

3. Planning, Housing and Regeneration – performance overview

1. Overview

1.1 Summary rating for this service

Revenue budget actual variance £000 ^[1]	Capital actual variance £000	Corporate Plan performance rating	HR rating	Key project rating
GF 0	GF 203	-1	- 2.5	1.5
HRA (301)	HRA (6,112)			

1.2 Top achievements, issues and actions

Top 3 achievements	Top 3 issues	Top 3 actions needed
<p>Progress with key strategic planning documents and other decisions that will shape the way the borough develops including :</p> <ul style="list-style-type: none"> • Cabinet approval of Mill Hill East Limited Liability Partnership Commercial Terms • Formally publication of the Core Strategy for the final stage of consultation prior to submission to the Secretary of State • Adoption of Barnet's first Town Centre Strategy through the New Barnet Town Centre Framework • Publication of the resident led Hampstead Garden Suburb Conservation Area Appraisal 	<p>Development of the Council's response to national policy changes as expressed in the Localism Bill and Housing White paper.</p>	<p>Discussion paper on housing reform has already been considered by Council Directors, next steps are to take this via Cabinet member report to scrutiny and on to Cabinet to establish local policies</p>
<p>Housing Allocations Policy – Policy finalised and submitted to Cabinet for approval (which has now been obtained)</p>	<p>.Reduction in supply of private rented sector due to market conditions and uncertainties about the impact of housing benefit reductions.</p>	<p>Progress our plans to mitigate the impact of Local Housing Allowance changes and housing market condition on the availability of private rented accommodation, including improving services offered</p>

		to landlords, working with other London Boroughs, exploring the potential of out of borough solutions and implementation of the new allocations policy.
One Barnet Cabinet Approval received for next stage of Development and Regulatory Services project; to commence procurement process and identify a strategic delivery partner.	Income generating services remain under pressure.	Continue to progress lean system thinking review of planning related services.

1.3 Key correlations & interdependencies

Progressing key planning policy documents is essential to delivery if the Council's Corporate plan objective *A successful London suburb*, to ensure that sustainable growth that does not harm the existing good qualities of the borough is delivered.

The new allocations policy has now been approved by Cabinet, and its implementation is key to ensuring that we are able to deal effectively with the challenges that will continue to impact on our performance on homelessness prevention over the coming months, including reductions in housing benefits and the current housing market conditions which mean that the supply of private sector housing is outstripped by demand. Increasing the supply of housing in the borough through our regeneration and strategic growth plans will also help to alleviate the pressure on the current housing stock in the longer term.

The Development and Regulatory Services One Barnet work stream will provide a new vehicle for delivering key services in Planning, Environment and Regeneration in a more efficient way and that will ensure that these services will deliver the Council's objectives effectively and remain competitive against the backdrop of reducing public expenditure and reduced income streams. It is important to keep this project on track and meet key milestones by identifying streamlined and efficient procurement method.

2. Budget

2.1 Revenue

Planning, Housing & Regeneration

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
	£000	£000	£000	£000		
Land Charges	(932)	(934)	(954)	(20)	Income Shortfall charging for Personal Searches, as well as property market decline and tightening mortgage availability. Forecast includes a drawdown from contingency to reflect income pressure.	2.1%
Environmental Health/ Cem & Crem	1,373	1,333	1,319	(14)	Vacancy and running cost savings in EH Management offsetting pressures on Care and Repair budget, external building repairs and upgrade of IT equipment at Hendon Cemetery and repair works to Mortuary.	-1.1%
Planning	192	566	946	380	Shortfall on mainstream planning fees due to flat property market and running costs particularly, additional legal costs in respect of Edgwarbury Lane Cemetery lost appeal. Vacancy rates and salary costs under review alongside Lean Systems programme. Forecast includes a drawdown from contingency to reflect income pressure.	67.1%
Strategy (Planning & Housing)	669	592	664	72	Budget reduced through in year savings by £69k on basis of alternative income streams to cover overspend, however unlikely to be achieved. Forecast includes £20k of contingency for costs of LDF.	12.2%
Building Control	(243)	(292)	(376)	(84)	Income shortfall due to flat property market decline in summer and ongoing economic conditions - to be closely monitored. Review of commercially attractive projects to offset income shortfall. Forecast includes a drawdown from contingency to reflect income pressure	-28.8%
Housing	713	658	432	(226)	Outperformance in Private Sector Leasing and TA income offsetting previously flagged losses at Barbara Langstone House, the cost of running the Hone Choice Scheme and budget pressures arising from the terms of the Supporting People contract.	-34.3%
Regeneration Service	257	54	(54)	(108)	Rental income maximisation from PSL buyback properties awaiting regeneration and re-alignment of salaries between GF & HRA. Reduction since Q2 due to a degree of non-recoverable consultants costs.	-200.0%
Total	2,028	1,977	1,977	-		0.0%

Housing Revenue Account

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation		
Housing Revenue Account	£000	£000	£000	£000		
LBB Retained	1,532	1,532	1,530	(2)		-0.1%
HRA Regeneration	1,091	1,091	1,040	(51)	Anticipated recovery of consultants costs offsetting unbudgeted council tax, additional staffing (internal transfer).	-4.7%
HRA Other Income and Expenditure (net)	(3,555)	(3,555)	(3,809)	(254)	Improved dwelling rent forecast and subsidy position offsetting additional void refurbishments and higher debt management costs.	-7.1%
Support Service recharges	576	576	582	6		1.0%
Interest on Balances	(80)	(80)	(80)	-		0.0%
HRA Surplus/Deficit for the year	436	436	436	-	Contribution to balance	0.0%
Total	-	-	(301)	(301)		

2.1 Capital

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to March CRC	Slippage / Accelerated Spend recommended to March CRC	2010/11 Budget (including March CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Housing Association Programme	691	-	-	691	691	691	-	0%
General Fund Regeneration	1,458	1,850	(1,748)	1,560	709	1,560	102	-120%
Disabled Facilities Projects	1,823	-	(400)	1,423	837	1,423	(400)	-22%
Housing Management System	20	-	-	20	-	20	-	0%
Other Projects	1,009	697	(196)	1,510	152	1,510	501	-19%
Planning, Housing and Regeneration	5,001	2,547	(2,344)	5,204	2,389	5,204	203	-47%
HRA Capital	24,373	-	(6,112)	18,261	9,866	18,261	(6,112)	-25%

3. Key projects

There are no Planning, Housing and Regeneration key projects reporting status red this quarter

4. Performance

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	Outturn	Target Variance	DoT	Benchmark data
23	% of net additional homes suitable for families (whole year projection)	Apr 10-Mar 11	543/792	70%	70%	68.6%	2%	▼ 2%	Unique to Barnet
24	Number of net additional homes provided (whole year projection)	Apr 10-Mar 11	N/A	1015	1388	1310	5.6%	▲ 29.1%	Ranked 9 out of 20 London boroughs. LAPS Q4 2009/10 YTD
25	Number of households living in temporary accommodation	31 Dec 10	N/A	2150	2012	2156	7.2%	▼ 0.3%	Ranked 29 out of 33 London boroughs (27/33 per 1000 households). London average 1,120 (Q2 2010/11 YTD) CLG data
	<i>Households in TA Regeneration Stock</i>			924	N/A	946	N/A	▼ 2.5%	Not available
	<i>Households in TA outside of regeneration estates</i>			1226	N/A	1210	N/A	▲ 4.6%	
26	Number of households accepted as homeless under the provision of the 1996 Housing Act	Oct 10-Dec 10	N/A	60	55	77	40.0%	▼ 28.3%	Ranked 17 out of 33 London boroughs (11/33 per 1000 households). (Q2 2010/11 YTD) CLG data
27	Number of households being re-housed in the private sector via the Housing Service	Oct 10-Dec 10	N/A	92	213	94	55.9%	▲ 2.2%	Other London boroughs have seen falls. Estimates: Westminster - 50% Islington - 17% Haringey - 24%
28	Satisfaction of businesses with local authority regulation services	Apr 10-Dec 10	3.7/4	91.5%	80%	93.4%	16.8%	▲ 2.1%	Ranked 10 out of 26. LAPS Q4 2009/10 YTD-London

The figures for net additional homes (including those suitable for families) are projected outcomes for the financial year, and net additional homes shows an improvement on the figure reported at quarter 2, and there is a good possibility that the target will be met. This good performance in spite of the housing market downturn will put the Council in a good position regarding the New Homes Bonus.

The number of households in TA increased slightly during Q3; however, this was due to an increase in households occupying properties on the regeneration estates. The number outside of the regeneration estates fell slightly by 16 properties, and the majority (854) are leased by the council or housing associations from private sector landlords, and provide a housing solution that is at least as secure as a direct private sector letting. Over the quarter, there was a small increase in short term nightly purchased units from 193 to 205; this can be attributed to the reduction in supply of private sector lettings. The government has proposed that in future councils will be able to discharge homelessness duty by offering private rented sector properties – this will help to reduce the temporary accommodation figure in the longer term.

Q3 saw a larger increase in homelessness than the previous 2 quarters, which can be attributed to the fall in the availability of properties in the private rented sector that are available to households seeking assistance from the Council (see below) . Whilst the supply of properties has reduced by 44% compared to last year, staff have worked hard to contain the increase in homelessness to 10% during the same period; this has been achieved by restructuring the service to enable staff to work more closely with clients to prevent homelessness.

The number of private sector lettings has continued to be adversely affected by housing market conditions (i.e. lack of mortgages fuelling demand for PRS) and uncertainties over proposed reductions to local housing allowances (LHA). The LHA reductions could also impact on homelessness and the cost of temporary accommodation to the council, and a number of actions are being taken to mitigate against these risks, including:

- Working with other London boroughs to ensure that we do not outbid each other.
- Restructuring of the housing service to provide a better service to landlords and procure properties more efficiently
- Providing advice and assistance to landlords and tenants affected by the reductions in LHA to maintain existing tenancies wherever possible.
- Exploring possibility of procuring private sector accommodation in less expensive areas
- Increasing the supply of the Private Rented Sector (PRS) e.g. Granville Road and consideration for Private Rented Sector Initiative (PRSI) schemes on council's regeneration estates.

5. Human Resources

Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) ²	Target Variance	DoT	Council average	Benchmarking
Number of posts established (FTE)	As at 31st Dec 2010	No target	-	322.2	8.9%	289.5/3463.4	8.4%	289.5	No Target	N/A	N/A	N/A
% managers submitting a monthly absence return	Oct 10 - Dec 10	100%	>94%	Not reported	83.0%	42/60	70.0%	42.0	-30.0%	▼	51.6%	N/A : measure applicable to LBB only
Average number of absence days per employee (Rolling year)	Jan 09 - Dec 10	6	6- 6.5	5.7	N/A	N/A	N/A	6.2	2.5%	▼	7.8	8.8 (London Councils, 2009)
Quarterly average number of absence days per employee	Oct 10 - Dec 10	1.5	1.5-1.65	1.4	N/A	593.5/250.9	N/A	2.4	60.0%	▼	2.0	2.2 (London Councils, 2009)
Overall employee relations case risk	As at 31st Dec 2010	0	-1	-10.5	N/A	N/A	N/A	-5.5	-550.0%	▲	N/A	N/A : measure applicable to LBB only
% appraisals undertaken for staff meant to have an appraisal	Apr 09 - Mar 10	100%	>94%	250	99.2%	254/254	100.0%	254	0.0%	▲	96.30%	84% (CIPFA, (CIPFA, All Members & other Unitary Authorities 2010) 2010)
Number of people in permanent posts as % of total establishment (FTE)	As at 31st Dec 2010	80%	N/A	238.4	74.0%	234.07/289.5	80.9%	234.1	-	-	77.9%	86.4% (London Councils, 2009)
Number of consultants, agency staff or secondees as % of total establishment ¹	As at 31st Dec 2010	20%	N/A	15.0	4.7%	15/289.5	5.2%	15.0	-	-	8.4%	13.6% (London Councils, 2009)
Actual cost of days lost to sickness as % of total salary budget	Oct 10 - Dec 10	No target	N/A	£37,467	Not reported	38734/2395003	1.6%	£38,734	No Target	▼	1.8%	No relevant information available

Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) ²	Target Variance	DoT	Council average	Benchmarking
Cost of agency staff as % of total salary budget ¹	Oct 10 - Dec 10	No target	N/A	£160,123	6.6%	131734/2395003	5.5%	£131,198	No Target	▲	7.7%	No relevant information available
Cost of non-contractual overtime as % of total salary budget	Oct 10 - Dec 10	No target	N/A	£18,156.23 (£23,884) ⁴	0.8%	2170393/28325791	0.7%	£17,940	No Target	▲	0.3%	No relevant information available
Number of new employee relations cases opened in the quarter ³	Oct 10 - Dec 10	No target	N/A	5	N/A	N/A	N/A	5	No Target	N/A	N/A	No relevant information available

- Counts only those employed through the Hays contract.
- Where no target is available RAG status is based on direction of travel.
- Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. HR Business Partners can share the criteria used in this process.
- Original outturn figures for cost of sickness and non-contractual overtime were those as at the end of the quarter. Subsequent reporting one and two months following that quarter reflect more accurate figures due to retrospective submission of sickness data and overtime claims.

Key areas of concern are around levels of absence and absence reporting. Steps were taken in Q3 to ensure that all managers were completing absence returns, but these have not delivered the expected improvement in performance. To address this, a more proactive approach will be taken in Q4 to ensure managers understand how to record absences correctly in SAP. Sickness levels also increased during Q3, this was partly a seasonal increase, but we recognise that tighter management of sickness is required, and managers have been reminded of this.

6. Risk Overview and Top three risks

High	0	2	1
Medium	0	0	0
Low	0	0	1
	Low	Medium	High

The risks associated with delivery of housing growth and regeneration PH0003 and PH0007 will be reviewed by the new Regeneration Board which is scheduled to have its first meeting on 9th February. PH0008 represents the potential impact of Local Housing Allowance (LHA) changes on the private rented sector in Barnet, and actions are in hand to mitigate this as indicated and described in the performance section 4 above.

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment				
	Impact	Prob.	rating			Impact	Prob.	rating		
<p>PH0003 - Reputational Housing market downturn affecting the delivery of both regeneration and low cost home ownership schemes. Delays are extending number of temporary tenancies and the length of stay by temporary tenants on the regeneration estates.</p>	Medium 2	High 3	High 6	<p>Dollis Valley: Competitive dialogue to be entered into with prospective partners Competitive dialogue now underway. Implemented (50% complete)</p> <p>To enter into discussions with the Homes and Communities Agency (HCA) to secure funding for Graham Park Discussions underway. Approved (10% complete)</p> <p>Negotiation with Communities and Local Government (CLG) to agree letting of regen. properties on Assured Shorthold Tenancies (ASTs) as a prevention option Meeting with CLG took place, reporting to CRC 19 October hoping to have arrangement in place by Jan 2011. In Progress (20% complete)</p> <p>Securing kick-start funding for Stonegrove / Spur Road Kick-start funding secured.</p>	31/10/2011 (Normal)	31/12/2010 (Normal)	31/01/2011 (Normal)	Medium 2	High 3	High 6
<p>PH0008 - Financial A reduction in the supply of private rented sector properties available to households who receive housing benefit due to changes proposed to Local Housing Allowance. This could lead to an increase in homelessness in Barnet.</p>	High 3	High 3	High 9	<p>Seek borough protocols on incentives paid to landlords In Progress (80% complete)</p> <p>Work with local Landlords through landlords forum Next Landlord Forum scheduled for 3 March</p> <p>Targeting of Discretionary Housing Benefit Payments Will apply from April 2011 In Progress (50% complete)</p> <p>Review leased stock</p>	01/04/2011 (High)	01/04/2011 (Normal)		High 3	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
				Carry out a wholesale review of the entire leased stock seek to agree with partner housing associations how to deal with projected rent shortfalls That consideration is given to sourcing leased units outside of Barnet to increase supply				
PH0007 - Reputational There is a risk that in the face of restriction to 3rd party funding, physical and socioeconomic regeneration will be endangered	Medium 2	High 3	High 6	Research, investigation and lobbying This action is ongoing and as such does not have a target date In Progress (0% complete)		Medium 2	High 3	High 6

7. Corporate Plan improvement initiatives

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<i>Sharing opportunities and sharing responsibilities</i> <i>Promote mixed communities</i>	Review housing allocations policy	Cabinet Report to agree new policy following implementation	Achieved	Cabinet report drafted December 2010 and agreed by Cabinet 10 January 2011	New Allocations policy fully implemented
<i>A Successful London Suburb</i> <i>Protect and enhance our natural environment so that the borough is clean and green</i>	Complete a business and enterprise scoping study for each priority town centre (economic insight)	Complete data collection for Edgware, Finchley North and Central.	Work initiated/ mostly achieved	Data collection complete for Central Finchley and Edgware. Changing priority from North Finchley to Golders Green has delayed start on third centre	Complete scoping studies and draft issues papers.