	Housing Committee **14 January 2019**
Title	**Quarter 2 2018/19 Housing Performance Report**
Report of	Councillor Gabriel Rozenberg – Committee Chairman
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
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Summary

This report provides an update on the Theme Committee priorities in the Corporate Plan 2018/19 Addendum for **Quarter 2 (Q2) 2018/19,** including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

Officer Recommendations

1. **The Committee is asked to review the financial, performance and risk information for Q2 2018/19 and make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.**

1. PURPOSE OF REPORT

Introduction

1.1 The Housing Committee has responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, and commissioning of environmental health functions for private sector housing. The priorities for the year ahead (see table 1) are set out in the Corporate Plan 2018/19 Addendum, which is available online at https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance

1.2 This report provides an update on these priorities for **Q2 2018/19,** including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high-level risks.

1.3 This report is in addition to the Q2 2018/19 Strategic Performance Report to Policy and Resources Committee (11 December 2018) and the Q2 2018/19 Contracts Performance Report to Financial Performance and Contracts Committee (17 December 2018). These reports can be found on the committee section of the council's website at https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1

Table 1: Housing Committee priorities for 2018/19

Priorities	Key activities
Building compliance and fire safety	• Implement the enhancements to tower block fire safety • Ensure that commercial tenants understand their responsibilities in relation to keeping buildings safe
Tackling homelessness	• Explore the proposal to develop up to 200 units of factory-built temporary accommodation on N11 site • Install the Qmatic appointment system to enable Housing Options to better manage demand by moving to an appointment-only service • Create new referral pathways with partners to improve housing and support options for key customer cohorts
Driving up the quality of the private rented sector	• Implement the new policy for issuing Civil Penalties under the Housing and Planning Act 2016 • Review the dataset for Houses in Multiple Occupation (**HMOs**) in the borough to inform targeted enforcement action at non-licensed premises • Monitor compliance by landlords with their licence conditions on a risk basis
Providing suitable housing to support vulnerable people	• Open the extra care scheme at Moreton Close (renamed Ansell Court) • Deliver 330 homes for affordable rent by Opendoor Homes, including 10% wheelchair accessible • Build an additional two extra care housing schemes • Implement the Severe Weather Emergency Protocol and the joint protocol with Onwards and Upwards

Budget forecasts

1.4 The forecast **revenue outturn** (after reserve movements) for Q2 2018/19 for **Housing Needs and Resources** and the **Housing Revenue Account (HRA)** is set out in table 2.

Table 2: Revenue forecast (Q2 2018/19)

Service	Revised Budget	Q2 18/19 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 18/19 Forecast after reserve movements	Variance after Reserve Move-ments Adv/(fav)	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000	%
Housing Needs and Resources (Barnet Homes)	6,926	6,957	31	0	6,957	31	0.4

Service	Revised Budget	Q2 18/19 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 18/19 Forecast after reserve movements	Variance after Reserve Move-ments Adv/(fav)	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000	%
HRA Other Income and Expenditure	11	(151)	(163)	0	(151)	(163)	1423.7
HRA Regeneration	837	664	(173)	0	664	(173)	(20.7)
HRA Surplus/ Deficit for the year	(754)	(394)	360	0	(394)	360	47.8
Interest on Balances	(95)	(119)	(24)	0	(119)	(24)	(25.6)
Housing Revenue Account	0	0	0	0	0	0	0.0

1.5 The forecast **revenue outturn** (after reserve movements) for **Housing Needs and Resources** is £6.957m; a forecast overspend of £0.031m. The forecast includes mitigations in place, including acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA. The current main risks to the forecast are around increases in demand for temporary and emergency accommodation. There are currently approximately 1,600 households in temporary accommodation outside of the Regeneration Estates. It is expected the cost of servicing these properties will be £24.400m in 2018/19 which is being managed within the forecast variance referred to above.

The **HRA** has a forecast **revenue outturn** of £0.0m. The net variation on **HRA Other Income and Expenditure** relates to additional rental income due to lower than expected stock loss to date, reduced housing management costs and reduced income from garage rentals and service charges. Whilst the net position on **HRA Regeneration relates** to income expected to be recovered from developer partners.

1.6 The projected **capital outturn** at Q2 2018/19 for **Housing Needs and Resources** is £67.595m (accelerated spend of £17.057m) and for the **HRA** is £39.889m (slippage of £1.983m).

Table 3: Capital forecast (Q2 2018/19)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 18/19 Forecast	Forecast variance from Approved Budget	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000	%
Empty Properties	1,843	0	0	1,843	0	0.0
Alexandra Road	0	0	0	0	0	0.0
Chilvins Court	0	0	0	0	0	0.0
Out of Borough Acquisition	0	0	0	0	0	0.0
Direct Acquisitions	23,000	0	17,000	40,000	17,000	73.9
Modular Homes	300	0	0	300	0	0.0
Opendoor	22,000	0	0	22,000	0	0.0
Pinkham Way Land Release	1,500	0	0	1,500	0	0.0
Microsites	1,895	0	57	1,952	57	3.0
Housing Needs and Resources (Barnet Homes)	50,538	0	17,057	67,595	17,057	33.8

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 18/19 Forecast	Forecast variance from Approved Budget	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000	%
Major Works (excl. Granville Road)	5,670	0	0	5,670	0	0.0
Regeneration	1,200	0	0	1,200	0	0.0
Misc - Repairs	2,785	0	0	2,785	0	0.0
M&E/GAS	5,715	0	0	5,715	0	0.0
Voids and Lettings	3,605	0	0	3,605	0	0.0
Advanced Acquisitions (Regen Estates)	275	0	0	275	0	0.0
Moreton Close	6,274	0	0	6,274	0	0.0
Dollis Valley	30	0	0	30	0	0.0
Extra Care Pipeline	50	0	931	981	931	1862.0
Burnt Oak Broadway Flats	250	0	0	250	0	0.0
Upper and Lower Fosters Community Led Design	1,669	0	0	1,669	0	0.0
Development Pipeline Stag	931	0	504	1,435	504	54.1

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 18/19 Forecast	Forecast variance from Approved Budget	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000	%
House						
HRA Fire Safety Programme	13,418	0	(3,418)	10,000	(3,418)	-25.5
HRA (Barnet Homes)	41,872	0	(1,983)	39,889	(1,983)	-4.7

1.7 The **Housing Needs and Resources** capital programme is showing accelerated spend of £17.057m. This is due to property acquisitions for use as temporary accommodation being brought forward. The Cheyne project is expected to bring on units at a much slower rate than planned. As a result, the direct acquisition programme has been re-prioritised and is expected to achieve 60 acquisitions, 33 more than the 27 forecast at Period 4.

The forecasted capital expenditure on the **HRA** capital programme is £39.889m against a revised budget of £41.872m, resulting in a forecast variance of £1.983m. The Fire Safety Programme is forecasting slippage of £3.418m, which was over accelerated in a previous period when planned expenditure was at an early stage. The Extra Care Pipeline is expected to start construction towards the end of the financial year resulting in an accelerated spend of £0.931m, expenditure will be incurred for Barnet Homes' development fees and build costs. Stag House is planned to complete in 2018/19 and as a result the 2019/20 budget has been accelerated £0.504m.

Committee priorities

1.8 The update on Committee priorities includes performance and risk information as follows:

- Progress on activities
- Performance of key indicators[1]
- High level risks from the Corporate Risk Register[2]
- Strategic issues/escalations related to Theme Committee.

1.9 An overall status for each of the Committee's priorities is shown in table 4. This reflects the Q2 2018/19 position on budget forecasts, progress on activities, performance of key indicators and any high-level risks.

Table 4: Overall status for priorities (Q2 2018/19)

[1] RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (➔ S). The percentage variation is calculated as follows: Q2 18/19 result minus Q2 17/18 result equals difference; then difference divided by Q2 17/18 result multiplied by 100 = percentage variation. Any results not for three months of a quarter are illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

[2] The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q2 2018/19 Corporate Risk Register provides a snapshot in time (as at end September 2018).

Housing Committee priorities	Overall status
Building compliance and fire safety	Green
Tackling homelessness	Red
Driving up the quality of the private rented sector	Green
Providing suitable housing to support vulnerable people	Amber

Building compliance and fire safety

1.10 An update on fire safety issues, including progress with implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was published in a Members Briefing on 10 October 2018. The briefing paper is available online at: https://www.barnet.gov.uk/citizen-home/council-and-democracy/governance/Members-briefings.html

The replacement of the cladding system to the three blocks at Granville Road continues to progress well and is ahead of schedule. The cladding and removal of the mast climbers to is scheduled to be completed during October 2018 and there will be some remedial works to be undertaken at low level. A grant application was submitted to the Government in August 2018 requesting £5m for cladding replacement works and confirmation of a decision on the application is expected in Q3.

Work has continued to deliver the remainder of the £30m fire safety improvement programme, which was agreed at Housing Committee in June 2018 (see https://barnet.moderngov.co.uk/documents/s46912/Fire%20Safety.pdf). The works include installation of sprinkler systems for blocks of flats with 10 or more floors and a single escape stairwell and installation of fire detection systems. Various schemes have commenced physical works onsite and the design works for Longford Court, which includes the first sprinkler system installation, is nearing completion. Detailed design surveys continue to be undertaken to other high-rise blocks across the borough and tender documents for these works are being prepared.

Following further statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments have been undertaken or are in progress for all blocks that contain GRP composite doors. There are 5,000 of these doors in the stock. A replacement door type has been selected for installation and the doors are being tested in November 2018 ahead of a wide-scale replacement programme commencing.

It was recommended to the Housing Committee in June 2018 that consideration be given to extending the fire safety programme to include low and medium rise flats. Barnet Homes have considered options for this, however there is further work to be undertaken to develop a fuller set of recommendations, which will be reported to Housing Committee in January 2019.

A programme has commenced to ensure fire safety compliance by tenants of council-owned shops under flats. Each lease is being evaluated to ensure the appropriate action (or access to each property) can been implemented. Tenants in the shops under flats were notified in writing in October 2018 of their obligation under the lease to either carry out fire safety related works or to provide access for the council to ensure the property is compliant.

1.11 There are two key indicators linked to this priority in the Corporate Plan. Both indicators have met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	New for Q3	New for Q3	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	New for Q3	New for Q3	No benchmark available

1.12 There are no high level risks linked to this priority.

Tackling homelessness

1.13 The Homelessness Reduction Act 2017 (the **HR Act**) has continued to impact upon the statutory homelessness service, with officers reporting spending 60-70% of their time on administrative processes. This administrative burden has impacted on prevention performance, with preventions below target for the second consecutive quarter. To address these administrative issues, updates are being made to streamline processes on the IT system 'Jigsaw'. Representatives from the Ministry for Housing, Communities and Local Government shadowed the Housing Options Service in October 2018 and their feedback recognised the need for more frontline resources due to high caseloads. Mitigations through the recruitment of agency staff, piloting the Customer Portal within Jigsaw and the allocation of older legacy cases to specific officers will allow frontline officers to dedicate more time to case work. The outcomes from these mitigations are being monitored.

While demand on the homelessness service remains stable, the HR Act has seen an increase in the proportion of single applicants accessing the service, with single applicants making up 58% of all applications (compared to 46% last year). However, since 1 October 2018 other public bodies have a new 'Duty to Refer' individuals who may be at risk of homelessness to a local authority's housing service. This new duty will likely increase overall demand on the Housing Options Service. A portal within Jigsaw manages these referrals and communications have been circulated to public bodies to increase their understanding of the HR Act and the Duty to Refer.

A Rough Sleeper Co-ordinator has been recruited as part of the Rough Sleeper Initiative. The first of four Rough Sleeper counts was carried out on 26 September 2018, with only two rough sleepers found; lower than the known number of rough sleepers who reside in the borough. An advisor from the Ministry for Housing, Communities and Local Government will provide support to the Co-ordinator to develop a more realistic picture of rough sleeping in Barnet and help determine where to allocate resources.

There has been a continued focus on improving supply through the private rented sector, acquisitions and new build development. 87 'out of London' properties were procured through phases 1 and 2 of the acquisitions programme; phase 3 is underway with 22 completions and more than 50 other units with legal instructions. In addition, 12 of 13 units built through Opendoor Homes have been let.

1.14 There are ten indicators linked to this priority in the Corporate Plan; and **new homes completed** (linked to another priority for Assets, Regeneration & Growth Committee) has been included for information. The **new homes completed** and **affordable housing completions** are 'Monitor only' indicators for the quarter; both have worsened since last

year. Of the remaining nine indicators, one is monitored annually and will be reported later in the year; three have met the quarterly target; and four have not met the quarterly target.

- **New homes completed** - the London Plan annual target for Barnet is 2349 and Barnet has projected that 3100 new homes will be completed in 2018/19 from a combination of regeneration schemes, The Barnet Group and private developers/developments. Surveys are undertaken in July/August of each year to confirm the number of completions in the preceding year, whereby progress on all outstanding planning consents is undertaken. Figures are based on Building Control records and do not take into account records of Approved Inspectors (private building control companies) or allow for a time-lapse in properties being completed and paperwork being recorded. New homes will only be counted as completed where a phase or the total development is completed, which means a number of completed new homes may not be counted until the wider scheme is at completion stage. The number of housing completions is also dependent on the number of schemes granted planning permission. 211 new homes were completed by the end of Q2, including 114 from regeneration schemes. The regeneration schemes are expected to contribute 311 new homes towards the target of 3100.

- **Affordable housing completions - 16 affordable homes were completed in Q2,** compared with 113 last year. This is significantly lower than last year, but the target of 294 is expected to be achieved by year-end. 183 affordable homes are expected to be completed in Q3. However, the figures should be treated with caution as developments can slip into the following quarter and developments due to complete in the next financial year could complete earlier than expected.

- **Average re-let time for routine lettings (Red Amber Green (RAG) rated AMBER) – 14.3 days against a target of 13.25 days.** An issue with a Mears sub-contractor providing repair and maintenance services on empty properties has impacted on performance. The sub-contractor was removed from the Barnet Homes repairs contracts mid-quarter and replaced with a new sub-contractor, which led to an immediate improvement in the work. However, this was not enough to achieve the target this quarter. Performance, whilst not achieving target, still represents a top quartile benchmarking result (ranked 1 out of 4 London Boroughs).

- **Homelessness preventions (RAG rated RED) – 419 against a target of 552.** The HR Act has impacted on staff capacity to deliver on casework, which has reduced prevention outcomes. Barnet Homes have put in place interventions to increase the capacity for casework, including recruiting additional agency staff; moving legacy cases away from Housing Needs Officers; streamlining administrative processes in Jigsaw; and opening up a customer portal for engagement in Jigsaw. These interventions are aimed at increasing capacity to move the balance towards casework rather than administration and it is expected that performance in this area will significantly improve in Q3.

- **Emergency Temporary Accommodation (RAG rated RED) - 316 against a target of 200.** Whilst the overall number of households in Temporary Accommodation has fallen to 2519 (target 2675), the number of households in Emergency Temporary Accommodation (**ETA**) has continued the same trend as previous quarters due to a sustained lack of affordable supply of longer-term accommodation, providers requesting units be handed back at lease end and the Barnet Homes compliance programme ending lease arrangements. These challenges should be recognised in the context of the HR Act requirements introduced in April 2018, which have created increased levels of demand. Mitigations put in place to manage demand included managing the number of placements into Private Rented Sector lettings and preventing ETA admissions through the Accommodation Solution Project, which helped to prevent 18 households being transferred

into ETA. Whilst it is expected that performance will improve throughout the remainder of the year, it is not anticipated that the target will be achieved.

- **Current arrears as a percentage of debit (RAG rated AMBER) – 3.5% against a target of 3.2%.** This equates to £1.993m arrears of a £57.756m annual debit. The introduction of Universal Credit in May 2018 may have led to a fall of housing benefits receipts. This was coupled with a reduced amount of rent collected. A short-term improvement focusing on areas with high levels of rent arrears has been introduced to improve performance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes completed	Bigger is Better	2208[3]	3100	Monitor	211	↓ W -25%	282	No benchmark available
Affordable housing completions	Bigger is Better	303[4]	294	Monitor	16	↓ W -86%	113	No benchmark available
New homes that are affordable (net) (Annual)	Bigger is Better	27%[5]	40%	N/A	Due in Q4 18/19	N/A	N/A	Rank 14 (out of 33 London Boroughs) (2017, GLA)[6]
Average re-let time for routine lettings (days) (s)	Smaller is Better	10.7	12	13.25	14.3 (A)	↓ W -18%	12.17	Rank 1 (out of 4 London Boroughs) (Q1 18/19, Housemark)
Respondents very or fairly satisfied with repairs and maintenance	Bigger is Better	98.7%	96%	96%	98.2% (G)	↓ W -0.6%	98.8%	Rank 1 (out of 5 London Boroughs) (Q1 18/19, Housemark)
Homelessness preventions (c)	Bigger is Better	1140	1110	552	419 (R)	↓ W -21%	532	Rank 9 (out of 22 London Boroughs (17/18, DCLG)
Households in Temporary Accommodation (r)	Smaller is Better	2579	2600	2675	2519 (G)	↑ I -5.8%	2675	Rank 29 (out of 32) (Q4 17/18, DCLG)
Families with Children in Temporary Accommodation	Smaller is Better	62.9%	Monitor	Monitor	60.6%	↑ I -5.9%	64.4%	No benchmark available
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	644	625	312	329 (G)	↑ I +1.2 %	325	No benchmark available

[3] This is a confirmed end of year result (2,208) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.
[4] This is a confirmed end of year result (303) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.
[5] This is a confirmed end of year result (27%) as at October 2018. The final result will be published in the GLA Annual Monitoring Report for 2019.
[6] The GLA Annual Monitoring Report is published in May each year, prior to the final results being confirmed in the summer. Therefore, the benchmarking refers to the final results published in the previous summer (summer 2016) for the 2015/16 financial year. Barnet's 2015/16 result was 12%, as published in summer 2016.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Emergency Temporary Accommodation (s)	Smaller is Better	244	200	200[7]	316 (R)	↓ W +82%	174	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debit (s)	Smaller is Better	3.3%	3.1%	3.2%	3.5% (A)	➔ S	3.5%	Rank 2 (out of 4 London Boroughs) (Q1 18/19, Housemark)

1.15 There are no high level risks linked to this priority.

Driving up the quality of the private rented sector

1.16 Housing Enforcement Officers in the **Private Sector Housing** team have been trained to serve Fixed Penalty Notices (**FPNs**) under the Housing and Planning Act 2016. Two appeals have been received against FPNs served and a further five intentions were served. A review has been undertaken with Corporate Anti-Fraud Team (CAFT) to obtain better data for targeted HMO enforcement action; and a week of action visiting properties thought to be unlicensed was undertaken in Burnt Oak in September 2018. This included visiting all residential premises in the town centre and disseminating information on HMO Licensing and Empty Property Grants. Whilst there was no access to some premises, the team identified some non-licensed HMOs and some empty properties for follow up enforcement action. Two Emergency Prohibition Orders were served in relation to two HMOs where the properties were found to be causing an imminent risk to the tenants. These required immediate vacation of the premises by the tenants for their safety.

The team has continued to use all relevant enforcement tools to drive up the quality of private rented properties. Targeted enforcement action has been taken against non-licensed HMOs, with three successful cases taken against four landlords and associated companies for failure to license and manage their properties. The cases dealt with eleven offences and £15,000 fines were granted plus over £7,000 costs. Further cases are with HB Public Law for prosecution for failure to licence. Such prosecutions for failure to licence and conditions compliance have resulted in an increase in licence applications following publicity around the cases. The team have ensured further success in the redevelopment of empty properties with the threat of Compulsory Purchase Order (CPO) encouraging landlords into action.

The team supported Gas Safety Week in September 2018 with communications of key messages linked to gas safety for tenants and reminding landlords of their legal responsibilities.

1.17 There are four indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. Two indicators are 'Monitor only' for Q2 and have improved since last year.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	

[7] The target is 200 at any point in time due to the supply of accommodation and demand availability.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Empty properties brought back into residential use	Bigger is Better	224	100	Monitor	32	↑ I +78%	18	No benchmark available
Private tenanted properties with Category 1 hazards reduced to Category 2 hazards	Bigger is Better	170	165	Monitor	88	↑ I +300 %	22	No benchmark available
Accredited landlords (Annual)	Bigger is Better	667	5% increase on 17/18 result	N/A	Due in Q4 18/19	N/A	N/A	No benchmark available
HMOs licenced under the mandatory scheme (Annual)	Bigger is Better	355	Increase of 20 on 17/18 result	N/A	Due in Q4 18/19	N/A	N/A	No benchmark available

1.18 There are no high-level risks linked to this priority.

Providing suitable housing to support vulnerable people

1.19 The new extra care scheme at Ansell Court remains on track for completion in December 2018, with the handover taking place in January 2019. This will deliver 53 extra care homes for letting with an emphasis on dementia.

Elmshurst Crescent (now known as Gordon Court) was completed in September 2018, as part of the Opendoor Homes programme, but the wheelchair accessible home requires further bespoke adaptations for the specific client to be housed there and this will now be completed in the next quarter.

1.20 There is one indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator for the quarter. No wheelchair or accessible units are expected to be delivered until Q3.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Delivery of 10% affordable homes as wheelchair or accessible units[8]	Bigger is Better	0%[9]	10%	Monitor	0 units	➔ S	0 units	No benchmark available

1.21 There are no high-level risks linked to this priority.

Contract indicators – by exception

[8] 330 homes are being delivered for affordable rent by Opendoor Homes, including 10% wheelchair or accessible units.
[9] No wheelchair or accessible units were completed in 2017/18.

1.22 In addition to the key indicators linked to the priorities in the Corporate Plan, The Barnet Group (**TBG**) reports on a suite of operational contract indicators (**KPIs**). Four contract indicators (relevant to Housing Committee) have not met the quarterly target.

- **New build starts on site (RAG rated AMBER) - 83 homes against a target of 87 homes from tranche 3 across sites.** Planning consent has been obtained for 19 of the 21 sites within tranche 3, which represents 80% of the programme. The first site was completed this quarter at Gordon Court. There has been a significant increase in onsite activity with 12 schemes live covering 132 homes in the build phase. 45% of the programme is either completed or onsite. Despite this progress transfer of land, title issues and planning conditions continue to take time to resolve resulting in the large number of schemes waiting to go onsite. Time lost to the programme as a result remains a significant concern to costs and overall delivery.

- **Emails responded to within 5 working days (RAG rated RED) - 80% against a target of 95%.** 80% of emails received into the Customer Contact Centre were responded to within 5 working days, with the average response time at 3.87 days. Customer emails are often more complicated than telephone calls, requiring several replies before the query is resolved. This can be resource intensive and if a high number of emails are received then it is easy to fall behind target. To manage customer emails, individual targets for Customer Service Officers have been introduced for completing emails and will be reported on a weekly basis. Spot checks are also being undertaken to manage the quality of email responses.

- **Customers that Rate website as 'Good' (RAG rated AMBER) – 38.4% against a target of 40%.** Performance has been adversely affected by low return rates and a tendency for respondents to focus on other service aspects aside from the website. A website improvement plan forms part of our Customer Access Strategy.

- **Desk phones answered (RAG rated AMBER) – 87% against a target of 95%.** Barnet Homes are using both Skype and desk phones to answer customer calls. As a result, not all calls have been captured within this methodology. The indicator/target is likely to be removed in future.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
New build starts on site	Bigger is Better	97	264	87	83 (A)	80	↑ | +3.8%	No benchmark available
Emails responded to within 5 working days	Bigger is Better	New for 18/19	95%	95%	80.0% (R)	New for 18/19	New for 18/19	No benchmark available
Customers that Rate website as 'Good'	Bigger is Better	New for 18/19	40%	40%	38.4% (A)	New for 18/19	New for 18/19	No benchmark available
Desk phones answered	Bigger is Better	New for 18/19	40%	95%	87.0% (A)	New for 18/19	New for 18/19	No benchmark available

Strategic issues/escalations

1.24 There are no strategic issues/escalations for Policy and Resources Committee.

2 REASONS FOR RECOMMENDATIONS

2.1 These recommendations are to provide the Committee with relevant financial, performance and risk information in relation to the priorities in the Corporate Plan 2018/19 Addendum. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4 POST DECISION IMPLEMENTATION

4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report provides an overview of performance for Q2, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

5.1.2 The Q2 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at https://open.barnet.gov.uk/dataset

5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.

5.1.4 Relevant council strategies and policies include the following:

- Corporate Plan 2015-2020
- Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
- Medium Term Financial Strategy
- Performance and Risk Management Frameworks.

5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The budget forecasts are included in paragraphs 1.4 to 1.7 above. More detailed information on financial performance will be provided to Financial Performance and Contracts Committee.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social

Value will be monitored through this contract management process.

5.4 Legal and Constitutional References

5.4.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Section 28 of the Local Government Act 2003 (the **LG Act**) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the LG Act.

5.4.3 The council's Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Housing Committee include:

(1) Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

5.4.4 The council's Financial Regulations can be found at Article 16 of the Council's Constitution at:
https://barnet.moderngov.co.uk/documents/s49777/17FinancialRegulations.doc.pdf

5.5 Risk Management

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All high level risks (scoring 15 or above) associated with the priorities for this Committee are outlined in the report.

5.6 Equalities and Diversity

5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.5.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at: http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4 (Item 12)

5.7 Corporate Parenting

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

5.8 Consultation and Engagement

5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

5.9 Insight

5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

6 BACKGROUND PAPERS

6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan
http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4