

Barnet Homes

2017-18 Delivery Plan

Document control

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1. Introduction

This Delivery Plan is a refresh of the 2016/17 Delivery Plan and sets the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It relates to the second year of the ten-year Management Agreement with Barnet Homes from April 1st 2017 and the second year of the revised The Barnet Group (TBG) 5 year Business Plan.

This represents another exciting year in the history of Barnet Homes in which it will:

- Develop a new and progressive operating model for its subsidiary registered provider, Opendoor Homes
- Continue work on developing over 300 new homes and complete the development of a new 53 unit Extra Care facility
- Deliver an out of Borough property acquisitions programme
- Tackle Homelessness through the Housing Options Strategy and adequately prepare for the implementation of the Homelessness Reduction Act
- Work closely with the Welfare Reform Taskforce to ensure those affected by welfare reforms and Universal Credit are adequately supported to sustain their tenancies
- Deliver both Service Transformation and Customer Priority projects
- Deliver the third year of the agreed efficiency plan and maintain top quartile benchmarking performance in terms of housing management costs and tenant satisfaction

All of these activities will assist the Council in delivering not only its Housing Strategy but also the wider objectives of the Council.

2. Delivering the Barnet Corporate Plan

2.1. The Council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans.

Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

1. Of opportunity, where people can further their quality of life.
2. Where responsibility is shared, fairly.
3. Where people are helped to help themselves, recognizing that prevention is better than cure.
4. Where services are delivered efficiently to get value for money for the taxpayer.

2.2. Housing Committee context and priorities

The Barnet Housing Strategy 2015 – 2025 describes how a rapidly increasing population in Barnet has resulted in increased demand for housing and rising housing costs. In addition, there has been a significant shift in tenure, which has seen owner occupation reduce and private renting increase by about 9% between 2001 and 2011. This increase is expected to continue over the next decade.

As a result the key strategic priorities for the Housing Committee are outlined below:

- Increasing the housing supply
- Delivery of homes that people can afford
- Sustaining quality, particularly in the private rented sector
- Tackling homelessness
- Providing suitable housing to support vulnerable people
- Maximising the amount of money to invest in delivering new homes
- Delivering efficient and effective services to residents

3. Outcomes 2015-2020

3.1. The Housing Committee has set a number of key outcomes to be achieved by 2020.

Strategic Priority	Key Outcomes	Outcome measures / Targets / Activities
Increasing the Housing Supply/Delivering homes that people can afford	Additional affordable homes	500 additional homes provided by 2020
Tackling Homelessness	Homelessness preventions	London average by 2020
	Number of households in Bed and Breakfast	Zero annually
Sustaining quality, particularly in the private rented sector	Increase in landlords achieving the Landlord Accreditation Scheme	570 landlords will be accredited by 2020

Strategic Priority	Key Outcomes	Outcome measures / Targets / Activities
Providing suitable housing to support vulnerable people	Increasing the numbers of extra care spaces within the borough 10% of new housing accessible (wheelchair) housing	New 53 unit extra care housing scheme at Moreton Close completed 2017/18 53 accessible homes by 2020
Delivering efficient and effective services to residents	Reducing further the costs of service delivery % of respondents very or fairly satisfied with the service provided by their housing provider	Delivery of £2.1m cashable savings to the HRA by 2020* No less than 81% biennially

*As a proportion of the originally agreed savings target was directly related to a reduction of managed units due to estate regeneration scheme progression, the overall 4 year target has been provisionally reduced from £2.6m to £2.1m subject to sign off of the Housing Committee Commissioning Plan by the Housing Committee in June 2017. Consequently the savings outlined in the management fee breakdown in section 6 are reflective of this.

3.2. The table below outlines Barnet Homes contribution to the above priorities achieved in 2016/17:

Strategic Priority	Outcomes achieved in 2016/17
Increasing the housing supply	<ul style="list-style-type: none"> • Delivery of 646 private sector lettings to provide affordable alternatives to expensive temporary accommodation in 2016/17. • Delivery of first phase of direct property acquisitions, providing an additional 39 affordable homes • Delivery of affordable accommodation sourced from the private sector for use as temporary accommodation. Almost 300 new units sourced in 2016/17
Delivery of homes that people can afford	<ul style="list-style-type: none"> • First phase of affordable homes fully complete

	<ul style="list-style-type: none"> • Full business case for second phase affordable homes agreed at Assets Regeneration and Growth committee
Sustaining quality, particularly in the private rented sector	<ul style="list-style-type: none"> • Worked with the Environmental Health team to identify HMO properties within the Council housing stock • Undertook a rolling compliance inspection programme of PRS temporary accommodation stock • Facilitated 3 Landlord Accreditation Scheme (LLAS) Courses in 2016/17 to a total of 36 people in 2016/17
Tackling homelessness	<ul style="list-style-type: none"> • Homelessness has been tackled in 16/17 through the continued focus on early intervention and prevention. 972 homelessness preventions were delivered in 16/17 against a target of 900. • In Q4 2 pilot projects were undertaken to firstly further mitigate demand and secondly reduce existing temporary accommodation. • Lowered numbers in Emergency Accommodation (249) to lowest point since 2011 and reduced overall numbers in TA from 2,941 in 2015/16 to 2,757 at Q4 17/1 • Further mitigations to tackle homelessness to build on the Q4 pilots and move to a 'customer ready' approach to applications ahead of the Homelessness Reduction Act enactment in 2018 have been approved by LBB and will be implemented in Q1 of 17/18.
Providing suitable housing to support vulnerable people	<ul style="list-style-type: none"> • Minerva House, our refuge for women fleeing domestic violence, accommodates 6 adults and 10 children at any given time/accommodated 21 women and their 31 children in its first 12 months of operation. • Our two "Get Real" houses provide shared accommodation and ongoing support to young people who show a commitment to education, training or employment. The scheme is aimed at breaking the culture of

	<p>antisocial behavior, alcohol and drug abuse and welfare dependency that frequently exists among young people in temporary accommodation.</p> <ul style="list-style-type: none"> • Barnet Homes and Adult Social Care's "Move On Protocol" prioritises vulnerable adults' access to housing services. • Secured government grant funding for a further year of Minerva House provision
Maximising the amount of money to invest in delivering new homes	<ul style="list-style-type: none"> • Delivering housing management services which are benchmarked as top quartile in terms of cost enhances opportunities for utilisation of Housing Revenue Account resources
Delivering efficient and effective services to residents	<ul style="list-style-type: none"> • Delivering top quartile benchmarked tenant satisfaction levels of 79% in 2016 • Delivering top quartile benchmarked housing management services in terms of cost • Achieving target on 81% of 2016/17 Delivery Plan performance indicators • Full review and implementation of caretaking services completed in December 2016.

4. Commitments for 2017-18

What Barnet Homes will deliver towards our desired outcomes.

<i>Commitments allocated to Barnet Homes</i>	<i>Key Deliverables</i>	<i>Key Milestones</i>	<i>Benefit</i>
Increasing the housing supply/Delivering homes that people can afford			
Commencement on site of Opendoor Homes second phase affordable housing schemes	320 affordable rent homes	Start on site 2017/18: <ul style="list-style-type: none"> • Q1: 53 homes • Q2: 97 homes • Q3: 44 homes • Q4: 17 homes 	Increased supply of housing and reduced homelessness costs

Delivery of Property Acquisitions Programme	50 new affordable homes to rent outside of London £8 million budget	ARG Committee approval 24 April 17 Target first phase of purchases Q1 2017/18 to complete by end of Q3	Increased supply of housing and reduced homelessness costs
<i>Tackling Homelessness</i>			
Delivery of Housing Options Strategy Delivery and mitigation plan	Reduction in numbers in TA Increased homelessness preventions Increased use of the PRS	TA reduction project and visiting functions (parental exclusions) in place subject to funding approval by end Q1 Development of alternative models for the acquisition of affordable homes on long-term lease	Reduced homelessness costs through increased preventions and TA reduction
Respond to the changes outlined in the Homelessness Reduction Act	Pilot appointment system to enable personal housing plans Increase homeless prevention options	Project Plan for Homelessness Reduction Act in place and incorporated within the Housing Options Strategy delivery plan – May 2017 Development of key tools for Homelessness Reduction Act <ul style="list-style-type: none"> • Section 21 Self Help Pack – April 2017 • Family Exclusion Self Help Pack – April 2017 • Personal Housing Plans Toolkit – May 2017 • AST Casework Toolkit – July 2017 • Families Prevention Kit – July 2017 Homeless Reduction Act Business Support Manager recruited - June 2017 Feasibility study completed and recommendations made in respect of single homeless pathway – September 2017	Single homeless pathway established to enable increased early intervention and prevention. Reduced homelessness costs.

<i>Providing suitable housing to support vulnerable people</i>			
Delivery of 53 home Extra Care scheme at Moreton Close	53 home extra care scheme	Programmed for June 2018 completion	<ul style="list-style-type: none"> • Increased supply of housing and reduced Adult care costs • Dementia friendly scheme • 100% wheelchair accessible
<i>Deliver efficient and effective services to residents</i>			
Deliver an improvement programme to address the priorities of customers	Improvement initiatives delivered in priority areas for customers	<p>Customer priorities identified from feedback analysis– April 2017</p> <p>Improvement programme agreed with customers – July 2017</p> <p>Priority improvement initiatives implemented – November 2017</p>	Improved quality of services to all customer groups leading to increased satisfaction
Business Transformation Project	<p>Reduction in failure demand</p> <p>Delivery of related efficiency savings</p>	<p>Completion of requirements gathering stage for the following by June 2017:</p> <ul style="list-style-type: none"> • Phase 2 of the Customer Portal • Electronic Document Management System • Barnet Homes IT Strategy <p>Completion of Best Practice Implementation of the QL Housing Management System – July 2017</p>	Improved services to residents and greater options for customer access services

<p>Deliver a revised Tenancy Strategy & Allocation Scheme in response to the Housing & Planning Act 2016</p>	<p>Revision to the LBB Tenancy Strategy</p> <p>Revision to the LBB Allocations Policy</p>	<ul style="list-style-type: none"> • Delivery of a revised LBB Tenancy Strategy which meets all statutory requirements as laid out by Housing & Planning Act 2016 – October 2017 • Delivery of revised LBB Allocations Policy which takes into account changes in both housing legislation and case law, as well as current equalities legislation – September 2017 	<p>A revised tenancy strategy will provide clear guidance to customers and staff regarding the qualification criteria for and review of fixed term tenancies</p> <p>The revised allocations policy will ensure that LBB is meeting all requirements as laid out in current housing and equalities legislation as well as preparing for upcoming changes caused by the Homelessness Reduction Act.</p>
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5. Benchmarking

5.1. Comparative industry performance

The Barnet Homes Management Agreement contains a requirement for Barnet Homes to take part in an annual benchmarking process through expert housing consultancy Housemark, allowing valuable comparisons with our peers across London on a wide range of cost and quality measures

The results for the 2015/16 financial year were published in December 2016, once again evidencing strong performance in most areas of service delivery across both cost and quality measures. The below table shows the Barnet Homes summary cost per property (CPP) for each of the main areas of core housing management service delivery and back office services with the ranking against peer group participants and the quartile result:

Service Area	Benchmarking Ranking	Benchmarking Quartile Result
Housing Management	1	Top
Repairs & Maintenance & Void Property Refurbishment	2	Top
Estate Services	2	Top
Leaseholder Management Services	3	Top
Finance Services	2	Top
Central Office Services	2	Top

The following table shows overall 2016 tenant and leaseholder satisfaction scores and their respective benchmarking results:

	2016 Survey Result	Benchmarking Quartile Result
Tenants	79%	Top Quartile* (ranked 5 of 19)
Leaseholders	51%	Second Quartile* (ranked 4 of 12)

*due to frequency in which landlords complete star compliant surveys this is an aggregated view combining the most recent 3 year period.

6. Finances

6.1. Barnet Homes Management Fee 2017/18

	Year 2016-17	Efficiency Savings	Year 2017-18
1 - FUNDED BY CAPITAL			
Capitalised Salaries	1,100,000		1,100,000
2 - FUNDED BY HRA			
Barnet Homes Core Management Fee HRA	17,335,327	(604,071)	16,731,256
Repairs and Maintenance Management Fee HRA	7,550,000		7,550,000
Grahame Park Boiler House Funding	170,000		170,000
Chilvins Court Management Fees	3,000		3,000
Add Other Fees included in Management Agreement	63,680		63,680
Housing Ombudsman	13,000		13,000
· less 16/17 efficiencies	(444,474)		(444,474)
· less Social Fraud Team	(152,000)		(152,000)
· less: Assist	(575,000)		(575,000)
<i>2 a Total BH excluding Housing Options</i>	23,963,533	(604,071)	23,359,462
Housing Options SLA (HRA)	151,711		151,711
Housing Options HRA Mgmt Fee	1,121,282		1,121,282
<i>2 b Total Housing Options</i>	1,272,993	0	1,272,993
Total Barnet Homes HRA Management Fee	25,236,526	(604,071)	24,632,455
3. FUNDED BY GENERAL FUND			
Housing Options GF Mgmt Fee	2,447,704		2,447,704
Housing Options TA GF	285,608		285,608
Housing Options GF Mgmt Fee	2,733,312	0	2,733,312
4. Total Barnet Homes Management Fee Capital HRA + GF	29,069,838	(604,071)	28,465,767

6.2. Housing Revenue Account Capital Programme

Capital Programme Description	Revised Budget 2016/17 P11	Original Budget 2017/18
	£'000	£'000
Main Programme		
Major Works (exl Granville Road)	6,540	4,241
Regeneration	1,416	1,571
Misc - Repairs	1,785	3,308
M&E/GAS	9,390	9,959
Voids and Lettings	3,653	2,733
Sub-Total	22,783	21,812
<u>Acquisitions:</u>		
Advanced Acquisitions (Regen Estates) - RE	2,993	9,174
Direct Acquisition	6,000	
Sub-Total	8,993	9,174
<u>New Builds:</u>		
New Affordable Homes (First phase)	900	0
Moreton Close	1,755	12,751
Development Pipeline Second phase	2,586	
Second phase RP	1,000	
Dollis Valley - RE	100	9,900
Brent Cross Extra Care	500	
Burnt Oak Broadway Flats		700
Extra Care Pipeline	0	14,881
Upper & Lower Fosters Community Led Design	600	900
Sub-Total	7,441	39,132
Grand-Total	39,217	70,118

6.3. General Fund Capital Programme

Capital Programme Description	Revised Budget 2016/17	Original Budget 2017/18
	£'000	£'000
Alexandra Road	33	
Hostel Refurbishment Programme	43	157
Chilvins Court	126	
Investment in Modular Homes	20	743
Sub-Total	222	900
<u>Acquisitions:</u>		
Direct Acquisition(Out of Boroughs)	5,000	
Sub-Total	5,000	0
<u>New Builds:</u>		
Open Door	3,648	30,098
Sub-Total	3,648	30,098
Grand-Total	8,870	30,998

6.4. Temporary Accommodation Budget Profile

	2016/17 Budget	2017/18	2018/19	2019/20	2020/21	Total
Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
Main Management Fee	2,729,667	2,729,667	2,729,667	2,729,667	2,729,667	10,918,668
Supplementary Management Fee	309,000	309,000	309,000	309,000	309,000	1,236,000
Leaseholder Buybacks Maintenance	100,000	100,000	100,000	100,000	100,000	400,000
Out of London Acquisitions Maintenance	0	48,542	107,402	111,137	115,038	382,119
Third Party Payments for TA	25,350,072	26,028,978	25,972,891	26,205,324	24,780,885	102,988,078
Non-recoverable TA Expenditure		50,000	50,000	50,000	50,000	200,000
DWP subsidy shortfall		151,783	230,294	0	0	382,078
Miscellaneous	740,240	740,240	740,240	740,240	740,240	2,960,960
Mitigations		170,000	170,000	170,000	170,000	680,000
Bad Debt Provision	879,020	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	30,107,999	31,328,210	31,409,494	31,415,368	29,994,830	124,147,903
Income						
TA Rents	- 23,650,000	-22,433,496	-22,159,597	-22,299,444	-20,857,284	-87,749,821
TA Fees (Social Services)	-400,000	-651,131	-651,131	-651,131	-651,131	-2,604,523
Buyback Income	-410,000	-691,459	-799,177	-678,299	-625,933	-2,794,868
Out of London Acquisitions Income	0	-271,221	-573,912	-573,912	-573,912	-1,992,955
New Home Revenue Income	0	0	-24,000	-184,000	-480,000	-688,000
Other	-88,250	-88,250	-88,250	-88,250	-88,250	-353,000
Total	- 24,548,250	-24,135,556	-24,296,066	-24,475,035	-23,276,509	-96,183,167
Net Expenditure	5,559,749	7,192,654	7,113,428	6,940,333	6,718,321	27,964,736

Budget Pressure	1,632,905	1,553,679	1,380,584	1,158,572	5,725,740
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7. Dependencies

This section outlines the key dependencies on other Delivery Units and Partners that may affect the delivery of Commissioning outcomes.

Delivery Unit	Dependent on for:	Other DUs dependent on Barnet Homes for:
Adults and Communities	<ul style="list-style-type: none"> • ASB, MARAC, MAPPA and safeguarding • Clientside engagement for development of extra care or accessible units etc. • Administration of leaving care payments • Mental health checks 	<ul style="list-style-type: none"> • Adaptation • Support of care leavers and vulnerable adults • Delivery of Extra care and accessibility [wheelchair] homes
CSG	<ul style="list-style-type: none"> • Housing Benefit (HB) assessments (new claims & Change-of-circumstances). • HB and cash files upload to QL. • Administration of payenet and payments made through the payment telephone line. • Administration of arrears write offs. • Administration of salary and pension deductions. • Credit union and third party deductions – payroll. • BACS • Direct debit verification and up load. • Management of I.T and Hardware. Including IT network, software upgrade and Help desk • Telephones (inc report and call recording) / Blackberry provision / Telephones – out of hours support (as our provision by Mears is linked via the LBB phone network) • Facilities support for Barnet House • Accommodation for The Barnet 	<ul style="list-style-type: none"> • Monthly delivery of controlled accounts • Monthly provision of capital works expenditure reports • Information supporting FOI, Members Enquiries and other formal investigations and responses • Information on accidents and incidents • Joint working on health and safety

	Group	
Family Services	<ul style="list-style-type: none"> • Safeguarding 	<ul style="list-style-type: none"> • Suitable accommodation for children leaving care
HB Law	<ul style="list-style-type: none"> • Rent arrears works • ASB • Regeneration secure s10a etc. • Regeneration non secure • Disrepair defence • Non access works – gas etc. • Contract advice • Right-to-buy (RTB) applications and transactions • Leasehold arrears works • Tenancy and lease management work • Alterations – associated agreements and charges • RTB Conveyancing • Development - i.e. legal packs, land registry, contracts • Attendance at court (we have no right of audience) • PCOL administration • Homeless advice 	<ul style="list-style-type: none"> • Performance/satisfaction feedback
Property Services	<ul style="list-style-type: none"> • RTB valuations • RTB lease plans • Alterations – planning permissions etc. • Development - i.e. site assembly briefs, liaison with statutory bodies, easements, appropriation etc 	<ul style="list-style-type: none"> • Tenancy information and advice on disposals • Assistance with managing issues with non-BH managed HRA assets
Re	<ul style="list-style-type: none"> • Environmental Health - partnership working to deal with environmental nuisance. • Planning • Building control • Regeneration team – progress of scheme, amendments to phasing plans etc (also linked to the LBB appointed development partners) • Development – Planning, Highways, Building Control, other professional services 	<ul style="list-style-type: none"> • Support for empty homes initiative landlord accreditation and HMO registration • Progressing Planning Permissions for development plans • Specialist regeneration related expertise relating to existing residents • Joint working to support development pipeline objectives

Street Scene	<ul style="list-style-type: none"> • Ground maintenance on housing land • Refuse collection and recycling on housing estates • Refuse consumables (bins) • Responsive tree works • Planned tree works including tree surveys <ul style="list-style-type: none"> • Development – i.e. lighting, trees and refuse 	<ul style="list-style-type: none"> • Support for recycling initiatives
Parking and Infrastructure	<ul style="list-style-type: none"> • Removal of abandoned vehicles on housing land <ul style="list-style-type: none"> • Street lighting on some housing estates 	
Finance	<ul style="list-style-type: none"> • HB Law – Housing Options legal costs are paid directly by the Council's GF budgets and not funded from BH's management fee income. • CSG – Responsibility for managing HRA Model. 	<ul style="list-style-type: none"> • Information exchange • Input into HRA business planning • Implementation of rent increases and rent policy • Implementation on fees and charges • Monthly provision of capital works expenditure reports
LBB Commissioning Team	<ul style="list-style-type: none"> • Housing Policy • Housing Allocations Scheme • HRA Business Planning 	<ul style="list-style-type: none"> • Provision of management information • Housing Management Expertise • Homelessness Expertise • Input into HRA Business planning
Other	<ul style="list-style-type: none"> • Security provision at Barnet House (esp. 2nd floor reception) • Housing benefit • LBB payments system (suggest check with rents team as not sure if this actually sits with us of LBB) • Post room services (collection and sorting of incoming mail, collecting, franking and posting outgoing mail) 	

	<ul style="list-style-type: none"> • HRA money for capital works • Authorisation of variations to spend • CAFT - Tenancy fraud investigations and resulting action 	<ul style="list-style-type: none"> • Tenancy fraud referrals for investigating
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8. Customers and Relationship Management

8.1. Market, contract and relationship management

The Council is putting in place a new contract methodology, distinguishing different levels of contract activity – Strategic, Critical, Operational, and Transactional. In summary, the latter two categories are to be managed and overseen within Delivery Units. Strategic contracts – and the relationship management – will be managed through Commissioning Group. Where a contract is categorized as Critical (single or a group of contracts from a particular market), the Management Agreement negotiation process will identify what level of relationship management is required from Commissioning Group, and at what stage.

In addition to the table on critical contracts (below), DUs are expected to fully manage their Operational and Transactional contracts in accordance with LBB policies to procurement and contract management.

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Repairs, Maintenance & Void Property Refurbishment	Mears Group plc	Delivery of the repairs and maintenance service to housing stock and refurbishment of properties when they become void	Circa £9m per annum	Start - March 2012 End – March 2022	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Gas Heating – Servicing, Repair and Installation	Robert Heath Heating Ltd.	Delivery of the annual servicing of all gas appliances, repairing heating systems and installing new systems to housing stock	Circa £2m per annum	Start – March 2014 End – March 2018	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Major Capital Refurbishment Works	Lovell Partnerships trading as – Morgan Sindall	Delivery of major replacement component to housing stock	Circa £6m per annum	Start – July 2012 End – July 2022	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements
Major Electrical Installation Works	Lovell Partnerships trading as – Morgan Sindall	Delivery of major electrical installation replacement works to housing stock	Circa £9m per annum	Start - March 2012 End – March 2022	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Key TA providers	London Rentals Ltd, Rent Connect Ltd	Provision of interim temporary accommodation	Both circa £1.1m per annum	On-going framework suppliers	In-house contract management
Other TA providers	Apex Housing, BTC, Elliot Leigh, London Online, Southgate Properties, Woodhouse Estates	Provision of interim temporary accommodation	Each between £0.8-1m per annum	On-going framework suppliers	In-house contract management

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Voids major and minor	R..Benson	To complete Major void works	Approx.. £1.2m per annum	Jan 15 to March 2018	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Agency staff	Tate	Were most temporary staff are supplied	£3.5m per annum	September 2020	None
Electric and Gas Supplies	LASER (via Kent County Council)	Supply of gas to sheltered/ hostels and other communal and some Electric	£0.8m per annum	Prior to ALMO (this is complaint route for these	None
Electric and Gas Supplies	Via Monarch (consultant) most with OPUS	Supply of electric to communal areas mostly in blocks	£700,000 per annum. Supplier renewed	June 2017 for OPUS, consultant needs review	None
ERM (electrical Rising Mains)	Vallectric and WG Wigginton and others	To complete ERM works won under individual tenders	£1.7m and £1.6m	Each scheme tendered and managed by WSP (consultant)	In-house contract management team managing in- line with contractual terms (JCT)

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Adaptations	Effectable Construction Services Ltd	To carry out works for adaptations such as level access showers, grab rails etc	£700k to £1m per annum	1 st April 2016 for 3 +1 years	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements

8.2. Welfare Reform

The Index of Multiple Deprivation is the primary source for measuring deprivation in England and Wales in relation to income, employment, health and disability, education, skills and training, barriers to housing and services, living environment, and crime. Relative to other London boroughs, Barnet is ranked 25th of 33; however within Barnet the 2010 figures show the west of the borough still has the highest concentration of more deprived areas. The highest levels of deprivation are found in Colindale, West Hendon, and Burnt Oak; areas in which large-scale regeneration projects are underway.

Welfare Reform also has a major impact on our customers through:

- Under-occupation charge – a reduction in Housing Benefit up to a maximum of 25% for having a spare bedroom(s).
- Freezing of Local Housing Allowance rates – so recipients are unable to keep pace with private sector rent rises.
- Benefit Cap – no household in London can receive more than £500 per week or £23,000 a year from benefits.
- Universal Credit – six working age benefits including Housing Benefit rolled into one monthly payment paid directly to the claimant.

Around 500 council tenants had been affected by the under-occupation charge. Whilst there have been few tenants impacted by the Benefit Cap because social rents are lower, there has been an impact on households placed in temporary accommodation where rents are higher.

The multi-agency Welfare Reform Task Force works to prevent homelessness for residents in private rental sector who are affected by the Benefit Cap. Through our leadership and participation in the Task Force we have successfully supported the 2,150 residents across the borough who have been affected by the Cap. We have helped around 36% into work and about 12% to move into more affordable accommodation. January 2017 saw the roll-out of the lower benefit cap to new residents, with a further 850 clients added to the team's

caseload. This continues to keep Barnet amongst the top 10 areas in the country for the number of capped people.

2015 also saw the first Barnet Homes tenants claiming Universal Credit (UC), and as of early 2016, around 40 tenants were in receipt of UC. Our approach has been to closely track claimants, build partnerships with local job centres and to use the support provision of the Welfare Reform Task Force. The Task Force helps residents from across the borough through a partnership approach and commitment to shared outcome delivery. We have also been commissioned to lead the Council's provision of local support for Universal Credit, and by October 2016 381 residents had been supported with the transition to this new benefit.

Our expertise in partnership working and delivering multi-agency projects such as the Welfare Reform Task Force has led to significant roles for the Group in other Council-commissioned initiatives such as BOOST and its planned successor.

Our customers continue to be typically the most economically disadvantaged within the borough, and as a result the most impacted by both welfare reforms and the squeezing of disposable incomes. As such it will continue to be important for us to seek to build community resilience and enable opportunity through our services.

8.3. Satisfaction

Based on the validation and analysis of feedback obtained from the recent STAR surveys, the areas that residents have told us they would most like to see improvements in are:

For our tenants:

- The “Customer Journey” when obtaining services from us, particularly in relation to the consistency of services delivered and the coordination of staff resources to ensure a right first time approach
- Being kept better informed when there are any issues or changes that occur when services are being delivered. This is particularly relevant to the repairs and gas maintenance services and issues such as missed appointments or coordination of outstanding work
- The security and cleanliness of our blocks and estates

For our leaseholders:

- More clarity and detail on what makes up their service charges
- Improving the quality and value for money of the work delivered, such as major works, repairs and maintenance and estate based services
- The “Customer Journey” when obtaining services from us, particularly in relation to the consistency of services delivered and the coordination of staff resources to ensure a right first time approach

8.4. Equalities

Delivery units are required to demonstrate that they have paid due regard to equalities by:

- Working in partnership and in accordance with LBB Equalities policy at all times;
- Producing a Delivery Unit profile of data on service users and to use it in the analysis of specific and cumulative impact of their proposals;
- Mainstreaming equalities into Delivery Unit work-streams and processes;
- Ensuring fair decision making at Delivery Unit level;
- Promoting engagement;
- Supporting Commissioning Group with all aspects of implementing the Equalities policy including Action Plan, the equalities aspects of the Business planning process, the production of the annual equalities report achieving the Strategic and other Equality objectives; and,
- Demonstrating compliance with Equality Act 2010 and Public Sector Equality Duty.

The Barnet Group's Equality Strategy has four key areas of focus:

- Customer Insight – understanding the needs of our customers
- Our People – ensuring equality for our staff
- Accessibility – improving access to services
- Self-assessment – using external frameworks and in house health checks to assess effectiveness

The overarching aims of our approach are to deliver services that are responsive to customers' needs wherever practicable, to advance equality of opportunity for individuals and for communities, and to create a working environment that is inclusive for all colleagues.

The Barnet Group's Equalities objectives for 2017/18:

- To further refine our approaches towards data collection, and to maximise the capabilities of our investment into the QL housing management system to enable insight reporting that informs policy development and service delivery refinement and improvement.
- To undertake Equality Impact Assessments of significant legislative changes, service reviews, projects, and policy updates programmed for 2017/18, including but not exclusive to homelessness demand, temporary accommodation, customer access, welfare reform, income collection, customer engagement, and regeneration.
- To ensure that activities that support the principles of our Equality and Diversity Policy and strengthen the effectiveness of our approach are identified and delivered through our day-to-day activities, in addition to our

corporate and departmental priorities and projects to address customers' and communities' needs and priorities.

We have a mixed resident demographic. We know that:

- 49% of our tenants are aged over 50
- 21% identify themselves as disabled
- 33% are Black, Asian or Minority Ethnic (BAME)
- 73% have been a tenant for over 5 years, and 27% for over 20 years
- 28% of our customers are leaseholders

By comparison, customers that approach us as housing applicants are younger and more likely to have dependent children. They are also from more diverse ethnic backgrounds.

In contrast to Barnet Homes' resident population, the 2011 Census for Barnet shows that it is a fairly young borough, with 18% of the population aged over 60 and 25% aged under 20. Barnet is an ethnically diverse borough, with 36% of the population coming from a BAME background.

Overall, our customers are generally becoming more diverse and more vulnerable for a variety of reasons including age, and physical and learning disabilities. As a result the importance of our services to sustain the quality of lives and provide both choice and opportunity remains critical.

9. Risks and challenges

Emerging issues will be recorded by the Lead Client Relationship Manager, LBB Commercial team on an issues log. The log will be reviewed at the monthly performance review meetings, and either resolved, elevated to a change request or escalated to the Barnet Homes Strategic Review Group.

Barnet Homes operates a system of internal control including appropriate risk management processes and complies with the Council's Risk Management Policy. Barnet Homes maintains its own risk register for risks identified within their business and management processes.

All joint risks will be monitored regularly through the monthly performance review meetings, as part of business as usual and escalated whenever required including new emerging risks that would score 12 or more and/or any serious risk incidents that occur.

Quarterly contract performance reporting will include joint risks with a rating of 12 or more using LBB's scoring methodology and with the full risk register appended to the performance summary. Joint risks with a rating of 12 or more as at March 2017 are listed in the table in appendix 2.

10. Governance arrangements

The governance arrangements are contained within the new 10 year management agreement schedule 2 and are as outlined below.

10.1. Contract Governance

	Attendees	Frequency	Nature	Escalation Reporting Route /
Performance and Contract Management Committee	Members: http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=693 Barnet Homes: Senior representative (as requested) Council:	<i>Quarterly</i>	Public scrutiny of the performance of the Council with opportunity to discuss performance challenges with relevant directors (as required)	Referrals to other committees, including Housing and Policy and Resources (as required)

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Chief Operating Officer Customer Services and Commercial Director			
Challenge Session	Members: Chair and Deputy Chair of committee Barnet Homes: Senior representative (as requested)	<i>Quarterly</i>	Detailed scrutiny of Barnet Homes performance ahead of Performance and Contract Management Committee	None
Delivery Board	Barnet Homes: Senior representative Council: Chief Operating Officer and other Delivery Unit Directors	<i>Quarterly</i>	Council wide scrutiny	Intervention levels are agreed by this Board. This will include potential for special measures.
Performance Review meetings	Barnet Homes: Senior Operations and Finance Managers Council: Contract Manager CSG Finance Manager Strategic Lead Housing	<i>Monthly</i>	Scrutiny of performance against management agreement and budgets	Commercial Director Performance and Contract Monitoring Committee Housing Partnership Board
Housing Partnership Board	Barnet Homes: Senior management Council: Commissioning Director Contract Manager Commissioning and Strategic Housing Leads Re/CSG: Finance and Housing Leads	<i>Bi-monthly</i>	Reviews overall objectives, priorities, outcomes and performance Agrees change control requests and variations Resolves disagreements	Commercial Director Strategic Housing Board
Strategic Housing Board	The Barnet Group: Chair Barnet Homes: Executive Officers Council: Chair of Housing Committee Strategic Director Commercial Director/ Partnership Relationship	<i>Bi-Annually</i>	Agree key objectives and strategic direction Considers growth and new opportunities Reviews progress against Five Year Business Plan	Housing Committee Strategic Commissioning Board

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Manager Commissioning Directors Head of Finance Re/CSG: Senior management as required		Resolves strategic disputes	

11. Additional Governance

	Attendees	Frequency	Nature	Escalation Reporting Route /
Barnet Homes Scrutiny	The Barnet Group Board and Barnet Homes Performance Advisory Group	Monthly or as required	Internal and external scrutiny of performance and budgets.	Council nominated board members
Development Programmes	LBB Development Pipeline Programme Board. Barnet Homes Asset Committee Barnet Homes Development Team	Monthly or as required	Performance review of individual development sites and projects	As per programme governance

11.1. Change Requests

Change control processes are outlined in full within section 12 of the new 10 year management agreement between Barnet Homes and Barnet Council. This may be summarized as follows:

12 CHANGE CONTROL AND VARIATIONS TO THE MANAGEMENT AGREEMENT

- 12.1 Either party through its Contract Manager may request a Change to the Services and/or the Fee in the following circumstances:
- 12.1.1 where a change in government policy occurs;
 - 12.1.2 where a change in law occurs;
 - 12.1.3 where a substantial change is proposed or envisaged in the delivery of the Services including any re-design of the Services including where a notice is served pursuant to clause 2.3.2 and/or where a Tenant Management Organisation is established in relation to certain Properties;
 - 12.1.4 where a change to the performance standards agreed for the Services is proposed;
 - 12.1.5 where a change in the scope of the Services is proposed; and/or

- 12.1.6 where pursuant to clause 11.6 the parties agree that the HRA Fee should be reduced as a result of a change in the CPI since the September of the preceding Service Year.
- 12.4 The Contract Manager shall consider each and any request for a change they receive in accordance with Schedule 7 and in doing so will assess the anticipated impact of the requested Change on the Fee and Barnet Homes' performance of the Services. If the anticipated impact is considered by the Contract Manager to be minimal, the Contract Manager shall be entitled to consider the request for a Change. If the anticipated impact is not considered by the Contract Manager to be minimal or if the Contract Manager cannot approve a request for a Change with minimal anticipated impact within 15 working days, the Contract Manager shall refer any such request for a Change to the Housing Partnership Board to be considered at their next meeting.

Appendix 1: Outcomes, KPIs and PIs

The following Indicators are reported to the Quarterly Performance and Contract Monitoring Committee

Corporate Plan (in bold) / Commissioning Plan Indicators

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Tackling Homelessness (Corporate Plan Indicator)	Number of homelessness preventions	BH/S2	972 (Q1-Q4) Full Yr Target: 900	1050	1050	1050	DCLG 15/16 Result: Second Quartile
Tackling Homelessness (Corporate Plan Indicator)	Numbers of households in Temporary Accommodation	BH/C4	2,757 (End Q4) Full Yr Target: 2,700	2,600	Monitor	2,000	DCLG Q3 16/17 Result: Lower quartile
Tackling Homelessness (Corporate Plan Indicator)	Families with Children in TA	NEW – TBC	New for 2017/18	Monitor	Monitor	Monitor	This is a completely new indicator
Tackling Homelessness	Households placed directly into the private sector by Barnet Homes	BH/C2	646 (Q1-4) Full Yr Target: 500	575	575	575	n/a
Tackling Homelessness	Numbers in Emergency Temporary Accommodation (ETA)	BH/S1	149 (End Q4) Full Yr Target: 150	175	170	150	DCLG Q3 16/17 Result: Second Quartile
Tackling Homelessness	Length of stay in Current Emergency Temporary Accommodation (ETA) (weeks)	BH/S3	67.8 weeks (End Q4) Monitor only	Monitor	Monitor	Monitor	n/a
Tackling Homelessness	Number of families with	BH/C3	0 (End Q4)	0	0	0	DCLG Q3 16/17 Result:

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
	children living in Bed and Breakfast for more than 6 weeks		Yr End Target: 0				Upper Quartile
Tackling Homelessness	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	BH/C2	28.9% (End Q4) Full Yr Target: 30%	Monitor	Monitor	Monitor	DCLG Q3 16/17 Result: Third quartile
Deliver efficient and effective services	Average re-let time for routine lettings	BH/C4	14.1 Days (Q4 only) Q4 Target: 15 days	Q1: 15 days Q2: 14.4 days Q3: 13.7 days Q4: 13.0 days	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark Q3 15/16 Result: Upper Quartile
Deliver efficient and effective services	Repairs Survey % Satisfied Customers	BH/C8	99.2% (Q1-Q4) Full Yr Target: 96%	96%	96%	HM Benchmarking 1 st Quartile	Housemark 2014/15 Upper quartile (not included in Housemark 15/16 suite)
Deliver efficient and effective services	Number of tenancy failures (evictions and abandonments)	BH/KPI15	31 (Q1-4) End Yr Target: 35	35	35	HM Benchmarking 1 st Quartile	n/a
Deliver efficient and effective services	Current arrears as a percentage of debit	BH/S4	3.04% (End Q4) Yr End Target: 3.00%	2.90%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark Q3 15/16 Result: Second Quartile
Deliver efficient and effective services	Temporary Accommodation arrears as a percentage of debit	BH/S5	5.36% (End Q4) Full Yr Target: 4.95%	4.95%	4.60%	Set Annually	n/a Note: unable to set future targets due to changes e.g. introduction of universal credit and benefit cap

Other Indicators (feeding into Quarterly report)

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% of Annual Service Charge and Arrears Collected	BH/C6	101.3% (Q1-Q4) Full Yr Target: 100%	102%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark 2015/16 Performance: Third quartile
Deliver efficient and effective services	Total No' Starts on Site (new build)	NEW – TBC	New for 2017/18	211 Q1: 53 Q2: 97 Q3: 44 Q4: 17	To be set following year 1	To be set following year 1	n/a
Deliver efficient and effective services	% Reality Checks achieving 3 or 4 Stars	BH/C9	99% (Q1-Q4) Full Yr Target: 95%	96%	96%	96%	n/a
Deliver efficient and effective services	% Properties With Current LGSR	BH/C10	100.00% (End Q4) Full Yr Target: 100.0%	100.0%	100.0%	100.0%	Housemark Q2 16/17 Performance: Upper quartile
Deliver efficient and effective services	% First Time Fix	BH/KPI8	88% (Q1-Q4) Full Yr Target: 80%	90%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark 2015/16 Result: Second quartile
Tackling Homelessness	% of homeless appeals completed on time	BH/C3	100% (End Q4) Full Yr Target: 100%	95% average over year	95% average over year	95% average over year	Methodology updated to average over full year, rather than result at end of period

KPI / Operational & Transactional

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Tackling Homelessness	Out of London Temporary Accommodation Acquisitions	KPI4	65 (Q1-Q4) Full Yr Target: 80	80	80	80	n/a
Deliver efficient and effective services	Average end to end time for Completed Major Adaptation Jobs	KPI5	21.7 (Q1-Q4) Full Yr Target: 24.0	23	22	20	n/a
Deliver efficient and effective services	Average re-let time for Major Works Lettings	KPI6	37.2 days (Q1-Q4) Full Yr Target: 50	40	35	35	Housemark 2015/16 Performance: Upper quartile Target slightly higher for 17/18 due to a number of complex voids currently in work
Deliver efficient and effective services	Void Satisfaction with Lettings Process	KPI7	94% (Q1-Q4) Full Yr Target: 91%	93%	93%	93%	Marginally lower target as faster void turnarounds is likely to reduce satisfaction, with works for example being undertaken once customer has moved into the property
Deliver efficient and effective services	% Gas Repair Satisfied Customers	KPI9	94% (Q1-Q4) Full Yr Target: 90%	90%	92%	93%	This is a contractual target
Deliver efficient and effective services	ASB % Satisfied with Complaint Handling	KPI10	83% (Q1-Q4) Full Yr Target: 80%	80%	8%	84%	Housemark 2015/16 – sample too small (4 responses)
Deliver efficient and effective services	Major Works % Satisfied Customers	KPI11	96% (Q1-Q4) Full Yr Target: 94%	94%	95%	95%	Methodology updated for 2017/18
Deliver efficient and effective services	Average days FTE Sickness (rolling 12 months)	KPI12	8.9 Days (End Q3) Full Yr Target: 8.5	8 Days by Year End	7.5	7.0	Housemark 2015/16 Performance: Lower quartile

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% Customers that Rate Leasehold Customer Service as 'Good'	KPI13	New for 2017/18	65%	67%	70%	This is a completely new indicator
Deliver efficient and effective services	Overall satisfaction with estate services – tenants	KPI14	New for 2017/18	80%	To be set following year 1	TBC	This is a completely new indicator
Deliver efficient and effective services	Overall satisfaction with estate services – leaseholders	KPI15	New for 2017/18	50%	To be set following year 1	TBC	This is a completely new indicator

Customer Experience PIs

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% Customers that Rate Customer Service as 'Good' (email, face to face, phone)	CE001	91% (Q1-Q4) Full Yr Target: n/a	89%	TBC	TBC	91% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% FOI Enquiries responded to in time	CE002	100% (Q1-Q4) Full Yr Target: 100%	90%	TBC	TBC	97% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% Stage 1 & % Stage 2 Complaints completed in time	CE003	95% (Q1-Q4) Full Yr Target: n/a	90%	TBC	TBC	91% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% VIPs / Members Enquiries responded to in time	CE004	100% (Q1-Q4) Full Yr Target: 100%	98%	TBC	TBC	99% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	Face to Face Wait Time (non-appointment)	CE005	7.9 Mins (Q1-Q4) Full Yr Target: 10	8mins	TBC	TBC	2m 38 seconds (all LBB DUs Q4 2016/17)

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% calls answered (Contact Centre, Housing Options, Robert Heath, Leaseholder Services)	CE006	89% (Q1-Q4) Full Yr Target: 92%	92%	TBC	TBC	93.7% was upper quartile mark for 15/16 Housemark Annual Benchmarking . BH performance was lower quartile

Appendix 2: Joint Risks

The following joint risks have been assigned a rating of 12 or more as at March 2017:

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG001	Unviable cost of development scheme	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on 	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</p>	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
		staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda			<p>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 (without controls)		Residual Risk (with controls in place)			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 weeks for families with children or pregnant women.	Strategic Lead Housing	Financial	<ul style="list-style-type: none"> - Homelessness prevention strategy - Ongoing project to look at further ways of reducing homelessness (Prevention work / Modular Temporary Accommodation) - Performance indicators and financial monitoring - Horizon scanning of legislation changes - professional memberships - in house lettings agency for procurement of PRS properties - Supply and demand modelling - Links to growth and regeneration operations board - Development pipeline - Out of borough acquisitions - Processes which prevent families and children being in B&B accommodation 	5	5	3	4	12	Increased	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG007	Employee H&S Incident	The need for staff to work in high-risk situations, entering homes on their own, working with volatile individuals) could lead to a Health & Safety incident resulting in harm to Barnet employees, legal challenge, reputational damage.	Barnet Group, Director of Corporate Services	Health & Safety	<p>Policies and procedures for health and safety are in place, including the H&S management system, and the lone working system. Staff undertake training, and there is an induction for new staff.</p> <p>Structures are also in place for contact management, and risk assessments are undertaken. We have a register of those who are violent and abusive, as well as a Vulnerable Tenant password scheme.</p>	5	4	4	3	12	Same	Treat

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		
TBG008	Data Protection breach	The high quantity of sensitive information handled by the Barnet Group could lead to a data protection breach, resulting in risk to individuals, reputational damage, legal challenge, and financial penalty.	Barnet Group, Director of Corporate Services	Information Governance	<p>We have data protection policies and procedures, and control access to our systems, including Housing Management, HR, Finance, and Business Intelligence. We provide training through e-learning, including an annual refresher.</p> <p>Data protection issues are also covered in induction, and there is specialist training for specific groups. We undertake publicity and promotional campaigns, and have a dedicated DPO and Data Protection Specialist.</p>	4	5	4	3	12	Same	Treat