

Barnet Homes – Q4 2013/14

1.1 DELIVERY UNIT DASHBOARD

	Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
General Fund – Housing Needs and Resources	(269)	(24)	0	15
Housing Revenue Account	0	(1,135)		

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

The level of rent collected is £1.2m more than last year. This has been achieved with fewer evictions for rent arrears¹.

The numbers in Emergency Temporary Accommodation has reduced below 500 and is now on target. Homeless preventions have increased and Barnet Homes has procured more private rented sector accommodation for letting.

The new Anti-Social Behaviour policy and procedure has resulted in an increase in customer satisfaction and a reduction in legal costs.

Key Challenges	Actions required
Whilst the performance around homelessness has improved significantly this remains a significant challenge. Barnet has the most expensive private rented sector in outer London and average house prices are running at around 12x average incomes in the borough. Barnet has also been impacted by migration from inner London boroughs where rent levels are even higher.	Continued Level 2 Intervention. Barnet Homes continues to work with the Council to maximise the supply of low cost accommodation both inside and outside of the borough. This includes working with the West London Alliance of councils to develop a more coordinated regional approach towards a supply of housing at or near the Local Housing Allowance Rates.

¹ Rent arrears evictions 2013/14 = 10, Rent arrears evictions 2012/13 = 13

The numbers of people seeking housing assistance from Barnet Homes remains high and there is significant competition from all London boroughs for affordable accommodation which is also having the effect of driving up the costs of affordable accommodation both inside and outside London.

Barnet Homes will ensure a more robust assessment process to the discharge of homeless duty and further increase successful homeless preventions following a re-organisation of the Housing Options service.

Barnet Homes will also continue to review and refine the offer to private sector landlords to ensure that they are competitive with neighbouring boroughs.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Barnet Homes has improved its performance in a number of indicators in Q4, and overall continues to deliver services well. The numbers in Emergency Temporary Accommodation have continued to decline following the implementation of mitigation actions during the year, and is now on target. Intervention in this area was de-escalated to Level 2 in Quarter 3 following officer challenge, and will continue to be closely monitored.

Income collection has increased and Current Rent Arrears has improved from a red to an amber/green indicator, while Temporary Accommodation Arrears has improved from red to green.

Gas Servicing remains amber/green, with a reduction in the numbers outstanding, representing good performance in the face of the handover to a new contractor.

Satisfaction with major works has declined this quarter reflecting the impact of necessary major electrical works affecting a large number of residents for whom this is disruptive as well as being expensive for leaseholders.

Complaint resolution has also declined in part due to the increase in complaints about the gas contractor.

Barnet Homes was unable to deliver the ambitious target of 20 new homes in 2013/14, although it has made a start with the first 3 new Local Authority Homes built in Barnet for 20+ years, and developing capacity for a further 38 approved by the Council for completion by March 2016.

Although the impact of Welfare Reform has so far been managed well by Barnet Homes, there remains the concern about the reduction in disposable income for many households, the growing demand for housing and the lack of supply of affordable accommodation. Barnet Homes continues to work closely with the Council in addressing the potential impact of further Welfare Reforms, in particular the major changes associated with the introduction of Universal Credit.

2. DELIVERING THE CORPORATE PLAN

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

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ²
8001a	Reduce the number of households placed in emergency accommodation to 500	Rolling Month	549	500	N/A	471	5.8%	▲ 14.2%	Between Q2 and Q3 2013/14, compared with all London Boroughs (including City of London), Barnet has improved its ranking from 30th to 28th. Across London there was a 1% decrease in households in EA whereas there was a 14% decrease for Barnet.
8001b	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling Month	41.1	26.0	N/A	43.8	68.5%	▼ 6.6%	Q4 2012/13 = 30.2 weeks.

² Homelessness benchmarking data is based on returns provided to the CLG from individual Councils (P1E Returns)

2.2 Interventions & Escalations

CPI NO and title	Comments and Proposed Intervention
<p>8001b Reduce the average length of time spent by households in short-term nightly purchased accommodation (ETA) to 26 weeks</p>	<p>Level 2 Escalation (downgraded from Level 3 in Q3 following officer challenge). The increase to 43.8 weeks was anticipated as a result of the work to reduce numbers of households in Emergency Temporary Accommodation (ETA). This has meant concentrating on those more recently placed in ETA as this represents the most expensive accommodation for the Council, reflecting the recent increased prices in the London housing market.</p> <p>As a result the households spending the longest time in ETA tend to be:</p> <ul style="list-style-type: none"> • Those with more complex needs for whom finding suitable alternative accommodation is more challenging • Those who are in affordable accommodation procured some time ago where moving them will potentially mean to accommodation with higher rents presenting increased costs for both the household and the council • Those in accommodation that meets their needs in terms of both, size, location and affordability <p>It should be noted that in Barnet, no one is placed in Bed and Breakfast accommodation or accommodation with shared facilities. All ETA is currently self-contained accommodation.</p> <p>The average length of time in ETA is expected to continue to rise in the medium term.</p>

3. CONTRACT REPORTING

3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
24	16	2	2	1	12	8	21

3.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): *Escalated KPIs only. See appendix 1 for overview of performance against all other KPIs included in the delivery plan.*

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ³
HF006	Current arrears as percentage of debit (Amount of current arrears out of amount of rent due)	Rolling month	3%	2.39%	$\frac{1,413,543}{58,873,581}$	2.4%	0.5%	▲ 21%	Barnet continues to be in the second quartile in London.
HN012	Gas servicing completion (Service completed out of total due)	Rolling month	99.6%	100%	$\frac{8,858}{8,881}$	99.7%	0.3%	▲ 0.03%	Barnet remains in the lower quartile. Length of time CP12s outstanding: 0-10 wks: 18; 10-20 wks: 3; 20-30 wks: 0, 30+ wks: 2. Total: 23.
CC017	Satisfaction with major works (Number satisfied out of total)	Apr 13 - Mar 14	95.4%	95%	$\frac{2,285}{2,439}$	93.7%	1.3%	▼ 1.8%	Q4 2012/13 = 96.5%

³ Benchmarking data is based on Housemark comparison for London Housing Organisations, where available, or on the figures reported by Barnet Homes in Q4 2012/14

CC018	Complaint resolution at stage 1 (Resolution at stage 1 out of total complaints received)	Apr 13 - Mar 14	93.7%	93%	$\frac{828}{895}$	92.5%	0.5%	▼ 1.3%	Q4 2012/13 = 93%
HH021	Develop new homes	Apr 13 – Mar 14	N/A	20	N/A	3	85%	N/A	No Comparative data

3.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention
HF006 Current arrears as percentage of debit	Level 1 Intervention. Barnet Homes has continued to implement its arrears recovery action plan following the previous escalation to a level 2 Intervention. The arrears level is now only slightly off target, with a major improvement in the last quarter. This will remain an area for close monitoring by Barnet Homes in 2014/15 to ensure further improvement to within target.
HN012 Gas servicing completion	Level 1 Intervention. The Quarter 4 figure of 99.74%, with 23 properties outstanding and overdue, is an improvement on Quarter 3. The current gas contractors MITIE, despite Barnet Homes supplementing the programme with additional contractor support since September, were unable to achieve their in-month profile targets. As reported at Q3 the contract with MITIE terminated on the 31 March 2014. New contractor Robert Heath Heating (RHH) was engaged early to assist with the large number of services expiring in March 2014. All services falling due in April and beyond are now with RHH on a tight but achievable timeframe with a phased improvement to achieve the target of 100% by the end of Q1 2014/15.
CC017 Satisfaction with major works	Level 1 Intervention. This is 1.37% below target. The works programme for the year included a significant amount of electrical works consisting of domestic rewires and replacement of electrical rising mains. These works are often disruptive and offer little perceived benefit to residents as well as being expensive for leaseholders. To ensure resident satisfaction remains as high as practicable the following measures have been put into place 1. Early engagement with residents affected by the electrical rising main programme takes place through public meetings and visits to residents as appropriate. 2. Barnet Homes has two resident liaison officers (RLOs) who primarily support the electrical rising mains and domestic rewire programme. Barnet Homes' RLO's work alongside the contractors RLO and site team to provide additional support

	<p>to residents and to resolve matters which are outside of the remit of the service provider.</p> <p>3. Barnet Homes has agreed with LBB various flexible payment plans to assist leaseholders in spreading the cost of the works. A leaseholders guide to major works has also been produced and a copy provided to all leaseholders affected by major works.</p>
CC018 Complaint resolution at stage 1	<p>Level 1 Intervention The target was missed by 0.5%. Whilst there had been significant focus placed on the area of early complaint resolution throughout Quarter 4, the high volume and type of complaints regarding the MITIE gas contract over the winter period prevented achieving the full year target result. Over the year there was a 67% increase in gas-related complaints compared with 2012/13.</p> <p>As outlined above, the MITIE contract was terminated on 31 March, with replacement contractor Robert Heath Heating commencing full gas contract services in April 2014.</p>
HH021 Develop new homes	<p>Level 1 Intervention. The Barnet Homes 5 year business plan set a challenging ambition of building 200 homes a year by 2018. 3 have been built in the first year with a pipeline of a further 38 approved by the Council and in the development process. Whilst Barnet Homes was not able to complete the 20 homes in the first year they have established a development function capable of delivering an enhanced new build capability for the future.</p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

General Fund

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Final Outturn	Variation		
	£000	£000	£000	£000		
Barnet Group	2,937	4,304	4,035	(269)	Underpend due to higher than expected income on temporary accommodation	-6.3%
Total	2,937	4,304	4,035	(269)		-6.3%

The budget was increased by £0.916m at the beginning of Q4 to pay for projected additional costs for cash incentives to landlords to provide temporary accommodation. The temporary forecast pressure reduced slightly during the quarter which has now resulted in a forecast underspend of £0.269m at the end of Q4.

Housing Revenue Account

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Final Outturn	Variation		
	£000	£000	£000	£000		
LBB Retained	175	175	64	(111)	Underspend on Salaries	-63.4%
HRA Regeneration	1,126	1,126	372	(754)	Higher than expected recovery from Developers	-67.0%
HRA Other Income and Expenditure (net)	(556)	(556)	261	817	Shortfall on HRA dwelling rents & HRA tenants service charges income	146.9%
Support Service recharges	576	576	671	95	Higher than expected final recharges to the HRA	16.5%
Interest on Balances	(80)	(80)	(127)	(47)	Higher than expected HRA Interest	-58.8%
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-		0.0%
Total	-	-	-	-		0.0%

The shortfall against budget in dwellings rents was due to higher than planned property voids driven by regeneration schemes progressing well in 2013-14. The service charge income was lower than expected due to amendments being required when historical issues related to electricity charges were identified and corrected. This had the result of reducing expected income.

4.2 Capital Housing Needs Revenue

	2013/14 Latest Approved Budget	(Slippage) / Accelerated Spend - Outturn	2013/14 Outturn	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	%
Housing	570	(24)	546	(24)	-4.2%
The Barnet Group	570	(24)	546	(24)	-4.2%

	2013/14 Latest Approved Budget	(Slippage) / Accelerated Spend - Outturn	2013/14 Outturn	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	%
Housing Revenue Account	28,100	(1,135)	26,965	(1,135)	-4.0%
Housing Revenue Account	28,100	(1,135)	26,965	(1,135)	-4.0%

At Q3 HRA capital was forecast to be underspent by £0.2m due to a retention payment for Granville Rd, which was not expected to be paid until 14-15. Payment is due once inspection results were satisfactory.

At Q4 the position has been revised to a £1.14m underspend . This is due to a delayed commencement of works on Electrical Rising Maintenance (ERM) and associated rewiring work. There is also a delay in the expenditure on the West Hendon regeneration project, due to delays in commencing electrical works. The value of this work is estimated to be £0.350m which will now have to be completed in 2014-15.

5. OVERVIEW OF DELIVERY UNIT

5.1 Change Projects

Project	Outturn	Direction of Travel	Commentary
<p>All Systems Go</p> <ul style="list-style-type: none"> • New Information Technology (IT) infrastructure • New Human Resources (HR) system • New Housing system • New Customer Relationship Management (CRM) system • New Intranet • New Business Information (BI) solution • New finance system • Mobile working solution 	Green	↔	All systems now live except the new Housing Management and CRM system QL which is due to go live in the next few weeks. Phase one of the programme due to close down in June with phase 2 commencing and looking at further developing self -service, mobile working and a purchasing system. Programme on budget.
<p>New Build</p> <p>220 completed homes by April 2016</p>	Red	↔	Barnet Homes was unable to deliver the ambitious target of 20 new homes in 13/14 although it has made a start with the first 3 new Local Authority Homes which were ready for occupation February 2014. The remaining programme going through design and planning work. Barnet Homes currently has approval from LBB for 38 new homes and expects to meet this milestone by April 2016.
<p>Sustainable Tenancies Programme</p> <p>Providing a support mechanism where tenants can sustain their tenancies for as long as possible</p>	Green	↔	Programme complete and has delivered flexible tenancies, the lottery funded Building Minority Engagement scheme, Love Burnt Oak project, increased income collection and reduced tenancy failures. Programme will now be subject to review and re launch during 2014.
<p>Get Real Programme</p> <p>An innovative project providing a supportive, safe and stable home for young homeless people aged 16-19 who want to access and sustain education and employment. By providing a flat-share opportunity and ongoing support, Get Real aims to help each young person involved achieve their aspirations</p>	Green	↔	Programme complete and currently 6 young people being supported through the Get Real programme.

Project	Outturn	Direction of Travel	Commentary
whilst introducing them to shared and independent living.			
Leaseholder strategy Improving services, performance and satisfaction amongst leaseholders	Green	↔	An increase of 7% satisfaction from leaseholders was achieved in 2013/14 using STAR compliant survey methodology. Further objectives of the strategy include improving information for leaseholders on the future capital programme to assist them with financial planning and to offer a repairs and lettings service for those leaseholders who have expressed an interest.
Community Engagement Strategy Developing a range of community engagement solutions in conjunction with customers	Amber	↔	The draft Strategy has four key themes of customer involvement, skills and employment, community engagement and youth engagement and is aligned with the aims of the Barnet Group Business Plan 2013-2018. In developing the Strategy Barnet Group consulted with its scrutiny panel, held a special HUB meeting and carried out focus groups, they also met with staff and managers and importantly held discussions with a number of community partners including the council, Community Barnet and Job Centre Plus. The Community Engagement Strategy has been drafted but before going live the Group have now decided to await the findings of their major tenant survey in Summer 2014 to give a further wide-reaching insight into customer priorities. The Strategy will then go to Barnet Group board for approval in quarter 2.
Group People Strategy To become an employer of choice and Increase employee satisfaction	Green	↔	People strategy implementation ongoing, the introduction of iTrent as our HR system has seen a number of improvements implemented and further changes are due in 14/15. Barnet Homes has begun to explore the options in introducing flexible benefits for their employees and will seek to make a decision on whether to proceed during 2014.
New Business Strategy To win business that supports existing Barnet Homes business through engagement with the Council, tender responses, proactive selling	Green	↔	Board has agreed investment in growth for 14/15, Barnet Group prospectus delivered to the Council to consider alongside Priorities and Spending Review (PSR) initiatives, awaiting tender outcome for LBB Floating support bid.

Project	Outturn	Direction of Travel	Commentary
and new product development			
Telehealth To develop existing ASSIST service into a telehealth service	Green	↔	Discussions held about future of telecare and telehealth with further work planned with Adult Social Care, ASSIST service expanding with a recent contract win from Brent.
Housing Options continuous review Improve service Improve satisfaction Increase in property Reduction in temporary accommodation	Green	↔	The final part of the service review has now been completed resulting a greater emphasis on initial assessment of applicants in housing need and greater emphasis on homeless prevention. A Council led benefits realisation review is currently under way to look at the progress made with the Housing Options service since it transferred from the Council in April 2012.

5.2 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Deliver Unit Level and Strategic Commissioning Board Level and where they are currently rated:

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

Risk Commentary for Delivery Unit:

There is currently one risk rated at 12 or above.

The previous Red homelessness risk has been managed down to 12, reflecting the impact of the mitigation actions.

The previous Amber risk associated with Welfare Reform has been downgraded as Barnet Homes has successfully managed the impact on income collection.

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
ORG0039 Homelessness: There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise. Cause: The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing	Moderate 4	Likely 3	Medium High 12	Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand. Mitigation actions are being implemented and reviewed on a regular basis.	Treat	Quarterly	Likely 4	Minor 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
and putting pressure on the supply of affordable housing.									

5.3 Equalities

Equalities description	Comments and Proposed Intervention
	<ul style="list-style-type: none"> ➤ Q4 Commentary: Reduce average length of time in emergency/ B&B accommodation to 26 weeks analysed by protected characteristics. ➤ Placement of housing applicant into accommodation by type and location to be monitored by protected characteristics comparing full year breakdown of New TA admissions, Emergency TA and Non-Emergency TA over 12/13 to 13/14 <p>Conclusions and Lessons Learnt</p> <ul style="list-style-type: none"> • Overall the average time spent in ETA is relatively consistent across all the Equality Act's protected characteristics of Ethnicity, Age, Faith, Gender, Sexual Orientation and Disability. • There is a below average length of stay for housing applicants who are 75 or older. Similarly there is a below average length of stay of housing applicants in ETA who have a disability. It may be that people who need to move on medical or welfare grounds including disability or age are granted additional preference in housing allocation. • There is a relatively marked increase in average time spent in ETA by Mixed and Other Ethnicity groups. We need to undertake more thorough analysis using family size and bedroom requirements as this may show a particular ethnic group has more demand for larger accommodation which is harder to source, this will result in that group spending longer in ETA. • The majority of people in ETA are female and this has increased by 5% compared to the same period last year. The average weeks spent in ETA in Q4 13/14 for women is 3.2 weeks above the average. To ascertain the

reason for this analysis will have to be conducted to conclude if female applicants are more likely to have dependent children which means the size or type of housing, including affordability of that housing, is more difficult to source in the current housing market.

- There are a number of households where we don't hold some information. This is variable ranging from Sexual Orientation at 66%, where it is not uncommon for people not to answer the question, to Ethnicity at 90% of data and Age at 100%. Our new Customer Relationship Management system and the work of the Customer Insight group will help in closing any gaps.
- Comparing accommodation types across the Equality Act's protected characteristics shows that all groups have largely stayed consistent. There were so few households located outside of London that the sample size would have been too small to do any meaningful analysis yet.

5.4. Customer Experience

Customer Experience description	Comments and Proposed Intervention	
	Customer Experience Description	Comments and Proposed Interventions
	Freedom of Information Act requests responded to on time.	Target: 100% Result: 100%
	Members enquiries responded to in time	Target: 99% Received: 365 Result: 100%
	Complaints Received	Stage 1: 273 Stage 2: 28 Stage 3: 3 <i>The impact of MITIE performance has been reflected across complaints in 2013/14 notably in the increase in numbers received and consequent impact on staff tasked with resolving and managing complaints. In 2013/14 complaints about Gas were 34% of all those received (compared to 22% in 2012/13) and of these 63% were upheld. If complaints about MITIE were removed it is worth noting that the overall volume of complaints has dropped compared to last year by 9%.</i>
	% Contact Centre Calls Answered	Target: 93.5% Result: 95.7%
	% Satisfaction with Call Handling	Target: 90% Result: 99.5%
	Face to Face Wait Time – Barnet Homes Housing Options	Target: 10 minutes Result: 9.4 minutes
	Face to Face Wait Time – Barnet Homes Other	Target: 10 minutes

		Result: 7.1minutes
	Satisfaction with Face to Face – Barnet Homes Housing Options	Target: 65% Result: 68%
	Satisfaction with Face to Face – Barnet Homes Other	Target: 65% Result: 73%

Appendix 1

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
EA001	Families in B&B for longer than 6 weeks	Rolling Month	0	0	N/A	0	N/A	↔	Barnet remains in the top quartile in London (Q3 13/14)
EA002	Percentage of statutory homeless appeals completed on time <i>(Appeals completed on time out of total appeals due)</i>	Apr 13 - Mar 14	100%	100%	$\frac{285}{285}$	100%	0%	↔ 0%	Q4 2012/13 = 100%
EA003	Total number of homeless preventions completed	Apr 13 - Mar 14	686	650	N/A	894	37.5%	▲ 30.3%	2012/13 = 615
EA004	Average days to re-let empty properties	Apr 13 - Mar 14	16.5	19.5	N/A	18	7.7%	▼ 9.1%	Barnet remains in the top quartile in London (Q3 13/14)
HH005	End to end time for Major Adaptations (weeks)	Apr 13 - Mar 14	16.7	19	N/A	16.9	11.1%	▼ 1.2%	Q4 2012/13 = 17.4

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HF007	Temporary Accommodation arrears as percentage of debit (<i>Amount of current arrears out of amount of rent due</i>)	Rolling month	4.8%	4%	$\frac{585,538}{14,905,382}$	3.9%	0.8%	▲ 18.2%	Q4 2012/13 = 3.96
HF008	Percentage of annual leasehold service charge collected (<i>service charge collected out of annual amount due</i>)	Apr 13 - Mar 14	80.6%	100%	$\frac{3,304,735}{3,255,897}$	101.5%	1.5%	▲ 25.9%	No Comparative data
HN009	Responsive repairs satisfaction (<i>Total satisfied out of total responses</i>)	Apr 13 - Mar 14	97.8%	90%	$\frac{5,196}{5,359}$	97%	7.7%	▼ 0.9%	Barnet is now in the upper quartile in London (Q3 13/14)
HN010	Responsive repairs first time fix (<i>first time fixed out of total repairs</i>)	Apr 13 - Mar 14	78.8%	78%	$\frac{22,554}{28,569}$	78.9%	1.2%	▲ 0.2%	No Comparative data

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HN011	Tenant satisfaction with void condition (Total satisfied out of total responses)	Apr 13 - Mar 14	96%	90%	$\frac{259}{274}$	94.3%	4.8%	▼ 1.7%	Q4 2012/13 = 94.8%
HN013	Satisfaction with gas contractor (Total satisfied out of total responses)	Apr 13 - Mar 14	97.1%	90%	$\frac{2,225}{2,369}$	93.9%	4.4%	▼ 3.2%	Q4 2012/13 = 97%
HN014	Satisfaction with call handling (Satisfied customers out of total customers responses)	Apr 13 - Mar 14	99.4%	90%	$\frac{20,838}{20,957}$	99.4%	10.5%	▲ 0%	Q4 2012/13 = 99.2%
ES015	Percentage of estates rated as 3 or 4 (Estates rated as satisfactory or very good out of total estates)	Apr 13 - Mar 14	95.6%	93%	$\frac{215}{224}$	96%	3.2%	▲ 0.4%	Q4 2012/13 = 84.6%
ET016	Percentage of 2 year flexible tenants currently in training or employment	Rolling month	85%	70%	$\frac{22}{26}$	84.6%	20.9%	▼ 0.5%	No Comparative data

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
	<i>(In training or employment out of total number of flexible tenants)</i>								
CC019	Freedom of information responses on time <i>(FOI responded to on time out of total FOI requests received)</i>	Apr 13 - Mar 14	100%	100%	$\frac{87}{87}$	100%	0%	↔ 0%	Q4 2012/13 = 100%
ET020	Increase the number of tenants and residents of Barnet Homes entering paid employment	Apr 13– Mar 14	14	30	N/A	32	6.7%	▲ 128.6%	No Comparative data