

Barnet Homes – Quarter 1 2013/14

1.1 DELIVERY UNIT DASHBOARD

Revenue budget actual variance £000 ^[1]	Capital actual variance £000	Corporate Plan Performance	Management Agreement/Contract Performance
243	(5,254)	-2	6

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Escalations	Actions required
Satisfaction with our repairs service is up 7.6% on 2010 results, this is the last time it was measured by STATUS compliant survey	CPI 8001 (A) Reduce the number of households placed in emergency accommodation to 500	Intervention Level 3 - see 2.2
We have developed a new fuel poverty offering with Islington Council that will give free advice to customers including independent advice on tariff change for utility bills – official launch Sept 13	CPI 8001 (B) Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Intervention Level 3 - see 2.2
Get Real 2 launched to assist homeless young people with support in a shared housing situation to access training, education and ultimately employment with the objective of ultimately sustaining a tenancy outside of benefit in the private rented sector	KPI EA 003 Total number of homeless preventions completed	Intervention Level 3 – see 3.3

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Performance for the first quarter has largely been in line with expectations in relation to both performance indicators and project delivery. The principle concerns remain the issues of lack of supply of affordable accommodation for housing applicants and the impact of welfare reform on income collection. Both of these issues are national and more particularly London wide concerns and will be the subject of detailed papers to both the Delivery Unit Board in relation housing supply, and the Welfare Reform Steering Board in respect of the impacts on income collection. The notice served by MITIE in respect of the gas contract is a concern but given our recent experience of procurement in this area we would expect to contain this risk. Finally, the significant improvements in repairs satisfaction present further evidence that we continue to raise tenant satisfaction whilst making real efficiency savings through careful procurement and strong contract management.

2. DELIVERING THE CORPORATE PLAN

2.1 How the Delivery Unit is performing against its Corporate Plan indicators

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
8001 (A)	Reduce the number of households placed in emergency accommodation to 500	Apr 13 - Jun 13	635	500	N/A	630	26%	▲ 0.8%	Q3 12/13: we are ranked 27 out of 33 London boroughs, with figures ranging from 0 to 806 households in emergency TA. Despite the increase in number of households in ETA this is an improvement from Q2 12/13 when we were ranked 29th. In Q3 our neighbouring boroughs are also fairly lowly ranked: Hackney (19th), Brent (20th), Enfield (25th) and Haringey (31st). Source: P1E
8001 (B)	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Apr 13 - Jun 13	30.2	26	N/A	31.7	21.9%	▼ 5%	Not currently available

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
<p>8001 (A) Reduce the number of households placed in emergency accommodation to 500</p>	<p>Level 3 Intervention</p> <p>Sustained levels of demand for housing have led to an increased number of households being admitted into emergency accommodation (EA). With 214 new temporary accommodation admissions in Q1, supply has not been able to meet this demand. To mitigate against further increases and reduce the number of households in EA, a number of actions are in place:</p> <p>Improved private sector schemes to increase affordable supply</p> <ul style="list-style-type: none"> • Barnet Homes secures 12 month assured shorthold tenancies (direct-lets) from the private sector to provide alternative housing options for homeless households. The scheme was reviewed in 2012/13 and re-launched and re-branded. • Whilst providing a cheaper alternative to and reduced reliance on EA, the acquisition of direct-lets also represents a better housing option for customers, affording them more choice to determine where they live and providing settled accommodation. It also helps the service prevent homelessness, whilst also offering a method of discharging duty into the private rented sector. New incentives introduced for 2013/14 have proven successful with a total of 90 direct-lets acquired Q1 13/14. This compares favourably with Q1 12/13 which delivered just 29 direct-lets. • With the average direct-let costing the council £2k, this represents a more affordable option than EA <p>Block-booking affordable emergency accommodation</p> <ul style="list-style-type: none"> • With the EA market highly competitive in North London, Barnet Homes has introduced a scheme of block-booking affordable EA to secure supply. Providers are granted a licence agreement for up to 2 years with void loss covered for up to 2 days per void period. • Block-booking affordable EA means that Barnet Homes is able to secure affordable accommodation for a prolonged period and eliminates the potential for units to be offered to other local authorities and re-let at higher rates. At 30/06/13 there were a total of 57 block-booked units acquired. A program converting up to 200 existing affordable EA units to block-bookings will commence in Q2 13/14. • With the average block-booked unit costing the council £1.5k after void loss and bad debt per annum, this represents a cheaper option than EA (£2.7k). <p>Acquiring affordable supply outside London</p> <ul style="list-style-type: none"> • To secure additional affordable accommodation, Barnet Homes has begun sourcing affordable supply outside London. These acquisitions have been either through direct-lets, or provided by Housing Association partners under long-term leasing schemes. • Securing out-of-London accommodation has meant that households are able to re-locate to more affordable areas through choice. A total of 6 households moved outside London in Q1. • Out-of-London supply is a more cost effective housing solution for both the council and the customer, with the 3 direct-lets secured at an average cost of £2k per unit and the 3 Housing Association leased units secured at an average cost of £0.6k per unit per annum. • We are contributing to the HomeConnections National Mobility Scheme that will aim to produce out of London social

	<p>housing for a variety of London boroughs and Housing Associations</p> <p>Securing access to social rented homes in other parts of the country</p> <ul style="list-style-type: none"> • Barnet Homes has forged links with Metropolitan Housing trust in an attempt to access properties in other parts of the country where high void levels are experienced • Securing access to social rented homes outside London provides an affordable alternative housing option for homeless applicants and represents a better housing option for homeless households. • There is no cost to the council in securing these units. <p>Occupancy checks of households in emergency accommodation</p> <ul style="list-style-type: none"> • To ensure emergency accommodation is only provided to those households who need it, a program of occupancy checks is undertaken. Where households are not occupying accommodation, bookings are cancelled. • Since September 2012 a total of 813 occupancy checks have been carried out and 41 bookings have been cancelled as a result. • The occupancy check program is self-financing, with 0.5FTE delivering a total annual equivalent saving of c£100k and freeing up 41 units to meet housing demand. <p>Acquisition of low cost emergency accommodation providers</p> <ul style="list-style-type: none"> • Monthly Inter Borough Accommodation agreement returns are analysed to identify low cost emergency accommodation providers to target for supply. This enables Barnet Homes to increase the pool of properties available and secure cheaper accommodation. • There are obvious cost benefits to this practice and to date it has enabled Barnet Homes to contain emergency accommodation costs with 30% of units acquired at affordable rates (this compares favourably with our counterparts in the sub-region)
<p>8001 (B) Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks</p>	<p>Level 3 Intervention</p> <p>The average number of weeks spent by households in emergency accommodation continued to increase. This is as a consequence of a number of factors, including high numbers of households in emergency accommodation. A lack of move-on options has meant that the average weeks stay has continued to grow. The ongoing phase two decanting of Stonegrove, which began in April has seen increased households going into ETA as re-gen voids reduce as an option for households placed in band 3 and 4.</p> <p>Several steps are being taken to address the increase in average length of stay:</p> <ul style="list-style-type: none"> • Conversion of existing affordable emergency accommodation units into long-term suitable block-booked accommodation will assist in reducing the number in emergency accommodation and consequently the average length of stay. Many of the affordable emergency accommodation units were acquired some time ago when market conditions were not as acute. This has served to increase the average length of stay. There are approximately 200 units that will be targeted for conversion. • Revised PSL and direct-let offers to landlords to increase the supply of alternative affordable accommodation; the new incentives for direct-lets have been successful with 104 lettings secured since the start of the financial year. This has increased the supply of move-on accommodation for households in emergency accommodation. • Reviewing in consultation with LBB the definition of short-term nightly purchased accommodation

3. CONTRACT REPORTING

3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
24	11 (57.9%)	1 (5.3%)	3 (15.8%)	4 (21.1%)	10	8	19

3.2 How is the Delivery Unit achieving against its Management Agreement

KPI NO and title	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
EA003	Total number of homeless preventions completed	Apr 13 - Jun 13	95	162	N/A	144 Red/Amber	11.1%	▲ 51.6%	This is available from the P1E and we will ensure this is available for the next reporting cycle.
HF006	Current arrears as percentage of debit	Apr 13 - Jun 13	2.38%	2.55%	1618505/59912399.84	2.7% Red	5.9%	▼ 13.5%	Not currently available
HF007	Temporary Accommodation arrears as percentage of debit	Apr 13 - Jun 13	3.96%	4%	585291.26/13382385.56	4.37% Red	9.3%	▼ 10.4%	Not currently available
HF008	Percentage of annual leasehold service charge collected	Apr 13 - Jun 13	29%	26%	699464/3255897	21.48% Red	17.4%	▼ 25.9%	Not currently available

HN010	Responsive repairs first time fix	Apr 13 - Jun 13	70.4%	82%	4694/6714	69.91% Red	14.7%	▼ 0.7%	Not currently available
HN012	Gas servicing completion	Apr 13 - Jun 13	99.9%	100%	8803/8881	99.12% Red/Amber	0.9%	▼ 0.8%	From the Housemark ALMO benchmarking club, we are showing as 2 nd quartile, however, 3 out of 10 in London.
ET016	Percentage of 2 year flexible tenants currently in training or employment	Apr 13 - Jun 13	New indicator- no previous outturn	70%	10.667/17	62.75% Green/Amber	10.4%	N/A	Not currently available
CC018	Complaint resolution at stage 1	Apr 13 - Jun 13	93%	93%	189/204	92.65% Red/Amber	0.4%	▼ 0.4%	Not currently available

3.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
<p>EA003 Total number of homeless preventions completed</p>	<p>Level 3 Intervention</p> <p>The homeless prevention target was a new indicator introduced by Barnet Homes in April 2013 to refocus the front end of the service into addressing prevention first rather than assessment. As prevention had not been set as a target previously there was not a realistic gauge to measure against and so we do not know at this stage whether the target set is achievable. However we can see that the P1E returns show a 50% increase in preventions compared to the same period last year and so there is already a significant increase in prevention work.</p> <p>Prevention work takes time and frontline officers need to have the capacity and knowledge to be able to do quality case work. The following actions are in place to drive forward prevention work.</p> <ul style="list-style-type: none"> • Targets set for Housing Needs Officers (HNO) to complete 25 preventions a year. Monitoring tool in place for managers to measure HNO performance. • Training completed at the end of June for HNOs on welfare reform and the new holistic assessment form that addresses prevention, and the Suitability Order in relation to discharging the homeless duty into the private rented sector. • Training on prevention tools and options for all housing needs officers 24th and 25th July. • The nomination function by HNOs on the property portfolio is being reviewed to try and ensure more targeted nominations to those in the highest housing need. The review is ongoing and is also addressing the suitability of offers and the appeal process with the aim of freeing up more time for HNOs to do prevention work. • The HNO role is considered too generic at present and will be reviewed going forward with the aim of creating more robust prevention and decision making. The review is to be completed by end of March 2014. • Recruitment of 4 graduate trainees in September to work within housing options and provide more capacity for prevention work. <p>Whilst actions are being taken to drive forward prevention there are some risks that have been identified.</p> <ul style="list-style-type: none"> • Demand for housing assistance is increasing with 733 new cases requiring investigation in Q1 being the highest ever. With increasing demand HNO's will have higher caseloads and less time for prevention. • With the welfare reform task force now being located in Barnet House more customers will be referred to options for appointments the impact of which is being monitored. It is likely that demand will rise significantly when the cap kicks in on 15th August. • With DHP returning to Revenues there is concern that homeless prevention cases may not be fast tracked or approved. • Managers need to sign off prevention cases as part of the P1E procedure. Currently there are vacancies in the Housing Needs Manager role which are not likely to be filled until end of September. HNOs have been reallocated to other managers pending recruitment however there is likely to be delays in cases being signed off due to increased workloads. • With continued reduction in supply and the next phase of Stonegrove due to complete by the end of September there

	are limited properties available to nominate high need cases to with the consequence that they may become homeless and will have to go into temporary accommodation. Cases that are accepted under the homeless legislation and go into temporary accommodation cannot be classed as homeless prevention
HF006 Current arrears as percentage of debit	<p>Level 2 Intervention</p> <p>As anticipated rent arrears have increased largely as a result of the impact of the introduction of under occupation charge. A full paper on the impact of welfare reform on rent collection is to be produced by the Welfare Reform Steering Board (WRSB) chaired by Andrew Travers in early August. Informal benchmarking indicates that our experience is not out of line with many of our neighbouring London boroughs with those faring best being those committing more significant levels of DHP to offset the debt or who have invested more significantly in staff resources. A fuller copy of our action plan will be presented to the WRSB but the actions we are taking maybe summarised as follows:</p> <p>Prioritising arrears action against those who agreed to pay and stay, those under occupying by two or more bedrooms, more effective promotion mutual exchanges and trade downs</p> <p>Further attempts to engage those who we have had limited contact with to date and refer for occupancy checks for those who do not engage at all</p> <p>Commence work on 74 potential benefit cap cases through our welfare advisors</p> <p>To performance manage any staff identified as underperforming in collection whilst continuing to train and support the team through the various changes being made</p> <p>Develop a proposed set aside policy for approval to supplement DHP for those who seek to actively improve their position but are unable to move or achieve work</p> <p>To review resources supporting rent collection once welfare reform full impact has been established</p> <p>To develop an offer with London capital Credit Union to promote responsible savings, loans and access jam jar accounts in readiness for the implementation of universal credit</p>
HF007 Temporary Accommodation arrears as percentage of debit	Level 1 Intervention
HF008 Percentage of annual leasehold service charge collected	Level 1 Intervention

<p>HN010 Responsive repairs first time fix</p>	<p>Level 2 Intervention</p> <p>First Time Fix Definition:</p> <p><i>The number of repairs that are completed on the same day as the appointment, expressed as a percentage of the number of completed repairs.</i></p> <p><i>All work orders are to be included including out of hours, scaffolding etc.</i></p> <p>The Service Provider is required to generate the 'first time fix' report to include 100% of works completed on the same day. The sample to include all orders raised whether or not the repair was completed on the same day.</p> <p>The Barnet Homes definition is in contrast to that of many other landlords, as we believe that the less exclusions from the KPI measurement, the more accurate the picture provided by the KPI results of the actual service provided to residents. We believe that a FTF indicator with many exclusions allowed through the definition would represent very little value in terms of how well the contractor is actually performing and what service residents realistically receive.</p> <p>Regrettably, there are still outstanding issues with the reporting setup in Mears system MCM, which causes the report to run inclusive of some void works, planned works such as pest control and environmental programmes. Once corrected, quarter 1 data can be recalculated which should (according to Mears) see an improvement in the results.</p> <p>However, it is likely that Mears will be short of the 78%/82% target for the 1st quarter. It is recognised that there is of course significant improvement required in this area, and we would expect that once the reporting parameters are corrected within the Mears system, we can re-establish the point from which Mears need to improve and this will be closely tracked through the ongoing KPI improvement plan.</p>
<p>HN012 Gas servicing completion</p>	<p><i>Level 1</i></p>
<p>ET016 Percentage of 2 year flexible tenants currently in training or employment</p>	<p><i>Level 1</i></p>
<p>CC018 Complaint resolution at stage 1</p>	<p><i>Level 1</i></p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q1 forecast	Variation		
	£000	£000	£000	£000		
Barnet Group	3,447	3,903	4,146	243	£699k overspend due to cost pressures on temporary accommodation.	6.2%
Total	3,447	3,903	4,146	243		6.2%

The projected revenue overspend is predicted at between £1.1 and £1.4m for 2013/14. The cost of TA is principally behind this although Barnet Homes is also seeing a decrease in rental income, it is believed to have increased rent arrears by 12% for under occupiers although there is also an underlying increase of 1.5% for other debtors. It is also assessed that the introduction of the benefit cap and Universal Credit will also influence this negatively. Work will be required to assist residents in managing and recognising a responsibility to make rental payments

4.2 Capital

	2013-14 Budget	Additions / Deletions at Month 3	2013-14 Total Updated Budget	Spend to 30/06/13	Projection for 2013-14	Slippage
HRA	£28,278,596	£427,719	£28,706,315	£1,784,840	£28,706,070	-£245

Actual Spend	Budgeted Spend	Quarter 1 Underspend against budget
£1,784,846	£7,039,135	£5,254,289

Capital is currently significantly under budget at the end of Q1, explained by a combination of work in progress that is payable on completion, and intentional delays in the boiler and planned capital programmes while there have been concerns with contractor ability to respond to further work. While some of the concerns have gone away there is an overall risk of around £2.5m to the capital programme although there is a recovery plan.

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the Business

The Key Issues are considered to be the CPIs for Emergency Temporary Accommodation (ETA) and the cost associated with the procurement of such accommodation combined with homelessness prevention activity. The outturn cost looks like it will exceed the predicted revenue overspend of £700k. The pressure factors that assist in causing homelessness will continue as further welfare reforms take effect and considerable energy will be needed to stop homelessness numbers from continuing to rise.

The capital expenditure underspend is a concern although results at the end of next quarter should be more indicative

5.2 Change Projects

Project	Outturn	Direction of Travel	Commentary
All Systems Go	Green	Same*	<i>iTrent phase 1 live as planned, Intranet and BI solutions live but not fully rolled out. QL on target</i>
New Build	Amber	Down	<i>Initial development at Alexandra Road on target, further developments could be delayed due to issues with Property Services in respect of title and land issues</i>
Sustainable tenancies programme	Green	Same*	<i>Work in relation to employment & training, welfare reform, financial inclusion and flexible tenancies all on target.</i>
Get Real Programme	Green	Same*	<i>2nd house now live</i>
Leaseholder Strategy	Green	Same*	<i>Board approved strategy, implementation underway</i>
Community Engagement Strategy	Green	Same*	<i>Strategy October 2013</i>
Group People Strategy	Green	Same*	<i>Commence December 2013</i>
New Business Strategy	Green	Same*	<i>EIP tender successful, tender for tenancy support unsuccessful in Bromley.</i>

Telehealth	Amber	<i>Down</i>	<i>Unable to receive copy of telehealth report commissioned by LBB so unclear on Councils strategic direction</i>
Housing Options continuous review	Green	<i>Same*</i>	<i>Restructure ongoing</i>

*Same means on target for the purposes of this initial report

5.3 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:
Insert table here:

SCORE		IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
PROBABILITY	5 Almost Certain	0	0	0	0	0
	4 Likely	0	0	0	2	0
	3 Possible	0	0	2	3	0
	2 Unlikely	0	0	0	0	0
	1 Rare	0	0	0	0	0

Risk Commentary for Delivery Unit:
 The first two risks are likely to continue for some time and will require the input of the Council and Barnet Homes and are already being monitored closely at a corporate level. These issues, that are linked, will absorb considerable energy over the next year or so.

 Other risks will require specific activity and these are the subject of performance management interventions and activity by Barnet Homes.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating
Excessive cost of Emergency Temporary Accommodation affects other plans and priorities as the General Fund supports the cost	16	Initiatives in place to stem the front end causes of homelessness and to reduce the cost	Red	August 2013	9
There is a risk that welfare reform will reduce the income stream to the HRA such that the Council is unable to support future housing management strategy and policy	16	The Welfare Reform Steering Group is actively working to reduce the effects on Barnet residents	Red	August 2013	9
There is a risk that despite a robust performance management regime and operating within a budget, Barnet Homes is unable to demonstrate value for money with appropriate benchmarking	12	Between Barnet Homes and the council ensure that there are meaningful benchmarks that sit alongside existing KPIs from other Councils, ALMOs, RSLs. There will be robust management of the contract with measures to reverse under delivery and continued drive to reduce operating costs.	Amber	September 2013	6
Gas certification and responsive repair gas provider has served notice on Barnet Homes on the grounds that the contract is unaffordable. Risk to LBB of increased cost and/or exposure to inability to provide a statutory service	12	Contract notice period has a further nine months to run. Barnet Homes has time to either renegotiate the contract or tender and place elsewhere. Tendering will take some time so need to ensure that there is service continuity.	Amber	September 2013	6
There is a risk that the responsive repairs contractor impacts on customer satisfaction	12	Understand cause and trends that support performance to identify particular issues like right first time fix and missed appointments	Amber		6

Appendix

1. Key Performance Indicators

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
EA001	Families in B&B for longer than 6 weeks	Apr 13 - Jun 13	0.4	0	N/A	0	0%	▲ 100%	Q3 12/13: we are ranked joint 1st out of 33 London boroughs, with figures ranging from 0 to 207 families in B&B. In Q3 our neighbouring boroughs have the following number of families in B&B Hackney (1), Brent (76), Enfield (0) and Haringey (0). Source: P1E
EA002	Percentage of statutory homeless appeals completed on time	Apr 13 - Jun 13	100%	100%	64/64	100%	0%	↔ 0%	Not currently available
EA004	Average days to re-let empty properties	Apr 13 - Jun 13	17	19.5	N/A	16.7	14.4%	▲ 1.8%	Not currently available
HH005	End to end time for Major Adaptations (weeks)	Apr 13 - Jun 13	17.4	19	N/A	15.8	16.8%	▲ 9.2%	Not currently available

HN009	Responsive repairs satisfaction	Apr 13 - Jun 13	98%	90%	1307/1335	97.9%	8.8%	▼ 0.1%	Not currently available
HN011	Tenant satisfaction with void condition	Apr 13 - Jun 13	94.8%	90.0%	53/54	98.15%	9.1%	▲ 3.5%	Not currently available
HN013	Satisfaction with gas contractor	Apr 13 - Jun 13	97%	90%	698/706	98.87%	9.9%	▲ 1.9%	Not currently available
HN014	Satisfaction with call handling	Apr 13 - Jun 13	99.2%	90%	811/839	96.66%	7.4%	▼ 2.6%	Not currently available
ES015	Percentage of estates rated as 3 or 4 (satisfactory or very good)	Apr 13 - Jun 13	84.6%	93%	58/62	93.55%	0.6%	▲ 10.6%	Not currently available
CC017	Satisfaction with major works	Apr 13 - Jun 13	96.5%	95%	3848/3970	96.93%	2%	▲ 0.4%	Not currently available
CC019	Freedom of information responses on time	Apr 13 - Jun 13	100.0%	100.0%	23/23	100%	0%	↔ 0%	Not currently available
ET020	Increase the number of tenants and residents of Barnet Homes entering paid employment	Reporting in Q4							
HH021	Develop new homes								
ES022	Satisfaction among regeneration estate residents with Barnet Homes as a Landlord								

CC023	Percentage of residents digitally excluded	
HL0024	Residents will have been through the Barnet Homes healthy living campaign and adjusted their lifestyle	

2. Risks

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating
There is no visibility of service or charges from NSCSO to Barnet Homes particularly as it relates to IT following Capita contract implementation. There is a risk that there could be a misalignment between business as usual, separately funded project activity and work programmes that could lead to a reduction in service to LBB customers	9	We have visibility of the Barnet Homes forward programme of IT project activity and plan, we know what business as usual currently looks like and the associated charge. This needs to sit alongside the Capita IT offering for Barnet Homes to identify any gaps, programme differences and charge differential.	Amber	August 2013	4