



Financial Performance and Contracts Committee

7 October 2021

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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 ¹ 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

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

Service	Indicator ¹ Description	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 Policy².

Indicator	Polarity	20/21 EOY	21/22 Target	Q1 21/22			Q1 20/21 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
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%

² 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 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
Incident resolution (q)	Bigger is Better	92.2%	95% ³	91%	92.2% (G)	⬇️ W	92.4%

³ 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 Result
				Target	Result	DOT	
Critical system availability ⁴ (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 Result
				Target	Result	DOT	
Compliant contracts – contracts over £25k (q)	Bigger is Better	100%	100%	100%	100% (G)	➔ S	100%

⁴ 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 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
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	290/21 EOY	21/22 Target	Q1 21/22			Q1 20/21 Result
				Target	Result	DOT	
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 8th 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 Result
				Target	Result	DOT	
Compliance with Authority Policies (number of instances of non-compliance with Authority policies) (s) ⁵	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 Result
				Target	Result	DOT	
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.

⁵ 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 Health⁶. 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 Result
				Target	Result	DOT	
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)	↑ I	55.2%

⁶ 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 Result
				Target	Result	DOT	
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% ⁷	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) ⁸	Bigger is Better	130	125	Monitor	0	➡️ S	0
Number of private tenanted properties with category 1 hazards (q) ⁹	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 ¹⁰	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 ¹¹	Not Comparable	No Activity ¹²
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

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

⁸ This indicator is an annual KPI reported quarterly

⁹ This indicator is an annual KPI reported quarterly

¹⁰ No inspections took place in Q1 2021/22

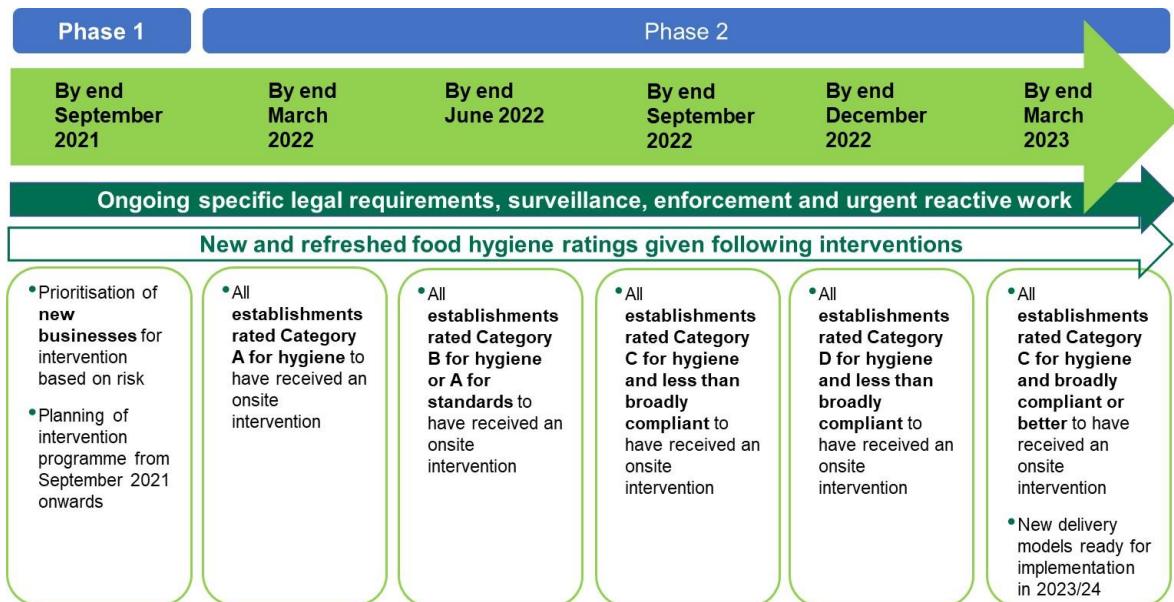
¹¹ No inspections took place in Q1 2021/22

¹² 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) - Licensed 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 ₂)	200 µg m ⁻³ not to be exceeded more than 18 times a year
Nitrogen dioxide (NO ₂)	40 µg m ⁻³
Particles (PM ₁₀)	50 µg m ⁻³ not to be exceeded more than 35 times a year
Particles (PM ₁₀)	40 µg m ⁻³
Particles (PM _{2.5})	25 µg m ⁻³
Particles (PM _{2.5})	Target of 15% reduction in concentration at urban background locations
Sulphur dioxide (SO ₂)	266 µg m ⁻³ not to be exceeded more than 35 times a year
Sulphur dioxide (SO ₂)	350 µg m ⁻³ not to be exceeded more than 24 times a year
Sulphur dioxide (SO ₂)	125 µg m ⁻³ 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.

- 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 Result
				Target	Result	DOT	
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) ¹³	Bigger is Better	245	370	Monitor	85	Not Comparable	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 five¹⁴ are suspended.

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

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

¹⁴ 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 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
Number of homes purchased for use as affordable accommodation (q)	Bigger is Better	48	125	25	25 (G)	⬆️ I	1
Affordable housing delivered on council owned land (q)	Bigger is Better	145	61	6	50 (G)	⬆️ I	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)	⬆️ I	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 Result
				Target	Result	DOT	
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 Result
				Target	Result	DOT	
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.

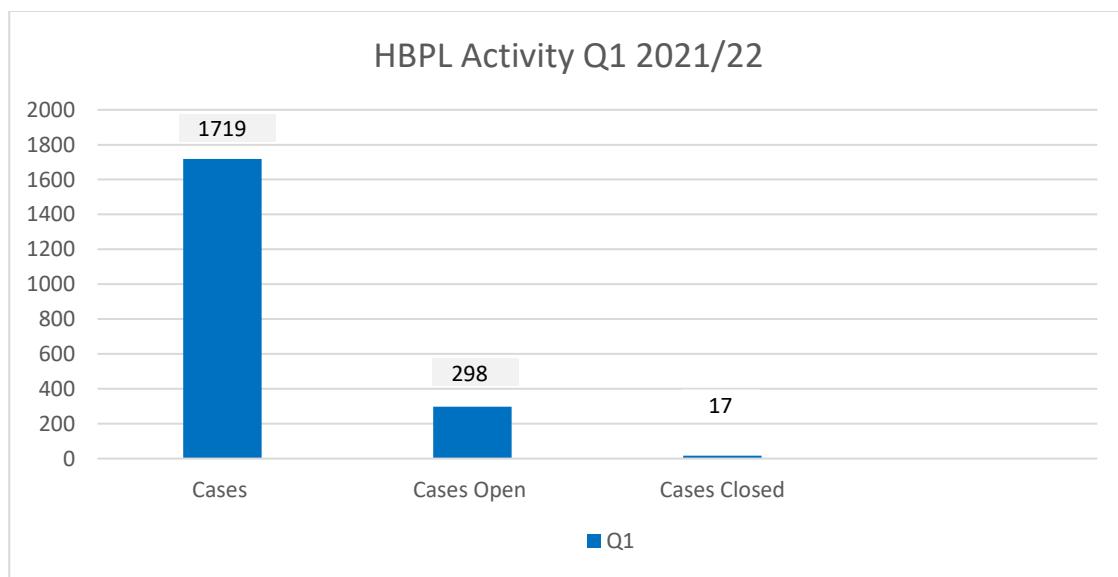
Children social care

- 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 Disbursement¹⁵ Data

Activity by Cases

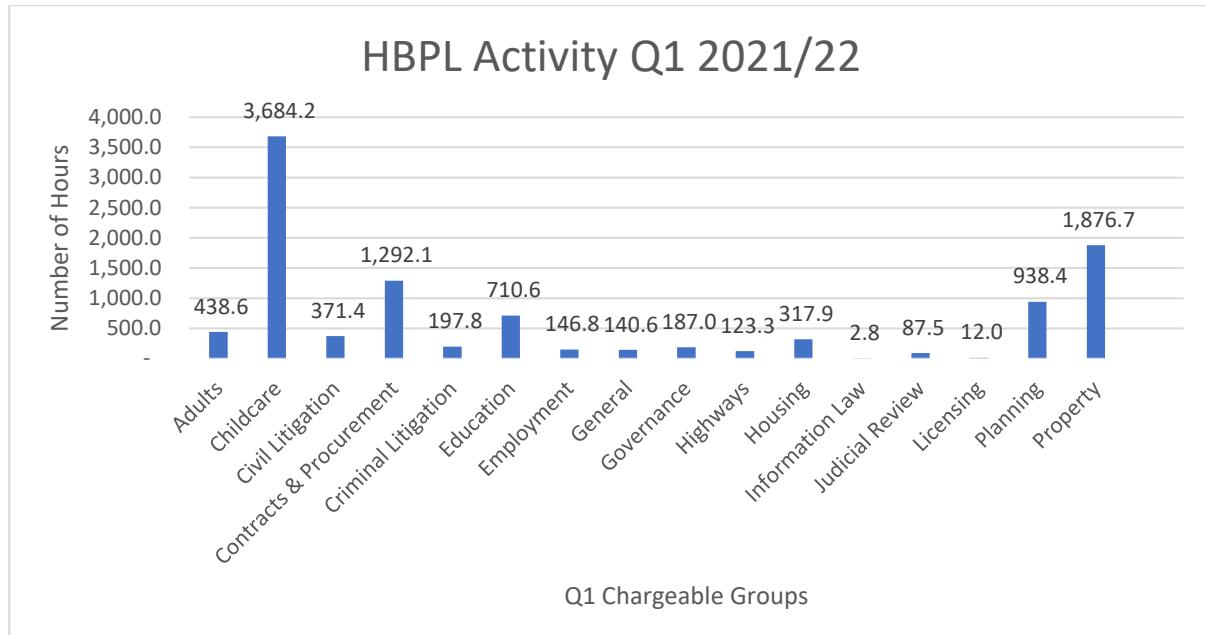
- 5.11 In Q1, Legal Services worked on 1,719 cases, 298 new opened cases, and 17 cases were closed.



Chargeable hours Recorded by Work Group

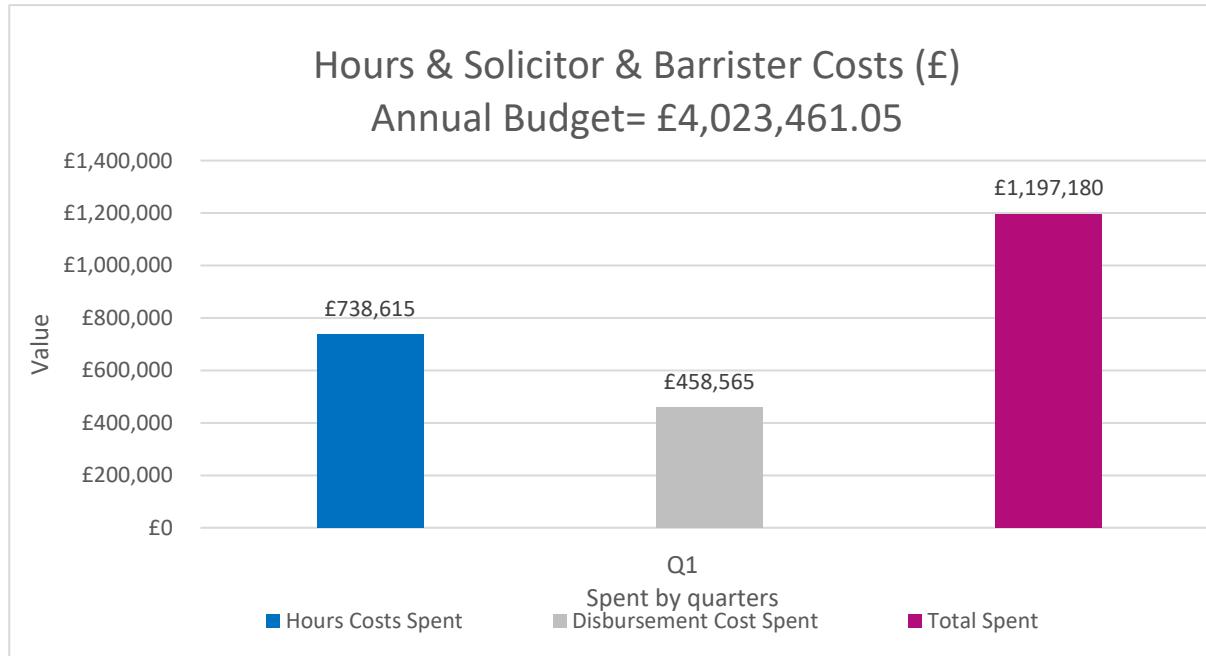
¹⁵ Disbursement costs include barristers' time as well as postage, telephone, travel and other charges

- 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