



Policy & Resources Committee

29 September 2022

Title	Q1 2022/23 Contracts Performance Report
Report of	Chair of Policy & Resources Committee
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Summary

This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.

It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022.

Overall, performance is going well with the vast majority of KPIs achieving their targets. The council continues to work with its contracted partners to address areas of concern, particularly on ensuring that progress is being made where backlogs have occurred due to the impact of the Covid-19 pandemic.

Officers Recommendations

The Committee is asked to note:

1. the Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee
2. the collective performance for the contracted services delivered by Regional Enterprise (Capita).

PURPOSE OF REPORT

Introduction

- 1.1 This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 1.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022. Services included in this report are listed per contract in alphabetical order:

Customer and Support Group (CSG)

- Customer Services
- Estates
- Finance
- Human Resources
- Information Systems
- Procurement
- Revenues and Benefits

Regional Enterprise (Re)

- Local Land Charges
- Planning and Building Control
- Strategic Planning

- 1.3 The report does not include budget information, which is provided separately to Policy and Resources Committee.

Overview of Contracts

- 1.4 Following the resolution of the Policy and Resources Committee on 19 July 2022, Capita has been working closely with the council to prepare for the return of the Planning (Development Control), Building Control, Land Charges, Cemetery and Crematorium, and Estates (including Print) services by 31 August 2023.
- 1.5 Joint Transition working groups and an oversight board have been established to manage the exit arrangements. Performance will continue to be managed separately

through Performance Review meetings and any contractual issues managed through a single joint Partnership Operations Board for both Re and CSG services.

- 1.6 The council has also been working closely with Capita to prepare a Deed of Variation for the one year extension of Accounts Payable/Integra and HR/CoreHR, and the two years and seven months extension of IT, Customer Services and Revenues and Benefits services. Performance will continue to be monitored through Contract Management meetings, with referral of commercial issues to the single joint Partnership Operations Board.

Overview - Customer and Support Group (CSG)

- 1.7 The CSG contract continues to perform well with 16 of the 20 KPIs achieving target, including the cross cutting KPI¹ for CSG which measures compliance with the Authority's Customer Service Standard and Complaints Policy.

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policy	N/A	Pass / Fail	Pass	Pass	Pass	Same

- 1.8 Service highlights included:
- An improvement in customer satisfaction KPIs, both for the phone, face-to-face and email indicator as well as the web performance and customer feedback indicator.
 - Teams within Estates and Information Systems services provided support to the election process through the first part of Q1.
 - CSG Finance built on the aged creditor activity completed last quarter to successfully clear a further 290 invoices totalling £547k.

Overview - Regional Enterprise (Re)

- 1.9 The services managed by Re fall under the remit of three committees – Housing and Growth Committee, Environment and Climate Change Committee and Policy and Resources Committee. Reports were submitted to Housing and Growth Committee and Environment and Climate Change on 5 and 6 September 2022 respectively, while performance for the services that were not covered by the remit of these committees, as set out in paragraph 1.2, is reported below.
- 1.10 Re services broadly performed well. Overall, for the whole of the Re contract, there are 49 KPIs reported in Q1. 36 achieved target, one narrowly missed the target, four reported no activity and three were “monitor only”. Five KPIs did not achieve the Q1 target: three of which were within the Food Hygiene / Standards Inspections service, and one within the Highways service as reported to Environment and Climate Change Committee. Underperformance in Food Hygiene was as a result of the backlogs created by Covid-19 restrictions, for which the position is being closely monitored and arrangements are in place to clear. The Highways KPI is based on a target for the full year and at this stage in the year the position is not a concern. The fifth KPI which did not meet target relates to the Planning service and is reported below.

¹ The compliance target is to have no higher than 30 'fails' in any given quarter: 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.

1.11 In reference to the services which do not fall under the remit of other committees, performance remained strong with all but one of the seven KPIs achieving target, including the cross cutting KPI which measures compliance with the Authority's Customer Service Standard and Complaints Policy.²

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliance with Authority Policies (number of instances of non-compliance with Authority policies)	Smaller is Better	Number	No more than 30	11	22	Improved

1.12 Service highlights in Q1 included:

- The average time taken to process Local land charges requests improved by almost one day compared to the same time last year.
- The Planning service won two awards at the Planning Awards in June 2022: "Local Authority Planning Team of the Year" (Planning Enforcement Team) and "Award for Infrastructure Planning" (Brent Cross Planning Team).

Notes on tables

1.13 The targets listed for both CSG and Re are for the year 2022/23 and the current reporting period, Q1 2022/23.

CUSTOMER AND SUPPORT GROUP (CSG)

Customer Services

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Customer satisfaction (phone, face-to-face, email and post case closure)	Bigger is Better	%	89	93.3	91.5	Improved
Customer Services cases closed on time	Bigger is Better	%	94	100	100	Same
Cases / transactions completed via self-service channels	Bigger is Better	%	50	69.9	71.0	Worsened
Customer satisfaction (web performance and customer feedback)	Bigger is Better	%	55	66.0	59.0	Improved

2.1 There are three KPIs for Customer Services. All met the Q1 targets.

2.2 Customer satisfaction was particularly strong, exceeding both the target and performance for the same time last year.

2.3 The Customer Services team continued to support the Homes for Ukraine effort both via the Contact Centre and Face-to-Face teams.

2.4 The new CSG customer service team, which supports residents who are digitally excluded and/or more vulnerable has strengthened links with partners including BOOST and Age UK Barnet. These organisations have been referring residents directly to the team for additional support where appropriate.

² The methodology for this KPI 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' / instances of non-compliance against this KPI; and 2. Complaints arising from a failure to do what we promised to do are also 'fails' against this KPI.

- 2.5 The team supported a number of residents in helping them complete application forms, where they do not have family or friends to help. This support is available in a number of libraries, over the phone or via a bookable appointment, which enables the team to have the time to support the resident fully.

Estates

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Lease Renewals	Bigger is Better	%	100	100	100	Same

- 2.6 There is one KPI for Estates. This met the Q1 target.

Building Services

- 2.7 In Q1, maintenance issues were resolved by CSG Building Services to keep the Colindale office operational, including fixing a faulty pressurised system on the stairs and a reoccurring issue with the water coolers. Additional water monitoring was arranged which identified high bacterial counts in the cold water system. CSG Building Services responded by enacting the agreed escalation protocol and implemented a mitigation process in collaboration with the council.
- 2.8 With the rising cost of energy prices, work is ongoing to explore options and implement initiatives to make the estate more energy efficient.
- 2.9 The Measured Term Contract has been awarded for 11 lots with activity beginning on 1 September 2022.
- 2.10 In line with the council's social value policy, CSG Building Services encouraged a local contractor to register on the portal for the opportunity to bid for work such as minor repair work, building fences, and surveys with the council. They signed up and have been performing well so far.
- 2.11 The Henrietta statue memorial works within the Heritage programme were completed in May 2022.

Property Services

- 2.12 Terms were agreed for new leases and lettings at a number of sites including a seven year lease at a shop in Bells Hill EN5, with an agreed rent of £9,500 per annum.
- 2.13 The asset valuations were completed in early July 2022.

Facilities Management (FM)

- 2.14 In Q1, the FM team continued to provide support and respond to incidents in a timely manner, including reviewing the security provision in the Colindale office in view of the future opening hours of the café on the ground floor; taking mitigation actions following the water contamination issues in the Colindale office; and, providing support for key events, such as the lead up to and immediately after the elections in May 2022, including planning for the Members' Open Day on 11 May 2022 and the Queen's Jubilee celebrations in June 2022.

- 2.15 The Fire Drill for Colindale was completed on 19 May 2022. The drill was considered a success with only minor issues being reported. A full report was issued to the Communications team to share via the intranet and immediate actions were completed by the FM team.
- 2.16 The FM team secured one external hire of the Conference Rooms at Colindale and six hires of the Committee Rooms at Hendon Town Hall, generating £2,905 in revenue.

Print and Mail

- 2.17 Print and Mail services supported the council in preparing for the elections in May 2022 through handling increased demand and assisting at polling stations and the count. A temporary post room was set up in the Colindale office for the duration of the period.

Finance

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Operational availability of financial system application (Integra) to the hosted network	Bigger is Better	%	92	99.8	99.0	Improved
Invoice documents in Accounts Payable processed within agreed timescales	Bigger is Better	%	90	97.6	97.0	Improved
Completion of audit recommendations by Capita in relation to their provision of finance services	Bigger is Better	%	100	100	100	Same

- 2.18 There are three KPIs for Finance. All met the Q1 target.
- 2.19 In Q1, the Accounts Payable (AP) team supported the council in processing Energy Payments Grants, and the AP team and Central Support team worked with the council to facilitate payment for the Homes for Ukraine scheme.
- 2.20 Building on the activity in the last quarter to clear £4.5 million of creditor balances from 2018 and earlier, the AP team successfully cleared further aged creditor balances totalling £547k from the system (across 290 invoices). Work is now beginning to carry out similar activity for creditor balances from 2019.
- 2.21 The Central Support team (CST) continued to focus on supporting and resolving calls raised on ServiceNow. Call volumes were higher in May and June 2022 than the monthly average, which impacted performance and CST are working collaboratively with the council's Finance team to clear outstanding calls and identify root causes.

Human Resources

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Payroll Accuracy – error rates and correct dates	Smaller is Better	%	0.1	0.05	0.02	Worsened
DBS verification audits	Bigger is Better	%	100	99.8	100	Worsened

- 2.22 There are two KPIs for Human Resources. One achieved the Q1 target and one narrowly missed the target. However, both showed a worsened position when compared to the same period last year. A review of KPIs has been requested by the council to ensure KPIs continue to reflect priority performance areas with the return of the recruitment service to the council in Q4 21/22, and also to ensure that the KPIs

adequately reflect the scope of the service as experienced by managers and staff. This is planned to take place in Q2 2022/23.

- 2.23 The HR Management Information Dashboard continued to be developed in line with council requirements. A demonstration of the latest version was provided and an access list received for roll-out. Training is due to take place in Q2 2022/23.
- 2.24 The Starters, Leavers and Movers (SLAM) Form roll-out raised a number of technical issues that required resolution between all parties. Solutions were identified and are being tested prior to rollout.
- 2.25 Some backlogs developed during Q1 in non-KPI areas of work. Steady progress is being made to resolve these during Q2 2022/23.

Information Systems

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Incident resolution	Bigger is Better	%	91	96.4	92.2	Improved
Critical system availability	Bigger is Better	%	99.5	100	100	Same

- 2.26 There are two KPIs for Information Systems. Both met the Q1 target. Critical System Availability was at 100%, ensuring staff had access to all key systems. Incident Resolution for staff was 96.4% (up from 92.2% at the same time last year), meaning technical issues experienced were resolved quicker with less impact on work delivered across the organisation.
- 2.27 In Q1, CSG IT provided support to the election process by setting up the relevant IT equipment that scanned the postal votes and providing technical support to any issues as they arose. They also maintained a period of controlled IT change to ensure the elections team and their processes would not be impacted during this crucial time.
- 2.28 The Library print servers were upgraded to enhance the ability for printing using the Wi-Fi print solution. This has enabled printing from Android, Apple, and Window devices on phones, tablets and laptops from within libraries for residents. Another major upgrade commenced to move services from the Shared Drives located in the Capita Data Centre to the Azure File Share within the Microsoft platform. This change will deliver cost savings on storage space utilised by the authority and increase resilience and security whilst supporting more collaborative ways of working. In the future the change will improve the way data is managed, supported and retained.

Risks

- 2.29 There was one high-level (scoring 15+) joint risk related to Information Systems in Q1, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
IT cyber security	A cyber attack could lead to the council being unable to operate resulting in widescale disruption and financial cost.	15	Website health recommendations and M365 health check have been implemented. Work is now focused on working with Business Continuity leads to review plans and increase assurance on how any impact might be managed.

Procurement

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Compliant with contract Procedure Rules/Code of practice (Council wide contract compliance)	Bigger is Better	%	100	100	100	Same
Effective corporate contract management	Bigger is Better	%	100	100	100	Same
Cumulative apprenticeships	Bigger is Better	Number	70	303	101	Improved
Cumulative work experience	Bigger is Better	Number	280	1,419	473	Improved

- 2.30 There are four KPIs for Procurement. All four met the target, with both apprenticeships and work experience placements showing a significant improvement when compared to the same period last year.
- 2.31 The 2022/23 forward plan includes more actions for the Procurement Team than they are currently resourced to undertake. An analysis of procurement projects identified 226 projects, of which 82 had been completed, 62 in-flight and 82 in the pipeline. CSG will continue to deliver the in-flight projects under the terms of the CSG contract. Further work is being undertaken with the service areas to prioritise the outstanding procurement actions and match resources to demand.
- 2.32 In Q1, five contracts were executed with a value of £358,000 by Single Tender Action (STA) with an overall value of procurements for Q1 being £123m, giving an overall percentage of 0.28% completed by STA.
- 2.33 There was a significant slowdown in the number of suppliers challenging awards and no challenges were received in Q1.
- 2.34 CSG Procurement continued to provide training with 12 sessions successfully run in Q1.
- 2.35 Extensive planning is underway to ensure a smooth hand back of the Procurement service by CSG to the council. To facilitate this, CSG is providing project management services to capture all the necessary actions and information required for the handover. The council is working closely with Capita to ensure that the staffing numbers will be maintained including the council recruiting an interim team as necessary.

Revenues and Benefits

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Accuracy of benefit assessments	Bigger is Better	%	95	No data	98.4	Not comparable
Days to process new claims	Smaller is Better	Number	22	29	25	Worsened
Days to process changes in circumstances	Smaller is Better	Number	6	15	9	Worsened

- 2.36 There are three KPIs for Revenues and Benefits. Two did not meet the Q1 target and the other returned no data.
- 2.37 There were additional workloads created by Covid-19 related work and the energy rebate (£200 discount on energy bill in autumn, £150 non-repayable rebate for households in England in council tax bands A-D, and £144 million discretionary funding to support households but not eligible for council tax rebate) from central government. This work caused significant pressure on the team, and as this work was a priority, KPI lets were agreed for all three KPIs.
- 2.38 At the end of Q1, council tax 4-year collection was 98.02% and in-year collection was 28.37%, which was 0.27% down on June 2021 but an increase of 1.11% on June 2020. Outbound calls or emails were made to residents who had a debt during Q1 and a Telsolutions campaign has been planned to take place later in the year. This will provide a campaign of outbound text and email messages to those who have not paid before a formal reminder is issued, in order to prompt payment.
- 2.39 Virtual court hearings for council tax moved from four weekly to three weekly in April 2022.
- 2.40 Direct debit take-up increased to 71.97%, compared to 69.12% in June 2021.
- 2.41 Correspondence turnaround times continued to be impacted by staff shortages, but improvements are anticipated over the coming months. Recruitment has taken place to fill three vacancies in Benefits and four vacancies in Revenues in August and two vacancies in NNDR at the start of September.

3. REGIONAL ENTERPRISE (Re)

- 3.1 The following Re services do not fall under the remit of another theme committee and have been included for completeness.

Local Land Charges

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Average time taken to process requests for full official Land Charges searches (online and post)	Smaller is Better	Number	3	2.5	3.4	Improved

- 3.2 There is one KPI for Local Land Charges. The volume of search requests received continued to be substantial but performance remained good with the average time to process requests in Q1 exceeding target and reduced by almost a day compared to the same period last year.

Planning and Building Control

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Planning Application Basket of KPIs	Bigger is Better	Number	6	5	5	Same
Planning Enforcement Basket of KPIs	Bigger is Better	Number	6	4	0	Improved
Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	%	80	92.5	85.8	Improved
Decisions meeting building regulation statutory timescales	Bigger is Better	%	100	100	100	Same

- 3.3 There are four KPIs for Planning and Building Control. Three achieved the Q1 target and one did not. The Planning Enforcement KPI basket of indicators were mostly met, with all indicators RAG rated Green where the service has direct control over the progression of casework. The remaining indicators that were still not met were those where there is a legacy impact on the casework from Covid-19, as they relate to the later stages of the enforcement process such as appeals, where the control over the timing of action sit with the Planning Inspectorate and the Courts.
- 3.4 The Building Control KPI is on track, but the overall number of Full Plans applications in Q1 was down compared to the same period last year. The general trend is for fewer, but more complex, applications submitted to the Building Control service.
- 3.5 The Planning Service won twice at the Planning Awards in June 2022:
- The first award was for 'Local Authority Planning Team of the Year' and the Planning Officer Society cup. The entry focused on the planning enforcement function for setting up a proactive team to identify and solve issues borough-wide that has resulted in the number of new cases in more deprived areas rising year-on-year. By working proactively, all residents have benefited including those who would not traditionally become engaged with the council on town planning enforcement issues.
 - The second award went to the Brent Cross Planning team for Infrastructure Planning and the extensive work to deliver the new Brent Cross West Station including associated drop-in applications to facilitate relocation of the waste facility, rail freight interchange, sidings and new rail compound.
- 3.6 The service supported the settling in of the new administration with briefings for new Members and the Leader in relation to key projects. Member training sessions were held on Introduction to Planning and Decision-Making, Permitted Development and Planning Enforcement
- 3.7 The service is now back in the Colindale office in-person with a permanent rota of staff being put in place by the end of July 2022. External meetings with applicants have also resumed.
- 3.8 In Q1, the council served a rare Stop Notice for the first time relating to The Railway Hotel in Edgware to protect the future of this building from further harm by requiring the boarding of windows, the re-installation of downpipes and gutters and the securing of doors. Contractors have been approached for quotes in the event that the owner does not comply.
- 3.9 Government statistics showed a continued trend of more applications being received than processed across London. In Barnet 883 applications were received (3rd highest in London) and 804 were decided (2nd highest in London). 79% of applications were granted permission (London average was 81%). 86% of all applications were decided on time (London average was 85%).

Strategic Planning

Indicator	Polarity	Unit	Target	Current Period Actual	Actual for Same Period Last Year	DoT on Last Year
Strategic Planning Documents completed and signed off	Bigger is Better	%	100	100	100	Same

- 3.10 There is one KPI for Strategic Planning, which reported achieved the target for Q1.
- 3.11 The service liaised with lead Members and council staff to inform proposed modifications to the Local Plan and support the priorities of the new administration. Initial modifications have been agreed and submitted to the Inspector. Hearing Sessions are scheduled from September to November 2022. The Inspector issued Matters, Issues and Questions (MIQs) in July 2022 and set out the programme for the Examination Hearing sessions starting on 20 September 2022.
- 3.12 In Q1, significant Community Infrastructure Levy (CIL) receipts of £11m were received, alongside £1m in Section 106 contributions. These related to phases of major schemes at Silk Park (Sainsbury's the Hyde), Beaufort Park and Colindale Gardens.

4. REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an overview of Quarter 1 (Q1) 2022/23 performance for the contracted services delivered by the Customer and Support Group (Capita) and Regional Enterprise (Capita), which do not fall under the remit of another theme committee.
- 4.2 It also provides oversight of collective performance for the contracted services delivered by Regional Enterprise (Capita) and Barnet Homes (The Barnet Group), with specific performance reported to Housing and Growth Committee and Environment and Climate Change Committee in September 2022.

5 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 None.

6 POST DECISION IMPLEMENTATION

- 6.1 None.

7 IMPLICATIONS OF DECISION

8. Corporate Priorities and Performance

- 8.1 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.
- 8.2 Relevant council strategies and policies include the following:
- CSG contract
 - Re Contract

9. Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 9.1 The report does not include budget information, which is provided separately to Policy and Resources Committee.

10. Legal and Constitutional References

10.1 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. Robust contract management assists with ensuring the proper administration of the council’s financial affairs.

10.2 The council’s Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee.

- To be responsible for developing the Corporate Plan and recommending it to Full Council for adoption.
- To be responsible for Finance including:
 - Recommending the Capital and Revenue Budget (including all fees and charges); and Medium Term Financial Strategy; to Full Council for adoption
 - Revenue and Capital Monitoring and Expenditure: Committee to receive a cross-council overview with theme committees scrutinising revenue and capital expenditure within their remits
 - Treasury Management
 - Local Taxation
 - Insurance
 - Corporate Procurement
 - Revenues and Benefits
 - Grants
 - Writing-Off Debt
 - Virements
 - Effective Use of Resources
 - Procurement Forward Plan
- To be responsible for strategic policy, risk management, oversight of the organisation, performance and operational working of the council including the following specific functions/activities:
 - Local Plans (except for matters reserved to Full Council)
 - ICT and Digital
 - Customer Services
 - Emergency Planning
 - Equalities, Diversity and Inclusion
 - Contract Monitoring and Management: Cross-organisation overview of contracts with contracts in the terms of reference of another theme committee being scrutinised by that committee
 - Performance Monitoring and Management: Cross-organisation overview of performance with performance in the terms of reference of another theme committee being scrutinised by that committee.
- Consider for approval budget and business plan of the Barnet Group Ltd
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the council.

11. Insight

- 11.1 The report identifies performance information in relation to the council's strategic contracts for Quarter 1 (Q1) 2022/23. The report covers delivery from Capita: the Customer and Support Group (CSG) and Regional Enterprise (Re).

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. Risk Management

- 13.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level (scoring 15+) joint risks with strategic contractors are included in this report, as well as being reported to Policy and Resources Committee as part of a wider corporate risk report.

14. Equalities and Diversity

- 14.1 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.

- 14.2 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.

- 14.3 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.

14.4 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>

15. Corporate Parenting

15.1 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.

16. Consultation and Engagement

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

17. Environmental Impact

17.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

18. BACKGROUND PAPERS

18.1 None