

Barnet Homes – Q4/EOY 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		1,806		(6,190)			

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	81% (13)	13% (2)	0% (0)	6% (1)	88% (15)	12% (2)
• Key Actions	56% (5)	33% (3)	11% (1)	0% (0)		

Service Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		0% (0)	12.5% (1)	87.5% (7)	0% (0)	100% (8)	0% (0)

1.2 KEY SUCCESSSES AND CHALLENGES

Key Successes

The Homes and Communities Agency (HCA) has granted Opendoor Homes registered provider (RP) status at its March 7 committee meeting. The decision heralds the start of an ambitious new build programme to deliver an initial 320 homes for affordable rent for Barnet residents. These homes will be owned and managed by Opendoor Homes, a subsidiary of Barnet Homes. Building work is expected to commence in May 2017, with the 320 programme scheduled to complete by the summer of 2020.

Barnet Homes retained the number one position in Housemark's benchmarking analysis for voids re-let performance by London Local Authorities in quarters 1 – 3 (2016/17), 7 days less than its closest competitor in the peer group. Barnet Homes year end performance for re-letting routine voids of an average of 14 days is a 9.7 day improvement on the 15/16 out-turn of 23.7. This very strong performance is attributable to the successful implementation of recommendations from Barnet Homes' voids service review and effective joined up working across services and with our partners.

Key Successes

The Property Acquisitions Programme commenced in Q3 of 2016/17 and by the end of Q4 a total of 531 properties had already been registered, 183 surveys carried out, and 74 offers made to vendors. This resulted in the completions of 39 properties in 2016/17 (16 within London and 23 outside of London). At the time of writing this report, the first of these properties are now let with the rest of the units being refurbished, one further property has been completed since year end, and five are going through the final stages of the conveyancing process. To build upon the experience and successes brought about through the delivery of the Property Acquisitions Programme, Barnet Homes has developed a business case for Phase 2, the business case for which will be presented to Asset Regeneration and Growth (ARG) committee on 24th April.

Key Challenges	Actions Required
<p>Increased homelessness demand has resulted in a continuing increase in temporary accommodation (TA) and associated cost pressures on the General Fund.</p>	<p>Demand remained high in 16/17 with 4.2% more placements into temporary accommodation compared to 2015/16. Despite this, excellent private sector lettings performance with let2barnet procuring 646 units (target 500) and 972 preventions (exceeding target of 900), new build supply from Housing Associations available for letting and the commencement of a target TA reduction project in Q4 have all contributed to the number in temporary accommodation continuing to reduce. By the end of Q4 the number of households in emergency accommodation fell to 149, the lowest number since early 2011, and notwithstanding demand the overall number of households in TA has now fallen from 2,941 in 2015/16 to 2,757 at Q4 17/18.</p> <p>The range of mitigations agreed with the Council, with the aim of maximising prevention, managing demand, and increasing affordable supply have taken effect and have been supplemented with a pilot targeted TA reduction project are serving to contain demand with some inroads in reducing the numbers of households in temporary accommodation delivered in Q4. Further mitigations have been proposed and approved which will further support activities from Q1 17/18 onwards. These include developing a new customer ready model for applications and continuing with the TA Reduction and</p>

Key Challenges	Actions Required
<p>Significant variations between the temporary accommodation budget period 11 forecasts and the latest forecast position have resulted in additional pressures on the General Fund.</p>	<p>Families Mediation projects along with preparations for the further risk ahead of increased demand following the enactment of the Homelessness Reduction Bill in 2018.</p> <p>A detailed review of the cause of the variations has been completed, highlighting the £1.6m shift from period 11 to 12 being caused by:</p> <ul style="list-style-type: none"> • An identified under- accrual of £880k in 2015/16 • Increased bad debt provision of - £350k • Miscellaneous Council expenditure - £134k • Management fee revisions - £55k • Forecast shifts in period 12 - £52k • Non-TA related expenditure - £72k • Previous year credit adjustments - £66k <p>Due to the fact that monthly expenditure was in-line with expected forecasts throughout periods 1- 11, the under-accrual was not highlighted through the monthly budget monitoring process until a detailed review of all outstanding invoices was processed in period 12.</p> <p>Robust measures have already been implemented by Barnet Homes and CSG to ensure that in relation to the 2016/17 financial year such issues cannot reoccur. In relation to accruals specifically, all entries have been checked line by line and all unpaid invoices from 2016-17 have been identified by supplier. From April 2017, all prior year payments will be identified separately and transactions reviewed monthly. This will all be checked against forecasts from the database of suppliers to ensure that all transactions and actuals are monitored and controlled effectively. Additionally, CSG will be completing specific checks comparing value in 17/18 of 16/17 credit and matching payments.</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 the same as at the end of quarter 3.

Out of the 18 indicators being reported (including two monitor only indicators), 88% (15) are showing either improving or static performance. This is a significant improvement on 69% (11) at the end of quarter 3.

Below is further information on the 2 indicators where performance has worsened in comparison to the same period in the previous year:

- 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/KPI 13 - Length of stay in Emergency Temporary Accommodation (ETA) – 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 (149 vs. 251 at the end of 2015/16)

The Housing Needs and Resources revenue budget has seen a significant shift in period 12, with the current projection being an over-spend of £1.927m, up by £1.631m from the previous projection of £296k. The reasons for this movement are an identified under- accrual of £880k in 2015/16 and miscellaneous issues totalling £401k. Additionally, bad debt provision has been flagged as a risk and the current projection makes allowance for an estimated additional provision of £350k.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Housing Needs Resources	4,976	5,559	7,365	1,806	The overspend has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.	32.5%
Total	4,976	5,559	7,365	1,806		32.5%

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
HRA Other Income & Expenditure	(2,167)	(1,758)	(3,718)	(1,959)	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.	-111.4%
HRA Regeneration	1,068	659	110	(549)	Net position of costs, and income from developers, has improved against budget.	-83.3%
HRA Surplus/Deficit for the ye	1,246	1,246	3,669	2,423	Improved rents and regeneration position.	194.4%
Interest on Balances	(147)	(147)	(62)	85		-57.8%
Total	-	-	-	-		0.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Housing Needs Resources	8,870	-	(4,798)	4,072	(4,798)	-54.1%	Delay in the start up of the Registered provider for housing
Housing Needs Resources	8,870	-	(4,798)	4,072	(4,798)	-54.1%	

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Housing Revenue Account	39,218	-	(1,392)	37,826	(1,392)	-3.5%	Direct acquisitions that will not complete until next 17/18
Housing Revenue Account	39,218	-	(1,392)	37,826	(1,392)	-3.5%	

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	2	2	0	1	5	0	4	1	0	5
SPI	6	0	0	0	6	1	6	1	0	7
KPI	5	0	0	0	5	1	5	0	1	6
Overall	81% (13)	13% (2)	0% (0)	6% (1)	100% (16)	11% (2)	88% (15)	12% (2)		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	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
BH/S1	Number of households in emergency temporary accommodation (ETA)	Smaller is Better	150	150	N/A	149	185	Improving	251	Improving	Q3 16/17 DCLG: Barnet ranked 10th (out of 33) in London (including City of London) this is a slight improvement on Q2 (12th). London saw a 1% increase in households, outer London saw a 3% increase compared to a 17% decrease for Barnet.
BH/S2	Number of Homelessness Preventions	Bigger is Better	900	900	N/A	972	720	Improving	870	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.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
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	Same	Q3 16/17 DCLG: Barnet remains in the top quartile in London. 14 London Boroughs (out of 33) had families with children in for longer than 6 weeks (a decrease from 15 in Q2 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%	17/17	100.0%	100.0%	Same	93.8%	Improving	No comparative data
BH/KPI3 (LY: BH/S3)	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	Monitor	Monitor	10,098/149	67.8	62.5	Worsening	63.1	Worsening	No comparative data
BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	2700	2700	N/A	2,757	2,861	Improving	2,941	Improving	Q3 16/17 DCLG: Barnet have improved slightly to 29th (from 30th, 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%	43/149	28.9%	29.7%	Improving	32.3%	Improving	Q3 16/17 DCLG: Barnet has worsened slightly to 24th (from 23rd, out of 33) in London (including City of London). London has improved slightly

Ref	Indicator	Polarity	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2016/17 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
											to 17% (from 19%) whilst Barnet was at 29%
BH/KPI14 (LY: BH/C1)	Additional Homes provided on HRA land (Tranche 0)	Bigger is Better	40	40	N/A	40	40	Same	8	Improving	No comparative data

Managing demand for services (Fairness)

DELIVER EFFECTIVE AND EFFICIENT SERVICES

Ref	Indicator	Polarity	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2015/16 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
BH/C7	Leaseholder Satisfaction with Major Works Consultation	Bigger is Better	Monitor	Monitor	11/30	36.7%	39.3%	Worsening	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%	3.00%	£1,772,098/£58,353,174	3.04%	3.55%	Improving	3.24%	Improving	Q3 16/17 Housemark - Barnet Homes are back in the 2nd quartile, from 1st quartile in Q2
BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	500	500	N/A	646	454	Improving	492	Improving	No comparative data

Ref	Indicator	Polarity	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2015/16 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
BH/C4 (LY: BH/C8)	Average re-let time routine lettings (calendar days)	Smaller is Better	17.5	17.5	4,615/341	13.5	12.7	Worsening	20.9	Improving	Q3 16/17 Housemark - Barnet Homes remain in upper quartile for standard re-lets (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%	4.95%	£1,234,845/£23,045,730	5.36%	6.47%	Improving	5.04%	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%	100.0%	£3,098,718/£3,059,331	101.3%	76.7%	Improving	100.5%	Improving	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%	4,756/4,793	99.2%	99.2%	Improving	99.1%	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%	280/283	98.9%	98.9%	Improving	90.5%	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%	8,964/8,964	100.00%	99.94%	Improving	100.000%	Same	Q2 16/17 Housemark - Barnet Homes remain in the upper quartile. Please note this benchmarking is now only

Ref	Indicator	Polarity	Annual 2016/17 Target	Q4 2016/17 Target	Numerator / Denominator	Q4 2016/17 Result	Q3 2015/16 Result	DOT Short-Term (From Q3 2016/17)	Q4 2015/16 Result	DOT Long-Term (From Q4 2015/16)	Benchmarking
											refreshed annually.
BH/KPI 15	No' Tenancy Failures (evictions + abandonments)	Smaller is Better	35	35	N/A	31	26	Worsening	34	Improving	No comparative data

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

Ref and Indicator Title	Comments and Proposed Intervention
BH/KPI 1 Households in Temporary Accommodation	<p>The total number of households in temporary accommodation (TA) has fallen for 4 consecutive quarters from 2,941 in quarter 4 2015/16 to 2,757 in quarter 4 2016/17; however the outturn was short of the 2,700 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online, sustained levels of demand and a total of 1,469 placements in 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 steps taken to further reduce the number of households in temporary accommodation, including the TA Reduction Officer post, which started to yield results from Q4.</p> <p>Intervention Level 1</p>
BH/S3 Current tenant arrears as a percentage of the annual rent debit	<p>Arrears as percentage of the debit returned at 3.04% against a target of 3.00% for the full year position. This equates to being £21k off target based on a £58m annual collectable debit. Performance in the month of March was impacted by a series of IT system issues which took place in the final two weeks of the financial year. This caused delays in the posting of both the weekly rent debit and housing benefit receipts on the system and subsequently limited the ability of the team to identify which accounts were in arrears and which were awaiting delayed benefit payments. Investigations are underway to ensure such issues will be prevented in future.</p> <p>Despite these issues, year-end performance demonstrates a continued improvement over both 2014/5 (3.53%) and 2015/16 (3.24%) end of year positions. This is in the context of the continued impact of welfare reforms and decline of Housing Benefit receipts resulting in more money needing to be collected directly from tenants.</p>

Ref and Indicator Title	Comments and Proposed Intervention
	<p>Intervention Level 1</p>
<p>BH/C5 Temporary Accommodation (TA) current arrears as percentage of debit</p>	<p>Arrears as percentage of the debit returned at 5.36% against a target of 4.95% for the full year position. This equates to being £95k off target based on £23m annual collectable debit. The IT issues which impacted on the collection of arrears on tenant rent accounts outlined in BH/S3 above also applied to collection on Temporary Accommodation accounts. As a result the delays in the posting of both the weekly rent debit and housing benefit receipts on the system and subsequently limited the ability of the team to identify which accounts were in arrears and which were awaiting delayed benefit payments.</p> <p>Temporary Accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit.</p> <p>An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements with the Council.</p> <p>Intervention Level 1</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)	
56% (5)	33% (3)	11% (1)	0% (0)	0	9

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.

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
Delivery of tranche 0 committed programme of Affordable Homes	June 2016	2016/2017	Q1	Green Amber – delayed, Low Impact	27 complete – remainder currently due in July 16	Green - met	All homes now complete
	Sept 2016	2016/2017	Q2	Green Amber – delayed, Low Impact	36 completed, with the remaining 4 properties completing on 17 October 2016		
		2016/2017	Q3	Green - met	All homes now complete		
Delivery of tranche 0 Moreton Close Extra care scheme	Sept 2016	2016/2017	Q2	Red Amber – delayed, Medium Impact	<p>Full Business Case to be presented to Strategic Commissioning Board on 25/10/16.</p> <p>There have been some delays experienced due to the need to replace the contracted Employers Agent on the project; however the scheme for 51 homes is now within the £15m budget and with the potential to attract a further £3m GLA grant.</p>	Green – met	Demolition completed, construction commenced

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
	Sept 2016	2016/2017	Q3	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.		
	Sept 2016	2016/2017	Q4	Green - met	Demolition completed, construction commenced		
Review of the Barnet Homes Caretaking Service	Sept 2016	2016/2017	Q2	Green Amber – delayed, Low Impact	The Caretaking Service review implementation phase was approved by the Barnet Group Board in July 2016. Full implementation of the new service is in progress and completion is scheduled for December 2016.	Green - met	Complete with full implementation of the new service occurring on 5 December 2016.
	Sept 2016	2016/2017	Q3	Green - met	Complete with full implementation of the new service occurring on 5 December 2016.		
Delivery of tranche 3 affordable homes	Dec 2016	2016/2017	Q3	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 Homes 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.	Green Amber – delayed, Low Impact	HCA registration completed First site handovers commenced for start on site achieved
		2016/2017	Q4	Green Amber – delayed, Low	HCA registration completed First site handovers commenced for start		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
				Impact	on site achieved		
Delivery of programme of acquisitions	Mar 2017	2016/2017	Q3	Green – On track	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 April 17.	Green Amber – delayed, Low Impact	The Property Acquisitions Programme commenced in Q3 2016/17 and by the end of Q4 a total of 531 properties had already been registered, 183 surveys carried out, and 74 offers made to vendors. This resulted in the completions of 39 properties in 2016/17 (16 In-London and 23 Out-of –London). The first of these properties are now let with the rest of these units being refurbished, and a small number of remaining properties going through the final stages of the conveyancing process.
	Mar 2017	2016/2017	Q4	Green Amber – delayed, Low Impact	The Property Acquisitions Programme commenced in Q3 2016/17 and by the end of Q4 a total of 531 properties had already been registered, 183 surveys carried out, and 74 offers made to vendors. This resulted in the completions of 39 properties in 2016/17 (16 In-London and 23 Out-of –London). The first of these properties are now let with the rest of these units being refurbished, and a small number of remaining properties going through the final stages of the conveyancing process.		
Accessible homes programme	Dec 2016	2016/2017	Q3	Green Amber – delayed, Low Impact	As per tranche 3 commentary, planning permission not yet received for all units.	Green Amber – delayed, Low Impact	As per tranche 3 commentary, planning permission not yet received for all units
	Dec 2016	2016/2017	Q4	Green Amber – delayed, Low Impact	As per tranche 3 commentary, planning permission not yet received for all units		
Delivery of Temporary Accommodation Reduction Strategy and homelessness mitigation plan	March 2017	2016/2017	Q4	Green - Met	<ul style="list-style-type: none"> • SCB approval of mitigations 14 March 17 provided additional funding of 170k to help fund additional 150 homelessness preventions and 75 direct-lets in 2017/18 • 644 direct lets secured in 2016/17 (128.8% of annual target) • Month 11 projection forecasting £1.7m homelessness cost avoidance • New modular housing initiatives being developed to help increase affordable supply for homeless households 	Green - Met	<ul style="list-style-type: none"> • SCB approval of mitigations 14 March 17 provided additional funding of 170k to help fund additional 150 homelessness preventions and 75 direct-lets in 2017/18 • 644 direct lets secured in 2016/17 (128.8% of annual target) • Month 11 projection forecasting £1.7m homelessness cost

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					<ul style="list-style-type: none"> • New institutional investment initiatives being developed to deliver more affordable supply in 2017/18 • Full exploration of TA conversions to PRS being carried out following legal advice and discussions taking place with partner providers to convert some existing units • Additional supply staffing resource in place to deliver objectives since Q4 15/16 and additional prevention staffing resource in place since Q1 16/17 • 972 Homelessness Preventions achieved and increase of 11.7% since 2015/16 		<p>avoidance</p> <ul style="list-style-type: none"> • New modular housing initiatives being developed to help increase affordable supply for homeless households • New institutional investment initiatives being developed to deliver more affordable supply in 2017/18 • Full exploration of TA conversions to PRS being carried out following legal advice and discussions taking place with partner providers to convert some existing units • Additional supply staffing resource in place to deliver objectives since Q4 15/16 and additional prevention staffing resource in place since Q1 16/17 • 972 Homelessness Preventions achieved and increase of 11.7% since 2015/16
Delivery of increased supported accommodation for vulnerable young people	March 2017	2016/2017	Q4	Red Amber – delayed, Medium Impact	Works to 165A West Hendon Broadway completed in October 2016 providing an additional 5 units utilising funding from GLA Platforms for Life fund. A further property at 18 Richmond Gardens originally identified as a Get Real property will now be sold instead. However due to demand of youth homeless falling in 16/17 there is now adequate provision in the existing Get Real portfolio of properties and the Foyer and therefore this is currently insufficient demand to procure/develop further units.	Red Amber – delayed, Medium Impact	Works to 165A West Hendon Broadway completed in October 2016 providing an additional 5 units utilising funding from GLA Platforms for Life fund. A further property at 18 Richmond Gardens originally identified as a Get Real property will now be sold instead. However due to demand of youth homeless falling in 16/17 there is now adequate provision in the existing Get Real portfolio of properties and the Foyer and therefore this is currently insufficient demand to procure/develop further units.

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
Business Transformation Project	March 2017	2016/2017	Q4	Green – on Track	Best Practice Implementation project continues and is on track for a July 2017 go live date. Customer portal (phase 1 ihousing) has been completed and a soft launch using existing residents from our Performance Advisory Group has been completed.	Green – on Track	Best Practice Implementation project continues and is on track for a July 2017 go live date. Customer portal (phase 1 ihousing) has been completed and a soft launch using existing residents from our Performance Advisory Group has been completed.

5. Customer Experience

Customer Experience description	Comments and Proposed Intervention					
	Q1-4 2016/17	Numerator	Denominator	Result	Target	Traffic Light
CE001 Contact Centre Telephone % Satisfied Customers		1,230	1,326	92.8%	80.0%	
CE002 % FOI Enquiries Responded to in Time		62	62	100.0%	100.0%	
CE003 % Calls Answered		154,020	173,673	88.7%	92.0%	
CE004 % Stage 1 Complaints Responded to in Time		907	952	95.3%	90.0%	
CE005 No' Stage 3 Complaints Upheld		0	0	0	0	
CE006 % VIPs / Member's Enquiries Responded to in Time (5 days)		915	915	100.0%	100.0%	
CE007 Face to Face Wait Time		134,114	17,053	7.9	10.0	
CE008 Customer Satisfaction with Face to Face		659	763	86.4%	70.0%	

CE003 - Overall call volumes increased slightly between Q3 and Q4 2016/17 (by 3,282, a 7% increase) but were lower for the full year than in the previous year (173,673 in 2016/17 compared to 177,536 in 2015/16). Whilst calls to our gas contractors in 2016/17 increased slightly compared to 2015/16, call volumes to both the main Contact Centre (calls from tenants and leaseholders) and Housing Options (calls from

customers affected by homelessness) were both lower in 2016/17 compared to the previous year, by 5.3% and 10.1% respectively. A new Interactive Voice Response (IVR) will be introduced in early 2017/18 to better manage calls and the customer experience by channelling calls directly to specialist services where there is a need for this.

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			
	4	Major		1	3		
	3	Moderate			1	1	
	2	Minor			1		
	1	Negligible					

Risk Commentary:

There are 8 risks on the Barnet Homes joint risk register, of which four are rated as 12 and above. The controls which are in place, as well as further mitigating actions, are detailed in the table below.

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 	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>	5	4	4	3	12	Treat	Same

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		
		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			<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 help fund the scheme. Finally, there is an agreed procurement strategy</p>							

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		
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 responsibilities, legal risk due to an increase in the use of bed & breakfast accommodation for more than 6	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 	5	5	3	4	12	Treat	Same

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		
		weeks for families with children or pregnant women.			pipeline - Out of borough acquisitions -Processes which prevent families and children being in B&B accommodation							
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	Barnet Group, Director of Corporate Services	Health & Safety	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. Structures are also in place for	5	4	4	3	12	Treat	Same

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		
		reputational damage.			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.							
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	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.	4	5	4	3	12	Treat	Same

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		
					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 Data Protection Specialist.							

7. Equalities

Equalities Description	Comments and Proposed Intervention
Households in ETA	<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 Q4 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. The only exception to this is a small increase in white households (43% vs. 39% in Q2) and a decrease in other households (7% vs. 13% in Q2).</p> <p>The previously noted minor shift in age profile is still in place, with 14% of customers aged 16-24 vs. 15% in Q3 and just 10% in Q2. The other age ranges have remained relatively stable. The gender profile of customers again remains similar to previous quarters (female: 58% vs. male: 42%).</p>