

# Barnet Homes – Q2 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

| Finance | Revenue Budget Variance |       | Capital Actual Variance |         |  |  |
|---------|-------------------------|-------|-------------------------|---------|--|--|
|         |                         | (677) |                         | (4,798) |  |  |

  

| Performance   | Green    | Green Amber | Red Amber | Red    | Improved/Same | Worsened |
|---------------|----------|-------------|-----------|--------|---------------|----------|
| • Indicators  | 88% (14) | 0% (0)      | 6% (1)    | 6% (1) | 75% (12)      | 25% (4)  |
| • Key Actions | 0% (0)   | 66.6% (2)   | 33.3% (1) | 0% (0) |               |          |

  

| Risks | Low | Medium Low | Medium High | High    | Reduced/Same | Increased |
|-------|-----|------------|-------------|---------|--------------|-----------|
|       |     | 0% (0)     | 13% (1)     | 75% (6) | 13% (1)      |           |

### 1.2 KEY SUCCESSSES AND CHALLENGES

#### Key Successes

Barnet Homes is now ranked number 1 in London for BH/C4 Average re-let time routine lettings (calendar days) based on the latest Housemark benchmarking (Q1 2016/17). Q1 performance of 14.4 days was well inside quartile 1 (23 days) and the next best London borough (who recorded 19 days performance). Improved performance in Q2 means Barnet Homes expects to remain best in London. Q2 performance is 34% better than Q2 2015/16.

In June 2016 a review of the Housing Options Service completed by a homeless consultant on behalf of the Council has praised the strength of the service set-up, approach to recruitment and in particular the success of the Supply service. In relation to the procuring of private sector properties, the review described performance as: “exceptional when compared to the performance of all other London authorities.”

100.00% performance on BH/C10 Percentage of dwellings with a valid gas safety certificate has been maintained for 5 consecutive quarters and as a result has remained upper quartile in Housemark benchmarking.

| Key Challenges   | Actions Required   |
|--|--|
| <p>High demand for homelessness services and in particular the increasing reliance on General Fund temporary accommodation has exposed the Council to a greater risk of cost inflation in relation to the cost of accommodation.</p> | <p>Demand for temporary accommodation and inflationary pressures are being monitored closely. Whilst inflation has stabilised during Q2, demand remains high with almost 16.9% more placements into temporary accommodation in 2016/17 compared to the same period in 2015/16. 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. With the additional let2barnet Negotiators and additional tenancy sustainment resources taking full effect, the volume of preventions and private sector lettings have increased and are both on course to meet targets set (900 preventions and 500 private sector lettings).</p> <p>With sustained levels of high demand and further changes on the horizon in the form of a reduced overall benefits cap, fresh challenges will be faced in managing demand throughout 2016/17.</p> <ul style="list-style-type: none"> <li>• Work continues on the next stage of the development programme to build 3 of 320 homes for affordable rent to be delivered from late 2017. Once complete this will also provide a £2,000 per property per year 'dividend' towards homelessness cost as well as providing an alternative to expensive temporary accommodation.</li> </ul> |

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Barnet Homes has continued to perform strongly with 14 out of 16 (88%) RAG rated indicators either on or exceeding target. This is the same as the previous outturn in Quarter 1.

Out of the 16 indicators being reported, 75% (12) are showing either improving or static performance. Below is further information on the 4 PIs where performance has worsened in comparison to the same period in the previous year:

- BH/S2 - Number of Homelessness Preventions – this is marginally behind last year with 450 preventions completed vs. 469 in 2015/16
- BH/S5 - 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) – although this is slightly worse than last year (55.6 weeks vs. 54.2 weeks) it is a considerable improvement on quarter 1 2015/16 (65 weeks). The significant decrease
- intervention can be found in section 3.2b

## 2. Finance

### 2.1 Revenue

#### Housing Revenue Account

| Description                    | Variations      |           |              |              | Comments  | % Variation of revised budget |
|--------------------------------|-----------------|-----------|--------------|--------------|---|-------------------------------|
|                                | Original Budget | Budget V1 | Q2 Forecast  | Variation    |   |                               |
|                                | £000            | £000      | £000         | £000         |   |                               |
| HRA Other Income & Expenditure | (2,167)         | (1,706)   | (2,314)      | (608)        | Higher than expected income for rents and service charges, combined with savings due to efficiencies being delivered in the new management agreement. | -35.6%                        |
| HRA Regeneration               | 1,068           | 607       | 244          | (363)        | Increased income on Dollis Valley, West Hendon and Stonegrove regeneration schemes, which is expected to exceed the costs incurred.                   | -59.8%                        |
| HRA Surplus/Deficit for the ye | 1,246           | 1,246     | 1,246        | -            |   | 0.0%                          |
| Interest on Balances           | (147)           | (147)     | (147)        | -            |   | 0.0%                          |
| <b>Total</b>                   | <b>-</b>        | <b>-</b>  | <b>(971)</b> | <b>(971)</b> |   | <b>-100.0%</b>                |

The HRA is expecting the contribution to reserves to be £0.970m higher than originally budgeted.

Other income and expenditure is forecast to be underspent by £0.608m. This is due to higher than anticipated income for rents and service charges. There are also new efficiencies savings contained within the Barnet Homes management agreement that have also contributed to the underspend.

HRA regeneration schemes are expecting income from developers to exceed expenditure by £0.363m.

#### Housing Needs Resources

| Description             | Variations      |              |              |            | Comments  | % Variation of revised budget |
|-------------------------|-----------------|--------------|--------------|------------|---|-------------------------------|
|                         | Original Budget | Budget V1    | Q2 Forecast  | Variation  |   |                               |
|                         | £000            | £000         | £000         | £000       |   |                               |
| Housing Needs Resources | 4,976           | 5,560        | 5,854        | 294        | Increase in temporary accommodation costs due to rental income not fully covering the costs where a limit on the Local housing allowance rates that can be received is set. | 5.3%                          |
| <b>Total</b>            | <b>4,976</b>    | <b>5,560</b> | <b>5,854</b> | <b>294</b> |   | <b>5.3%</b>                   |

Housing needs and resources is expected to overspend by £0.294m. The overspend position is due to payments for temporary accommodation not fully covering the income received for the accommodation. This has predominantly been caused by the income being held at the same local housing allowance rates for a number of years. There are a number of mitigations being undertaken to control this overspend, with further mitigations currently being planned.

## 2.2 Capital

|                                | 2016-17<br>Approved<br>Budget | Additions/<br>Deletions<br>Recommended | Slippage /<br>Accelerated<br>Spend<br>Recommended | Proposed<br>2016/17 Budget | Spend to date | 2016-17<br>Forecast to<br>year-end | Variance from<br>Approved<br>Budget | % slippage<br>of 2016/17 |
|--------------------------------|-------------------------------|--|---|----------------------------|---------------|------------------------------------|-------------------------------------|--------------------------|
|                                | £000                          | £000                                   | £000  | £000                       | £000          | £000                               | £000                                | %                        |
| Housing Revenue Account        | 46,444                        |  | (9,854)   | 36,590                     | 12,255        | 36,590                             | (9,854)                             | -21.2%                   |
| <b>Housing Revenue Account</b> | <b>46,444</b>                 | <b>-</b>                               | <b>(9,854)</b>                                    | <b>36,590</b>              | <b>12,255</b> | <b>36,590</b>                      | <b>(9,854)</b>                      | <b>-21.2%</b>            |

The HRA capital programme of £46.444m is expecting slippage of £9.854m overall.

The majority of the slippage relates to Moreton close (£9.854m) which now has a delayed completion date (which is after March 2017). There has been an addition of £0.9m to the tranche 3 registered provider work as well as £4.4m for purchases of property for use as affordable housing, funded from within the overall budget.

|                         | 2016-17 Approved<br>Budget | Additions/<br>Deletions/<br>Recommended | Slippage /<br>Accelerated<br>Spend<br>Recommended | Proposed<br>2016/17<br>Budget | Spend to date<br>(as per<br>Integra) | 2016-17<br>Forecast to<br>year-end | Variance from<br>Approved<br>Budget | % slippage of<br>2016/17 |
|-------------------------|----------------------------|---|---|-------------------------------|--------------------------------------|------------------------------------|-------------------------------------|--------------------------|
|                         | £000                       | £000                                    | £000  | £000                          | £000                                 | £000                               | %                                   | £000                     |
| <b>The Barnet Group</b> | <b>5,259</b>               | <b>5,056</b>                            | <b>-</b>  | <b>10,315</b>                 | <b>30</b>                            | <b>10,315</b>                      | <b>5,056</b>                        | <b>-</b>                 |

The Barnet Group proposed budget of £10.315m is expected to be spent in full. The approved budget of £5.259m includes £5m added for out of borough acquisitions. The £5.056m addition is largely Tranche 3 of the Development Pipeline, which is being managed by the Barnet Group.

### 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               | 0             | 1             | 1             | 5                 | 0              | 2                             | 3              | 0                      | 5   |
| SPI            | 6               | 0             | 0             | 0             | 6                 | 1              | 5                             | 1              | 1                      | 7   |
| MPI or KPI     | 5               | 0             | 0             | 0             | 5                 | 1              | 5                             | 0              | 1                      | 6   |
| <b>Overall</b> | <b>88% (14)</b> | <b>0% (0)</b> | <b>6% (1)</b> | <b>6% (1)</b> | <b>100% (16)</b>  | <b>11% (2)</b> | <b>75% (12)</b>               | <b>25% (4)</b> |                        | <b>18</b>   |

**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 | Q2 2016/17 Target | Numerator / Denominator | Q2 2016/17 Result | Q1 2016/17 Result | DOT Short-Term (From Q1 2016/17) | Q2 2015/16 Result | DOT Long-Term (From Q2 2015/16) | Benchmarking  |
|-------------------|--|-------------------|-----------------------|-------------------|-------------------------|-------------------|-------------------|----------------------------------|-------------------|---------------------------------|---|
| BH/S1             | Number of households in emergency temporary accommodation (ETA)                    | Smaller is Better | 150                   | 230               | N/A                     | 225               | 235               | Improving                        | 392               | Improving                       | Q1 16/17 DCLG: Barnet remains ranked 13th (out of 33) in London (including City of London). London saw a 3% increase in households, outer London also saw a 3% increase compared to a 6% decrease for Barnet. |
| BH/S2             | Number of Homelessness Preventions   | Bigger is Better  | 900                   | 450               | N/A                     | 450               | 233               | Improving                        | 469               | Worsening                       | 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                            | Q1 16/17 DCLG: Barnet remains in the top quartile in London. 19 London  |

| Ref                       | Indicator   | Polarity          | Annual 2016/17 Target | Q2 2016/17 Target | Numerator / Denominator | Q2 2016/17 Result | Q1 2016/17 Result | DOT Short-Term (From Q1 2016/17) | Q2 2015/16 Result | DOT Long-Term (From Q2 2015/16) | Benchmarking  |
|---------------------------|---|-------------------|-----------------------|-------------------|-------------------------|-------------------|-------------------|----------------------------------|-------------------|---------------------------------|---|
|                           |   |                   |                       |                   |                         |                   |                   |                                  |                   |                                 | Boroughs (out of 33) had families with children in for longer than 6 weeks (an increase from 16 in Q4 15/16)  |
| BH/C3<br>(LY:<br>BH/C7)   | The percentage of statutory homeless appeals completed within 56 calendar days.   | Bigger is Better  | 100.0%                | 100.0%            | 22/<br>22               | 100.0%            | 100.0%            | Same                             | 53.6%             | Improving                       | No comparative data   |
| BH/KPI3<br>(LY:<br>BH/S3) | Length of stay in Emergency Temporary Accommodation (ETA)   | Smaller is Better | Monitor               | Monitor           | 12,515/<br>225          | 55.6              | 65                | Improving                        | 54.2              | Worsening                       | No comparative data   |
| BH/KPI1<br>(LY:<br>BH/C4) | Numbers of households in Temporary Accommodation  | Smaller is Better | 2700                  | 2875              | N/A                     | 2887              | 2934              | Improving                        | 2868              | Worsening                       | Q1 16/17 DCLG: Barnet remain 29 <sup>th</sup> (out of 33) in London (including City of London).   |
| BH/KPI2<br>(LY:<br>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%             | 65/<br>223              | 29.1%             | 28.9%             | Worsening                        | 36.2%             | Improving                       | Q1 16/17 DCLG: Barnet remains 24 <sup>th</sup> (out of 33) in London (including City of London). London has improved to 19% (from 22% in Q4) whilst Barnet was at 29% |



| Ref                  | Indicator   | Polarity         | Annual 2016/17 Target | Q2 2016/17 Target | Numerator / Denominator | Q2 2016/17 Result | Q1 2016/17 Result | DOT Short-Term (From Q1 2016/17) | Q2 2015/16 Result | DOT Long-Term (From Q2 2015/16) | Benchmarking        |
|----------------------|---|------------------|-----------------------|-------------------|-------------------------|-------------------|-------------------|----------------------------------|-------------------|---------------------------------|---------------------|
| BH/KPI14 (LY: BH/C1) | Additional Homes provided on HRA land (Tranche 0) | Bigger is Better | 40                    | 36                | N/A                     | 36                | 27                | Improving                        | New               |                                 | No comparative data |

### Managing demand for services (Fairness)

### DELIVER EFFECTIVE AND EFFICIENT SERVICES

| Ref               | Indicator  | Polarity          | Annual 2016/17 Target | Q2 2016/17 Target | Numerator / Denominator | Q2 2016/17 Result | Q1 2015/16 Result | DOT Short-Term (From Q1 2016/17) | Q2 2015/16 Result | DOT Long-Term (From Q2 2015/16) | Benchmarking  |
|-------------------|--|-------------------|-----------------------|-------------------|-------------------------|-------------------|-------------------|----------------------------------|-------------------|---------------------------------|---|
| BH/C7             | Leaseholder Satisfaction with Major Works Consultation             | Bigger is Better  | Monitor               | Monitor           | 7/ 23                   | 30.4%             | 38.5%             | 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%                 | 3.60%             | £1,929,182/ £58,580,274 | 3.29%             | 3.31%             | Improving                        | 3.9%              | Improving                       | Q1 16/17 Housemark – Barnet Homes have improved to 2nd quartile (from 3rd quartile) |
| BH/C2 (LY: BH/C6) | Households placed directly into the private sector by Barnet Homes | Bigger is Better  | 500                   | 250               | N/A                     | 318               | 160               | Improving                        | 243               | Improving                       | No comparative data   |
| BH/C4 (LY: BH/C8) | Average re-let time routine lettings (calendar                     | Smaller is Better | 17.5                  | 18.3              | 758/ 61                 | 12.4              | 14.4              | Improving                        | 21.8              | Improving                       | Q1 16/17 Housemark – Barnet Homes remain in upper                                   |

| Ref                 | Indicator   | Polarity          | Annual 2016/17 Target | Q2 2016/17 Target | Numerator / Denominator | Q2 2016/17 Result | Q1 2015/16 Result | DOT Short-Term (From Q1 2016/17) | Q2 2015/16 Result | DOT Long-Term (From Q2 2015/16) | Benchmarking  |
|---------------------|---|-------------------|-----------------------|-------------------|-------------------------|-------------------|-------------------|----------------------------------|-------------------|---------------------------------|---|
|                     | days)   |                   |                       |                   |                         |                   |                   |                                  |                   |                                 | quartile for standard re-lets (London) and are now the best in London |
| BH/C5 (LY: BH/S5)   | Temporary Accommodation (TA) current arrears as percentage of debit             | Smaller is Better | 4.95%                 | 5.20%             | £1,279,018/ £22,456,402 | 5.70%             | 5.26%             | Worsening                        | 5.62%             | 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%                | 50.0%             | £1,869,528/ £3,017,641  | 62.0%             | 39.6%             | Improving                        | 51.1%             | Improving                       | 2014/15 Annual Benchmarking result: Upper quartile                    |
| BH/C8 (LY: BH/C10)  | Percentage of respondents very or fairly satisfied with repairs and maintenance | Bigger is Better  | 96.0%                 | 96.0%             | 2338/ 2359              | 99.1%             | 99.2%             | Worsening                        | 99.0%             | Improving                       | 2014/15 Annual Benchmarking result: Upper quartile                    |
| BH/C9 (LY: BH/C11)  | Percentage of estates rated as 3 or 4 (satisfactory or very good)               | Bigger is Better  | 95.0%                 | 95.0%             | 214/ 216                | 99.1%             | 100.0%            | Worsening                        | 94.1%             | 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%           | 8505/ 8505              | 100.00%           | 100.00%           | Same                             | 100.0%            | Same                            | Q1 16/17 Housemark – Barnet Homes remain in the upper quartile        |
| BH/ KPI 15          | No' Tenancy Failures (evictions + abandonments)                                 | Smaller is Better | 35                    | 17                | N/A                     | 13                | 9                 | Worsening                        | 18                | 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  |
|--|---|
| <p>BH/C5<br/>Temporary<br/>Accommodation (TA)<br/>current arrears as<br/>percentage of debit</p> | <p>The cash arrears were approximately £112k off target against a total annual collectable debit of £22.5m. Whilst performance improved towards the end of the quarter, attributable to a change in processes focussing on low level arrears, the Q2 target was missed by 0.50%.</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 £309k reduction in the amount of HB received in quarters 1 and 2 this year as opposed to the comparable period last year. This reduction means that more rent has to be collected directly from the source (ie; tenants), thereby enhancing the likelihood for arrears to accrue and the resources required to collect the income.</p> <p>An income maximisation plan is in place, focussing on early intervention for low level arrears case to limit escalations and based on end of quarter performance an improved position is projected for Q3.</p> <p><b>Intervention Level 1</b></p>  |
| <p>BH/KPI 1<br/>Households in Temporary<br/>Accommodation</p>                                    | <p>The total number of households in temporary accommodation fell in quarter 2 from 2,934 to 2,887 however the outturn was just short of the 2,875 target*. Barnet Homes has seen the mitigations proposed to help manage demand coming into effect, with quarter 2 seeing a record number of private sector lettings (318) and excellent performance in preventing homelessness (450). However, with levels of demand increasing (17% increase in the number of TA placements compared to the same point in 2015/16), reducing the overall number of households in TA has been challenging. It is envisaged that with continued strong performance of the mitigations in place that sustained reductions in the number of households in TA will be experienced from quarter 3 onwards.</p> <p>Further mitigations are being developed following a review of the housing options service by an external consultant in the summer.</p> <p>*As part of an on-going data cleanse exercise it was identified that a number of tenancies had been included in the data sample which were not in fact temporary accommodation households. This has subsequently reduced the figure for the overall number of households in TA.</p> <p><b>Intervention Level 1</b></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) |                    |
| 0% (0)      | 66.6% (2)                         | 33.3% (1)                          | 0% (0)                                      | 0                          | 1                  |

##### 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 |

## 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 committed programme of affordable homes | <b>Green Amber - delayed, Low Impact</b>  | <i>36 completed, with the remaining 4 properties completing on 17 October 2016</i>   |
|     | Delivery of tranche 0 Moreton Close Extra care scheme         | <b>Red Amber - delayed, Medium Impact</b> | <i>Full Business Case to be presented to Strategic Commissioning Board on 25/10/16.<br/>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.</i> |
|     | Review of the Barnet Homes Caretaking Service                 | <b>Green Amber - delayed, Low Impact</b>  | <i>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.</i>  |

## 5. Customer Experience

| Customer Experience description | Comments and Proposed Intervention  |                  |                    |               |               |                      |
|---------------------------------|---|------------------|--------------------|---------------|---------------|----------------------|
|                                 | <b>Q1-2 2016/17</b>   | <b>Numerator</b> | <b>Denominator</b> | <b>Result</b> | <b>Target</b> | <b>Traffic Light</b> |
|                                 | CE001 Contact Centre Telephone % Satisfied Customers  | 777              | 836                | 92.9%         | 80.0%         |                      |
|                                 | CE002 % FOI Enquiries Responded to in Time  | 32               | 32                 | 100.0%        | 100.0%        |                      |
|                                 | CE003 % Calls Answered  | 72,658           | 80,877             | 89.8%         | 92.0%         |                      |
|                                 | CE004 % Stage 1 Complaints Responded to in Time   | 379              | 400                | 94.8%         | 90.0%         |                      |
|                                 | CE005 No' Stage 3 Complaints Upheld   | 0                | 0                  | 0             | 0             |                      |
|                                 | CE006 % VIPs / Member's Enquiries Responded to in Time (5 days)   | 455              | 455                | 100.0%        | 100.0%        |                      |
|                                 | CE007 Face to Face Wait Time  | 56,944           | 8,641              | 6.6           | 10.0          |                      |
|                                 | CE008 Customer Satisfaction with Face to Face   | 371              | 427                | 86.9%         | 70.0%         |                      |
|                                 | <p>CE003 - Calls for tenants and leaseholders again increased with 2,000 more in 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 once the Freephone number is transferred from the Council to Barnet Homes.</p> |                  |                    |               |               |                      |

## 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        |          |          | 3      |                |  |
|        | 3 | Moderate     |          |          | 2      |                |  |
|        | 2 | Minor        |          |          | 1      |                |  |
|        | 1 | Negligible   |          |          |        |                |  |

### Risk Commentary:

- *These are New joint risks recently added with Barnet Group*

The table below lists all risks rated 12 and above.

| Risk ID | Short Risk Title                    | Long Description   | Risk Owner             | Nature of Risk | Controls and mitigations in place   | Inherent Risk<br>(without controls) |            | Residual Risk<br>(with controls in place) |            |            | Response Option |
|---------|-------------------------------------|--|------------------------|----------------|---|-------------------------------------|------------|---|------------|------------|-----------------|
|         |                                     |  |                        |                |   | Impact                              | Likelihood | Impact                                    | Likelihood | Risk Score |                 |
| BG001   | 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"> <li>- external factors (change of legislation, economic, confidence in the market, availability of finance)</li> <li>- recruitment and retention of skilled individuals within the development team</li> <li>- viability of house design</li> <li>- 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</li> </ul> | 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 help fund the scheme. Finally, there is an agreed procurement strategy</p> | 5                                   | 4          | 5   | 3          | 15         | Treat           |



| Risk ID | Short Risk Title                                       | Long Description  | Risk Owner                                   | Nature of Risk  | Controls and mitigations in place  | Inherent Risk<br>(without controls) |            | Residual Risk<br>(with controls in place) |            |            | Response Option |
|---------|--|---|--|-----------------|--|-------------------------------------|------------|---|------------|------------|-----------------|
|         |  |   |  |                 |  | Impact                              | Likelihood | Impact                                    | Likelihood | Risk Score |                 |
| TBG002  | Viability of the Housing Revenue Account business plan | External pressures on the HRA including rent reduction, levy and welfare reform could lead to the HRA business plan becoming unviable which results in an inability to meet statutory responsibilities for managing and maintaining the stock, reduction in service which in turn has an impact on residents, requirement for further savings and efficiencies. | Strategic Lead Housing                       | Financial       | <p>Controls include the HRA Business Plan model, and support from the Chartered Institute of Housing. There is an internal joint team made up of LBB, BH, and CSG Finance. We also have links with other Boroughs, through the North London Housing Partnership.</p> <p>There is an agreed 4 year efficiency savings plan, and an action plan relating to current activity (the timeframe for this is TBC).</p> <p>Other controls include income collection performance, the Housing Partnership Forum, and the Welfare Reform task force.</p> | 4                                   | 4          | 4   | 3          | 12         | Treat           |
| 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&amp;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         | Treat           |

| Risk ID | Short Risk Title       | Long Description  | Risk Owner                                   | Nature of Risk         | Controls and mitigations in place   | Inherent Risk<br><i>(without controls)</i> |            | Residual Risk<br><i>(with controls in place)</i> |            |            | Response Option |
|---------|------------------------|---|--|------------------------|---|--|------------|--|------------|------------|-----------------|
|         |                        |   |  |                        |   | Impact                                     | Likelihood | Impact   | Likelihood | Risk Score |                 |
| 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, 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 Data Protection Specialist.</p> | 4  | 5          | 4  | 3          | 12         | Treat           |

## 7. Equalities

| Equalities Description | Comments and Proposed Intervention   |
|------------------------|--|
|                        | <p>The overall number of customers living in ETA has reduced for the 7<sup>th</sup> successive quarter.</p> <p>There was little difference in the ethnic profile of customers living in emergency temporary accommodation (ETA) in Q2 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 exception of customers of Black ethnicity (at 44 households in Q1 2016/17 compared with 45 households in Q2 2016/17). At 9% in Q2 2016/17, the proportion of customers with Asian ethnicity decreased by 3% compared to the previous quarter.</p> <p>In Q2 2016/17 the overall age profile of customers in ETA was similar to the previous quarter, but the largest age group of customers living in ETA has changed to 25-34, with 72 customers accounting for 31% of all customers in Q2 2016/17. In addition, the number of customers aged 55+ has increased to 22 in Q2 2016/17, compared with 14 in the previous quarter; this is the highest number of customers aged 55+ since Q4 2014/15. However, the average time spent in ETA has decreased for every age group with the exception of 45-54 year-olds (an 8 week increase on Q1 2016/17) and 75+ (a 13.1 week increase on Q1 2016/17).</p> <p>The gender profile of customers in ETA during Q2 2016/17 was similar to that of the previous quarter: 57% female (compared to 58% female in the previous quarter) and 43% male (compared to 42% male in the previous quarter). Over a six month period the number of customers in ETA who are female has decreased by 21.7% and the number of male customers has decreased by 9.2%.</p> |