



## Cabinet

<b>Title</b>	<b>Q4 2022/23 Contracts Performance Report</b>
<b>Date of meeting</b>	26 June 2023
<b>Report of</b>	Leader and Portfolio Holder for Resources and Effective Council
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	No
<b>Urgent</b>	No
<b>Appendices</b>	None
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### Summary

This report provides an overview of Quarter 4 (Q4) 2022/23 performance, together with a review of annual performance for the contracted services delivered by the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita) and Barnet Homes (The Barnet Group) (TBG).

Overall, performance went 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.

### Recommendations

**The Cabinet is asked to note the Quarter 4 (Q4) 2022/23 performance, together with a review of annual performance for the contracted services delivered by the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita) and Barnet Homes (The Barnet Group) (TBG).**

## 1. Reasons for the Recommendations

### INTRODUCTION

1.1 This report provides an overview of performance for the council's contracted services for Quarter 4 (Q4) 2022/23 and highlights for the financial year (EOY) 2022/23. The report covers delivery from the Customer and Support Group (CSG) (Capita), Regional Enterprise (Re) (Capita), and Barnet Homes (The Barnet Group) (TBG).

1.2 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
- Revenues and Benefits

#### Regional Enterprise (Re)

- Food Hygiene/Standards Inspections
- Hendon Cemeteries and Crematories
- Highways
- Licensing and Trading Standards
- Local Land Charges
- Planning and Building Control
- Private Sector Housing (Enforcement)
- Private Sector Housing (Grants)
- Regeneration
- Scientific Services
- Strategic Planning

#### Barnet Homes (TBG)

- Homelessness
- Quality Housing
- Safe and Secure Homes

1.3 The report does not include budget information, which is provided separately by the Chief Finance Officer to this Cabinet.

## 2. OVERVIEW OF CONTRACTS

2.1 Overall services performed well in Q4 2022/23. Out of 81 KPIs, 65 passed and 16 failed against their targets.

2.2 The transfer of Re services was successfully completed on 31 March 2023 with no impact on service delivery. Weekend working went ahead, and services continued to be delivered and were not

affected by the Capita IT outages on the 31 March 2023 widely reported in the press. Staff were welcomed into the council, ongoing projects were transferred successfully and services continue to embed within the council structure.

2.3 The council and Capita continue to resolve overhanging commercial matters and are now preparing for the Estates service returning on 31 August 2023.

### Overview - Customer and Support Group (CSG)

2.4 The CSG contract performed broadly well with 17 out of 20 reported KPIs achieving target, including the cross-cutting KPI<sup>1</sup> for CSG that measures compliance with the Authority's Customer Service Standard and Complaints Policy. The three failed measures are within the Estates service area and are reported in paragraphs 3.4-3.5.

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

2.5 Service highlights included:

- The Finance service successfully set up existing Re suppliers on the Barnet Integra finance system to support the smooth transition of Re back into the council on 1 April 2023.
- The HR service supported the recruitment team with the TUPE activity in the transition of Re services back into the council.

### Overview - Regional Enterprise (Re)

2.6 Re services broadly performed well. Overall, for the whole of the Re contract, there were 52 KPIs reported in Q4 2022/23. 43 KPIs achieved target and nine KPIs did not achieve the Q4 2022/23 target:

2.7 Three KPIs related to Food Hygiene / Standards Inspections failed due to prioritisation of inspections following the Food Standards Agency Local Authority Recovery Roadmap. These are reported in paragraphs 4.2-4.5.

2.8 One KPI related to the Planning Enforcement service failed and is reported in paragraph 4.23.

2.9 Four KPIs relating to Private Sector Housing (Enforcement) failed and are reported in paragraphs 4.26-4.27.

2.10 One KPI relating to Regeneration failed and is reported in paragraph 4.34.

2.11 The cross-cutting KPI for Re which measures compliance with the Authority's Customer Service Standard and Complaints Policy passed in Q4 2022/23.<sup>2</sup>

<sup>1</sup> 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.

<sup>2</sup> 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.

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	13	7	Worsened

### Overview – The Barnet Group (TBG)

2.12 Barnet Homes' performance was mixed, with four of the nine KPIs not achieving target in Q4 2022/23. This was attributed to two major factors: firstly, procuring affordable private rented properties has become increasingly challenging within London, with demand far outstripping supply; and secondly, the expected increase in homelessness demand from families in the private rented sector materialising late in the year (beginning in Q3 2022/23 and continuing into Q4 2022/23).

### Notes on tables

2.13 The targets listed for both CSG and Re, unless otherwise stated, are for the current reporting period (Q4 2022/23). 11 indicators are measured on an annual basis, and this is indicated next to the target value for those indicators. All TBG indicators are annual measures for EOY 2022/23.

2.14 Cells are coloured red, amber or green depending on which period the target applies. Most targets apply to the quarterly indicator. EOY 2022/23 has been provided as an indication of performance for the full year.

2.15 DoT (Direction of Travel) is calculated on the EOY 2022/23 value compared to EOY 2021/22.

## 3. CUSTOMER AND SUPPORT GROUP (CSG)

### Customer Services

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Customer satisfaction (phone, face-to-face, email and post case closure)	Bigger is Better	%	89.0	92.0	92.0	Worsened	92.7
Customer Services cases closed on time	Bigger is Better	%	94.0	100.0	100.0	Same	100.0
Cases / transactions completed via self-service channels	Bigger is Better	%	50.0	70.0	69.0	Worsened	70.8
Customer satisfaction (web performance and customer feedback)	Bigger is Better	%	65.0	68.8	66.1	Improved	65.5

3.1 There are four KPIs for Customer Services. All met their Q4 2022/23 targets.

3.2 Improved data from the new telephony system has been useful in allowing the service to see where residents have contacted the service multiple times, indicating areas for process improvements.

3.3 The local face-to-face team continued to support residents who struggle to use the digital channels.

## Estates

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Lease Renewals	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Planned Maintenance	Bigger is Better	%	100.0 (EOY)	N/A	91.0	Worsened	100.0
Statutory Compliance with Civic Estates - Planned Inspections	Bigger is Better	%	100.0 (EOY)	N/A	86.4	Worsened	100.0
Statutory Compliance of Transferred Responsibility	Bigger is Better	%	100.0 (EOY)	N/A	75.0	Worsened	100.0
Facilities Management Incident Resolution	Bigger is Better	%	100.0 (EOY)	N/A	100.0	Same	100.0

- 3.4 There are five KPIs for Estates, one passed its Q4 2022/23 target, one passed its EOY 2022/23 target, and three failed their EOY 2022/23 target. An audit of the KPI performance for Q4 2022/23 and EOY 2022/23 has been conducted and will be reported on in Q1 2023/24.
- 3.5 Although both Statutory Compliance measures have been reported as failures, all remedial actions were booked in for non-compliant assets.

### Building Services

- 3.6 After the delays reported in the previous Q3 2022/23 contracts performance report, the Measured Term Contracts for building services, cyclical compliance inspections, repairs, and maintenance were signed in Q4 2022/23.
- 3.7 The East Barnet War Memorial Celtic Cross repair was completed on 14 February 2023.
- 3.8 The window and door replacement at Barnfield Primary School won a Glass and Glazing Product award for sustainable commercial installation.

### Property Services

- 3.9 To assist with an urgent request for the Brent Cross redevelopment, the service completed a licence to alterations (written consent from a landlord to a tenant to permit them to carry out work on a premises) in two weeks rather than the typical four to six weeks.
- 3.10 The service successfully secured vacant possession on a large warehouse on the Brent Cross project, which has now been let by the Brent Cross team. The property was let to an indoor baseball company which will generate income for continuing development of the area, prior to the property being demolished.

### Facilities Management

- 3.11 The Housing Options Unit near the Colindale office re-opened following its refurbishment, and additional security staff were recruited, trained, and deployed at the location.
- 3.12 A meeting occurred with the Disability Forum to address some of their concerns about accessing the Colindale office. Actions taken following the meeting include improved spill management,

improving the disability turnstile on the ground floor, introduction of audible lift announcements and a separate access route into the building via Valentina Avenue.

### Print & Mail

- 3.13 There were 198 logged calls for either printer faults or courier requests in Q4 2022/23, compared to 199 for Q3 2022/23.
- 3.14 Following the move of the Colindale post room from the ground floor to the first floor (requiring new equipment due to the different room size), the service began trialling having a member of staff operating out of the Colindale post room for a few hours during the working day to aid with post and deliveries (as was the case prior to March 2020).

### Finance

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Operational availability of financial system application (Integra) to the hosted network	Bigger is Better	%	92.0	99.6	99.8	Improved	99.4
Invoice documents in Accounts Payable processed within agreed timescales	Bigger is Better	%	90.0	98.4	98.1	Same	98.1
Completion of audit recommendations by Capita in relation to their provision of finance services	Bigger is Better	%	100.0	100.0	100.0	Same	100.0

- 3.15 There are three KPIs for Finance. All met their Q4 2022/23 targets.
- 3.16 The Accounts Payable (AP) team and Central Support Team (CST) continued to facilitate payment of the Homes for Ukraine scheme.
- 3.17 Following the 2019 aged creditor review reported on in Q3 2022/23, another review was being completed reviewing aged creditors from 2019 to March 2022, which will continue into Q1 2023/24.
- 3.18 The service successfully set up existing Re suppliers on the Barnet Integra finance system to support the smooth transition of Re back into the council on 1 April 2023.

### Human Resources

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Payroll Accuracy – error rates and correct dates	Smaller is Better	%	0.10	0.04	0.03	Worsened	0.00
DBS verification audits	Bigger is Better	%	100.0	100.0	100.0	Same	100.0

- 3.19 There are two KPIs for Human Resources. Both achieved the Q4 2022/23 target. However, significant issues have arisen with the accuracy and despatch of some printed payslips. These remained unresolved at the end of Q4 2022/23.
- 3.20 The service supported the recruitment team with the TUPE activity in the transition of Re services back into the council, meeting with stakeholders to offer guidance and options to expedite completion of necessary tasks and setting up of several new users for onboarding.

- 3.21 The service proposed a new and streamlined method to process the carry forward of annual leave (which in 2021/22 contributed to a backlog of activity). This resulted in fewer queries and an upload process ready for Q1 2023/24.
- 3.22 Data extracts related to the Barnet Oracle Cloud Implementation (a project to replace several key back-office systems with one integrated cloud based solution by Q1 2024/25) were being requested via a Central Capita project, and the service has provided contacts to attend workshops in Q1 2023/24.
- 3.23 There have been ongoing challenges with the provision of accurate and timely management information to the council from the service. Capita and the council's HR team are working together to improve this element of the service.

## Information Systems

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Incident resolution	Bigger is Better	%	91.0	95.1	95.6	Improved	93.9
Critical system availability	Bigger is Better	%	99.5	99.9	100.0	Improved	99.9

- 3.24 There are two KPIs for Information Systems, both of which met their targets in Q4 2022/23.
- 3.25 To protect the council's information technology infrastructure, the Attack Surface Reduction (ASR) policy was enabled, with a defender capability that limits suspicious processes from running on user devices. Attack surfaces are all the places where an organisation is vulnerable to cyber threats and attacks.
- 3.26 The National Cyber Security Centre (NCSC) has created the Protective Domain Name Service (PDNS) to prevent access to domains (i.e. websites) known to be malicious. This has been enabled in Barnet, preventing access to malware, ransomware, phishing attacks, viruses, malicious sites, and spyware at source which makes the network more secure.

## Risks

- 3.27 There was one high-level (scoring 15+) joint risk related to Information Systems in Q4 2022/23, 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	The service is in the process of implementing actions raised from the PwC audit, the business continuity lead review, and those tied to the recently received funding from the Department for Levelling Up, Housing and Communities. The council's Security and Digital Boards will be updated with actions and recommendations that require organisational sign off.

## Revenues and Benefits

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Accuracy of benefit assessments	Bigger is Better	%	95.0	98.8	99.0	Improved	98.1
Days to process new claims	Smaller is Better	Number	22	15	21	Improved	25
Days to process changes in circumstances	Smaller is Better	Number	6	5	8	Same	8

3.28 There are three KPIs for Revenues and Benefits. All three measures achieved target for Q4 2022/23.

3.29 At the end of Q4 2022/23, Council Tax 4-year collection was 98.27% and in-year collection was 95.01%, a 0.55% increase on the same period last year (94.46%). Outbound calls or emails continued to be made to residents who had a debt during Q4 2022/23 and a Telsolutions campaign (outbound text and email messages to those who have not paid before a formal reminder is issued, to prompt payment) that commenced in September 2022, continued this quarter.

3.30 Direct debit take-up increased to 72.51%, compared to 71.18% in March 2022.

3.31 The automated form HBAAI (Housing Benefit Award Accuracy Initiative) was put in place and the benefit claimant reviews were issued to relevant claimants by the deadline in February 2023. The final deadline for the service to complete and fully assess the returned reviews is 5 June 2023, which they were on track to meet. 4,601 reviews were being undertaken on high-risk cases.

3.32 The service worked on the ongoing working group project with the Department for Work and Pensions (DWP) to improve Universal Credit notifications and 'Searchlight' (the customer information system used by DWP) information, to reduce customer contact. There were nine improvements made to the Universal Credit data share so far by the DWP.

3.33 The Energy Bills Support Scheme Alternative Fund (intended to provide £400 of support for households across the UK that do not have a domestic electricity contract) and Alternative Fuel Payment (intended to deliver a one-off payment of £100 to UK households who are not on the mains gas grid) both started in February 2023. The scheme is due to close in May 2023 with final payments to be posted by the end of June 2023.

## 4. REGIONAL ENTERPRISE

### Food Hygiene/Standards Inspections

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Target A – Higher risk premises – Percentage of completed Food Hygiene Inspections due and overdue	Bigger is Better	%	100.0	93.0	93.4	Improved	43.4
Target B – Category C 'broadly compliant' premises – Percentage of completed Food Hygiene Inspections due and overdue	Bigger is Better	%	85.0	53.1	43.9	Improved	21.7
Target C – Percentage of completed Food Hygiene Inspections of new unrated premises within 28 days of discovery date	Bigger is Better	%	90.0	46.7	42.3	Improved	37.7
Food & Drinking Water Sampling Inspections	Bigger is Better	%	100.0	122.2	119.4	Worsened	158



Food Standards Inspections (Category A) – Number of A rated interventions completed within 28 days of due date	Bigger is Better	%	100.0	100.0	100.0	Not Comparable	No Activity
Food Standards Inspections (Category B) – Number of B rated interventions completed on or before the next due intervention	Bigger is Better	%	100.0	100.0	100.0	Improved	99.2
Food Standards Inspections (unrated premises) – Unrated: Number of unrated premises inspected at the same time as the first food hygiene inspection	Bigger is Better	%	100.0	100.0	100.0	Improved	96.5
Implementing Health & Safety Inspection Programme – Compliance with legislation, departmental, statutory and service standards	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Improvement in food hygiene in the highest risk premises	Bigger is Better	%	90.0	96.0	95.3	Worsened	98.1
Safer workplaces – A higher level of compliance with health and safety legislation in the known most unsafe workplaces	Bigger is Better	%	75.0	100.0	100.0	Same	100.0

- 4.1 There are ten KPIs for Food Hygiene/Standards Inspections. Seven indicators achieved their Q4 2022/23 targets, and three indicators did not meet target.
- 4.2 In accordance with the Food Standards Agency (FSA) Local Authority Recovery Roadmap following backlogs created by COVID-19 lockdowns, the service successfully inspected all premises which were required to have hygiene inspections (except for three compliant premises not inspected due to the businesses not operating) by the target of 31 March 2023.
- 4.3 Target A measures inspections for higher risk premises (Categories A – C (non-broadly compliant)). This indicator failed in Q4 2022/23 but improved substantially on EOY 2021/22 (93.4% compared to 43.4%). Two of these premises weren't inspected by their due date in Q4 2022/23:
- One was missed as the business was undergoing refurbishment and was temporarily closed with no access for inspections. When the business re-opened, the service undertook the inspection.
  - The other premises was incorrectly coded, this was then resolved and inspected.
- 4.4 Target B measures inspections of Category C (broadly compliant) premises, which were deprioritised for higher risk premises. Despite achieving 53.1% for Q4 2022/23 when comparing completion dates to due dates for the inspections, only three of these premises remained overdue at the end of 2022/23.
- 4.5 Target C measures inspections for new unrated premises. There were more food premises registrations in 2022/23 than anticipated (the service completed 375 in the year and forecast for 300). Many of the premises were home based businesses and had inherent challenges with accessibility. The service has been following the FSA guidance, triaged premises based on risk and prioritised the higher risk inspections.
- 4.6 The service completed a project from the FSA to data cleanse its management information system which will provide a more reliable overview of the Borough.

## Hendon Cemetery and Crematorium

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Meeting religious burial requests timescales	Bigger is Better	%	95.0	100.0	100.0	Same	100.0
Maintain Charter for the Bereaved status for Burial & Cremation	N/A	P/F	Pass (EOY)	N/A	Pass	Same	Pass

4.7 There are two KPIs for Hendon Cemetery and Crematorium both of which achieved their Q4 2022/23 and EOY 2022/23 target.

4.8 The service was successful in retaining its gold standard against the Charter for the Bereaved from the Institute of Cemetery and Crematorium Management for 2022/23.

## Highways

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Emergency Defects Rectification Timescales completed on time	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Response to complaints relating to a drainage malfunction and/or flooding event	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Response in dealing with Highway Licence applications	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Processing of Vehicle Crossover Applications - timescale for providing quotes	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Timely construction of Vehicle Crossovers following receipt of payment	Bigger is Better	%	100.0	100.0	100.0	Improved	99.3
Timely response to Permit requests (LoPS)	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Appropriate conditions attached to Permits (LoPS)	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Appropriateness of approved and rejected extension requests (Permit Extension Requests, LoPS)	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Compliance with Sample Inspection regime (Compliance with chargeable inspection regime to quality-check works on highways (New Roads and Street Works Act))	Bigger is Better	Number	1709 (EOY)	N/A	1798	Not Comparable	No Data
Level of Withdrawn Defects. Levels of passed and failed Highways works inspections	Smaller is Better	%	15.0	0.0	0.0	Improved	5.2
Activity in relation to dealing with Section 50 (S50) Requests (TMA)	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Section 74 (S74) compliance and sanctions correctly imposed for failures (NRSWA)	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Interventions (from DfT or similar agencies) regarding Traffic Manager Duties (TMA)	Smaller is Better	Number	0	0	0	Same	0
Processing of Vehicle Crossover Appeals	Smaller is Better	%	100.0	100.0	100.0	Not Comparable	No Activity

Category 1 Defects Rectification Timescales completed on time	Bigger is Better	%	100.0	100.0	100.0	Worsened	100.9
Category 2 Defects Rectification Timescales completed on time	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Insurance Investigations completed on time (14 days)	Bigger is Better	%	100.0	100.0	100.0	Improved	99.2

4.9 There are 17 KPIs for Highways. All achieved their Q4 2022/23 and EOY 2022/23 targets.

4.10 The service went live with its Project Management Office governance arrangements with dedicated boards relating to highway scheme delivery, sustainable transport and flooding and drainage.

4.11 The service has enhanced its approach to communications both internally and externally including the introduction of regular staff briefings and bite size communication methodologies which have been well received.

4.12 Recruitment of engineering and specialist services within a buoyant market continued to be an issue. The service looked to utilise third party engineering resources whilst recruitment was conducted. At the end of Q4 2022/23, the service had circa 16.4 vacancies out of an establishment of 106 (down from 17.4 in Q3 2022/23).

## Risks

4.13 There are three high-level (scoring 15+) joint risks related to Highways in Q4 2022/23, which are being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
People attrition	Difficulties recruiting and retaining experienced and qualified staff could lead to negative impacts on service delivery resulting in business continuity and statutory duty implications to the council.	15	Working with Recruitment and HR to get critical roles advertised including that of Operations Manager (Traffic and Compliance), Project Management Office (PMO) Manager, Highways Manager and Design Manager. Work was also done to ensure contract staff (both direct and agency) were able to transfer with new contracts on 1 April 2023.
Barnet Hill - A1000	Instability and / or failure of the TfL owned bank above High Barnet Underground Station could lead to closure of the A1000 and High Barnet Underground Station resulting in significant disruption to the highways network.	15	The identified selective vegetation clearance has been undertaken coupled with the subsequent installation of water filled barriers to prevent vehicle overrun. In addition, the council's design engineers have been commissioned to develop an interim solution that addresses localised drainage solutions to deflect water from discharging straight down the bank whilst more detailed longer-term solutions are developed.
LB Barnet Road Condition	Surface and Subbase failure could lead to impact on movement of the carriageway, cracking and drainage system failure, resulting in disruption to the highways network in the location effected, and financial loss due to an increase in insurance claims.	16	Surveys are being undertaken and are subject to review and continuous monitoring. An action plan will be developed based upon survey outcome.

## Licensing and Trading Standards

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Appropriate response to service requests Service requests dealt with to present standards to the satisfaction of customers	Bigger is Better	%	90.0	99.7	99.2	Improved	96.0
Appropriate response to statutory deadlines. Ensuring that all statutory time scales are being adhered to. Within the Licensing and Gambling Act	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Business license applications processed in a timely manner	Bigger is Better	%	95.0	100.0	100.0	Improved	99.2

4.14 There are three KPIs for Licensing and Trading Standards, all of which passed their target in Q4 2022/23.

4.15 An underage test purchase operation into the sales of vapes in March 2023 resulted in four out of the six premises tested selling to the police cadets. Immediately following the operation, officers visited another premises and seized a quantity of vapes and illicit tobacco products.

4.16 A business in East Barnet has been prosecuted for the third time for unlicensed street trading. They were ordered to pay a total of £2,040 in fines and costs.

## Local Land Charges

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Average time taken to process requests for full official Land Charges searches (online and post)	Smaller is Better	Number	3.0	0.8	1.6	Improved	2.7

4.17 There is one KPI for Local Land Charges which achieved the Q4 2022/23 target.

4.18 Issues first highlighted in 2021 regarding the quality of historic planning data, are yet to be fully resolved. Rectification will be required before new data sharing arrangements with HM Land Registry begin, which was delayed from Q3 2022/23 to commencing in late Q3 2023/24.

## Planning and Building Control

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Planning Application Basket of KPIs	Bigger is Better	Number	6	6 <sup>3</sup>	5	Worsened	6
Planning Enforcement Basket of KPIs	Bigger is Better	Number	6	3	2	Improved	0
Compliance with planning application statutory timescales (for major, minor, other applications)	Bigger is Better	%	80.0	83.9	88.1	Worsened	88.7
Decisions meeting building regulation statutory timescales	Bigger is Better	%	100.0	100.0	100.0	Improved	99.6

<sup>3</sup> Result for Planning Application Basket of KPIs has been projected using incomplete Q4 2022/23 data from 1 January 2023 to 26 March 2023 due to issue with report access after 26 March 2023 currently under investigation.

4.19 There are four KPIs for Planning and Building Control. Three achieved the Q4 2022/23 target and one did not.

#### Planning Applications

4.20 The volume of planning applications and associated income had significantly decreased at the end of Q3 2022/23 and continued into early Q4 2022/23. This is reflective of the national picture whereby the number of planning applications in England has fallen to a 16 year low. This has been caused by delays in plan-making, uncertainty surrounding the future of the planning system and the difficult economic climate.

4.21 The decrease in planning applications meant that the service processed more applications than it received in Q4 2022/23, and therefore reduced the total volume of active applications between the end of Q3 2022/23 and the end of Q4 2022/23.

4.22 Q4 2022/23 has seen the approval of significant strategic planning applications, including Watch Tower House (a 175-unit specialist older persons housing scheme), as well as the approval of a 'reserved matters'<sup>4</sup> on Claremont Road in Brent Cross (which will deliver 251 residential units).

#### Planning Enforcement

4.23 In Q4 2022/23 a significant number of older cases were closed in preparation for the service's return to the council. 361 cases were closed in March which is approximately triple the usual number. This resulted in the failure of the Planning Enforcement Basket of KPIs as focus was put on closing older cases, and indicators focussing on in month/quarter performance slipped. The number of notices served remained high. Even though efforts were primarily directed to closing older cases, formal action was taken if necessary.

#### Building Control

4.24 There was no impact to delivery by the transition of service in Q4 2022/23, with plan assessment and site inspection progressing as normal. The decisions meeting building regulation statutory timescales remained at 100% for Q4 2022/23 (21 out of 21 decisions made within the statutory deadlines).

#### **Private Sector Housing (Enforcement)**

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Compliance with Environmental Health Service standards (Priority 1 incidents and service requests)	Bigger is Better	%	100.0	93.3	97.2	Worsened	100.0
Compliance with Environmental Health Service standards (Priority 2 incidents and service requests)	Bigger is Better	%	95.0	97.2	96.5	Improved	91.3
Compliance with Licensing Requirements for Houses in Multiple Occupation (HMOs) - Licenced HMOs meeting legal standards	Bigger is Better	%	72.0	66.7	70.1	Improved	65.3

<sup>4</sup> Reserved matters are those aspects of a proposed development which an applicant can choose not to submit details of with an outline planning application, (i.e. they can be 'reserved' for later determination)

Number of empty properties brought back into residential use	Bigger is Better	Number	125 (EOY)	N/A	47	Worsened	57
Number of private tenanted properties with Category 1 hazards reduced (to Category 2 hazards)	Bigger is Better	Number	200 (EOY)	N/A	60	Worsened	183

- 4.25 There are five KPIs for Private Sector Housing (Enforcement). One achieved the Q4 2022/23 and EOY 2022/23 target, one narrowly missed the target, and the other three failed against target.
- 4.26 Performance against 'Compliance with Environmental Health Service standards (Priority 1 incidents and service requests)' failed due to one failed service request (14 passed out of 15). This was due to late administration on the response time of that service request.
- 4.27 Performance on empty properties, private tenanted properties with Category 1 hazards has continued to be affected by vacancy and recruitment difficulties. Most of the HMO (house in multiple occupation) enforcement staff were dedicated to the Homes for Ukraine project, and there were a number of leavers from the Housing Enforcement team in Q4 2022/23.
- 4.28 The Damp and Mould Response report<sup>5</sup> was presented to Housing and Growth Committee in January 2023 and March 2023. A new campaign is being launched to improve awareness of damp and mould cases, including referral mechanisms and closer links with health service.

## Risks

- 4.29 There was one high-level (scoring 15+) joint risk related to Private Sector Housing (Enforcement) in Q4 2022/23, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Unsafe/unhealthy living accommodation in private rented sector	A backlog of HMO licensing casework built up during the pandemic and work on the Homes for Ukraine project could lead to identification of issues being slower and all proactive activity to search for unlicensed properties being delayed resulting in residents being exposed to unsafe/unhealthy living conditions.	16	The team has transitioned back to the council with a significant number of vacancies, which were being addressed by temporary staff. Job roles have been assessed and recruitment processes are underway for hiring into those roles.

## Private Sector Housing (Grants)

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Reduction of unit costs of disabled adaptations	Smaller is Better	£	12,500	10,169	9,389	Worsened	8,995

- 4.30 There is one KPI for Private Sector Housing (Grants) which aims to reduce the average unit cost of disabled adaptations. This measure was reported as £10,169 for Q4 2022/23, achieving below the target of £12,500. The EOY 2022/23 position was £9,389, slightly higher than the EOY 2021/22.

<sup>5</sup> Included as background paper, see 13.1

4.31 In Q4 2022/23, 43 grant cases were completed, making a total of 192 for the year. By comparison, the whole year completions for the previous year was 154 (2021/22).

4.32 A waiting list (of 15 grant cases) started to develop in Q4 2022/23 and recruitment has been an issue following the retirement of a key member of staff.

## Regeneration

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Delivery of affordable housing completions	Bigger is Better	Number	525 (EOY)	N/A	408	Improved	249
Regeneration budgetary and financial controls (% of invoices sent within timescales)	Bigger is Better	%	85.0	100.0	100.0	Same	100.0
Delivery of Regeneration projects' deliverables and milestones to meet outcomes and achieve benefits	Bigger is Better	%	90.0	100.0	108.0	Worsened	126.7

4.33 There are three KPIs for Regeneration. Two achieved the Q4 2022/23 target and one failed the EOY 2022/23 target.

4.34 There were 55 affordable housing completions in Q4 2022/23, and 408 for EOY 2022/23. As a result of the economic downturn, interest rate rises, construction supply chain delays, and reports received from developers regarding financial viability, the annual target (of 525) was not met. However, units that are on site but not delivered to target in this financial year will be delivered in the next financial year.

4.35 Regeneration of budgetary and financial controls achieved 100%, with all invoices being raised within two months of the end of Q3 2022/23 (this measure is reported one quarter in arrears).

## Scientific Services and Pest Control

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Implementing the Animal Welfare Inspection Programme - Compliance with legislation, departmental, statutory and service standards	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
LAPPC Part 2a and 2b processes intervention programme	Bigger is Better	%	100.0	100.0	100.0	Worsened	118.7

4.36 There are two KPIs for Scientific Services and Pest Control, both of which achieved the Q4 2022/23 target.

4.37 The Scientific Services Team continued their consultation on the next Air Quality Action Plan 2023-28, with feedback due in June 2023.

## Strategic Planning

Indicator	Polarity	Unit	Target	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Strategic Planning Documents completed and signed off	Bigger is Better	%	100.0	100.0	100.0	Same	100.0
Percentage of Section 106 cases cleared annually (as per the Town and Country Planning Act 1990 as amended) –payment of Section 106 obligations by developers to the Authority	Bigger is Better	%	80.0	N/A	98.2	Improved	96.7
Percentage of Community Infrastructure Levy (CIL) cases cleared annually - payment of overall CIL obligations by developers to the Authority	Bigger is Better	%	80.0	N/A	81.7	Worsened	84.6

4.38 There are three KPIs for Strategic Planning, all of which achieved their Q4 2022/23 and EOY 2022/23 target.

4.39 Significant progress in Q4 2022/23 with the examination of Barnet’s new Local Plan saw completion of over 100 actions requested by the Inspectors from the hearing sessions. The next stage of the Examination process – the Inspector Led Consultation (ILC) - can now begin.

4.40 The value of Community Infrastructure Levy (CIL) was the highest received in a single year since the levy was introduced. There remain issues with overdue payments and Liability Order Reminder notices were issued for the highest value cases, which prompted responses from two site owners/developers and receipt of over £300k that had been overdue for three years.

## 5. THE BARNET GROUP

5.1 The Annual Delivery Plan sets out the framework for the delivery of housing services provided by Barnet Homes, including for the following strategic priorities:

- Tackling and preventing homelessness and rough sleeping
- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- Safe and secure homes.

5.2 The Barnet Homes Delivery Plan for 2023/24 is being presented at the June 2023 Cabinet meeting.

5.3 All targets for indicators below are annual and for the period EOY 2022/23.

### Homelessness (Tackling and preventing homelessness and rough sleeping)

Indicator	Polarity	Unit	Target (EOY 2022/23)	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Number of homelessness preventions	Bigger is Better	Number	1450	224	1020	Worsened	1293
Number of households in Temporary Accommodation (TA)	Smaller is Better	Number	2400	91	2202	Worsened	2115
Households placed directly into the private sector by Barnet Homes	Bigger is Better	Number	615	82	336	Worsened	551
Rough sleeper count (every other month)	Smaller is Better	Number	20	6	6	Improved	11



- 5.4 Overall, for EOY 2022/23, tackling and preventing homelessness indicators performance against targets were negatively affected by the following:
- The targets were based on projections for a significant increased demand in homelessness preventions, which only began to materialise in Q3 2022/23 and continued into Q4 2022/23. With cost-of-living pressures expected to continue the service is projecting homelessness demand to accelerate significantly in 2023/24.
  - Procuring affordable private rented properties was increasingly challenging within London, with demand far outstripping supply. Many landlords exited the private rented sector, and those landlords remaining were less receptive to previously successful negotiation and mediation strategies to sustain tenancies. There were fewer affordable properties coming on to the market, with research conducted by Savills focussing on the period July 2021 to June 2022 indicating only 9% of properties advertised were at Local Housing Allowance levels with a reported 35% drop in supply. Consequently, the service reviewed landlord incentive rates to ensure they remained competitive with other London Local Authorities, but this will remain a dynamic area with boroughs increasing rates consistently.
- 5.5 Despite the challenging operating environment 1,020 preventions were achieved by EOY 2022/23, down from 1293 in EOY 2021/22.
- 5.6 The number of households in temporary accommodation increased to 2,202 in Q4 2022/23, from 2,111 in Q3 2022/23. Although this was a slight increase on the EOY 2021/22 result (2,115), the number remained historically low and came in below target (2,400). This is due to a combination of previously reported factors; effective prevention services, support through BOOST (employment, benefit advice, skills and wellbeing project run by The Barnet Group) and effective affordable housing supply.
- 5.7 There were 336 households placed directly into the Private Rented Sector by Barnet Homes by EOY 2022/23 against a target of 615. This was due to the challenging environment of the Private Rented Sector and the difference between the forecasted increased demand and the actual demand referenced in paragraph 5.3.
- 5.8 Rough sleeper numbers remained well below the target based on single night counts, which has been the case throughout the year (six at EOY 2022/23 compared to a target of below 20). Close monitoring of rough sleeper numbers and the range of outreach and support in place will continue into 2023/24.

## Risks

- 5.9 There was one high-level (scoring 15+) joint risk related to Homelessness in Q4 2022/23, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Increased demand for temporary accommodation	Failure to prevent households becoming homeless and a lack of suitable affordable accommodation options could lead to detrimental impacts to affected residents wellbeing, and an increased demand for expensive temporary accommodation resulting in	16	Whilst overall numbers in temporary accommodation remained relatively stable with modest increases during Q4 2022/23, increases in homelessness demand have been seen during the quarter and therefore continued reductions in available supply of Private Rental Sector (PRS) properties available to rent coupled with PRS rental inflation is creating challenges in finding suitable affordable accommodation for those who need it. Increased demand for homelessness services linked to the cost of living/inflationary pressures on household finances

increased budget pressures in the General Fund.

and slowing of acquisition activities due to market challenges and interest rate increases continue to keep the risk rating high.

Greater London Authority funded acquisitions programme has completed and the 'Opendoor Homes' acquisitions programme has been confirmed for the next 100 homes taking the total to 300 during 2023/24. A new business case will be required for the remainder of the programme which is planned to deliver a further 200 homes. Tranche 3 new build programme will also complete by the Summer of 2023 with the final scheme at Basing Way Green.

Draft homelessness and rough sleeping strategy was approved for consultation by Housing and Growth Committee on 23 March 2023.

### Quality Housing (Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents)

Indicator	Polarity	Unit	Target (EOY 2022/23)	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Number of homes purchased for use as affordable accommodation	Bigger is Better	Number	125	41	128	Improved	113
Supply a range of housing available for care leavers, in particular for those ready to move into independent living	Bigger is Better	Number	62	9	55	Worsened	59
Affordable housing delivered on council owned land (TBG schemes)	Bigger is Better	Number	45	0	56	Worsened	66

- 5.10 There are three KPIs for Quality Housing. Two achieved the EOY 2022/23 target and one did not.
- 5.11 41 properties were purchased in Q4 2022/23 bringing the total to 128 by the EOY 2022/23. 66 of these were purchased for Opendoor Homes and 62 were acquired for the council's Housing Rent Account. With a strong pipeline for both schemes sustained performance is expected in the new financial year.
- 5.12 Nine care leavers were housed in Q4 2022/23 with an additional 15 properties 'under offer' to care leavers at the end of Q4 2022/23. The full year result achieved was 55 against a target of 62, however when including those 'under offer' the total number of care leavers under offer and/or housed at EOY 2022/23 was 70. A reduced supply of one-bedroom social housing properties in the borough and the increased demand from other high priority groups has remained a challenge to this indicator throughout the year. The pilot to release one-bedroom units currently occupied by care leavers with a child to then offer to other single care leavers has been successful, with five of the 15 clients rehoused and a further three under offer at the end of March. The service continued to work with the remaining seven clients to further their ability to move to a larger home.
- 5.13 Following the completion of the Summers Lane and Hermitage Lane schemes in Q3 2022/23, there were no further affordable housing completions due in Q4 2022/23. This indicator achieved its EOY 2022/23 target of 45 with 56 completions in the year.
- 5.14 Overall, the acquisitions and development programmes are subject to increasingly adverse market conditions, particularly build cost inflation and increasing interest rates. This is particularly relevant to the Opendoor Homes acquisitions programme regarding interest rates. Despite this the development and acquisition programmes have both exceeded target.

## Safe and Secure homes

Indicator	Polarity	Unit	Target (EOY 2022/23)	Q4 2022/23	EOY 2022/23	DoT	EOY 2021/22
Scheduled fire risk assessments (FRA) completed (council housing) on time	Bigger is Better	%	100.0	95.8	99.6	Improved	99.4
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	%	92.5	100.0	94.9	Worsened	97.1

- 5.15 There are two KPIs for Safe and Secure Homes. One achieved the EOY 2022/23 target whilst the other narrowly missed the target.
- 5.16 The re-inspection target date for one block was missed in February, taking the annual result for Scheduled fire risk assessments (FRAs) to 99.6% for EOY 2022/23. The block not inspected within target time was a small block (a converted house) consisting of two leaseholder owned flats to which Barnet Homes do not have routine access. Despite various attempts to arrange access with the leaseholders prior to the target, the FRA was eventually completed in April 2023.
- 5.17 All priority 0 and 1 fire safety actions due in the period were completed or in progress within target time.
- 5.18 More generally, good progress with the delivery of the fire safety investment programme to high priority homes continued to be made in the last year of the programme. The programme to low and medium rise blocks also commenced in Q4 2022/23.

## Risks

- 5.19 There was one high-level (scoring 15+) joint risk related to Safe and Secure Homes in Q2, which is being managed in accordance with the council's risk management framework.

Title	Description	Score	Review Summary
Health, safety and compliance issues	Barnet Homes' failure to achieve regulatory requirements for the housing stock could lead to health, safety and compliance issues resulting in harm to residents, staff and public, legal challenges and financial costs.	15	The £52 million fire safety programme all but completed in Q4 2022/23, with just a small number of properties where access has not been allowed remaining. Risk mitigation works at Large Panel System (LPS) blocks in N11 are complete but awaiting electrical substation works to be finalised before final project completion. Resident consultation to commence in April 2023. Report on mould and damp submitted to Housing and Growth Committee in January 2023, action plan for resolving issues agreed and progress reported on again in March 2023.

## 6. Alternative options considered and not recommended

6.1 None.

## 7. Post decision implementation

7.1 None.

## 8. Corporate Priorities, Performance and Other Considerations

## **Corporate Plan**

- 8.1 This report completes the 2022/23 cycle of performance monitoring for the council's strategic contracts with Capita and The Barnet Group. Working in partnership is a key theme of Our Plan for Barnet and the performance of our strategic contracts will continue to be reviewed going forward.

## **Corporate Performance / Outcome Measures**

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

## **Sustainability**

- 8.4 There are no direct impacts on sustainability 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.

## **Corporate Parenting**

- 8.5 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.

## **Risk Management**

- 8.6 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 GARMS as part of a wider corporate risk report.

## **Insight**

- 8.7 The report identifies performance information in relation to the council's strategic contracts for Quarter 4 (Q4) 2022/23 and end of the financial year (EOY 2022/23). The report covers delivery from Capita: the Customer and Support Group (CSG) and Regional Enterprise (Re), as well as Barnet Homes (The Barnet Group) (TBG).

## **Social Value**

- 8.8 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.

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

9.1 The report does not include budget information, which is provided separately to Cabinet

## **10. Legal Implications and Constitution 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, Part 2D Terms of Reference and Delegation of Duties to the Cabinet, sets out the functions of the Executive (Cabinet).

- The Executive will exercise all of the local authority functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution.
- The Executive will have responsibility for approving plans which are not the responsibility of Council and any other non-statutory plans that, from time to time, may be considered their responsibility.
- The Cabinet is responsible for the following functions:
  - Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
  - Monitoring the implementation of the budget and financial strategy;
  - Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
  - Approving policies that are not part of the policy framework;
  - Management of the Council's Capital Programme;
- All key decisions - namely:
  - an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
  - an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough;
  - a decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue

- expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question;
- award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan;
  - virements between budgets as required by the Financial Regulations;
  - making all non-key decisions which are referred to the Executive by the relevant Portfolio Holder or Director;
  - Determination of recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision;
  - Approval of HRA Rents.

## 11. Consultation

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

## 12. Equalities and Diversity

12.1 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.

12.11.1

12.2 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

12.3 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.

12.4 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>

## 13. Background Papers

13.1 Damp and Mould response - [\(Public Pack\)Agenda Document for Housing and Growth Committee, 17/01/2023 19:00 \(moderngov.co.uk\)](#)