

Barnet Homes – Q3 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		(953)		(5,685)			

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	81% (13)	13% (2)	0% (0)	6% (1)	69% (11)	31% (5)
• Key Actions	25% (1)	75% (3)	0% (0)	0% (0)		

Service Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		0% (0)	12.5% (1)	75% (6)	12.5% (1)	87.5% (7)	12.5% (1)

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

Annual benchmarking analysis completed for the 2015/16 year by independent expert housing consultancy Housemark shows that Barnet Homes achieved the following results when compared with other London Housing providers in the peer group (which includes other London Local Authorities and ALMO's):

- Top quartile for the cost of delivering housing management services (ranked no.1)
- Top quartile for the cost of delivering repairs and void property refurbishment services (ranked no.2)
- Top quartile for the cost of delivering estate services (ranked no.2)
- Top quartile for the cost of delivering leaseholder services (ranked no.3)
- Top quartile for overall tenant satisfaction* (ranked number 5)

*when compared with all tenant surveys completed over the three year period from 2013/14 to 2015/16.

Key Successes

By the end of Q3, the let2barnet service had achieved 463 private sector lettings. This is the best year on record, and means 93% of the annual target has now been achieved. To further increase the affordable supply options, the direct acquisitions programme had exchanged or completed on 7 new units in London and Bedfordshire. With a further 43 units expected to complete in Q4, this will add valuable additional supply options and help reduce the pressure on the Council's General Fund.

The Full Business case for the new 53 home Extra Care Scheme at Moreton Close NW7 was signed off enabling commencement of demolition of the previous sheltered housing scheme there. A successful launch event took place in November attended by the Leader and local members to mark this significant landmark. This dementia friendly scheme is expected to be completed in the Spring of 2018.

Key Challenges	Actions Required
<p>Increased homelessness demand has resulted in a continuing increase in temporary accommodation and associated cost pressures on the General Fund</p>	<p>Demand remained high in Q3 with 7% more placements into temporary accommodation in 2016/17 to date compared to the same period in 2015/16. Despite this, excellent private sector lettings performance (463 YTD), preventions on course to meet the annual target of 900 and a significant volume of new builds available for letting towards the end of Q3 meant that the number in emergency accommodation continued to reduce. By the end of Q3 the number of households in emergency accommodation fell to 185, the lowest number since early 2011, and the overall number of households in TA has now fallen from 2,941 to 2,861.</p> <p>The range of mitigations agreed with the Council, with the principle aims of maximising prevention, managing demand, and increasing affordable supply, to help manage demand are taking effect, however they are serving to contain demand rather than make key headway in reducing the numbers of households in temporary accommodation. Further mitigations have been proposed, including the funding of a new Temporary Accommodation Reduction Officer post to be piloted in Q4 which will help further reduce the pressure on the Council's General Fund and these, if approved are expected to yield further results in Q4 onwards.</p>

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Barnet Homes has continued to perform strongly with 13 out of 16 (81%) RAG rated indicators either on or exceeding target. This is slightly behind Quarter 2 where 14 out of 16 met or exceeded target.

Out of the 16 indicators being reported, 69% (11) are showing either improving or static performance. Below is further information on the 5 PIs where performance has worsened in comparison to the same period in the previous year:

- BH/KPI15 – Number of tenancy failures (evictions and abandonments) – this is slightly behind last year due to a higher than usual number of evictions in the first quarter.
- BH/C5 - Temporary Accommodation (TA) current arrears as percentage of debit – this also missed its target, as such comments and intervention can be found in section 3.2b
- BH/C6 - Leasehold service charges collected as a percentage of service charges due – this is very marginally behind last year's performance (76.7% vs. 77.2%)
- BH/C10 - Percentage of dwellings with a valid gas safety certificate – this also missed its target, as such comments and intervention can be found in section 3.2b
- BH/KPI 13 - Length of stay in Emergency Temporary Accommodation (ETA) – as expected this continues to increase (in relation to previous years), however when viewing this figure, the significant reduction in Number of Households in ETA needs to be taken into account.

2. Finance

2.1 Revenue

Housing Needs Resources

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
Housing Needs Resources	4,976	5,560	5,738	178	The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.	3.2%
Total	4,976	5,560	5,738	178		3.2%

Housing Revenue Account

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
HRA Other Income & Expenditure	(2,167)	(1,758)	(3,047)	(1,289)	Increased rental and service charge income has resulted due to the building of 40 new units, and a slower than expected removal of units through the regeneration programme.	-73.3%
HRA Regeneration	1,068	659	817	158	There are a number of regeneration related staff costs within the HRA that cannot be fully recovered from developers.	23.9%
HRA Surplus/Deficit for the year	1,246	1,246	1,246	-		0.0%
Interest on Balances	(147)	(147)	(147)	-		0.0%
Total	-	-	(1,131)	(1,131)		-100.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	£000	£000	%	
Housing Needs Resources	13,983	(5,056)	(57)	8,870	1,473	8,870	(5,113)	-0.4%	The variance from the approved budget is largely due to the removal of budget of £5.056m for development pipeline which, in the proposed current budget being submitted to P&R in February, will form part of a consolidated budget for support to Open Door homes
Housing Needs Resources	13,983	(5,056)	(57)	8,870	1,473	8,870	(5,113)	-0.4%	

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	£000	£000	%	
Housing Revenue Account	39,790	313	(885)	39,218	28,203	39,218	(572)	-2.2%	The procurement phase has taken longer than expected resulting in the Moreton Close project slipping into 2017/18. Additional funds required for now affordable homes as a result of higher than anticipated Section 278 costs and management fees.
Housing Revenue Account	39,790	313	(885)	39,218	28,203	39,218	(572)	-2.2%	

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	3	1	0	1	5	0	4	1	0	5
SPI	6	0	0	0	6	1	5	1	1	7
KPI	4	1	0	0	5	1	2	3	1	6
Overall	81% (13)	13% (2)	0% (0)	6% (1)	100% (16)	11% (2)	69% (11)	31% (5)		18

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Managing demand for services (Fairness)

TACKLING HOMELESSNESS - Homelessness and use of emergency accommodation minimised.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
BH/S1	Number of households in emergency temporary accommodation (ETA)	Smaller is Better	150	200	N/A	185	225	Improving	314	Improving	Q2 16/17 DCLG: Barnet ranked 12th (out of 33) in London (including City of London) this is a slight improvement on Q1 (13th). London saw a 2% increase in households, outer London also saw a 2% increase compared to a 5% decrease for Barnet.
BH/S2	Number of Homelessness Preventions	Bigger is Better	900	675	N/A	720	450	Improving	685	Improving	The result for 2015/16 DCLG was second quartile (the same as 2014/13 and 2013/14). Please note this is only published annually.
BH/C1 (LY: BH/C3)	Number of families with children living in Bed and Breakfast for more than 6 weeks	Smaller is Better	0	0	N/A	0	0	Same	0.0%	Same	Q2 16/17 DCLG: Barnet remains in the top quartile in London. 15

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
											London Boroughs (out of 33) had families with children in for longer than 6 weeks (a decrease from 19 in Q1 16/17)
BH/C3 (LY: BH/C7)	The percentage of statutory homeless appeals completed within 56 calendar days.	Bigger is Better	100.0%	100.0%	18/18	100.0%	100.0%	Same	81.8%	Improving	No comparative data
BH/KPI3 (LY: BH/S3)	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	Monitor	Monitor	N/A	62.5	55.6	Worsening	59.5	Worsening	No comparative data
BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	2700	2800	N/A	2,861	2887	Improving	2904	Improving	Q2 16/17 DCLG: Barnet have dropped slightly to 30th (from 29, out of 33) in London (including City of London).
BH/KPI2 (LY: BH/C2)	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	Smaller is Better	30.0%	30.0%	55/185	29.7%	29.1%	Worsening	32.5%	Improving	Q2 16/17 DCLG: Barnet has improved slightly to 23rd (from 24 out of 33) in London (including City of London). London has remained at 19% whilst Barnet was at 29%

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
BH/KPI14 (LY: BH/C1)	Additional Homes provided on HRA land (Tranche 0)	Bigger is Better	40	40	N/A	40	36	Improving	New		No comparative data

Managing demand for services (Fairness)

DELIVER EFFECTIVE AND EFFICIENT SERVICES

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2015/16 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
BH/C7	Leaseholder Satisfaction with Major Works Consultation	Bigger is Better	Monitor	Monitor	11/28	39.3%	36.0%	Improving	New		No comparative data
BH/S3 (LY: BH/S4)	Current tenant arrears as a percentage of the annual rent debit	Smaller is Better	3.00%	3.78%	£2,072,961/£58,440,042	3.55%	3.29%	Worsening	4.1%	Improving	Q2 16/17 Housemark - Barnet Homes have improved to top quartile, from 2nd quartile in Q1
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	500	375	N/A	454	318	Improving	359	Improving	No comparative data
BH/C4 (LY: BH/C8)	Average re-let time routine lettings (calendar days)	Smaller is Better	17.5	16.6	1,104/87	12.7	12.4	Worsening	16.3	Improving	Q2 16/17 Housemark - Barnet Homes remain in upper quartile for standard re-lets

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2015/16 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
											(London) and continue to be number 1 in London
BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	4.95%	5.79%	£1,500,449/ £23,176,951	6.47%	5.70%	Worsening	6.11%	Worsening	No comparative data
BH/C6 (LY: BH/C9)	Leasehold service charges collected as a percentage of service charges due	Bigger is Better	100.0%	75.0%	£2,315,144/ £3,017,641	76.7%	62.0%	Improving	77.2%	Worsening	2015/16 Annual Benchmarking result: 3rd Quartile
BH/C8 (LY: BH/C10)	Percentage of respondents very or fairly satisfied with repairs and maintenance	Bigger is Better	96.0%	96.0%	3,299/ 3,327	99.2%	99.1%	Improving	98.8%	Improving	No comparative data
BH/C9 (LY: BH/C11)	Percentage of estates rated as 3 or 4 (satisfactory or very good)	Bigger is Better	95.0%	95.0%	263/ 266	98.9%	99.1%	Worsening	95.0%	Improving	No comparative data
BH/C10 (LY: BH/C12)	Percentage of dwellings with a valid gas safety certificate	Bigger is Better	100.00%	100.00%	8,945/ 8,950	99.94%	100.00%	Worsening	100.0%	Worsening	Q2 16/17 Housemark - Barnet Homes remain in the upper quartile
BH/ KPI 15	No' Tenancy Failures (evictions + abandonments)	Smaller is Better	35	26	N/A	26	13	Worsening	23	Worsening	No comparative data

3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
<p>BH/C5 Temporary Accommodation (TA) current arrears as percentage of debit</p>	<p>The cash arrears were approximately £159k off target against a total annual collectable debit of £23.2m; consequently the Q3 target was missed by 0.68%.</p> <p>Housing Benefit (HB) as a percentage of the rent collected is of concern this year with a continuous decline in HB receipts experienced since March 2016. The decline in HB equates to a £383k reduction in the amount of HB received in quarters 1 to 3 this year, as opposed to the comparable period last year. This reduction means that more rent has to be collected directly from the source (i.e. tenants), thereby enhancing the likelihood for arrears to accrue and an increased need for resources required to collect the income.</p> <p>An income maximisation plan is in place, focussing on early intervention for low level arrears cases to limit escalations. New proposed processes to work closer with Capita's HB team at the tenancy sign up stage should assist further in the quick turnaround of HB assessments and support preventative arrears work.</p> <p>Intervention Level 1</p>
<p>BH/C10 PI G1 - % Properties With Current LGSR - (RHH)</p>	<p>There were four properties that fell overdue for an annual gas safety check in December due to complications obtaining legal warrants over the holiday period.</p> <p>Three of those properties have since been accessed and were completed by 11 January. The remaining outstanding property is currently going through the established legal process to obtain a warrant to gain entry and ensure compliance is achieved. Investigations have confirmed that it is highly likely that the property is uninhabited and therefore the risk associated with this property is considered to be significantly diminished.</p> <p>We expect to return to 100% compliance for the month of January.</p>
<p>BH/KPI 1 Households in Temporary Accommodation</p>	<p>The total number of households in temporary accommodation (TA) fell from 2,887 in quarter to 2 to 2,861 in quarter 3; however the outturn was just short of the 2,875 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online in Q3, sustained levels of demand and a total of 1,119 placements in the first three quarters of 2016/17 have meant that reducing the overall number of households in temporary accommodation has been challenging. However, the longer term outlook is positive with further proposals to help reduce the number of households in temporary accommodation, including the TA Reduction Officer post, expected to start yielding results from Q4 onwards.</p>

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
25% (1)	75% (3)	0% (0)	0% (0)	0	4

Key

RAG	Description
Green	Action on track or met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

4.2 Progress on Key Actions

The section below outlines the Key Actions which were due to be completed this quarter.

Responsible growth and regeneration (Opportunity)

HOUSING SUPPLY AND AFFORDABLE HOMES - New homes delivered, with an appropriate mix of size and tenure through growth and regeneration programmes.

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Delivery of tranche 0 Moreton Close Extra care scheme	Green Amber - delayed, Low Impact	Development works started on site in November 2016. Reported as green in Development, Partnership & Planning Programme Board. Please note this action has been carried across from Q2.
	Delivery of tranche 3 affordable homes	Green Amber - delayed, Low Impact	Full Business Case agreed at the Assets Regeneration & Growth (ARG) committee on 12 December. A submission to the Homes and Communities Agency (HCA) for the creation of Barnet Home's subsidiary Opendoor Homes (which will be the developer for Tranche 3) was made in December 2016. The HCA have returned their feedback and work is on-going to finalise business plans for resubmission and subsequent registering of the entity.
	Delivery of programme of acquisitions	Green - Met	7 exchanges and completions of units acquired in Q3 with a further circa 40 completions due in Q4. Proposals for extended scheme for 2017/18 to be presented at ARG in March 17.
	Accessible homes programme	Green Amber - delayed, Low Impact	As per tranche 3, planning permission not yet received for all units

5. Customer Experience

Customer Experience description	Comments and Proposed Intervention					
	Q1-3 2016/17	Numerator	Denominator	Result	Target	Traffic Light
	CE001 Contact Centre Telephone % Satisfied Customers	938	1,005	93.3%	80.0%	
	CE002 % FOI Enquiries Responded to in Time	51	51	100.0%	100.0%	
	CE003 % Calls Answered	111,778	125,634	89.0%	92.0%	
	CE004 % Stage 1 Complaints Responded to in Time	637	665	95.8%	90.0%	
	CE005 No' Stage 3 Complaints Upheld	0	0	0	0	
	CE006 % VIPs / Member's Enquiries Responded to in Time (5 days)	683	683	100.0%	100.0%	
	CE007 Face to Face Wait Time	91,076	12,397	7.3	10.0	
	CE008 Customer Satisfaction with Face to Face	492	581	84.7%	70.0%	
<p>CE003 - Calls for tenants and leaseholders again increased with 4,461 more in Quarter 3 compared to Quarter 2 which has a direct impact on the number of calls that were answered. A key mitigation to managing demand as recommended by a recently completed piece of consultancy work; is the implementation of Interactive Voice Response (IVR). This new technology will enable call recording and improved data monitoring which will allow Barnet Homes to make savings on the costs of calls and to better manage demand. The 0800 freephone number is being transferred from LBB to Barnet Homes in order to implement the IVR arrangements.</p>						

Resident Satisfaction

The biennial tenant and leaseholder satisfaction surveys were completed in November 2016. Overall satisfaction saw a minor decline for tenants and an increase for leaseholders vs. the previous surveys undertaken:

Q1. Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by Barnet Homes?

	2016	Previous Survey Result	% Change
Tenants	79.1%	81.1%	-2.0%
Leaseholders	51.0%	47.3%	+3.7%

Please note the surveys have a 3% statistical margin of error.

The result places Barnet Homes in the upper quartile of Housemark Benchmarking for tenant satisfaction and the second quartile for leaseholder satisfaction.

Both surveys have provided valuable intelligence in terms of the drivers for satisfaction and dissatisfaction and this data is currently being analysed to develop detailed plans for the areas of service in which residents most wish to see improvements.

6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

Score:		PROBABILITY					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic		1	1		
	4	Major		1	2		
	3	Moderate			1	1	
	2	Minor			1		
	1	Negligible					

Risk Commentary:

This is the risk position at the end of Q3

There are 8 risks on the Barnet Group risk register, four of which are rated as 12 and above. The controls which are in place, as well as further mitigating actions, are detailed in the table below. One of the four increased to 12 during the quarter as a result of the potential impacts of the Homelessness Bill (which is being expedited through Parliament and is likely to be in force in quarter 3 2017/18). However, proposed mitigations to contain cost pressures are being developed. Another risk was reduced from 12 to 9 as a result of actions and controls being implemented during the quarter.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG001	Unviable cost of development scheme	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda 	Strategic Lead Housing	Financial	<p>Membership of professional bodies provides access to market intelligence. We undertake sensitivity analysis/stress testing of the financial business plan, with external support.</p> <p>There is a permanent team in place with relevant skills, and professional support from a team of advisors. TBG's governance structure, and reporting and to the senior leadership of the council and project boards, also contributes.</p> <p>Upfront work is undertaken with RE to ensure schemes are viable (e.g. planning), and there are upfront surveys of sites.</p> <p>There is also a stakeholder engagement plan, the council's project management toolkit, and council resource in place to support TBG. The council has agreed to use RTB receipts to</p>	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
					help fund the scheme. Finally, there is an agreed procurement strategy							

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG003	Increase in demand for homelessness services	An unexpected increase in the amount of homelessness leads to an increase in demand for services from people at risk of homelessness which results in financial impact in the area of costs to the council general fund, reduction in the supply of suitable properties, heightened risk of H&S and compliance incidents, an inability to meet statutory and legal responsibilities.	Strategic Lead Housing	Financial	<ul style="list-style-type: none"> - Homelessness prevention strategy - Ongoing project to look at further ways of reducing homelessness (Prevention work / Modular Temporary Accommodation) - Performance indicators and financial monitoring - Horizon scanning of legislation changes - professional memberships - in house lettings agency for procurement of PRS properties - Supply and demand modelling - Links to growth and regeneration operations board - Development pipeline - Out of borough acquisitions -Processes which prevent families and children being in B&B accommodation 	5	5	3	4	12	Increased	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG007	Employee H&S Incident	The need for staff to work in high-risk situations, entering homes on their own, working with volatile individuals) could lead to a Health & Safety incident resulting in harm to Barnet employees, legal challenge, and reputational damage.	Barnet Group, Director of Corporate Services	Health & Safety	<p>Policies and procedures for health and safety are in place, including the H&S management system, and the lone working system. Staff undertake training, and there is an induction for new staff.</p> <p>Structures are also in place for contact management, and risk assessments are undertaken. We have a register of those who are violent and abusive, as well as a Vulnerable Tenant password scheme.</p>	5	4	4	3	12	Same	Treat
TBG008	Data Protection breach	The high quantity of sensitive information handled by the Barnet Group could lead to a data protection breach, resulting in risk to individuals, reputational damage, legal challenge, and financial penalty.	Barnet Group, Director of Corporate Services	Information Governance	<p>We have data protection policies and procedures, and control access to our systems, including Housing Management, HR, Finance, and Business Intelligence. We provide training through e-learning, including an annual refresher.</p> <p>Data protection issues are also covered in induction, and there is specialist training for specific groups. We undertake publicity and promotional campaigns, and have a dedicated DPO and</p>	4	5	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk		Residual Risk			Direction of Travel	Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>				
						Impact	Likelihood	Impact	Likelihood	Risk Score		
					Data Protection Specialist.							

7. Equalities

Equalities Description	Comments and Proposed Intervention
	<p>The overall number of customers living in ETA continues to decline quarter on quarter on line with the target.</p> <p>Again there was little difference in the ethnic profile of customers living in emergency temporary accommodation (ETA) in Q3 2016/17 compared to the previous two quarters, with the overall reduction in the number of customers living in ETA reflected across all ethnicity groups – with the possible exception of customers of Black ethnicity (29% of households in ETA in Q1 vs. 36% in Q3).</p> <p>We have seen a small shift in age profile, with 15% of customers in Q3 in the age range 16-24 vs. just 10% in the previous quarter (increasing from 23 people to 28). The other age ranges have remained relatively stable. The gender profile of customers again remains similar to previous quarters (female: 60% vs. male: 40%).</p>