% <sup>6</sup>	94%	100% (G)	Not Comparable	New in Q3 19/20
Cases/transactions completed via self-service channels (CSG Customer Service only) (q)	Bigger is Better	54.2%	50%	50%	65.5% (G)	↑ I	53.7%

## Information Systems

2.17 There are two KPIs for Information Systems. One KPI achieved the Q2 target and one KPI did not achieve the Q2 target.

- **Incident Resolution (RAG rated AMBER) – 91.8% against a Q2 target of 95%.** The target was not met due to the council requesting prioritisation to critical frontline services to ensure remote working during the Covid-19 pandemic. In addition, calls took longer than normal, in some instances to resolve, due to local broadband issues.

2.18 Microsoft Teams was deployed in April 2020 and has been successfully utilised by staff, enabling Skype, which will become unsupported by Microsoft in 2021, to be gradually phased out.

2.19 Over 90% of the service requests and incidents have been resolved remotely, compared to circa 70% in Q1. Surgery sessions are still available for staff who require them subject to Covid-19 safety precautions.

2.20 Following improved communications, the proportion of staff using the self-service portal to log requests has risen from 50% in Q1 to 61% in Q2.

2.21 A series of upgrades have been made to the website, customer account and online forms. These upgrades have enabled greater functionality to become available on forms to improve the residents experience, especially for items like Green Waste.

2.22 The Digital Workplace programme to improve collaboration, communication and enable staff to work remotely has continued to deploy new products. The programme team has established a network of over 100 Change Champions to promote and support the roll-out of new features with Microsoft Office365. Over 160 staff have been provided specific training to support them in adopting new ways of working.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Incident resolution (q)	Bigger is Better	88.3%	95%	95%	91.8% (A)	↓ W	95.3%

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Critical system availability (q)	Bigger is Better	99.9%	99.5%	99.5%	99.9% (G)	↑ I	99.8%

## Procurement

- 2.23 There are four KPIs for Procurement. All four KPIs achieved the Q2 target.
- 2.24 Communication using virtual meetings via Teams and monthly reviews with service areas has enabled the Procurement team to become more agile in the way it works, ensuring support to critical areas of the council where speed and accuracy of procurement delivery has been paramount to continue support to the most vulnerable during these challenging times.
- 2.25 The Procurement team has implemented and delivered a virtual training programme, including “Single Tender Action” and “Legal Framework Supports”.
- 2.26 The team has supported services through the extended Covid-19 transition, providing flexible procurement services, utilising (Procurement Policy Note PPN04/20) which allows for accelerated procurement due to Covid-19 restrictions. This were eight procurements worth over £700k, including Street Trade Licencing and Town Centre Street Space Fund (value £200k), Resources for Autism (value £97k) and Covid-19 Health Champions (value £95k).
- 2.27 Continued support to Brent Cross waste transfer procurement, including change criteria for complex procurement.
- 2.28 Completed the Procurement audit and implemented a change plan to support identified improvements.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	100%	100% <sup>7</sup>	100%	100% (G)	→ S	100%
Effective corporate contract management (q)	Bigger is Better	99.9%	100% <sup>8</sup>	100%	100% (G)	→ S	100%
Cumulative apprenticeships (c)	Bigger is Better	83	70	Monitor Only	101	↑ I	94

<sup>7</sup> Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.

<sup>8</sup> Subject to one quarter baselining period after which an improvement plan for Year 7 will be agreed to bring performance to 100% from April 2020 onwards.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Cumulative work experience) (c)	Bigger is Better	393	433	Monitor Only <sup>9</sup>	473	↑	353

## Revenue and Benefits

2.29 There are three KPIs for Revenue and Benefits. All three KPIs achieved the Q2 target.

## Council Tax/Business Rates

2.30 Council Tax 4-year collection target of 98.50% was achieved by the end Q2. Direct Debit take up was 66.40% in Q2. Council Tax and Business Rates recovery recommenced and is at reminder stage at the end of Q2. E-Billing is still in progress with a project manager in place to work on implementation by Q4.

2.31 Final payment for Business Rates Grants deadline was 30 September 2020. In total, £63,305,000 has been awarded to businesses in Barnet and £3,275,000 has been paid in Discretionary Grants to businesses. Guidance has been provided to local authorities on potential lockdown grants is to be provided by the Department for Business, Energy & Industrial Strategy (BEIS).

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

2.33 The number of Council Tax properties is above the contractual agreement. This therefore results in additional charges for the council.

## Benefits

2.34 Barnet was allocated £4.132m in Hardship Fund in response to Covid-19. Following Government guidance £150 was awarded to all working age council tax support recipients. The total paid at the end September 2020 was £3.2m. The remaining £923k will be used as part of Barnet's Hardship Fund to target residents impacted by Covid-19 via Crisis Fund and Discretionary Council Tax Hardship.

2.35 The Year 6/7 Review of Revenues/Benefits contract has been put on hold with a decision on when to recommence to be confirmed in Q3.

2.36 Housing Benefit Award Accuracy Initiative (HBAAI) commenced on 5 October 2020. This is a 5-year commitment with the Department for Work and Pensions (DWP).

2.37 The Internal Audit of Housing Benefits has been completed and follow up actions are being implemented across several areas of the service including discretionary housing payments and the appeals process.

<sup>9</sup> Annual Target, targets are aspirational, targets and results are cumulative

## Covid-19

- 2.38 The expected increase in Discretionary Housing Payment (DHP)/Crisis Fund applications has been lower than anticipated; however, this may increase as the council restarts recovery action along with the end of the Furlough Scheme this will continue to be monitored. Work has been carried out to identify and signpost residents affected by Covid-19 to Barnet's welfare team and BOOST service.
- 2.39 Test and Trace self-isolation payments scheme announced by Government went live on 12 October 2020. This scheme will run until 31 January 2021 and will support residents on low income who are self-isolating and losing income, receive a Test and Trace Support Payment or discretionary support payment of £500.
- 2.40 In response to Covid-19, the decision was made that Barnet would suspend the Minimum Income Floor (MIF) element of the Council Tax Support Scheme, in line with the DWP's decision to suspend MIF for Universal Credit applicants. This was implemented on the 7 November 2020.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Accuracy of benefit assessments (q)	Bigger is Better	95.1%	95%	95%	95.5% (G)	↑ I	95%
Speed of processing new claims (q)	Smaller is Better	22	22	22	21 (G)	↓ W	17
Speed of processing changes (q)	Smaller is Better	5	6	6	4 (G)	→ S	4

## Pensions

- 2.41 There are no KPIs for Pensions
- 2.42 The final data transfer from Capita to West Yorkshire Pension Fund (WYPF) commenced on 15 October 2020. WYPF commenced administration of the service from 1 November 2020. No staff have opted to transfer from Capita to WYPF. The collection and monitoring of contributions will move back in-house to the Finance team from November 2020.
- 2.43 Pension activities service levels in September 2020 were the lowest recorded with only 74% of cases meeting standard timescales. While some of the slippage was due to acceptable reasons e.g. backlog of cases being processed, system downtime and a focus on fixing ABS problems were also factors.
- 2.44 Little progress has been made on the remediation plan in the last two months with around 60% of cases closed when processing ceased mid-October 2020. Council staff will support WYPF in the correction of the remaining member records.

## HR

2.45 There are four KPIs for HR. Three KPIs achieved the Q2 target and one KPI did not achieve the Q2 target.

- **Pre-Employment vetting (RAG rated AMBER) – 98.6% against a Q2 target of 100%.** One reference was vetted outside the service level agreement due to resourcing challenges within the HR Recruitment Team. The early warning system has been reinforced with upskilling planned to support contingency against staff shortages. A new member of the team has now been recruited.

2.46 Overall performance has remained strong in both schools and non-school's payroll despite having to adhere to Covid-19 guidelines. All staff working on the Barnet contract are working from home.

2.47 There was an issue with end of year pensions reporting which led to a significant number of incorrect Annual Benefit statements being issued in August 2020. An Incident report was created and input was provided to the Pension Fund Committee report in October 2020. All statements were re-issued by the end of September 2020. The issue was due to open ended parameters on a report produced by Capita payroll, this resulted in the report picking up 13 months of data rather than 12. This has been corrected and the report now will show a fixed tax year with no parameters. A Breach of Regulations Report has been submitted to The Pensions Regulator (TPR).

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Offer letters issued (q)	Bigger is Better	91.1%	100%	100%	100% (G)	→ S	100%
Pre-Employment vetting (q)	Bigger is Better	92.4%	100%	100%	98.6% (A)	↓ W	100%
Payroll Accuracy – error rates and correct date (q)	Smaller is better	0.12%	0.1%	0.1%	0.005% (G)	↑ I	0.01%
DBS verification audits (q)	Bigger is Better	99.8%	100%	100%	100% (G)	→ S	100%

## Estates

2.48 An Estates update was missing in the Q1 20/21 Contracts Performance Report. Therefore, Q1 and Q2 updates have been included in this report.

2.49 There was one KPI for Estates due in Q1 and Q2, which achieved target in both quarters.

## Q1 Results

Indicator	Polarity	19/20 EOY	20/21 Target	Q1 20/21			Q1 19/20
				Target	Result	DOT	Result
Lease Renewals (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Compa rable	No Activity <sup>10</sup>

## Q2 Results

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Lease Renewals (q)	Bigger is Better	100%	100%	100%	100% (G)	Not Compa rable	No Activity <sup>11</sup>

## Building Services

2.50 Over the last six months a number of buildings across the management civic estate were closed due to Covid-19 lockdown but statutory compliance has been maintained and access was by essential staff only.

- The Schools Modernisation Summer programme was completed
- Contractors have been gradually resuming service; most contractors have brought staff back slowly and introduced a 'New Normal' way of working. IWS (water testing contractor) still have staff on furlough
- Burnt Oak fencing works have been completed
- Kosher Kitchen builders work has been completed
- Advice has been given to the Libraries team to allow them to partially re-open in a Covid-19 secure manner.

## Property Services Team

2.51 Over the last six months Property Services worked with the council to support tenants across the commercial estate. Tenants with responsibility for compliance were written to with guidance on how to manage the properties throughout the closure. Tenants were also offered three months' rent free to support them through challenging times and Property Services worked with the council to put together the Hardship policy. Other notable aspects included:

- Housing stock valuations have been submitted
- North London Business Park (NLBP2) has been successfully vacated
- The letting at Chandos Avenue has been completed
- All applications for the rent-free period have been assessed and credit notes arranged for those who were successful
- The residential element of the annual asset valuation has been completed within the agreed time scales

<sup>10</sup> Following the prioritisation process the service has agreed the Lease Renewals are no longer a high priority, a list of Lease Renewals that are to be carried out has been agreed with the service lead.

<sup>11</sup> Following the prioritisation process the service has agreed the Lease Renewals are no longer a high priority, a list of Lease Renewals that are to be carried out has been agreed with the service lead.

- A number of lettings of retail units have been agreed during a period of market downturn
- Significant rent reviews and leases have been agreed with Middlesex University worth in excess of £190k per annum
- The annual asset valuations audit work has been completed and the 2020/21 asset valuation programme has commenced
- The recruitment programme has been completed and there is now a full complement of staff in place
- A previous backlog of site plans for Right to Buy transactions has been cleared.

## **Facilities Management Team**

2.52 Over the last six months Facilities Management (FM) worked with the council to support the management of the civic estate. Most buildings across the civic estate remained open at reduced capacity and only accessed by essential staff. Although there was a reduced occupation statutory compliance had to be maintained and Covid-19 precautions were implemented with immediate effect. This included implementing one-way systems through the buildings, strict check in requirements, hand sanitiser being provided in all buildings, kitchenettes being closed off and various social distancing measures rolled out across the office floors. In preparation for phase 2 of the corporate re-entry programme Covid-19 measures across the buildings were constantly reviewed. Social distancing floor decals were fitted at Hendon Town Hall and in the Colindale office in preparation for the buildings to re-open gradually. Other notable aspects included:

- Room Booking Screens have been installed and tested at Hendon Town Hall
- The team has assisted with vacating NLBP2
- Daily updates have been provided on building statuses, staff numbers, operational capability, security resource and cleaning resource
- FM related statutory checks continued to be completed and documented
- Provided assistance with Covid-19 Business Continuity and contagion risk mitigation since the issue was declared a pandemic. This included the introduction of a new cleaning schedule to attempt to mitigate Covid-19 contamination at all FM managed sites. FM have ensured that all operational sites have continued to operate during this period and have regularly issued recommendations
- Cleaning schedules have been introduced at the RAF museum, Royal Free Hospital, Carey Hall and Brent Cross. Much of this was organised and negotiated with the service provider to utilise existing resource at no additional cost to the council
- FM assisted with the setup of the PPE distribution hub at the Colindale office. Regular deliveries have been managed by the onsite FM and Security teams
- FM co-ordinated between the distribution hub and a homeless charity to ensure no waste/perishable waste
- Power sockets in the Council Chamber at Hendon Town Hall have been installed
- Barnet House and Oakleigh Depot have been certified as Covid-19 compliant in July 2020 following Covid-19 measures introduced by FM
- FM has accommodated the Mobile Testing Unit at Barnet House throughout Q1 and Q2
- The Blue 9 security contract has been extended by one year up to September 2020

- Phase 2 of the return to work programme has been completed with revised access measures to the office buildings.

### 3. RE SERVICES

- 3.1 Q2 was characterised by the continued adaptation and development of services in response to the Covid-19 pandemic. While several services remained largely unaffected, performance has been badly impacted by the response to Covid-19 in Environmental Health. Highways had continued performance failures relating to the third-party contract arrangements, but was also affected by staff shortages as well as the impact of Covid-19.
- 3.2 Out of 49 KPIs reporting in Q2, 31 have achieved the Q2 target, three have reported No Activity, three are Monitor Only and 12 have not met the Q2 target. Services continue to adapt and develop in response to the Covid-19 pandemic.

#### Corporate

- 3.3 There is one cross-cutting KPI, which met the target in Q2.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (q)	Smaller is better	15	30	30	13 (G)	↑	24

#### Building Control

- 3.4 There is one KPI for Building Control, which met its Q2 target.
- 3.5 Although Building Control applications have continued to increase, there has been a 33% decline in volume compared with last year (Q2 19/20 266 applications, Q2 20/21 207 applications). The service's market share has remained consistent at 38%; therefore, the reduced volume of work is likely to reflect changes in construction activity.
- 3.6 Whilst there has been recovery in the residential market, 'major applications' (over £5k) have been slower to react to planning consents and there are likely to be delays in housing completions in the immediate future.
- 3.7 To sustain and speed up services, a few members of the team participated in a trial of the ResponsEye programme for remote site visits during August and September 2020. The service has been exploring the options and uses for digital inspections (i.e. utilising the customer's phone camera and GPS location). The outcomes of this trial and next steps will be taken forward in Q3.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 2021			Q2 19/20
				Target	Result	DOT	Result
Number of decisions within statutory timescales – Meet building regulation statutory timescales (q)	Bigger is Better	99.7%	100%	100%	100% (G)	↑ I	99%

## Hendon Cemetery & Crematorium

3.8 There is one KPI for Hendon Cemetery & Crematorium, which met its Q2 target.

3.9 There has been a significant reduction in the number of funerals since Q1 and the number of funerals in Q2 are similar to Q2 2019. This is also reflected in the national death rate with the Office for National Statistics (ONS) published records (September figures released in October 2020).

Cremations	April	May	June	July	August	September
2019	71	75	102	104	89	123
2020	292	248	104	85	84	107

Burials	April	May	June	July	August	September
2019	24	25	26	28	24	22
2020	77	66	26	29	24	30

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

3.11 The Gatehouse Project is progressing well alongside the Children's Memorial Garden, which are both due for completion in Q3. The Gatehouse will be open in Q3 however restrictions will be in place due to Covid-19 and the Children's Memorial Garden will open in Spring 2021. The Miles Pit Cemetery project has been accelerated to deliver additional burial capacity, providing a temporary access route, footpath and associated landscaping.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Meeting religious burial requests timescales (q)	Bigger is Better	100%	95%	95%	100% (G)	→ S	100%

## Environmental Health

- 3.12 There are 24 KPIs for Environmental Health. 13 have met the Q2 target, two have reported No Activity, two are Monitor Only and seven have not met the Q2 target.
- 3.13 The food inspection KPIs have not met the Q2 targets, due to the Food Standards Agency (FSA) putting restrictions and controls in place up to 30 September 2020. The FSA has suspended site visits unless deemed as urgent.
- Conducting Food Hygiene Inspections - Target A  
Number of completed Food Hygiene Inspections due and overdue A, B and C (Not Broadly Compliant) rated premises
  - Conducting Food Hygiene Inspections - Target B  
Number of completed Food Hygiene Interventions due and overdue C (Broadly Compliant) rated premises within 3 months of Intervention due date
  - Conducting Food Hygiene Inspections - Target C  
Number of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date
  - Food Standards Inspections (Category B)  
Number of B rated interventions completed on or before the next due intervention, divided by the total number of required B rated interventions
  - Food Standards Inspections (unrated premises) Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection, divided by the total number of unrated premises requiring inspection at the same time as the first food hygiene inspection
  - Improvement in food hygiene in the highest risk premises.
  - **Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (RAG rated AMBER) – 69% against a Q2 target of 72%.** KPI not met due to the MHCLG putting restriction of official controls in place up to 30 September 2020. MHCLG has suspended site visits unless deemed as urgent.
- 3.14 Due to the FSA suspending site visits unless deemed as urgent the service has been unable to inspect food businesses and make interventions to ensure improvement in the highest risk food businesses. Without being able to inspect, it has not been possible to confirm whether improvements were made and therefore the service is unable to take enforcement action (e.g. officers must obtain evidence of serious or persistent contraventions prior to serving a notice).
- 3.15 Regulatory Services are currently dealing with backlogs as a result of the Covid-19 pandemic restrictions, a return to Business as Usual (BAU) volumes and an increase in activity to ensure businesses are compliant with Covid-19 rules and restrictions.
- 3.16 Where a landlord has appealed or contested an enforcement action, the housing services team has been defending the enforcement actions taken against those who fail to licence or adequately manage Houses in Multiple Occupation (HMOs) ensuring that the poorer and more vulnerable residents are safe in their homes.

- 3.17 The grants service has continued to receive excellent feedback <sup>12</sup>from residents about the life-changing adaptations made to allow people to stay longer and safely in their own homes.
- 3.18 Commercial premises have closed a cockroach-infested food business using emergency powers.
- 3.19 Scientific services have been tackling complex noise issues from construction sites and industrial installations as well as completing consultations on planning consents.
- 3.20 The pest control team have received an increase in service requests, this however is expected due to seasonal trends. The service is carrying a backlog due to a member of staff on sabbatical leave.
- 3.21 The local land charges service has been processing increased volumes of searches as the housing market continues its resurgence. In Q2 1176 searches were completed, compared with 462 searches in Q1.
- 3.22 Regulatory Services have been working closely with the council to prepare processes and procedures for dealing with new rules in relation to Covid-19 legislation. The following actions have been taken:
- Training all field based officers from the council and Re in the new rules so that they can spot, tackle and report non-compliance issues
  - Mobilising a three-tier staffing structure based on capability
  - Drawing up processes for the receipt and analysis of data to identify hotspots and rapidly deploy trained resources to problem premises or areas
  - Establishing enforcement processes, including under new fixed penalty notice powers to escalate enforcement action and sanctions against non-compliant premises.
- 3.23 The Environmental Health teams have accrued substantial backlogs of work in key areas. An options paper is currently under review with regards to the backlog, taking into consideration the impacts of further Covid-19 restrictions.

Indicator <sup>13</sup>	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Conducting Food Hygiene Inspections - Target A Number of completed Food Hygiene Inspections due and overdue (q)	Bigger is Better	99.2%	100%	100%	25% (R)	↓ W	100%
Conducting Food Hygiene Inspections - Target B Number of completed Food Hygiene Interventions due and overdue (q)	Bigger is Better	94.9%	85%	85%	66.6% (R)	↓ W	98%

<sup>12</sup> Feedback is stored on Survey Monkey

<sup>13</sup> The Food Standard Agency (FSA) has suspended all inspections unless deemed as urgent, The FSA have implemented guidance restricting the implementation of official controls up to 30 September 2020.

Indicator <sup>13</sup>	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Conducting Food Hygiene Inspections - Target C Number of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date (q)	Bigger is Better	95.4%	90%	90%	18.3% (R)	↓ W	92%
Food Standards Inspections (Category B) Number of B rated interventions completed on or before the next due intervention (q)	Bigger is Better	100%	100%	100%	93.3% (A)	↓ W	100%
Food Standards Inspections (unrated premises) Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection (q)	Bigger is Better	100%	100%	100%	46.9% (R)	↓ W	100%
Improvement in food hygiene in the highest risk premises (q)	Bigger is Better	95.2%	90%	90%	47% (R)	↓ W	100%
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards (q)	Bigger is Better	72.1%	72%	72%	69.6% (A)	↓ W	72%
Food Standards Inspections (Category A) Number of A rated interventions completed within 28 days of due date (q)	Bigger is Better	100%	100%	100%	No Activity	↓ W	100%
Safer work places – A higher level of compliance with health and safety legislation in the known most unsafe work places (q)	Bigger is Better	83%	75%	75%	<sup>14</sup> No Activity	Not Comparable	75%
Number of empty properties brought back into residential use (q)	Bigger is Bette	293	125	Monitor Only	22 <sup>15</sup>	↓ W	67
Number of private tenanted properties with category 1 hazards (q)	Bigger is Bette	287	200	Monitor Only	79 <sup>16</sup>	↓ W	54
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests) (q)	Bigger is Better	91%	100%	100%	100% (G)	↑ I	84.2%

<sup>14</sup> No Activity due to the impact of Covid-19

<sup>15</sup> This indicator is an annual KPI reported quarterly

<sup>16</sup> This indicator is an annual KPI reported quarterly

Indicator <sup>13</sup>	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
LAPPC Part 2a and 2b processes intervention programme (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Implementing Health & Safety Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Implementing the Animal Welfare Inspection Programme Compliance with legislation, departmental, statutory and service standards (q)	Bigger is Better	No Activity	100%	100%	100% (G)	Not Comparable	No Activity <sup>17</sup>
Business license applications processed in a timely manner (q)	Bigger is Better	98.4%	95%	95%	100% (G)	→ S	100%
Reduction of unit costs of disabled adaptations (q)	Smaller is Better	£8,260	£9,500	£9,500	£6,230 (G)	↑ I	£8,181
Compliance with Environmental Health Service Standards (Priority 2 incidents and service requests) (q)	Bigger is Better	96.7%	95%	95%	95.7% (G)	↑ I	94%
Food & Drinking Water Sampling Inspections (q)	Bigger is Better	68%	3	100%	100% (G)	↓ W	385% <sup>18</sup>
Average time taken to process requests for full official searches (online and post in Land Charges) (q)	Smaller is better	1.9	3	3	2.2 (G)	↑ I	2.8
Effectiveness of Trading Standards department interventions undertaken within a 12-month period	Smaller is better	3.4%	10%	10%	5.7% (G)	↓ W	3%
Effectiveness of Licensing department interventions undertaken within a six-month period	Smaller is better	0.2%	5%	5%	2.1% (G)	↓ W	1%
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act	Bigger is Better	99%	100%	100%	100% (G)	↑ I	99.6%

<sup>17</sup> No Activity due to legislative changes, KPI was under review

<sup>18</sup> High Result due to Norovirus outbreak, Public Health, Food Standards Agency (FSA) and Regulatory services were involved to help contain the outbreak.

Indicator <sup>13</sup>	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	94%	90%	90%	92% (G)	↓ W	94%

## Strategic Planning

3.24 There were no KPIs for Strategic Planning due in Q2.

## Planning Obligations and the Community Infrastructure Levy

3.25 The introduction of new legislation in July 2020 to allow small and medium enterprises (SME) developers to delay Community Infrastructure Levy (CIL) payments if they were impacted by Covid-19 took effect in Q2. There were seven requests to delay payment agreed (affecting nearly £825,000 of Barnet CIL income). In addition, four sites have cited difficulty paying but are yet to make a formal request to delay payment and 23 historic cases continue to see outstanding payments despite previous threats of court action. Officers are reviewing options for addressing these longstanding cases of non-payment. The net impact is that only 20 payments were received during quarter Q2, lower than in Q1; however due to a circa £3 Million payment from Colindale Gardens the amount received has remained broadly equivalent to previous years.

3.26 The table below shows infrastructure funding from development contributions:

	Q1 20/21	Q2 20/21
<b>Barnet CIL Total</b>	£1,206,551.41	£3,866,481.04
<b>Allocated to infrastructure projects</b>	£1,146,223.84	£3,673,156.99
<b>Administration</b>	£60,327.57	£193,324.05
<b>Mayor CIL Total</b>	£418,919.41	£1,415,758.29
<b>Sent to Mayor</b>	£402,162.63	£1,359,127.96
<b>Admin to LBB</b>	£16,756.77	£56,630.33
<b>S106</b>	£1,678,140.61	£731,274.53

## Planning and Development Management

3.27 There are three KPIs for Planning and Development. Two KPIs achieved the Q2 target. One KPI did not achieve the Q2 target.

- **Planning Enforcement basket (RAG rated RED)** – This KPI consists of a basket of six PIs, of which four PIs did not achieve the Q2 target:
  - Notices served against development refused permission
  - Section 215 Notices
  - Enforcement and breach of conditions at 90 days
  - Enforcement and breach of conditions at 180 days.

Due to the Covid-19 pandemic the planning enforcement function has had a significant effect on the Enforcement basket KPI and will for several months. The service has started an analysis of trends comparing inputs and outputs for this year against a five-year average.

### **Planning – Development Management**

- 3.28 The service supported additional Planning and Area Planning Committees designed to address the backlog of committee cases from the Covid-19 lockdown period. Despite this additional work, the service met the KPIs for authorising delegated decisions in a timely manner.
- 3.29 Barnet issued the second highest number of planning decisions in London (626) in Q2 20/21 according to the MHCLG; of which 93% of applications referable to MHCLG were determined in time ahead of the London average of 88%.
- 3.30 The council also processed 150 prior notification applications, the most in London and second nationally behind Birmingham.
- 3.31 The service responded to several legislative changes announced in Q1 and early in Q2. It responded with new systems, processes and training for staff to deal with new types of applications (e.g. permitted development for upward extensions) and changes to the Use Classes Order. The chair of Planning Committee and Members were briefed in September 2020.

### **Planning - Enforcement**

- 3.32 The impact of the Covid-19 pandemic on planning enforcement has been more significant and is likely to affect performance as reported through the KPI Enforcement basket for several months, although cases opened and closed are roughly in balance over the year. The impact of delays is most pronounced for cases where the council will need to serve an enforcement notice, with just over a third of the usual number of notices served April to September 2020 as per the graph below. In part, this was caused by the council's decision to bank approximately 70 notices where compliance would require either the eviction of tenants or could not be achieved without breaching advice on social distancing, whilst a limited number were delayed by site access restrictions.
- 3.33 Balancing the ability of offenders to comply with notices and the impact of breaches on neighbouring residents is a delicate task. Following discussion with Lead Members and Senior Officers in September 2020; the serving of banked notices has been resumed. The agreed intention is to address the backlog by the end of the year by serving one banked notice per day; there may however be implications for the timing and resourcing of future appeals.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Compliance with planning application statutory timescales (for major, minor, other applications) (q)	Bigger is Better	80	80%	80%	93.7% (G)	↓ W	95.7%
Application Basket (q)	Bigger is Better	5	6	6	6 (G)	→ S	6
Planning Enforcement Basket (q)	Bigger is Better	5	6	6	4 (R)	↓ W	3

## Regeneration

- 3.34 There are three KPIs for Regeneration, which all achieved the Q2 target.
- 3.35 The service has moved from emergency delivery to a position of recovery and resilience and is now operating business as usual having adapted some business operations to suit the altered circumstances.
- 3.36 Covid-19 has not impacted on staffing levels, attendance at work or work commitments which are being maintained or adjusted where necessary. All staff are currently home-based.
- 3.37 Some activities on the Annual Service Plan have been adjusted to facilitate continuity of service or have been delayed:
- Regeneration Annual Service Plan 2020/21 submitted
  - Partnership Board and Project Board meetings have continued having adapted to virtual meetings
  - Site visits have been affected by Covid-19 and take place on a very limited basis in accordance with risk assessments and based on need
  - Partnership working with some other services has been dependent on the priorities of each service or organisation i.e. Highways, Transport and Town Centres have been heavily involved in the Covid-19 emergency response and the interfacing work with Regeneration has had to be adjusted accordingly
  - Construction operations are ongoing however they have slowed down due to the need to adhere to social distancing measures and health and safety procedures. On some sites construction programming has been adjusted to ensure the viability of the current phases are safeguarded. The viability of future phases remains challenging
  - Working in partnership with Estates on the programming of tenders for the disposal of development pipeline sites has continued with some limited delays
  - Partnership working with HB Public Law, Barnet Homes and Planning on the regeneration schemes has been maintained
  - Resilient IT has enabled more complex day to day operations including tendering, interviews, technical assessments and scoring panels
  - Scrutiny of risk and issue management has been maintained through regular review and reporting.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				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	104%	85%	90%	100% (G)	↑ I	91.7%
Delivery of affordable housing completions (q)	Bigger is Better	463	370	Monitor Only	49	↓ W	79

## Highways

3.38 There are 16 KPIs for Highways. 11 KPIs achieved the Q2 target. One KPI had No Activity and four KPIs did not achieve the Q2 target.

- **Highways Category 1 defects rectification timescales completed on time (48 hours) (RAG rated RED) – 68.8% against a Q2 target of 100%.** There are a number of reasons this KPI has not met its target; this is partly due to parked cars, incorrect locations and the need for additional traffic management. There are conflicting KPIs between CA and Re. Revised KPIs are being proposed as part of the discussions for extension of LoHAC contract to provide a more realistic target, with penalties and incentives to promote service improvement.
- **Highways Category 2 defects rectification timescales completed on time (7 days) (RAG rated RED) - 43.8% against a Q2 target of 100%.** Comment as above.
- **Response to complaints relating to drainage malfunction and/or flooding event (RAG rated RED) – 85.6% against a Q2 target of 100%.** The service has a member of staff on long term sick leave, plans are in place to triage complaints and a temporary drainage engineer has been brought in to assess and respond to drainage and flooding issues.
- **Insurance Investigations completed on time (14 Days) (RAG rated AMBER) – 98.2% against a Q2 target of 100%.** An insurance claim was missed due to a change in policy because of Covid-19 restrictions. Previously, the inspector could access the building on an ad-hoc basis, but now the inspector must make an appointment. A process has been set up for the inspector to attend at agreed times.

3.39 The Covid-19 pandemic continued to present opportunities and challenges to the Highways service. The team is working remotely through appropriate adaptations to support the service delivery including the role of field workers and key workers.

3.40 The role of key workers has been extended to include training for marshals to support the council in the delivery of key social distancing messages to the community. The service is operating at 90% capacity and is expected to return to 100% capacity by the end of November 2020. However, this will be dependent on new guidelines from government in response to a second wave of Covid-19.

3.41 The service has continued with the twice weekly joint meetings between the Service Lead and Re Highways Senior Team. This feeds into the Highways Improvement and Delivery Forum, which is focused on the delivery of projects and initiatives related to Re's Organisational Transformation, including the replacement and development of the Highways Asset Management System and aligned business processes.

3.42 Following slow-down of the planned works due to the Covid-19 pandemic, the Network Recovery Plan (NRP) programme is back on track with the majority of carriageway schemes due for completion before December 2020 and footway schemes are being completed by early March 2021. In addition, the reactive maintenance backlog has been reduced by over 80% with a trajectory of no more than 250 work in progress projects on a rolling month.

o Reactive work backlog 2020

April	May	June	July	August	September
960	960	600	457	118	107

3.43 In response to the Covid-19 pandemic, social distancing measures have been introduced through three distinct workstreams of Schools, Town Centres and Cycling. As a result of these, improvements have been seen on the network with more to follow through pending bids for cycling schemes along the A1000 and A598. Following the financial impact of pandemic Transport for London (TfL) halted the Local Implementation Plan (LIP) funding and many of the council's LIP programmes came to a halt. In Mid-November, after financial settlement between Central Government and TfL, the council received notification from TfL that (c£1.1m) of LIP funding is being made available to the borough to progress capital works between November 2020 and March 2021. A revised programme of works priorities is being put together for approval and implementation.

3.44 The service has progressed the procurement of the replacement Highways Asset Management System. The preferred bidder has been selected with the intention to enter into contract in November 2020 and a phased introduction of the new system from 1 April 2021.

3.45 Some key challenges remain: income and funding sources, Managed Budgets, Highways Asset Condition and NRP Funding. The service is also going through a restructure whilst having a number of vacancies. This is resulting in the service not running as expected. Re has commenced the recruitment process to fill the gaps in the new proposed organisational structure.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Category 1 Defects Rectification Timescales completed on time	Bigger is Better	66.6%	100%	100%	68.8% (R)	Not Comparable	No Data <sup>19</sup>

<sup>19</sup> Q2 19/20 Data not available due to IT issue.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	61.1%	100%	100%	43.8% (R)	Not Compa rable	No Data <sup>20</sup>
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	100%	100%	100%	85.6% (R)	↓W	100%
Insurance Investigations completed on time (14 days)	Bigger is Better	99%	100%	100%	98.2% (A)	↓ W	100%
Emergency Defects Rectification Timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Response in dealing with Highway Licence applications	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Timely response to Permit requests (LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriate conditions attached to Permits (LoPS)-	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is better	0%	15%	15%	0% (G)	→ S	0%
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is better	0	0	0	0 (G)	→ S	0

<sup>20</sup> Q2 19/20 Data not available due to IT issue.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Processing of Vehicle Crossover Appeals	Smaller is better	No Activity	100%	100%	No Activity <sup>21</sup>	→ S	No Activity <sup>22</sup>

#### 4. THE BARNET GROUP

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

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

4.2 There are three KPIs for quality housing. None of the KPIs achieved the Q2 target.

- **Affordable housing delivered on council owned land (RAG rated RED – 77 against a Q2 target of 93.** The Covid-19 pandemic has put all building completions back three months due to the initial lockdown. There is no catch up or mitigation to this factor. The service estimates 141 completions this year but that will depend on the Covid-19 restrictions impacting on productivity
- **Number of homes purchased for use as affordable accommodation (RAG rated RED) – 10 against a Q2 target of 35.** Progress has been slow as the service continues to face challenges posed by the Covid-19 pandemic, including issues accessing properties, slower conveyancing and local search turnaround times. As a result, the service purchased nine properties through the Opendoor programme in Q2 bringing the total completions to 10 for 2020/21 against a YTD target of 35
- **Supply a range of housing available for care leavers, in particular for those ready to move into independent living (RAG rated RED) – 18 against a Q2 target of 24.** Due to the Covid-19 pandemic there have been challenges with the voids and lettings process slowing down the availability of supply of suitable homes. As lettings move back to business as usual more care leavers will be accommodated into long term suitable housing.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Affordable housing delivered on council owed land (q)	Bigger is Better	15	144	93	77 (R)	↑ I	15
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	15	125	35	10 (R)	↓ W	11

<sup>21</sup> There were No Appeals in Q2 20/21

<sup>22</sup> There were No Appeals in Q2 19/20

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Increase the supply and range of housing available for care leavers for those ready to move into independent living (q)	Bigger is Better	128	48	24	18 (R)	↓W	28

## Safe and secure homes

4.3 There are two KPIs for Safe and Secure homes. One KPI achieved the Q2 target and one KPI did not achieve the Q2 target.

- **Scheduled fire risk assessment completed (Council housing on time) (RAG rated RED) – 82.9% against a Q2 target of 100%.** The service provider had two members of staff self-isolating due to Covid-19, this resulted in only 13 (out of 20) inspections due in September 2020 being completed. The service provider has put additional measures in place to prevent this happening again, including an early warning notice to Barnet Homes. All missed inspections were completed in the first week of October 2020.

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
% of scheduled fire risk assessment completed	Bigger is Better	98.5%	100%	100%	82.9% (R)	↓W	97.8%
Percentage of priority 0 and 1 fire safety actions completed on time	Bigger is Better	76.4%	90%	90%	100% (G)	Not comparable	No Activity <sup>23</sup>

## Tackling and preventing homelessness and rough sleeping

4.4 There are five Homelessness KPIs. Two KPIs achieved the Q2 targets, one KPI is a Monitor Only and two KPIs did not achieve the Q2 target.

- **Number of homelessness preventions (RAG rated AMBER) – 608 against a Q2 target of 625.** This KPI has not achieved its target cumulatively due to the impacts of Covid-19 in Q1. The individual target for Q2 was 313 with a result of 340, which has shown positive progress under challenging conditions
- **Overall number of households in Temporary Accommodation (TA) (RAG rated RED) – 2561 against a Q2 target of 2350.** The overall number of households in temporary accommodation at the end of Q2 was 2561, down from a peak in June 2020 of 2654. The impacts of housing rough sleepers remain and whilst other new admissions into TA also remain relatively high, the reduction in overall numbers was mainly due to the service achieving prevention outcomes by securing placements in the private rented sector.

<sup>23</sup> No priorities were reported in Q2 19/20

Indicator	Polarity	19/20 EOY	20/21 Target	Q2 20/21			Q2 19/20
				Target	Result	DOT	Result
Rough sleeper counts every other month (s)	Smaller is Better	24	20	20	14 (G)	↑ I	34
Households placed directly into the private sector by Barnet Homes	Bigger is Better	674	610	305	310 (G)	↓ W	369
Families with Children in Temporary Accommodation (q)	Smaller is Better	60%	Monitor	Monitor	54.4%	↑ I	58.6%
Number of Homelessness Preventions(q)	Bigger is Better	1221	1250	625	608 (A)	↓ W	658
Numbers of households in Temporary Accommodation	Smaller is Better	2467	2250	2350	2561 (R)	↓ W	2542

## 5. LEGAL SERVICES

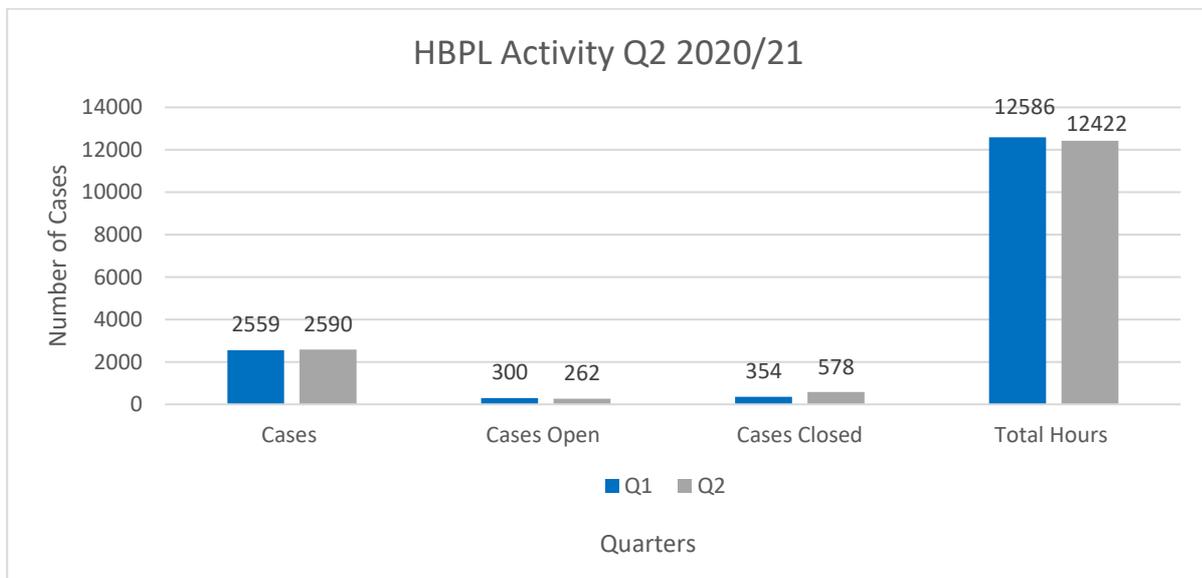
- 5.1 Like many support service areas, shared Legal Service staff have moved to mainly working from home since March 2020. This has meant adopting new ways of working including utilising a remotely accessible case management system to ensure that a consistent service continued to be provided.
- 5.2 This has also included supporting a shift to remote-based court hearings, whilst maintaining a high level of in-house advocacy provision. For family court hearings, lawyers have attended court liaison meetings with Heads of Service to enable the council to be fully up to speed with changes and the new demands resulting from remote hearings. Delays have been minimised for children who are within court proceedings by way of regular updates and ongoing liaison with the allocated judge for the council. For Civil litigation the stay on bringing possession claims was lifted in September 2020 but there is a backlog of cases. Evictions have been paused during lockdown and over Christmas with some exceptions such as anti-social behaviour. This has led to a reduction in these cases, albeit this is likely to be temporary in nature. The service has continued to advise on other housing cases, including anti-social behaviour and injunctions. The service has also provided advice remotely to licensing panels.
- 5.3 The criminal courts restricted their very limited court capacity to health protection cases and custody cases, meaning that a number of existing cases have been subject to adjournments. There are now some court dates for January and February 2020. There has been increased focus on supporting the council with its new enforcement functions resulting from new regulations made in response to the Covid-19 pandemic. Employment tribunal and SEND tribunal cases have continued mainly with remote hearings and lawyers continue to work on these cases.
- 5.4 Covid-19 and the associated restrictions have had a significant impact on many of the council's contractual arrangements. The shared Legal Service has advised the council on the application of contractual relief provisions and in negotiations with

suppliers regarding temporary abatements of service. Throughout recent months HB Public Law has also supported the council with implementing the provisions of the Coronavirus Act 2020 across a number of business areas, including the introduction of virtual meetings and changes to governance arrangements.

## Cases Hours and Disbursement<sup>24</sup> Data

### Activity by Cases

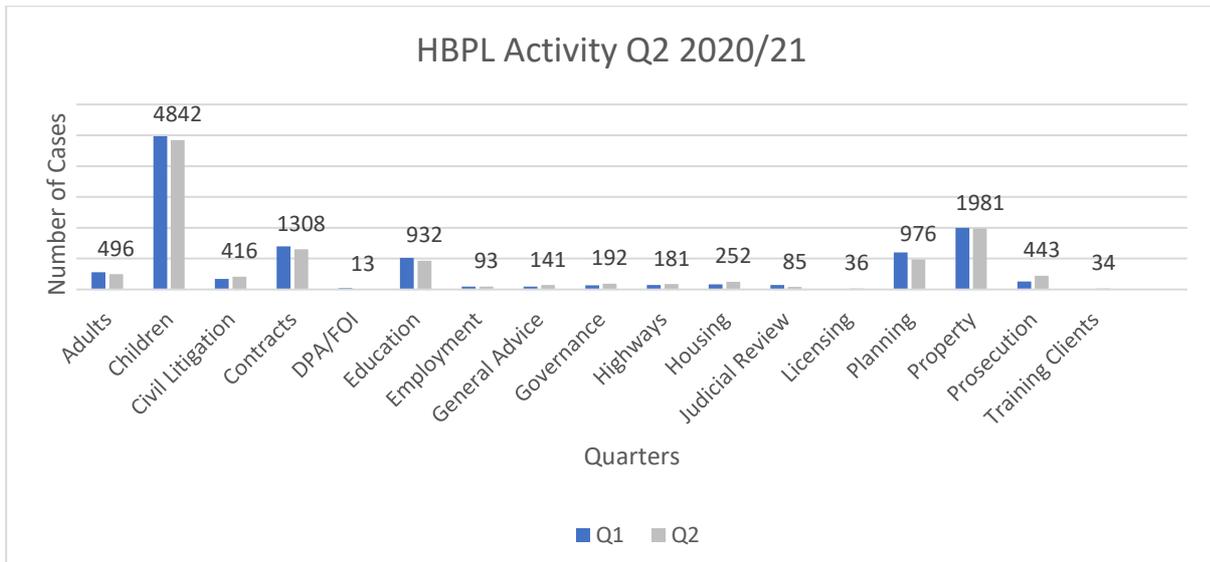
5.5 In Q2, Legal Services worked on 2,590 cases, 262 new opened cases, 578 cases were closed and there were 12,422 chargeable hours. This compares with Q1 where Legal Services worked on 2,559 cases, 300 new opened cases, 354 cases closed and 12,586 were chargeable hours.



### Chargeable hours Recorded by Work Group

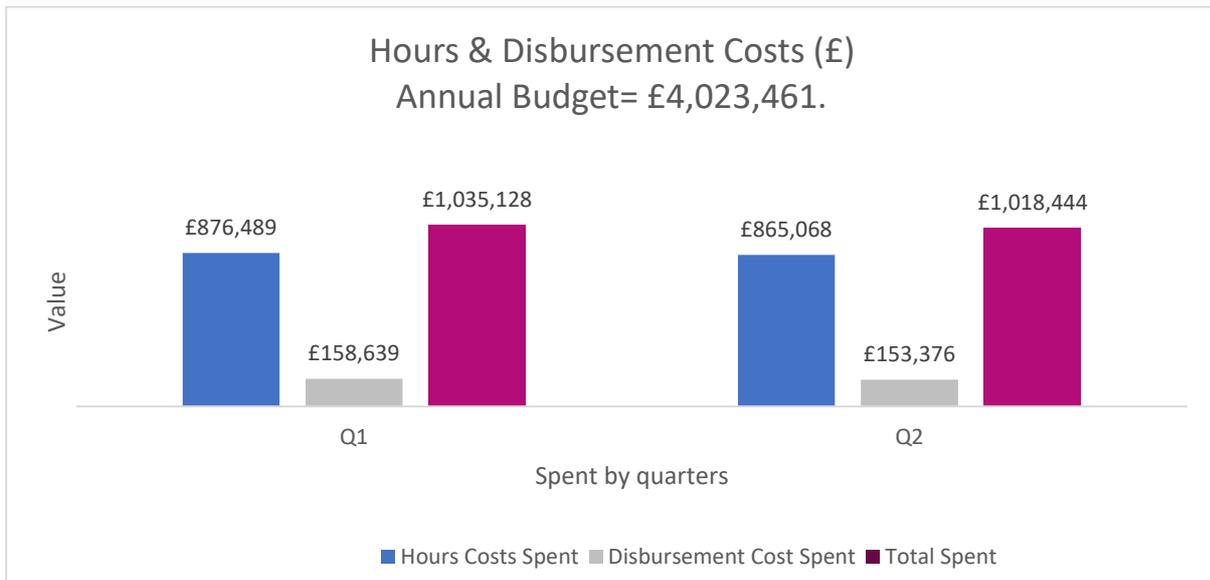
5.6 Children's services continue to have the highest number of chargeable hours at 4,842 costing £337,186. Property services are the second highest area with 1,981 hours totalling £137,956.84.

<sup>24</sup> Disbursement costs include barristers' time as well as postage, telephone, travel and other charges



### Total hours and disbursements

5.7 In Q2, there were 12,422 chargeable hours at a cost of £865,068, £153,376 disbursement costs totalling a Q2 spend of £1,018,444. There is an overall reduction of 1.61% compared to Q1.



5.58 The Legal Services budget has been devolved to service areas/directorates. Monthly budget monitoring is undertaken by services to ensure that any overspend on legal costs are contained within the overall budget for the service area/directorate.

5.59 Legal spend in Q2 was £876,489 in hours and £153,376 in disbursements, totalling £1,029,865, which represents 25.54% of the total budget. Overall spend at the end of Q2 in hours and disbursements was £2,064,992, which represents 51.27% of the total budget. This compares with Legal Spend in Q1, which was £876,489 in hours and £158,639 in disbursements, totalling £1,035,128, which represents 25.73% of the total budget (£4,023,460).

## **6. REASONS FOR RECOMMENDATIONS**

6.1 This report provides an overview of the council's contracted services for Quarter 2 (Q2) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita) and HB Public Law.

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

7.1 None.

## **8. POST DECISION IMPLEMENTATION**

8.1 None.

## **9. IMPLICATIONS OF DECISION**

### **10. Corporate Performance**

10.1 Performance monitoring is essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate priorities as set out in the Corporate Plan (Barnet 2024) and our strategic contracts.

10.2 Relevant council strategies and policies include the following:

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

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

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

### **12. Social Value**

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

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

13.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has

responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

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

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

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

13.4 The council’s Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/documents/s47388/17FinancialRegulations.doc.pdf>

## **14. Risk Management**

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

## **15. Equalities and Diversity**

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

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.

- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

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

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

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

This is also what we expect of our partners.

15.4 This is set out in the council's Equalities Policy, which can be found on the website at:<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

## **16. Corporate Parenting**

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

## **17. Consultation and Engagement**

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

## **18. Insight**

18.1 The report identifies performance information in relation to the council's contracted services for Quarter 2 (Q2) 2020/21. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (RE) (Capita), and HB Public Law.

## **19. BACKGROUND PAPERS**

19.1 None.