



Policy & Resources Committee

13 December 2022

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| Title | Q2 2022/23 Contracts Performance Report |
| Report of | Chair of Policy & Resources Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | None |
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Summary

This report provides an overview of Quarter 2 (Q2) 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 November 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 2 (Q2) 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 2 (Q2) 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 November 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 the oversight board have continued to meet to manage the exit arrangements. Performance has continued 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 has continued 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 17 of the 20 KPIs achieving target, including the cross-cutting KPI¹ for CSG that 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 Two KPIs did not meet the Q2 target and one returned no data.
- All three of these related to the Revenues and Benefits service and were due to the additional workloads created by Covid-19 related work and the energy rebate project.
- 1.9 Service highlights included:
- The Customer Services team continued the testing and implementation of a number of new technology initiatives to better support residents.
 - A smooth handback of the Procurement service was completed with effect from 1 October 2022.

Overview - Regional Enterprise (Re)

- 1.10 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 16 and 21 November 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.
- 1.11 Re services broadly performed well. Overall, for the whole of the Re contract, there were 51 KPIs reported in Q2. 39 KPIs achieved target, three KPIs reported no activity and three KPIs were “monitor only”. Six KPIs did not achieve the Q2 target:
- Two KPIs related to Food Hygiene / Standards Inspections and were reported to Environment and Climate Change Committee. There remains a backlog of inspections from when Covid-19 restrictions were in place. The position

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.

continues to be closely monitored and arrangements are in place to clear the backlog.

- One KPI related to the Planning service and is reported in para 3.3.
- Three KPIs narrowly missed the Q2 target. Two of these were for Food Hygiene / Standards Inspections and one was for Private Sector Housing (Enforcement). All of these related to the backlogs of inspections caused by the Covid-19 restrictions.

1.12 Seven KPIs relate to services which do not fall under the remit of other theme committees. Five KPIs achieved the Q2 target, including the cross-cutting KPI for Re which measures compliance with the Authority’s Customer Service Standard and Complaints Policy.² One KPI reported no activity and one KPI for Planning and Building Control did not achieve the Q2 target due to the legacy impact on casework from Covid-19.

| 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 | 12 | 11 | Worsened |

1.13 Service highlights in Q2 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 and Building Control service completed sign-off of the new Saracen’s West Stand, in time for the first home game of the season, concluding an 18-months inspection process during the works, and upskilling of the service began in preparation for the new fire safety duties that come into effect from October 2023.

Notes on tables

1.14 The targets listed for both CSG and Re are for the year 2022/23 and the current reporting period, Q2 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 | 94.3 | 92.8 | 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 | 67.9 | 70.3 | Worsened |
| Customer satisfaction (web performance and customer feedback) | Bigger is Better | % | 55 | 66.8 | 68.2 | Worsened |

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.

- 2.1 There are four KPIs for Customer Services. All met the Q2 target.
- 2.2 Customer satisfaction continued to be particularly strong, exceeding both the target and performance for the same time last year, and showing an increase on Q1 of 1% (93.3% in Q1 and 94.3% in Q2).
- 2.3 Call handling times increased this quarter, ensuring we can support residents better in one contact. As an example, we have seen an increase of c22% compared to Q2 2021, in calls to council tax and housing benefit lines supporting customers struggling to pay their Council Tax or claiming benefits for the first time.
- 2.4 The team continued to test and implement new technology initiatives to better support residents. The British Sign Language service (for residents to use over the phone or in a face-to-face setting) went live in September 2022 and testing was carried out on a new contact centre telephony solution in preparation for go live in Q3.
- 2.5 The customer services face-to-face team based in Colindale continued to support residents who are digitally excluded with accessing with online services, in our libraries and via referrals from Age UK Barnet. 54 residents who requested assistance with Blue Badge applications were supported in Q2.

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 Following the lengthy procurement process for the contracts that carry out building services, cyclical compliance inspections, repairs, and maintenance (Measured Term Contracts or MTC), awards were made to 11 successful bidders and mobilisation began on 1st September.
- 2.8 The Colindale Water Management Plan was completed in partnership with one of the new MTC providers. Extensive tank works were undertaken to address water quality issues caused by low occupancy in the Colindale Office.
- 2.9 In September, the Peace Statue was reinstated in Friary Park following restoration works as part of the Heritage programme.

Property Services

- 2.11 The Asset Valuation project for 2021/22 was finalised in Q2, and the 2022/23 project continued to be progressed.
- 2.12 The ground floor cafe at the Colindale office was let successfully to ITJL. The café is due to open soon.

Facilities Management (FM)

- 2.13 Several cost savings were achieved in Q2 including Oakleigh Road depot security and an alternative solution for Patterson Square watering and maintenance.

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 | 98.7 | 97.2 | Improved |
| Completion of audit recommendations by Capita in relation to their provision of finance services | Bigger is Better | % | 100 | 100 | 100 | Same |

- 2.15 There are three KPIs for Finance. All met the Q2 target.

- 2.16 The Accounts Payable team and Central Support team continued to work with the council to facilitate payment of the Homes for Ukraine scheme and support the bulk upload of Energy payments.

- 2.17 Earlier this year, a review of aged creditors from 2018 and earlier was undertaken which resulted in around £5 million being cleared off the ledger. A similar review of 2019 aged creditors commenced in Q2 and is expected to clear a further £5.3 million off the ledger by the end of Q3.

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 | 0.002 | Worsened |
| DBS verification audits | Bigger is Better | % | 100 | 100 | 100 | Same |

- 2.18 There are two KPIs for Human Resources. Both achieved the Q2 target. New KPIs are being developed to provide a broader picture of service delivery; more detail on this will be provided next quarter.

- 2.19 Following the backlogs which had developed in Q1 in some non-KPI areas of work, turnaround times returned to business as usual levels throughout Q2.

- 2.20 Technical issues with the new Starter, Leavers and Movers (SLAM) forms reduced over Q2 due to continued engagement with the project team, with very few issues remaining.

- 2.21 A demo of the HR Management Information Dashboard was delivered. Further development is needed and will be carried out in Q3.

- 2.22 Meetings with West Yorkshire Pension Fund (WYPF) resolved all council and school blocks and quarantines (queries raised by WYPF that need to be resolved before

Annual Benefit Statements can be issued), some of which were historical, allowing all member Annual Statements to be made available.

Information Systems

| Indicator | Polarity | Unit | Target | Current Period Actual | Actual for Same Period Last Year | DoT on Last Year |
|------------------------------|------------------|------|--------|-----------------------|----------------------------------|------------------|
| Incident resolution | Bigger is Better | % | 91.0 | 100 | 93.0 | Improved |
| Critical system availability | Bigger is Better | % | 99.5 | 100 | 99.9 | Improved |

- 2.23 There are two KPIs for Information Systems. Both met the Q2 target and showed an improvement when compared to the same time last year.
- 2.24 The service rolled out several improvements to enhance the remote working user experience: compatible users were migrated to a new Virtual Private Network (VPN) solution and further changes were implemented to allow users to access three service specific applications remotely, which should improve security and resilience.
- 2.25 The service supported the Finance team on work with TelSolutions, a third party company, to implement an SMS (text message) and email solution to contact residents who are behind with their Council Tax payments.
- 2.26 Two security improvements were implemented: firstly, an access policy was created to automatically require a password reset where a user has been identified as high risk. A 'high risk' user is flagged where a login attempt is made, for example: from overseas using the correct credentials but failing at the multi-factor authentication (MFA) stage, or the login attempt was made using a non-Barnet device from an unusual location that has not been used by the user previously, or the location is far from their usual place of work. This ensures that the credentials that may have been leaked, are no longer valid and the user is able to continue working by resetting their password by using the Microsoft self-service password reset portal. Secondly, as a result of advice given by the National Cyber Security Centre, it was suggested that as a precaution, the use of Russian technology and services hosted in Russia should be blocked immediately. Throughout July, the service successfully identified and blocked a number of these services, ensuring the network remained secure. These services are to be unblocked only if a user raises a ticket which should be approved via a SIRO Security Exception.

Risks

- 2.27 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 | DLUHC assessment has taken place on technical recommendations, report to be reviewed but early indications are that training and awareness are still a big focus. Work is ongoing with Business Continuity leads to test plans particularly around the impact of a cyber attack. Scenario planning training is being developed in conjunction with Resilience. PwC audit will commence in October 2022. This quarter the service implemented Forcepoint, which scans websites prior to access and detects Malware and rolled out the migration to Galaxy VPN which will give better protection for remote access security. |

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 | 1419 | 473 | Improved |

- 2.28 The Procurement function was successfully returned to the council on 30 September. An interim in-house team was stood up in advance and took over the delivery of the service from 3 October.
- 2.29 Performance information covers two of the three months, as the September data was not available before the end of the contract. All four KPIs were reported as meeting the target for July and August.
- 2.30 CSG provided extensive support to ensure a smooth hand back of the Procurement service. This included comprehensive handover and knowledge transfer processes. A majority of the new team were able to work alongside the Capita staff during September, and a key senior member of Capita staff transferred to the council under TUPE regulations. This provided additional service continuity.
- 2.31 The council is now developing a new Sustainable Procurement Strategy with a view to implementation from Q1 2023/24.
- 2.32 The service area will no longer be included in this performance report.

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 | 98.0 | Not comparable |
| Days to process new claims | Smaller is Better | Number | 22 | 25 | 20 | Worsened |

| Indicator | Polarity | Unit | Target | Current Period Actual | Actual for Same Period Last Year | DoT on Last Year |
|--|-------------------|--------|--------|-----------------------|----------------------------------|------------------|
| Days to process changes in circumstances | Smaller is Better | Number | 6 | 9 | 6 | Worsened |

- 2.33 There are three KPIs for Revenues and Benefits. Two did not meet the Q2 target and the other returned no data because quality assurance officers were seconded to the energy rebate project. These checks recommenced in October and accuracy of benefit assessments will be reported for Q3.
- 2.34 There were additional workloads created by Covid-19 related work and the energy rebate (£150 non-repayable rebate for households in England in council tax bands A-D, and £144 million discretionary funding to support households not eligible for the main scheme 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 up to the end of Q2.
- 2.35 At the end of Q2, Council Tax 4-year collection was 98.07% and in-year collection was 53.61%, a 0.04% increase on the same period last year (53.57%), and an increase of 0.31% on Q2 2020-21 (53.30%). Outbound calls or emails were made to residents who had a debt during Q2 and a Telsolutions campaign (outbound text and email messages to those who have not paid before a formal reminder is issued, in order to prompt payment) commenced in September.
- 2.36 Direct debit take-up increased to 72.61%, compared to 70.26% in September 2021.
- 2.37 Correspondence turnaround times started to improve after recruitment took place to fill three vacancies in Benefits and four vacancies in Council Tax in August and two vacancies in national non-domestic rates (NNDR) at the start of September. Further recruitment is underway to fill one post in Benefits, two in Revenues and one inspector post.

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 | 1.6 | 2.4 | Improved |

- 3.2 There is one KPI for Local Land Charges which achieved the Q2 target and reduced by almost one day compared to the same time last year. Based on media reports on the impact of the recent budget on the housing market, a downturn in the number of search requests was expected; however, to date this has not been the case for Barnet. The position will continue to be monitored.

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 | 6 | 6 | Same |
| Planning Enforcement Basket of KPIs | Bigger is Better | Number | 6 | 3 | 0 | Improved |
| Compliance with planning application statutory timescales (for major, minor, other applications) | Bigger is Better | % | 80 | 89.8 | 88.1 | Improved |
| Decisions meeting building regulation statutory timescales | Bigger is Better | % | 100 | 100 | 98.6 | Improved |

- 3.3 There are four KPIs for Planning and Building Control. Three achieved the Q2 target and one did not. The Planning Enforcement KPI indicators that were 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 Planning Service faced a period of high staff turnover during Q2 and steps were taken to prioritise services and decisions. This resulted in some temporary service adjustments, such as pausing fast track services, delivering duty phones via customer service staff, and slowing decision-making for some types of application to nationally set timescales. The knock on impact will likely affect the Planning Applications Basket KPI performance in Q3 / Q4 as decision-making begins to catch up as the vacant posts are filled and new staff are trained and gain experience.
- 3.5 Sign-off of the new Saracen's West Stand was completed in time for the first home game of the season, concluding an 18-month inspection process during the works.
- 3.6 Upskilling of staff in the Building Control service began in preparation for the new fire safety duties that come into effect from October 2023.

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 | No Activity | 100 | Not comparable |

- 3.7 There is one KPI for Strategic Planning, which reported no activity for Q2 as the team focused on preparation for the initial weeks of the Examination in Public for the Barnet Local Plan. The Strategic stage of the examination process was completed, and the details stage will proceed in November 2022.
- 3.8 Income from Community Infrastructure Levy (CIL) receipts was lower in Q2 than Q1 and this was likely to be entirely circumstantial, although it will be monitored through the remainder of the financial year. There is an issue of non-payment of due CIL contributions from some parties, including parties that were allowed additional time to pay during the pandemic, although the overall number of unpaid CIL contributions is stable. Legal advice on appropriate next steps for escalating some older and larger due CIL payments has been sought.

4. REASONS FOR RECOMMENDATIONS

- 4.1 This report provides an overview of Quarter 2 (Q2) 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 November 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 2 (Q2) 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