

CONTRACT REVIEW PERFORMANCE PACK CUSTOMER SERVICES

Service Performance Summary

The customer service contract has performed well since 2018, regularly meeting KPI's and achieving good levels of customer satisfaction. However, the council recognises that a number of residents have raised concerns about the ability to contact the council and speak to an officer.

The Council has invested significantly in making improvements to the service provided to our residents and customers, improving the digital offer and telephony service, and establishing effective internal governance to ensure improvements measures are sustained.

There has been a significant change in how customers choose to contact the council over this period, with the majority of transactions now online. Working collaboratively to ensure our website is accessible and easy to use has been and will continue to be important in meeting the needs of our residents.

The service has also seen improvements to wait times on the phones and the dedicated support provided to those residents who need it. Good working relations have enabled flexibility, to ensure the best outcomes for our residents are achieved.

Working across service boundaries to provide a seamless customer experience across the organisation has improved and will continue to be focused on, responding to resident feedback.

Notwithstanding the improvements that have been made, the service remains committed to continuing to improve residents' ability to contact the council and to working with services to improve the handling of more complex cases.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	2,381,901	2,370,818	2,365,052
Indexation (cumulative)	144,574	192,634	238,647
Change Request	38,415	(89,721)	(89,020)
Total	2,564,890	2,473,731	2,514,679
Special Projects	4,027,848	1,522,990	718,197
SPRR	107,909	27,958	0
Income (actuals)	N/A	N/A	N/A

Service Journey (Including Achievements) 2018 – March 2021

The service has been through a considerable amount of change since the beginning of the contract. The Contact Centre is now part of one of Capita's shared service centres; based in Coventry. This includes key functions such as Resource Planning, Real Time Management, Training, Quality Assurance and a Customer Experience team. These functions help to ensure the service is well run and the Customer Journey/Experience are continually reviewed. There are now also very experienced subject matter experts included for every service.

In addition, the transformation programme has completed several projects so far. These include Website projects that have supported the 'channel shift' of customers to online channels, including 'My Account', a Mobile first design and artificial intelligence to analyse content.

One of the biggest challenges was of course the Covid Pandemic. The service moved at pace to get staff working from home and showed tremendous flexibility by supporting the council in many ways, including the Covid Vulnerability Hub.

Service Journey (Including Achievements)

2018 – March 2021

During this difficult time, the service maintained very strong working relations and communications with the various council services. We also listened to customers and changed ways of working to improve the way vulnerable customers are supported and flexed our resources to support customers where and when they needed it as demand for services increased. Other examples of flexibility include helping the Waste service with the large spike in seasonal Garden Waste calls and supporting the authority with elections.

Customer Services has a good reputation within the authority. It regularly achieves its targets, has achieved good levels of contact reduction (channel shift) and has evolved beyond what would be considered a traditional Call Centre. Issues are generally dealt with promptly, vulnerable customers supported, and there are established lines of communication with all council services. The relationship is strong at all levels with teams very much feeling they are part of a partnership.

Both parties recognise that further improvements are required, particularly in dealing with residents with more complex issues.

Performance to Date – KPIs Annual Outturn

KPI No	KPI Description	2018/19		2019/20		2020/21	
	Customer Services	Target	Result	Target	Result	Target	Result
CSO KPI 10a	% Customer Satisfaction with phone, F2F, Email & post case closure	89%	90%	89%	90.8%	89%	91.5%
CSO KPI 13b	Performance against SLA for CAS cases where Customer Services own the end to end process	96%	100%	94%	100%	94%	100%
CSO KPI 14	Self-serve contact as a % of overall contact (CSG Customer Service only)	48%	47%	50%	54%	50%	67.4%
CSO KPI 15	Web Satisfaction (Web Performance and Customer Feedback)	New for 19/20	New for 19/20	55%	61.3%	55%	59.1%

There has been a consistently strong performance on all Customer Services KPIs. Self-serve contact has improved due to the considerable work completed on the website and online forms.

Customer Services Customer Satisfaction

Customer Satisfaction is measured on phone contacts and online contacts. Telephone customers are transferred to an automated solution where the customer is asked a number of questions.

The target of 89%+ is consistently achieved.

For online contacts, Customer Satisfaction is measured using GovMetric/Site Improve. Following the website improvements, the target of 55%+ is consistently achieved.

Insight and feedback is analysed and acted upon. As an example, the team are currently looking at the telephony 'Interactive Voice Response (IVR)' to simplify the messages and options the customer hears when calling, including steps to speak to a person and call-back options.

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CONTRACT REVIEW PERFORMANCE PACK INFORMATION SERVICES

Service Performance Summary

The IT service contract has performed well since 2018, regularly meeting KPI's.

The Council has invested in making improvements to the service and introduced robust staff feedback mechanisms to ensure improvements are focused where they will have greatest impact. Satisfaction with the service has improved following implementation of these improvement plans. Fewer incidents are raised by staff and major incidents impacting the council's performance have reduced.

Good working relationships have enabled greater flexibility, to ensure the best outcomes for the council and service users are achieved.

Mitigating the impact of cyber security attacks is an increasing challenge and robust interventions coupled with increased staff awareness have been prioritised.

Leading an integrated approach to digital development that delivers security, flexibility and reliability will be a key success factor moving forward.

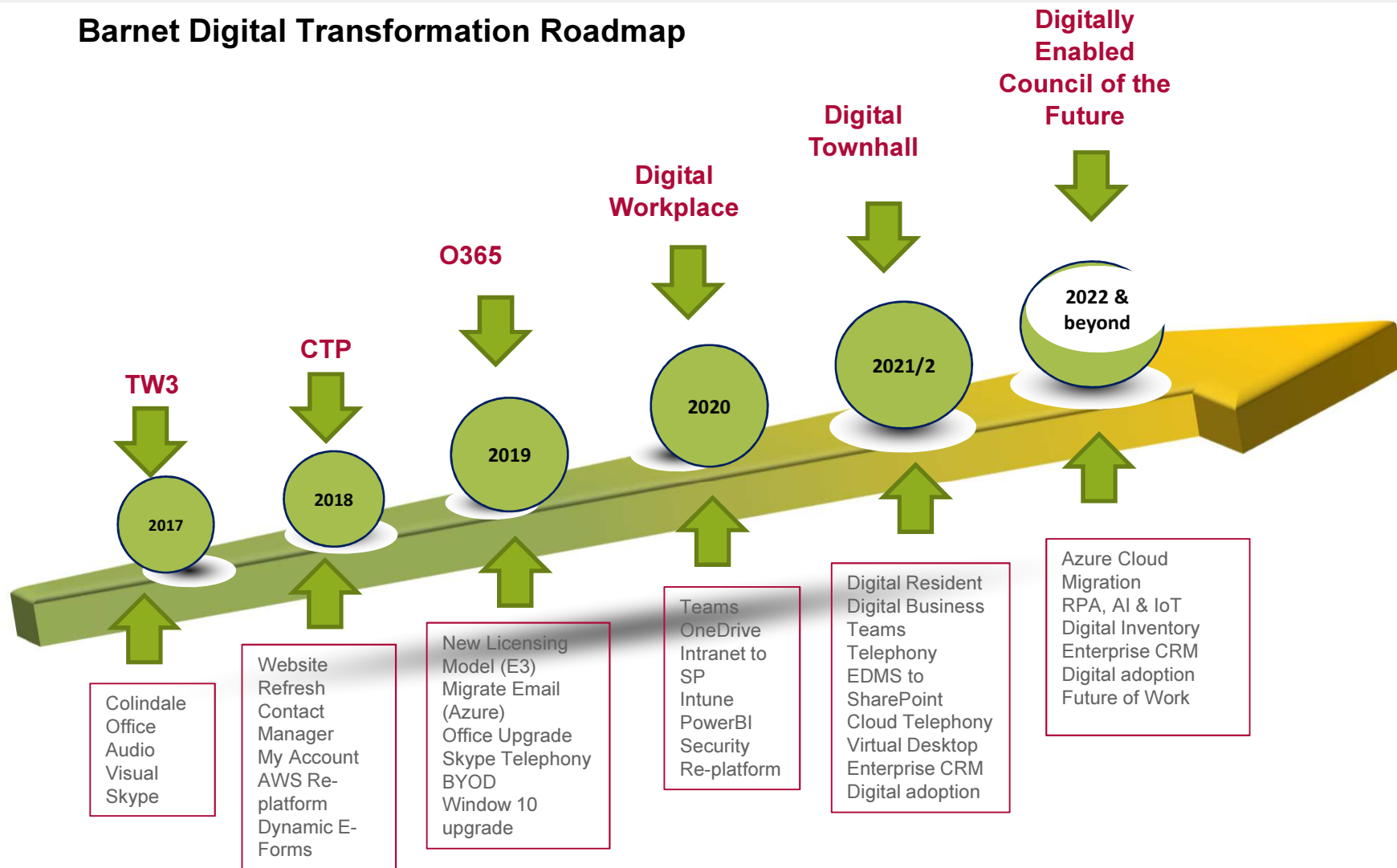
The service has been commended for its response in supporting the council to move quickly to home-working during the pandemic and was recognised for this support at the recent staff awards.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	7,699,984	5,334,721	5,294,566
Indexation (cumulative)	530,763	482,537	570,506
Change Request	641,970	892,003	617,244
Total	8,872,717	6,709,261	6,482,316
Special Projects	3,466,274	2,154,758	2,031,055

Service Journey (Including Achievements) 2018 – March 2021

Barnet Digital Transformation Roadmap



Service Journey (Including Achievements) 2018 – March 2021

Key service achievements during the period;

- Reduced number of incidents by 33%
- Volume of major incidents reduced by 70%
- Over 1800 system changes in last 3 years
- Password resets reduced by 79%
- Resource profile has adapted to reflect current demand and service needs
- Improved senior staff retention

Year	Incident numbers	Major Incidents	System Changes	Password resets
2018/19	20,444	80	607	8,458
2019/20	21,359	37	499	2,319
2020/21	13,881	24	722	1,696

Performance to Date – KPIs Annual Outturn

KPI Number	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
IS KPI 13	Critical System Availability	99.5%	99.93%	99.5%	99.91%	99.5%	99%*
IS KPI 14	User Satisfaction-IT	3.79	3.12	Revised methodology – see slides 7-10			
IS KPI 15	Incident resolution	95%	93%	95%	95%	91%**	92.2%

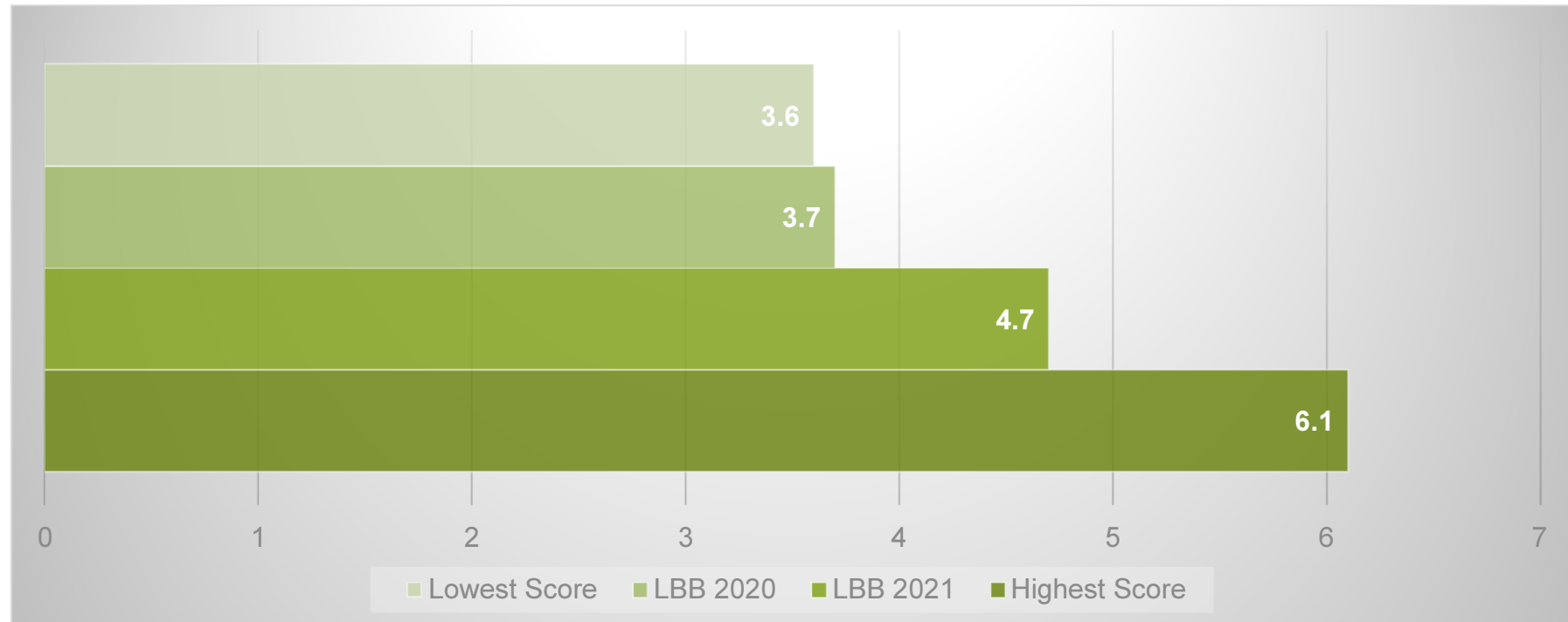
IS KPI 14: A service improvement plan was implemented to respond to the feedback from the Annual User-Satisfaction survey. This included using a broader survey from Socitm, an industry leading I.T organisation with public sector focus.

In 2020/21 the results of the Socitm survey improved from 3.7 out of 7 (2019/20) to 4.7 out of 7 (2020/21). These improvements can be attributed to a tailored improvement plan based on customer feedback.

* Due to the impact of cyber attack on a third-party provider

** Target reduced to reflect increase in demand due to people working from home during the pandemic

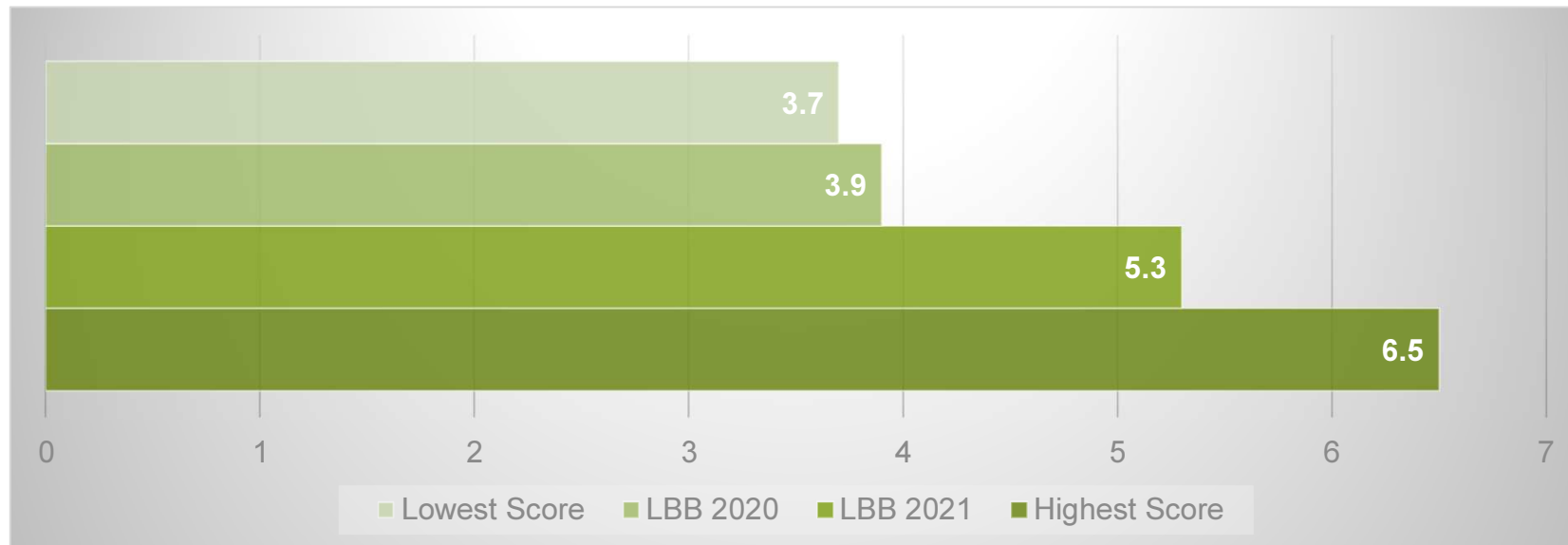
Annual Socitm Survey Overall User Satisfaction Score



In 2019/20, Socitm were engaged to lead on a broad survey of the IT service. The results are compared to a material cohort of other Local Authorities, which complete the same survey.

In 2020/21, the survey reported a significant improvement in the service, from over 500 respondents. This was as a result of a tailored improvement plan to respond to the feedback arising from the previous survey.

How well does the ICT provided in your organisation allow you to work flexibly?



The results of this question showed a marked leap year on year, jumping from 3.9/7 to 5.3/7. Whilst the capability to work remotely has existed for some time, many more colleagues experienced remote working for the first time during 2020.

During the initial months, several improvements were made to the remote working experience, with increases in Network bandwidth and technical adjustments to support the increased volume of colleagues working from home.

How well does the ICT Service provide innovative solutions to changing business needs?



The improvement in the survey links to the modernisation of the desktop experience with the deployment of MS Teams and other Apps - as well as supporting the Covid-19 response with items like Vulnerability Hub App.

The user champion model is also acting as conduit to gather feedback and share ideas/ innovations that are helping support future changes.

How seriously do you think ICT security is taken in your organisation?



Whilst IT security has always been a priority and promoted by both IT and across the Authority, over the past year a broader range of communication channels have been used, “Yammer”, “First Team”, “ServiceNow”, “IntraNet” and have been vital in getting the profile of the subject raised and increasing awareness amongst colleagues, which can be attributed to the improvement in views being fed back.

CONTRACT REVIEW PERFORMANCE PACK REVENUES & BENEFITS

Service Performance Summary

2018 – 2021 has been a challenging period in Revenues and Benefits, ultimately including the Coronavirus Pandemic for the final year in its entirety. This summary will highlight LBB's view on key successes within this period and also serve to highlight issues arising from the journey to support continuous improvement.

In 2018 Capita launched an online portal for customers to access their Housing Benefit and Council Tax records. This included a suite of forms enabling customers to self-serve, for example allowing residents to advise of any changes to their circumstances or apply for a single person discount. Whilst the portal itself is a positive move on the service improvement journey, this was somewhat overshadowed by the dissatisfaction caused by the premature closure of the Council Tax email account (subsequently reinstated).

In addition to the online portal, Capita also began the process of introducing Council Tax electronic billing (E-Billing), enabling residents to receive their Council Tax bill electronically, replacing the postal method if this was the resident's preferred method. Whilst this process took longer to implement than LBB had envisaged (3 years), E-Billing went live in February 2021 and is a real positive change for Barnet residents. Volume of take-up continues to increase, and the introduction of E-Billing appears to have had a positive impact on the number of residents now paying their Council Tax by Direct Debit.

Service Performance Summary contd.

Capita launched a smarter pre-recovery campaign using Tel-Solutions. This service replaced the SMS reminders with a 3-pronged approach, text, e-mail and phone. The software would learn which method worked for individual residents to allow for the most effective future communication and had a positive impact by reducing the number of residents reaching the latter stages of the recovery process.

The Benefits service undertook a full-service rollout of Universal Credit in May 2018 followed by the Verification of Earnings and Pension (VEP) and Right Time Indicator (WURTI) service implementation in June 2018.

Capita implemented partial Universal Credit automation in December 2020. This enabled faster processing of the high volumes of Universal Credit notifications. The level of automation is not where LBB envisaged by this point, however, working groups are ongoing to improve the level of automation to support Barnet's move to a banded Council Tax Support Scheme. It is anticipated that this work will be completed by the end of 2021.

Service Performance Summary contd.

March 2020 saw the arrival of the Coronavirus pandemic and the introduction of multiple government initiatives and schemes to support businesses and residents nationally. This resulted in a significant increase in work for Local Authorities and their partners.

The introduction of Business Support Grants, Test and Trace (T&T) Self-Isolation Payments, and the Council Tax Support (CTS) Hardship Scheme had a significant impact on Revenues and Benefits. £3.8m was awarded in CTS Hardship, and at the time of writing this report, £111m has been distributed to Barnet businesses in the form of Business Support Grants. Over £750k T&T payments have been distributed to Barnet residents on a low income forced to self-isolate due to Coronavirus.

The work involved led to the team being nominated for a Covid Heroes award whilst winning a Values award for the collaborative approach to delivering support to Barnet businesses and residents.

Over recent months, there has been a joint working group involving the council, Customer Services and the Council Tax service, focussing on improving the processes for handling more complex resident enquiries.

Key Figures 2018-2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	3,277,867	3,231,606	3,191,883
Indexation	196,929	260,005	319,725
Change Request	1,053,651	1,063,649	1,085,389
Total	4,528,447	4,555,260	4,596,997
Gainshare payments	457,035	721,563	395,961
Special Projects	0	307,696	0

There is no GI target within Revs and Bens, but there is a 98.5% target for 4 year council tax collections.

The basis of gainshare payments varies between 20% and 50% of the surplus over agreed targets being paid to Capita. The gainshare payments cover any additional costs incurred by Capita in exceeding the targets.

Service Journey (Including Achievements)

2018 – March 2021

The Benefits service undertook a full-service rollout of Universal Credit in May 2018 followed by the Verification of Earnings and Pension (VEP) and Right Time Indicator (WURTI – wider use of Real Time Information) service implementation in June 2018. As customers transferred or became entitled to Universal Credit, up to date information received from DWP enabled accurate updates to relevant cases with changes to income quickly. The move to automation meant that customer cases are re-calculated with little intervention from the assessment team and without having to ask the customers for further information.

In 2018 the service also launched the online portal for customers to access their Council Tax and Housing Benefit records online, together with a suite of forms enabling customers to self-serve. The forms offer a range of updates including making a claim for Council Tax Support or Housing Benefit, advising of a move or application for a single person discount. The implementation of the on-line form capability resulted in improved customer services and between a 5%-10% reduction in repeat contact, allowing back-office staff to deal with more vulnerable residents. However, due to the pandemic in the last calendar year, this trend was reversed.

Service Journey (Including Achievements) 2018 – March 2021 contd.

Challenges and Issues

The online forms available for customer use across the Revenues and Benefits service are designed by our core system developers, Civica, and therefore restrictions apply for personalised adaptation of the forms. The forms are generic in their set up and the Service has limited opportunities to customise the documentation which may benefit our customer demographics. i.e. simplify forms for an older population and disabled customers.

A further challenge is supporting those customers who are unable or unwilling to use digital channels. Whilst encouragement to try digital services is at the forefront of the digital transformation project, alternative contact channels may need to remain open.

Initially when a customer completed an online form, a generic reference number was generated and given to the claimant, which did not represent a claim or council tax reference within OpenRevenues. This resulted in problems for customers when trying to submit further evidence or contact the service against a number that did not exist within OpenRevenues. The issue was resolved with improved integration links between the online forms and the OpenRevenues system.

Service Journey (Including Achievements)

2018 – March 2021 contd.

Poor website layout, wording and jargon left customers unsure of what steps to take and what action is required from them. An example of this was when Universal Credit was introduced by the Department for Work and Pensions. Despite the best efforts of the Service, there was a high volume of claims still coming through for Housing Benefit, rather than Universal Credit. This no longer occurs as the online form has been improved to direct customers to claiming Universal Credit based on the criteria entered onto the form.

Lessons Learned

Complex and lengthy forms with poor choice of language and guidance on the Council's website left customers confused and put them off filling in the online forms. Customers want easy to understand webpages and forms that are effortless to complete. We need to strike the right balance between asking for the minimal amount of information and too much.

Optimising content for mobile devices and ensuring key fields are displayed and made mandatory is critical for today's customers who access digital services via mobile devices.

Service Journey (Including Achievements)

2018 – March 2021 contd.

In February/March 2020 the Pension Service Computer System (PSCS) rollout (auto update of State Retirement pension via DWP link) was completed. As a result, customers who previously would have had a general percentage increase applied to their state pension had their Housing Benefit/CTS cases updated automatically in line with their actual award amount. This ensured accuracy on pensioner cases and reduced the need for re-assessment and overpayment collection.

Service Journey (Including Achievements)

2018 – March 2021 contd.

There has also been increased uptake in Discretionary Housing Payments (DHP) and Council Tax Discretionary relief scheme (CTDRS) applications, providing additional financial support to the most vulnerable in our community.

Financial Year	DHP paid	% of budget paid	CTDRS paid
2018 / 2019	£1,548,603.76	99.4%	£112,996.27
2019 / 2020	£1,716,144.00	99.93%	£104,333.41
2020 / 2021	£2,534,819.12	100%	£336,897.54

Housing Benefit Overpayment recovery is ongoing, after a review taken to further improve cash recovery. Year on year recovery figures are improving, with the exception of 2020, when there was a hold placed on recovery action for six months due to the Covid pandemic. The team increased from 4 to 8 FTE November 2019. Cash recovery increased from December 2019 until the Pandemic impacted in April 2020. A dedicated technical resource was introduced in 2020 improving management information, which has led to a substantial increase in cash recovery from overpayment in 21/22 to date compared with 19/20 and 20/21.

Service Journey (Including Achievements)

2018 – March 2021 contd.

Council Tax Direct Debit take-up is now at an all-time high. In April 2020 DD take up was 65.17% (94,928 accounts). As at March 2021 this is now running at 67.73% (98,662 accounts), which is the 8th highest level in London. The use of online forms which encourage direct debit take-up have all contributed to this increase. A direct debit campaign accompanied the E-Billing campaign in February 2021.

The service also launched a smarter 'pre-recovery' messaging campaign via TelSolutions and this replaces our previous SMS reminders. Pre reminder messages include a text, email and a pre-recorded phone message. The campaign is carried out over the course of 5 days and the urgency attached to the message increases throughout the campaign. The SMS messages sends a link to a personalised page allowing for much more detailed information to be provided than would be the case in a standard SMS message. The process learns and adapts to the 'nudge' which finally prompts payment so that future communication is made via the most effective channel for each customer.

Service Journey (Including Achievements)

2018 – March 2021 contd.

TelSolutions commenced October 2019, so comparison of full year does not give a true indication. October to March in 18/19 to 19/20 saw a 20% reduction in reminders issued. See below comparison on both full year stats and October to March stats:

Comparison reminders issued for Oct-Mar			
	2018/19	2019/20	%Change
First Reminders	19,955	15,558	-22.03%
Second Reminders	8,475	6,849	-19.19%
Comparison reminders issued for full year			
	2018/19	2019/20	%Change
First Reminders	60,500	56,723	-6.24%
Second Reminders	19,232	19,283	+0.27%

Service Journey (Including Achievements)

2018 – March 2021 contd.

During October 2020 the team were shortlisted for the Covid Heroes award. They also went on to win one of the Values awards for their collaborative approach in delivering the Covid grants quickly and in a short space of time whilst contending themselves with remote/homeworking.

Due to the Covid pandemic, the service went through a period of unprecedented change resulting in additional workloads seen across the services.

Council Tax residents in receipt of Council Tax Reduction (CTR) for working age customers received up to £150 awarded towards their Council Tax charge.

Test and Trace payments were implemented quickly and efficiently in September 2020, with extension to September 2021 in line with Government requirements.

Service Journey (Including Achievements)

2018 – March 2021 contd.

The Business Rates team have administered the Government's Covid-19 Business support grants since March 2020, and to date have successfully paid over 17,000 grants. This equates to over £109,000,000 pounds to help businesses affected by Covid.

The team also successfully managed the Council's Additional Restriction Grants, processing grant support in line with the Council's own unique policy.

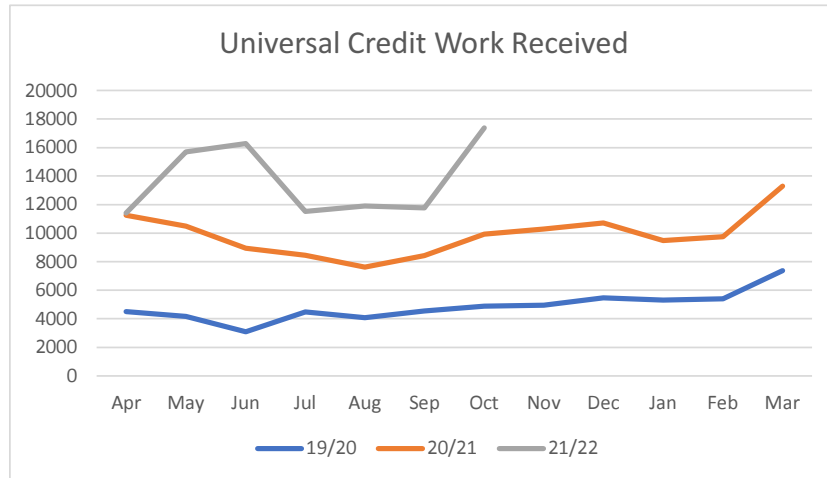
The team continue to provide support to the most vulnerable residents by ensuring they receive the right financial support they are entitled too quickly. A joint working platform was created with partners to provide primarily employment and benefit advice to Barnet residents. Referrals are made to other services and partner organisations, such as Barnet Homes, CAB (Citizens Advice Bureau), CAP (Christians against poverty), Barnet Wellbeing, Sangam (Association of Asian Women) and others to ensure the appropriate support is provided depending on the applicant's circumstances.

Discretionary Housing Payment awards are often dependent on continued engagement and progress in finding a job, moving to an affordable tenancy and/or being awarded the correct benefits.

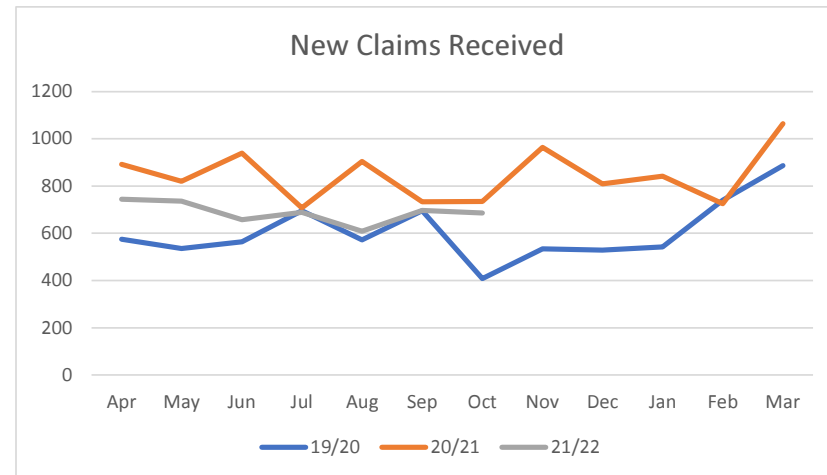
Service Journey (Including Achievements)

2018 – March 2021 contd.

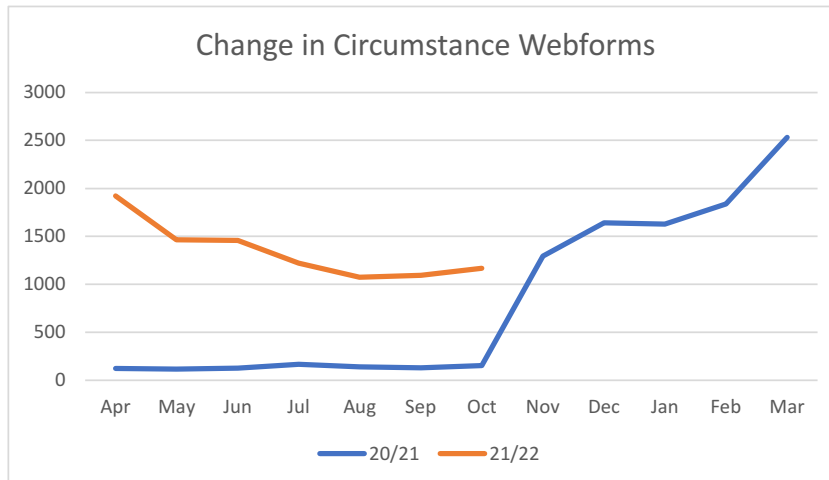
Universal Credit Volumes 2019-2020 & 2020-2021



New claims Volumes 2019-2020 & 2020-2021



Change in Circumstances webforms Apr 20 – Mar 21

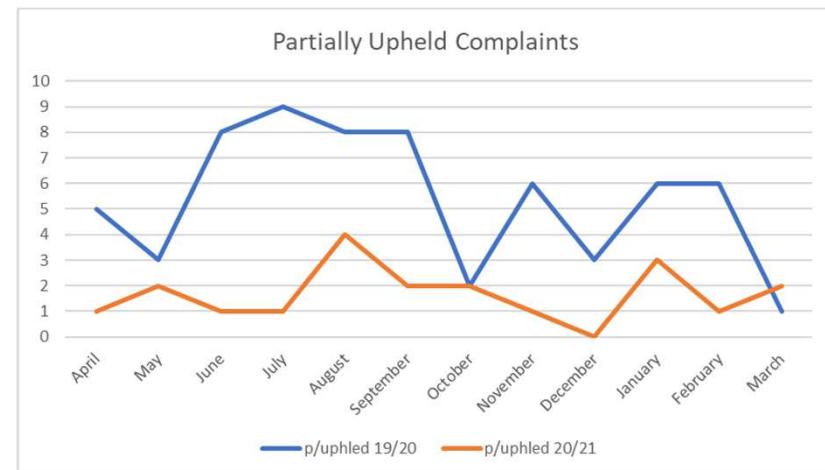
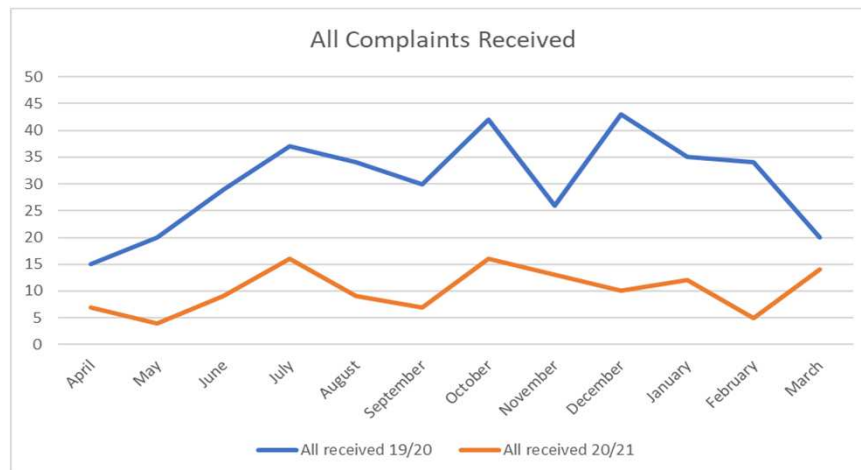
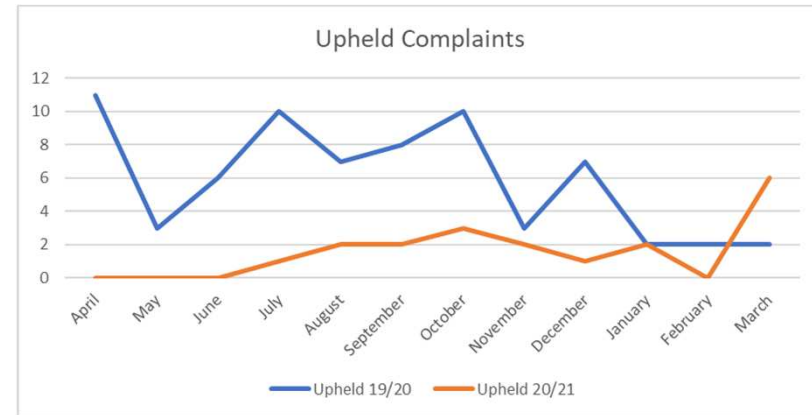


The 2 graphs above show the increase in benefit workload year on year and the graph to the left shows the increase in online forms being used by customers. As a result of the first lockdown in March 2020, we saw an immediate spike in Universal Credit awards, new claim applications, and changes in circumstance reported to us. Customers used online forms to report changes and new awards to us. As the pandemic moved forwards, and due to various lockdowns and business closures, furlough rule changes/awards of self-employed support, customers continued to report a high volume of changes to us as and when they occurred. With the job market returning to normal we are still seeing customers reporting a high volume of changes to us using online forms.

Service Journey (Including Achievements) 2018 – March 2021 contd.

Complaints Volumes 2019-2020 & 2020-2021

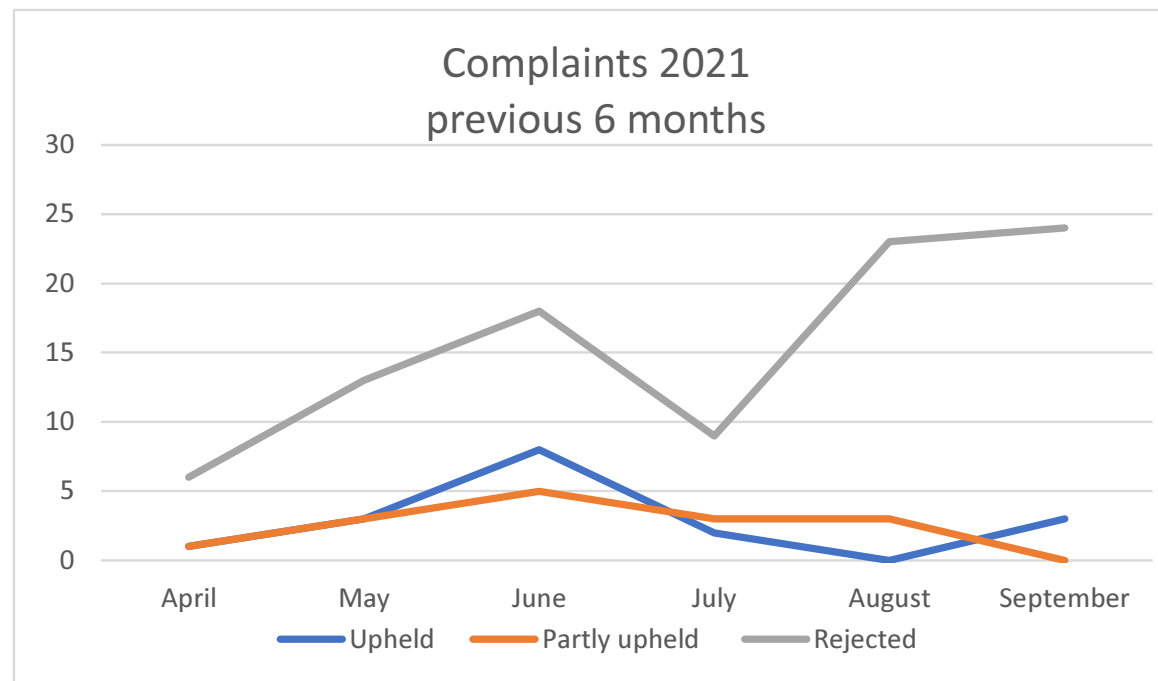
The graph below show the number of formal complaints received by the service reducing year on year, showing an increased satisfaction with the service being provided and decisions being made. The graphs to the right show the number of complaints upheld and partially upheld. The spike on upheld complaints March 2021 was due to a mixture of reasons on Council tax accounts and no trends identified.



Service Journey (Including Achievements) 2018 – March 2021 contd.

Complaints Volumes – 2021

The graph below shows the monthly formal complaints volumes received between April and September 2021



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CONTRACT REVIEW PERFORMANCE PACK PLANNING & DEVELOPMENT CONTROL

Service Performance Summary

Development Management have sustained a continuous and comparable high level of service in relation to the processing of planning applications, while being almost the busiest local planning authorities in London. The service operates within a policy framework set by the council, by national planning guidance and in accordance with the agreed Local Plan. This pack covers only the performance of the service as it relates to the processing of planning applications and planning enforcement, as separate discussions are underway regarding the future delivery of support to the development of planning policy.

The redesigned planning enforcement service, including the 'proactive enforcement' team, has been nationally recognised and the overall service has also been shortlisted on several other occasions.

The service has generated substantially greater income for the council than forecast. It has also invested in its staff and overall capacity. This is due to the success of commercialisation; including fast track, pre-application, and planning performance agreements, as well as wider consultancy activity. The income generated contributes to the achievement of Capita's obligations under the income guarantee and has significantly offset the deficit elsewhere.

In 2018, the government authorised a national 20% increase to planning fees, which has been used to invest in ongoing service adaptation and innovation.

Generally 'customer service' is close to meeting expected targets as a result of the additional funding, and further support for residents has been provided.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	2,536,292	2,582,075	2,631,904
Indexation	171,150	230,611	283,336
Change Request	113,783	116,059	118,357
Total	2,821,225	2,928,745	3,033,596
Special Projects	194,500	124,052	1,059,909*
Income (target)	(1,844,003)	(1,885,341)	(1,912,781)
Income (actuals)	(3,731,056)**	(4,037,575)**	(3,618,409)**

* SPIR's in 2020/21 are inclusive of Brent Cross Planning. In 2018/19 & 2019/20 the full Brent Cross Remit was inclusive of the delivery team, the full impact is not shown above as the overall delivery would distort the picture.

** excludes 20% uplift, which must be re-invested in the service under government regulations

Service Journey (Including Achievements) 2018 – March 2021

The planning team has continued to benchmark well against comparable authorities. The service is continuously one of the best performing Local Planning Authorities in London as measured by MHCLG relating to the processing of planning applications.

The Planning Enforcement function has maintained its leading position as the most active team in the country, when measured by the number of enforcement notices served, helping to resolve breaches of planning control and maintain the attractiveness of the Borough for residents, businesses and visitors. The team has also received significant council support to invest in its unique pro-active approach to enforcement projects and in particular the joint project with Public Protection to identify and enforce against unlawful HMOs providing substandard accommodation.

The service has continued to support the council's growth ambitions through the processing of planning applications; it is noteworthy that 17,621 new homes have been granted planning permission since 2018.

The service has supported the council to reform the structure of Planning Committees to improve decision making and prepare ahead for the ward boundary changes being implemented from 2022.

Service Journey (Including Achievements) Continued 2018 – March 2021

More than £1m has been invested in the service and helped to offset unforeseen costs since October 2018 – associated with the 20% uplift in planning fees. This has enabled the service to increase pro-active enforcement capacity to protect the Borough against unlawful development, appoint a resident liaison officer, and fund various different types of project work; including policy and urban design activities within the remit of strategic planning.

The service has continued to provide a wide range of additional non-statutory services to support development in the Borough, in accordance with the policy framework set by the council and national planning regulations, and speed up the process of obtaining permissions via further investments in the Fast-Track service and the Planning Performance Agreement (PPA) offering.

These service achievements have been recognised by peers. The team was the winner of the 2018 “Local Planning Authority of the Year” Planning Award and Planning Officer Society Cup. The team were also shortlisted for the LGC awards 2018 and 2019, the Planning Awards 2020 and the RTPi award for “Local Planning Authority of 2021”.

Service Journey - Commercial Innovation

Re. has maintained a growth ambition to service external clients, focusing on local authorities in the south. This has provided existing and new staff with opportunities to work for Barnet, but also gain experience with other planning authorities on resilience work (additional support to address peaks in demand) and is an attractive recruitment offer.

External Resilience contracts delivered to date account for circa. 50 contracts in total, with an annual average of between 12-20 contracts.

The Re. 'business growth' team provides these commercial services, which currently comprises 13 FTE staff, with the expectation of further growth (this excludes Policy and Building Control staff commercial activities).

Staff within the Re. growth team gain valuable experience of other local authority policies, practices and culture. This helps staff to more rapidly advance their careers, builds service reputation and has been very positive for staff retention.

External Contract showcase:

Over last 2 years a Re Principal Planner led on Brighton Marina Redevelopment PPA (Planning Performance Agreement) and the Appeal. This showcased the ability to support an LPA on a complex high-profile scheme. It has built trust and a positive reputation that helped secure a further DM Resilience contract.

Performance to Date – KPIs Annual Outturn

KPI Number	KPI Description	2018/2019		2019/2020		2020/2021	
		Target	Result	Target	Result	Target	Result
KPI001 (A&A)	Compliance with planning application statutory timescales (for major, minor, other applications)	75%	84.4%	80%	91.8%	80%	92.7%
AB KPI1	Planning Application Basket of Indicators	New for 2019/20	N/A	6	5	6	6
EB KPI1	Planning Enforcement Basket of Indicators	New for 2019/20	N/A	6	5	6	0 (Covid impact)

The main Planning Applications KPI 001 has consistently exceeded performance targets over the last three years and is indicative of the high-quality service delivered to residents of the Borough.

The COVID-19 pandemic and national lockdowns from March 2020 (2019/2020 through to 2020/2021) has had a direct impact on the performance of Planning Enforcement KPI EB KPI1 due to restrictions around site visit activities. In recognition of this, KPI relief was given by Barnet Council. With the easing of lockdown measures by Spring 2021 and resumption of wider enforcement activities, a recovery plan was put into place to address case backlogs and use the resources of the proactive team to restore service KPI performance.

* KPI is measured annually with quarterly reports on progress

How is Customer Satisfaction SKPI05 Measured?

During the period of 2018/19 and 2019/20, customers who visited the Planning Reception were asked to complete a hard copy version of the online survey. The results were manually merged with other customer feedback completed online via the same survey. These survey results were reviewed at the end of each reporting period.

Due to the Covid-19 pandemic, the Planning Reception was closed. Customers who emailed the Planning Enquiry generic mailbox were invited to complete an online version of the survey using a specific link for Planning responses.

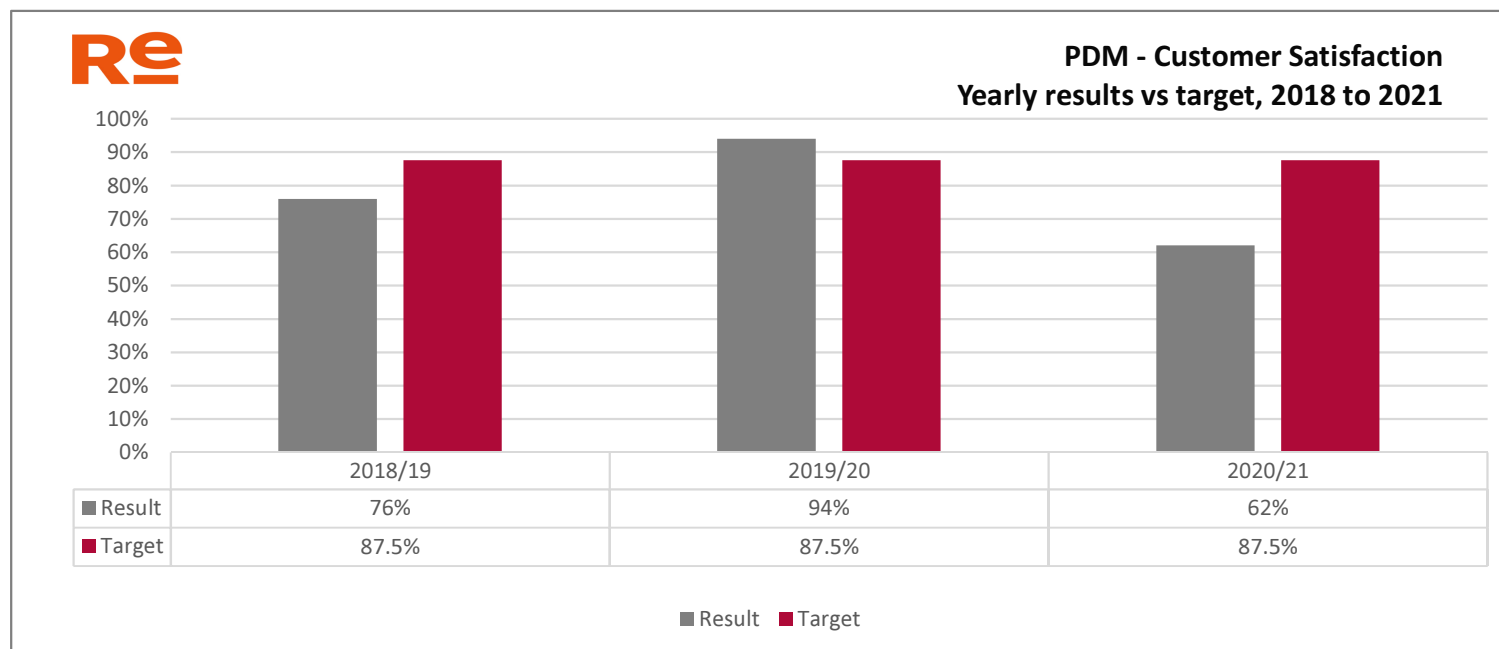
Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the survey questions.

In 2018/19, the service missed the target by 10 percentile points. Following the move to Colindale with an improved reception area, the result for 2019/20 was a healthy 94% of customers rating the service either as good or very good. The impact of Covid-19 and the closure of the reception impacted the result for 2020/21, which was 62%. This is attributed to not being able to compare like-for-like and a former face-to-face service being switched to a mailbox approach.

An additional measure has been taken to improve customer service, being additional investment in a resident liaison officer who ensures that residents corresponding or raising concerns with regards to applications, appeals and enforcement activities are appropriately engaged and kept suitably updated.

Re Overall Customer Satisfaction Results

Customer Satisfaction - % of customers scoring the service a 4 or 5 (on a scale of 1 to 5)



This customer satisfaction measure is based on the customer's front office experience and not the actual planning application process itself. Hence the scores do not reflect the consistently high KPI performance for planning application processing timescales. Data here is based on feedback forms completed by customers visiting the Planning Reception front office (closed since March 2020 due to COVID) and from customers who have placed Planning enquiry related calls into Re customer hub. The impact of COVID-19 and closure of the Planning Reception front office is a significant factor in the lower scores seen in 2020/21. There will be future plans to look to enhance the customer experience via the Re customer hub which will help to improve the scores seen in 2020/21.

Other Customer Satisfaction Measures

Planning Agents Bi-Annual Workshops

The Planning Service also host a Bi-annual Planning Agent's Forum to obtain feedback, raise awareness of the service and strengthen relationships.

The most recent (Wednesday 18th November 2020) attracted an unprecedented level of attendees. In total, 89 people joined the event.

Participants represented a diverse range of developer agents from local architects and planning agents, to consultancies such as Savills, Colliers, Avison Young and Lichfield.

The next forum is due to be held in Autumn 2021.

Feedback

"I thought the forum this morning was really well produced from all participants. Just in terms of my own experience of the service since March, it has been positive and has remained responsive, mainly dealing with Josh on a few things. It is also refreshing that agents and applicants are publicly acknowledged as important service users in Barnet: that is not always the case around London (!), so thank you from me and on behalf of applicants". [Savills]

"Thank you for the invitation. It was a very useful event. [You Architecture Ltd.]

I found the Agent Forum really informative this morning and all the speakers were excellent". [Michael Burroughs Associates Limited]

I just wanted to drop you a line and say thanks for the invitation it was great to listen to and very informative". [I G U A N A]

CONTRACT REVIEW PERFORMANCE PACK BUILDING CONTROL

Service Performance Summary

The financial performance of the service has been disappointing, with income declining by around 50% since 2018/19 and falling far short of the targets set out in the contract. Whilst the pandemic has clearly had an impact, competition for this service has become increasingly challenging over the years and there has been a fall in market share. However, Building Control seeks to deliver a reliable and fairly-priced service, compared with other players in the market, and is well regarded by those that use it.

The service is considered to have a good base, from which to rebuild. In particular, it needs to continue to win back business in relation to larger developments to increase its market share and meet income targets. Crucially, the income generated has helped to subsidise the cost of meeting the council's duties in relation to oversight and action required in relation to dangerous structures, which is something that competitor organisations are not responsible for delivering.

The service is also continuing to support the council to respond to fire safety issues and changes in policy and responsibilities (Building Safety and Fire Safety legislation and revisions to building regulations) following the Grenfell tragedy. In all these specialist areas of work the team have been helpful and supportive.

Key figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	901,659	906,269	907,336
Indexation	60,484	80,453	80,557
Change Request	26,585	27,117	27,653
Total	988,728	1,013,839	1,015,546
Special Projects	0	9,000	0
Income (target)	(1,483,940)	(1,517,206)	(1,539,288)
Income (actuals)	(1,107,740)	(799,529)	(593,354)

Service Journey (Including Achievements) 2018 – March 2021

The Building Control function operates within a competitive marketplace, and since 2018 the number of alternative Approved Inspectors operating within the borough has been increasing. As a result, fee earning applications have been in decline and this is also represented in a decline in the LBB/RE market share.

Whilst the service has looked to remain fully resourced, the industry sector remains volatile, with market forces creating a high demand for surveyors but with only a low supply available. Therefore, a key priority is to focus on retaining workforce and upskilling, primarily in response to the significant changes in “dutyholder” roles set out in the draft Building Safety Bill.

Notably, the service has maintained several key partnerships and secured projects including Colindale Gardens (Redrow), Beaufort Park (St George) and Park Royal Brent (Fairview). In addition, several projects have been nominated and have won London regional LABC awards – including Celeste House within the Beaufort Park scheme in Colindale.

Furthermore, the service has recently helped to deliver the Colindale Offices project and is currently overseeing the construction of the new West Stand at Saracens.

Performance to Date – KPIs Annual Outturn

KPI No	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
KPI001 (BC)	Number of decisions within statutory timescales – Meet building regulation statutory timescales – decisions in 5 weeks or 2 months (dependent on the choice of applicant at the time of application). This excludes the impact of any delayed decisions by an authorised officer of the Authority.	96%	99.7%	100%	99.7%	100%	99.6%

This KPI is measured annually with quarterly reports on progress.

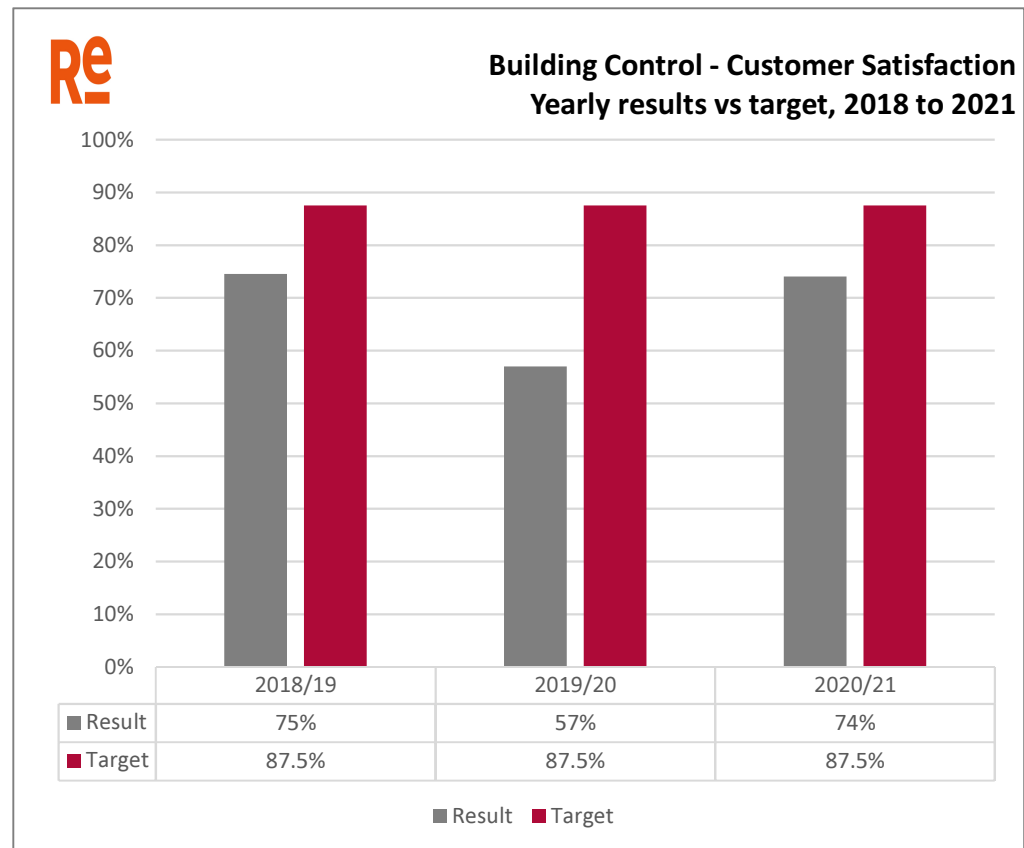
In the few instances where a single case out of timescales has resulted in the 100% target being missed, these have been recognised as exceptional and due to circumstances outside of the control of Re.

Customer Satisfaction Results

Building Control customers are emailed a specific survey link at the end of a month or at the end of an enquiry or service request. This link is solely for clients who have used the services of Building Control.

Due to the nature of the service and its customer base, it is often the same group of agents accessing the service on behalf of residents/customers. Surveys are served on the agents to provide feedback, with survey results reviewed at the end of each reporting period.

Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the survey questions. Whilst the client base is small, Building Control have consistently achieved an average rating of 68% as good or very good.



The customer satisfaction targets are ambitious for a Regulatory service that enforces building regulations. Hence the scores do not reflect the consistently high performing KPIs on building control applications turnaround timescales. The impact of a temporary slow-down in the market due to the Covid-19 pandemic is also seen in 2019/20 and 2020/21, with less activity, and therefore even fewer agents completing the feedback forms.

CONTRACT REVIEW PERFORMANCE PACK LAND CHARGES

Service Performance Summary

In a number of ways the service has performed well, consistently meeting its KPI and receiving excellent customer satisfaction scores.

The service has won, or been shortlisted for, national and local awards during recent years.

Although the service falls short of the challenging income targets that were set at the beginning of the contract, the level of income generated far exceeds the cost of the service within the management fee. Income levels have held up well during the pandemic.

Data quality held by the service requires improvement, which was recognised by an audit last year. Over the next 12-18 months, the datasets used by the service will be comprehensively cleaned. This will be completed prior to a data transfer to Land Registry, who will begin delivering some types of searches.

Key Figures 2018 - 2021

	2018/19	2019/20	2020/21
Management Fee (as per Financial Model 2013)	150,669	152,602	153,832
Indexation	10,326	13,799	16,337
Change Request	4,254	4,339	4,425
Total	165,249	170,740	174,594
Special Projects	None		
Income (target)	(1,202,764)	(1,229,728)	(1,247,625)
Income (actuals)	(1,162,993)	(984,155)	(909,300)

Service Journey (Including Achievements) 2018 – March 2021

The team has successfully achieved the KPI and PIs over the life of the contract.

The income generated from searches has made a substantial contribution to guaranteed income, although this varies according to demand for searches.

The recent upturn in the housing market partly due to the stamp duty land tax (SDLT) holiday, has resulted in substantially higher volumes.

During the life of the contract, the teams have digitised remaining hardcopy data to prevent loss, improve data security and enable easier retrieval.

HM Land Registry have obtained statutory powers to transfer some types of searches to within its existing operation.

An audit in 2021 highlighted the need for better data quality. In preparation for the future role of land charges, LBB is currently agreeing a project with the land registry to cleanse the data.

Service Journey (Including Achievements) contd. 2018 – March 2021

The service has supported the local property market by consistently producing searches within three days – much faster than the HMLR expectations of 10 days.

The team have also maintained this high level of service delivery during the SDLT holiday and throughout the global pandemic.

The team and its individual members provide consistently excellent customer service and have been nominated for successive awards from the Local Land Charges Institute and Land Data:

- **2021** - shortlisted for Customers Satisfaction Awards and Unsung Heroes Awards
- **2020** - shortlisted for Customers Satisfaction Awards
- **2019** – shortlisted for a Customers Satisfaction Award
- **2018** – shortlisted for Customers Satisfaction Awards

Performance to Date – KPIs Annual Outturn

KPI Number	KPI Description	2018/19		2019/20		2020/21	
		Target	Result	Target	Result	Target	Result
KPI001 LC	Average time taken to process requests for Full Official Searches (online and post) in Land Charges	3	2.46	3	1.94	3	2.67

The local land charges service consistently meets its KPI.

Customer Satisfaction

This SKPI is measured annually with quarterly reports on progress. Customers are emailed a specific survey link at the end of each month which is directed specifically at clients who have used the services of Local Land Charges. Survey results are reviewed at the end of each reporting period and are based on the % of customers scoring Re with either 4 (Good) or 5 (Very Good).

Due to the nature of the Local Land Charges client base (solicitors, conveyancers and personal search agents), it is often the same group of clients that are asked for feedback. Whilst the client base is small, **Local Land Charges have consistently achieved a rating over 98% as good or very good.**

