

Business Plan 2016-21

From Good to Great

Year 3: 2018/19



Document history

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1.0	Initial draft.	0.1	Laura Giles	18 August 2017
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Statement by our Chair and Chief Executive

We are excited to see the progress we have made in the first two years of our 'Good to Great' programme of service improvements and developments, with the achievement of some incredible outcomes for our customers, communities, and The Barnet Group itself.

The Group has grown significantly in scale, complexity, and ambition over the past two years. We must continue to challenge ourselves to innovate, improve, and strive for improved outcomes in order to build upon the successes we have already achieved and deliver our goals. The third year of our Business Plan sets out our ambitions over the coming year both as a Group and within our subsidiaries, as we continue our journey to become a 'Great' organisation.

Within each part of our organisation, the excellent outcomes achieved show what a successful two years we have had. We are particularly proud of the impact we have seen with our Your Choice (Barnet) service users, the Welfare Reform Task Force, Let2Barnet, and the ways in which we support vulnerable customers and those who are most affected by Welfare Reform, including our domestic violence refuge and one-stop shop, and BOOST and other community-based programmes.

We maintain strong performance in a range of areas across both cost and quality measures, including for housing management, repairs and maintenance and empty property refurbishment, and estate services. Our success in achieving great outcomes for customers whilst continuing to deliver improved efficiencies and effectiveness demonstrates how our teams have embraced our 'thinking differently and challenging ourselves' theme.

The environment in which we operate continues to be extremely challenging, and we need to continue to deliver improved outcomes in the face of reduced funding and increasing demand. The combined challenges of Brexit, welfare reform, and potential local and national political change and instability are likely to present a number of challenges, and we must adapt and be responsive to these.

In the wake of the terrible fire at Grenfell Tower in Kensington and Chelsea in June 2017, there has been a national focus on social housing and fire safety, and we are committed to maintaining the health and safety of our residents and other customers. We will continue to focus on implementing best practice improvements in our fire safety measures in high rise blocks and across our stock.

We have worked hard over the past year to strengthen our governance, and we look forward to focusing our efforts on delivering consistent and cost-effective services that are fit for the future and meet the needs and aspirations of our customers, ensuring that our foundations are strong, driving value for money in all of our activities, and creating capacity for future growth and diversification.

We will continue to be transparent and accountable to our customers for the decisions we make and the services we provide. We will be responsive to changes within the housing and adult social care sectors and mindful of the current economic climate, but will continue to make long-term strategic decisions for the benefit of this and future generations.



Terry Rogers
Chair



Tim Mulvenna
Group Chief Executive

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Executive summary

The Barnet Group's Business Plan sets out our five-year vision from 2016-2021 for how we will continue to deliver good services whilst supporting the challenges faced by the Council and our customers, and this latest version includes specifically our priorities for the financial year 2018/19.

We will do this by focusing on our three strategic themes:

- putting people first;
- thinking differently and challenging ourselves; and
- growing our business.

Through the work we undertake over the coming years, The Barnet Group, the way we work, and the positive impact we have on people's lives will look and feel different in 2021 than they do today. We will continue to grow and create greater economies of scale and deliver upon our shared goals with the London Borough of Barnet, whilst achieving even greater outcomes for our customers, communities, and employees.

We will seek to work with partners as we have in the Welfare Reform Task Force, BOOST, and Love Burnt Oak to ensure that appropriate skills and resources are shared and the best outcomes are achieved for customers and communities.

We will develop and adopt more flexible and efficient services, focusing on the priorities of our customers, and providing choices to better meet their needs and aspirations. We will explore opportunities for improved digital engagement, and work to enable customers to access services and interact with us in ways that suit their needs.

We will continue to grow and transform the services within Your Choice (Barnet) in order to deliver efficiencies and improved outcomes, improve effectiveness, ensure customer satisfaction, and support and promote greater independence and choice.

We will prioritise the safety of our customers, and will engage with residents and increase awareness as part of our approach to implementing best practice fire safety measures. We will also continue to drive improved outcomes in our core services to prevent and tackle homelessness in response to the Homelessness Reduction Act, and support customers affected by continuing Welfare Reform.

We will develop innovative service models for Opendoor Homes and Bumblebee, and continue our ambitious development and acquisition programmes in order to increase the housing supply within the borough and help to meet growing demand across different tenures.

We will continue to focus on employee wellbeing and engagement in order to make The Barnet Group a great place to work, and to attract, develop and retain the best staff.

Through our ambitious growth and development of new homes, arising opportunities in Adult Social Care, and our robust approach to supporting Council initiatives and other services over recent years, we have supported the London Borough of Barnet to overcome many of its challenges. We believe we have developed a proven model for local government delivery where more is achieved with fewer resources.

Our vision and values

Our vision of “public sector ethos with a private sector commercial focus” represents the uniqueness of The Barnet Group as we deliver our approach to providing great services at great value, whilst making a positive difference to people, homes, and communities. We would not describe ourselves as either public or private sector, but rather the best of both. Our customers are always at the heart of what we do, and whilst we have cost and impact in mind, we will never sacrifice service for surplus.

Our Values shape the way in which we operate and provide services to our customers. They are applicable to all of our employees:

- **one team, one outcome** is about being open to the perspectives of others and working effectively in partnership to achieve the best possible outcomes for the customer;
- **responding to individuals** is about shaping what we do around people’s needs and aspirations;
- **taking ownership** is about taking responsibility for resolving problems, seizing opportunities, and finding ways to improve;
- **inspiring trust** is about doing what we say we will, and doing it in a way that is in line with our values; and
- **being proud** is about feeling rewarded, fulfilled, and positive about the services we deliver and about working for The Barnet Group.

The feedback from our 2015 and 2017 employee engagement surveys informed the development and regular review of our People Strategy, which aims to encourage staff to embody our vision and values and deliver our strategic priorities, as well as demonstrate that The Barnet Group is an organisation that puts its people first. Over the coming years we will deliver the following priorities through our People Strategy:

- attract, develop, and retain the best talent;
- make The Barnet Group a great place to work;
- champion transformational leadership; and
- create a culture of one team, high performance, and learning.

The Barnet Group in 2021

We have already demonstrated our ability to grow and diversify through successful transformations, such as Your Choice (Barnet) and the Housing Options Service, the creation of Opendoor Homes to support future growth, and the creation of Bumblebee to expand into private rented lettings and management service in order to further meet housing demand in Barnet and North London.

Having developed a successful track record and demonstrated our organisational competence, we are confident and excited by the prospect of continuing this growth and diversification over the next five years. We continue to actively seek opportunities for future development, and anticipate that by 2021 The Barnet Group will deliver a broader range of services.

Ultimately, success is not just measured through figures, and we are aware that we need to remain mindful of how our services and performance are experienced by our key stakeholders.

If you are a customer you will be satisfied that your services are being delivered reliably to a good standard, with a concern for your wellbeing. You will feel that our staff are friendly, approachable, and have your best interests at heart. You will find services inclusive, easy to access, and appropriate to your needs, and you will feel confident that we will get things right when you contact us. You will be treated fairly and with respect.

If you are a tenant or leaseholder you will feel safe and connected in your community, and proud of your home. You will have opportunities to be meaningfully engaged to improve services and decision-making, and enhance local cohesion. You will receive services that are delivered in a manner to enable and empower you. You will have increased opportunities to access services online so that you are able to have your needs met in a way and at a time that is convenient for you.

If you use our Care and Support services you will be satisfied that your services are provided in a way that ensures you are kept safe and your welfare is safeguarded. You will be treated with kindness, dignity, and respect, and in a caring manner that puts you, and your goals and ambitions at the centre of how your support is delivered. You will receive services that achieve good outcomes and support you to maintain a high quality of life, delivered by staff who are equipped with the skills and knowledge they need to provide positive and individualised support.

If you are an employee you will perceive The Barnet Group as a great place to work, and an organisation of which you can feel proud; we want our customers and partners to feel our passion, and for our staff to feel empowered to be their best. You will feel highly engaged and will both understand and support the objectives of the Group and how you contribute to our aims, and you will feel confident that your efforts will be supported and recognised. The diversity of our employees makes us stronger and better-able to help our customers, and there will be a sense of “One Team” throughout the Group.

If you are a stakeholder you will think of The Barnet Group as a trusted partner. You will feel confident that the Group is a financially robust, high performing organisation that is able to deliver on its promises. The Group’s ability to innovate and effectively bring other organisations together in order to achieve the best results for the borough and its residents will provide assurance to stakeholders that it can be trusted to grow and diversify.

Our strategic priorities

Our vision is to move the Group from a **good** organisation to a **great** one. The Barnet Group's 'Good to Great' strategy is about being more consistent in our service delivery, thinking differently to solve the challenges we face, and focusing on the outcomes and impact of our actions more than the actions themselves. Three key themes underpin our Good to Great vision:

Putting people first:

- we will listen to what matters to our customers and partners, offer real choices, support their aspirations, and respond effectively to achieve positive outcomes;
- we will support, involve, and develop our employees, and make The Barnet Group a great place to work; and
- we will enable and empower the people we support to ensure maximum independence and control over their own environment and support services.

Thinking differently and challenging ourselves:

- we will build on our existing strengths and use our core services of delivering quality homes, housing management, and care and support as the foundations for all service improvements, efficiencies and growth;
- we will combine our expertise and ethos with insight and innovation to deliver the most efficient, consistent, and effective services individually and with our partners, including getting more things right first time; and
- we will transform our Group by challenging how we work to focus on outcomes, impact, and the value of our work.

Growing our business:

- we will seek growth opportunities that support our aspirations of moving from 'good to great', or provide the opportunity to demonstrate the benefit of our 'good to great' model;
- we will look to grow in areas that allow us to increase our economies of scale and share costs without distracting us from our five year vision; and
- we will seek opportunities for growth which will provide opportunities for the development of the people we support, the staff providing that support, and for innovative future service provision.



Our ambitions

- Increase our employee engagement index from 71% to 85% by 2021.
- Reduce sickness absence to average <7 days per employee per year by 2021.
- Employ no more than 10% of staff on a temporary basis.
- Deliver efficiency savings of £2.1m and £1.2m for Barnet Homes and YCB respectively.
- Build or purchase 750 new homes by April 2021.
- Understand and report on the additional social and environmental benefits and value our activities add to our communities.

Our progress so far

- Launched our Community Engagement Strategy that outlines how our customers and service users have told us they wish to be involved.
- Supported 432 customers and service users into employment, training and volunteering opportunities.
- Achieved savings of approximately £400,000 through the creation of our employment arm, TBG Flex.
- Continued to deliver our People Strategy, through which we have established a demonstrable track record of successful talent management and clear succession plans to support and develop our staff and ensure the Group is a great place to work. This included 47 staff achieving internal promotions.
- Delivered the first year of our Health and Wellbeing Strategy to enhance the physical, mental, financial, and social wellbeing and work/life balance of our employees and create a motivated, healthier, and happier workplace.
- Showed our commitment to supporting staff by signing both the Time to Change Employer Pledge to tackle the stigma of mental health in the workplace, and the Mindful Employer Charter.
- Supported our employees with a learning and development programme, including 62 senior officers participating in our Leadership Development Programme, and 31 staff completing a New and Aspiring Managers programme.
- Developed and continued to strengthen our apprentice and graduate programmes, with 17 graduates (including 1 from the National Graduate Development Programme) and 19 new apprentices joining the organisation.
- Secured full-time employment with the Group for 7 former apprentices since 2016.
- Launched our Value for Money Strategy to support the achievement of meeting our efficiency aims without reducing services, and to transform our business by focusing on outcomes, impact, and the value of our work.
- Recruited 8 new board members, and designed new governance structures to ensure the robust management and oversight of our business with effect from January 2018.
- Reviewed our residents' Performance Advisory Group's governance arrangements in line with the growth and structure of our independent Group Boards.

- Delivered staff pro-bono support and training to 25 voluntary and community sector organisations covering data protection, risk assessment, social media, marketing and PR training in 2017.
- Strategically led on bringing partners and stakeholders together to develop West Hendon's Neighbourhood Investment Strategy on behalf of Metropolitan Housing Trust.
- Achieved the Housemark Complaints Accreditation (TBC)

Our priority activities

In 2018/19 we will:

- ✓ Revise our **People Strategy** based on our employees' feedback, and implement our new objectives in order to make The Barnet Group a great place to work with a focus on: employee engagement and wellbeing; attracting, developing, and retaining the best staff; and excellent internal communications.
- ✓ Implement **Smarter Working** and prepare for our office move through increasing: mobile and flexible working; the use of co-location and community hubs; and employee support, in order to adopt more flexible, effective, and efficient services.
- ✓ Deliver the second phase of the **Customer Access Strategy** to enable customers to access services and interact with the Group in ways that suit their needs, including exploring opportunities for improved digital engagement and self-service.
- ✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.

Our ambitions

- Maintain Barnet Homes' resident satisfaction at top quartile performance by 2021.
- Reduce households living in temporary accommodation to 2,500.
- Improve the quality of services and the customer experience for tenants and leaseholders whilst maintaining cost efficiencies.
- Establish Right First Time measures and monitor across all key services.
- Deliver a Caretaking service that achieves top quartile customer satisfaction.
- Maintain the safety of residents through the delivery of fire safety improvement works by the end of 2019.

Our progress so far

- Responded to the Grenfell Tower tragedy in Kensington & Chelsea, including updating Fire Risk Assessments and comprehensive best practice surveys on all tower blocks, removing the cladding system on the 3 towers with ACM cladding on Granville Road Estate, working closely with the London Fire Brigade on assurance of our approach to fire safety, working with the Council to secure £17.5m of funding to deliver a fire safety improvement programme to the stock, and commencing delivery of the programme.
- Achieved our ambitions of 95% of repairs being completed Right First Time on over 7,000 repairs completed by October 2017, and of delivering a Caretaking service that delivers Value for Money by performing in the top quartile for cost.
- Achieved top quartile performance in benchmarking comparisons with our peers in a number of areas including tenant satisfaction, and costs of housing management, repairs and voids, estate services, and leaseholder services.
- Achieved 100% compliancy for all relevant properties having a valid landlord gas safety record.
- Increased tenant satisfaction with estate services from 57% to 83% from April 2017 to October 2017.
- Increased Leaseholder satisfaction with the major works programme by 2% to 97% from October 2016 to October 2017.
- Maintained high levels of resident satisfaction with repairs and maintenance jobs at 99%.
- Achieved record levels of tenancy sustainment through our Successful Tenancies Strategy, by supporting residents to access benefits, training, and employment.
- Reduced the number of households living in temporary accommodation by more than 260 in the year to October 2017, to 2,662.
- Led the Welfare Benefits Task Force, comprising Barnet Homes, the Housing Benefit team, and Job Centre Plus, and since 2013 supported 2,943 residents across the borough who have been affected by the Welfare Benefits cap. This includes helping 1,034 into work, and 348 into more affordable accommodation. This work has contributed to increasing the number of homelessness preventions by 18%.
- Achieved the number one voids performance in London, with an average empty property turnaround time of 13.5 days (year to date performance October 2017) and 100% of void repairs completed in target time.

- Were part of the North London Housing Partnership which was awarded £917,000 to deliver a trailblazer early intervention project. This will see the creation of a Homelessness Prevention Navigator role within the borough.
- Acquired 386 properties by the end of October 2017 from the private market through Let2Barnet, to increase the number of affordable housing options for Barnet's housing applicants, and enable us to house more homeless families.
- Let2Barnet procured 15 properties on 2 year agreements for the Syrian Project at Local Housing Allowance, helping to house 54 households.
- Hosted two successful community roadshows in 2017 with over 200 of our residents in attendance.
- Funded Art Against Knives to deliver an early intervention programme to reduce the risk of 80 young people being lured into being involved in gangs, drug, and serious youth violence in 2017.
- Awarded grants of £500 each to 10 community organisations since 2016 through our resident-led Robert Heath First Time Access Fund, to help fund events, equipment, and other resources to deliver community improvements and activities.
- Provided support to 33 Gardening Clubs since 2016. Residents have recognised these as having a positive impact on their health and wellbeing, and have improved the aesthetics of their estates that also received a Barnet Civic Award from the Mayor of Barnet
- Launched our second 'BOOST' project, which has so far signed up 141 people in Child's Hill and helped 14 get in to work. BOOST Burnt Oak has to date signed up 1,130 and helped 402 in to work. BOOST Burnt Oak has also received funding from the European Social Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England.
- Piloted a new Temporary Accommodation sign-up process, which has to date decreased by half the average number of days taken for Housing Benefit to be paid, helping customers to better-manage their rent account.
- Launched our new Customer Portal in August 2017, which enables customers to access a range of services online including viewing their rent balance, making a payment, raising and chasing a repair, and logging a complaint or compliment.
- Celebrated being shortlisted for two awards: Women In Housing's 'Most Effective Project in Improving the Lives of Women or Communities' for our domestic violence refuge, and the London Borough of Barnet's 'Delivering for Barnet Architecture Awards New Build 10+ Units.'

Our priority activities

In 2018/19 we will:

- ✓ Implement a best practice approach to improve **fire safety** measures, engage with residents, and increase awareness across the housing stock.
- ✓ Implement an approach to support residents and ensure the impact of **Universal Credit** on rent arrears is minimised.
- ✓ Develop our new dementia-friendly Extra Care scheme **Ansell Court** in Mill Hill to support residents and promote independence.
- ✓ Deliver the second year of our improvement programme to address the **priorities of our customers** of all tenures in order to enhance: services; Right First Time performance; the customer experience; and satisfaction, including reviewing our approach to enquiry- and repairs-handling through our contact centre and face-to-face services.

- ✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.
- ✓ Implement an approach to the forthcoming **Homelessness Reduction Act** to deliver earlier intervention to prevent homelessness and provide support to those at risk of and affected by homelessness who are covered by the Act.

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Our ambitions

- People supported by YCB will have greater levels of choice and control over day to day decisions about their activities and support.
- Improved lifestyles for those supported by YCB, with better outcomes.
- Improved physical and mental health for those supported by YCB.
- Continue to explore opportunities for tenders to ensure growth and stability within the services.
- Increase the number of people YCB supports in paid employment to 23 by 2019.
- Support 5 more people to step down into general needs housing by 2019.
- Support 9 more people who have complex needs to move in to supported living schemes run by YCB, by 2019.

Our progress so far

- Agreed a new 5- year (plus 2) contract with the London Borough of Barnet Adults and Safeguarding Committee in June 2016, to deliver care and support services.
- Created an Employment Pathway Team and an Intervention and Prevention service for our community-based day services to deliver outcomes for service users, leading to greater independence.
- Delivered enhanced training to all relevant staff to ensure they can meet the needs of people who have more complex disabilities.
- Implemented an updated Safeguarding policy and procedure that is aligned to the London Multi-Agency Safeguarding Adults policy and Barnet Council's approach.
- Set up a new Enablement service from December 2016, which now delivers approximately 2,000 hours of support per month, providing people with 1-4 visits a day for up to six weeks to support them to regain skills and independence they have lost due to a stay in hospital or other reason.
- Established a Personal Assistant service to provide people who have a social care need with a flexible support package purchased through direct payments, with 44 matches providing up to 465 hours of support per week to date.
- Developed an Outreach Service for 10 people who have autism to increase community participation and reduce reliance on a building-based day centre service, leading to improved outcomes for all.
- Purchased an interactive floor system for service users who have profound and multiple learning disabilities, which will help develop their understanding of cause and effect, increase mobility, and above all increase enjoyment.
- Increased the number of people who have been able to benefit from the hydrotherapy service within one of the YCB day centres.
- Raised over £3,600 to ensure that all service users at one of the YCB day centres and their families could enjoy a range of summer activities and trips.
- Both the YCB services that are regulated by the Care Quality Commission have been rated overall as 'Good'.
- Supported two people who have complex needs to move into supported living with their own tenancies.
- Supported 8 people who have learning disabilities into paid employment.

- Enabled 9 people using YCB services to travel more independently than they were previously.
- Supported 12 people in volunteering roles, covering activities such as dog walking, gardening, shopping, and cat-sitting.
- The Quality Assurance Group (QUAG) has carried out 16 quality assurance inspections at the YCB services, covering areas including service user activities, staff engagement, and health and safety including the management and administration of medicines.
- Working in collaboration with Middlesex University to develop virtual reality programmes for people with physical and learning disabilities.
- Worked in partnership with the Council to develop the Extra Care Housing (ECH) Care and Support specification, which will be delivered from the new ECH development in Mill Hill upon practical completion.

Our priority activities

In 2018/19 we will:

- ✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.
- ✓ Continue to deliver the **transformation of the current services** to ensure improved outcomes for the people we support, and greater opportunities for independence where people have told us that is what they want.
- ✓ Develop an **Extra Care operating model** in readiness for the completion of our new scheme at Milesplit Hill.



Our ambitions

- Create an innovative service model that delivers a modern, digital-first approach that effectively meets the needs of residents.
- Establish new and innovative methods to deliver new housing

Our progress so far

- Created Opendoor Homes, and successfully registered the company as a Registered Provider with the Homes and Communities Agency.
- Took transfer of our first sites at Elmshurst Crescent and Basing Way, and started the development of 27 new properties which are due to be completed in August 2018.
- Achieved planning consent for a further 128 new homes for rent across 18 sites.
- Developed partnerships with a range of large and small construction partners to deliver our programme and give cost certainty.
- Developed and applied for planning approval for four significant schemes at Prospect Ring, Burnt Oak Registry Office, and The Croft with will deliver circa 110 new homes for Affordable rent.
- Gained approval for 10 further new homes with an emphasis on wheelchair access as part of the micro sites programme, which will be funded through the Council's Planning Department's Commuted Section 106 funds.
- Explored a range of innovative funding opportunities and new means of delivery including modular housing, building additional stories on existing flats, and building over car parks.

Our priority activities

In 2018/19 we will:

- ✓ Develop and launch a **service model for Opendoor Homes** that delivers new ways of working in an innovative, modern, digital-first approach to meeting residents' needs.
- ✓ Start the **on-site development** of all of the programmed Affordable Opendoor Homes properties.
- ✓ Achieve the **first new lettings** for Opendoor Homes.
- ✓ Complete Phase 1 of our **microsites development scheme** in order to increase the supply of Affordable housing within the borough, and seek approval for Phase 2 to provide up to 20 additional homes.
- ✓ Create a **mixed-tenure development offer** for the London Borough of Barnet, to create further development opportunities for the future.



BUMBLEBEE

Our ambitions

- Create a modern private lettings company in order to grow the business and meet housing demand.

Our progress so far

- Gained approval of the Bumblebee business case from our Board and Barnet Council, and had an inter-company loan agreement approved.
- Registered the new company and set up a board of directors to oversee its operations.
- Formed a project board and started work to develop the company's operating model.
- Developed a marketing strategy and approved a business case for the software solution.

Our priority activities

In 2018/19 we will:

- ✓ Develop and launch **Bumblebee**, our new private lettings and management company, to expand into the growing market and further meet housing demand in Barnet and North London.
- ✓ Deliver against the year 1 **business plan forecasts**.
- ✓ Develop a **sales option** for Bumblebee's sister company Opendoor Homes' mixed tenure ambitions.
- ✓ Develop a partnership option with institutional investment partners to deliver **private rental sector management**.

The changing shape of The Barnet Group

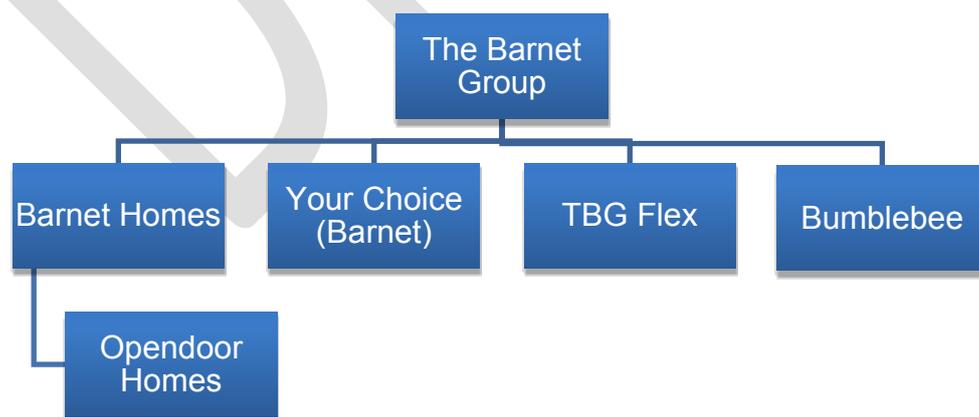
Barnet Homes was established as an Arm's Length Management Organisation (ALMO) in 2004 to manage approximately 15,000 council-owned properties within Barnet. In 2012, Your Choice (Barnet) was created to receive the transfer of Adult Social Care services from the London Borough of Barnet (LBB), and The Barnet Group was created as the parent company to both Barnet Homes and Your Choice (Barnet).

Later in 2012 the Council's Homelessness service transferred to Barnet Homes. In 2013, Barnet Homes began the development of the first council housing to be built in the borough for over 25 years. The first three properties were completed in early 2014 and another forty were completed in 2016. Fifty-three Extra Care units will also be completed in 2018/19.

In 2015, TBG Flex was created to employ and supply new employees within the Group, offering more flexible terms and conditions of employment. We also created a new subsidiary to Barnet Homes, Opendoor Homes, which became a Registered Provider with the Homes and Communities Agency in April 2017 and which supports the Group's ambitions for growth whilst providing much-needed Affordable rented housing within the borough. In 2017, Bumblebee was created to provide an online private lettings service in Barnet, drawing upon the success of the Group's Let2Barnet service.

The diagram and text below explains the structure of The Barnet Group.

- **The Barnet Group:** parent company wholly owned by LBB.
- **Barnet Homes:** ALMO with a ten year agreement from 1 April 2016 to deliver housing management and homelessness services within Barnet.
- **Your Choice (Barnet):** adult social care company delivering services across a number of schemes and services, with a renewed five-year agreement from 1 February 2017.
- **TBG Flex:** employment arm within the Group, offering flexible benefits and supplying new employees to the other companies within the Group.
- **Bumblebee:** a private lettings company.
- **Opendoor Homes:** a subsidiary of Barnet Homes. A Registered Provider with the Homes and Communities Agency, which will develop and own over 320 homes by 2018.



Across the Group we employ over 500 staff, providing a range of services to people who live in Council-owned homes, Care and Support clients from Barnet and other local authorities, and private customers. Opendoor Homes will deliver a construction programme of circa £76 million over the next two years.

Governance

Strong and effective management structures and systems are central to our success, with ultimate responsibility lying with a Board of Directors with the necessary skills and experience to effectively govern the organisation.

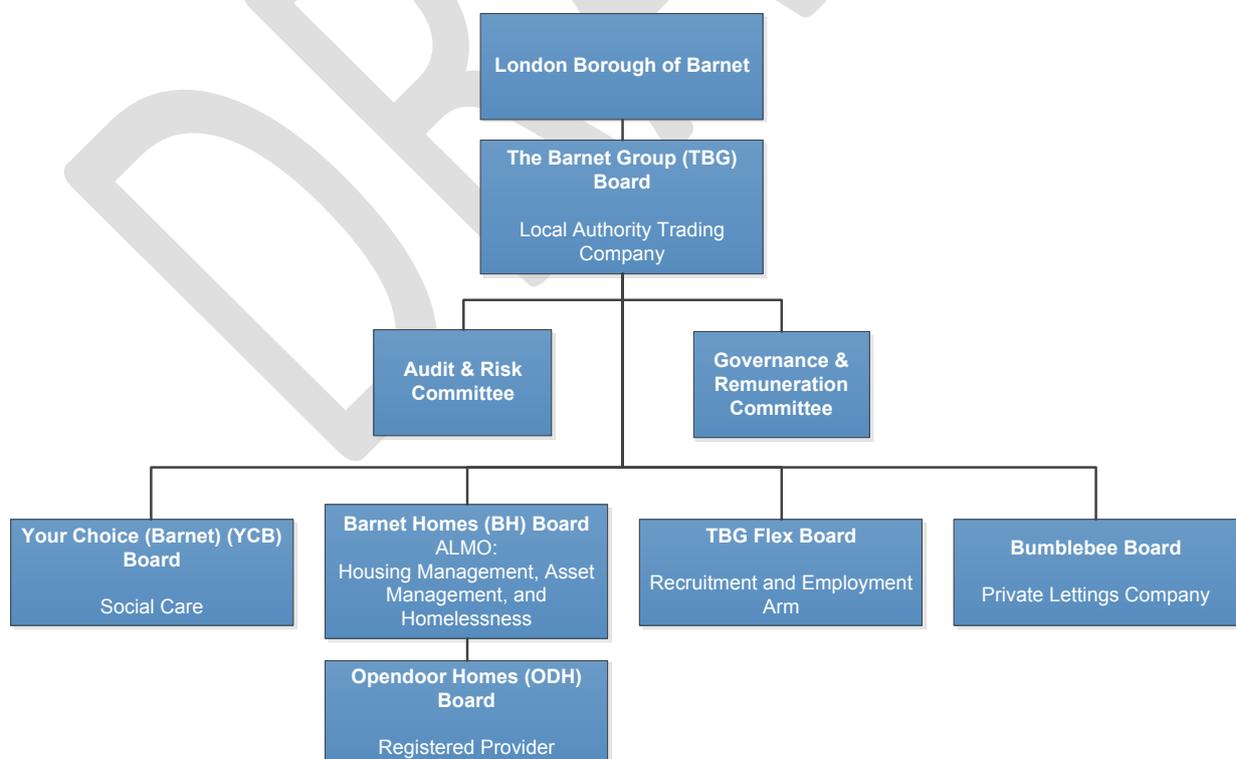
We value the views of our customers, and in order to ensure the Board understands the issues that matter most to our customers our Board's constitution provides for a number of places for customers and/or representatives. We also have two places reserved for nominees of the Council. The Barnet Group Board and all subsidiary Boards have adopted the National Housing Federation's (NHF) Code of Governance 2015.

The Board reviews its own performance annually and seeks to ensure it provides effective control over its subsidiary companies. The Board is supported by committees for Audit and Risk, Governance and Remuneration, and Assets.

In recognition that the Group's governance arrangements have become incrementally more complex, in 2016 we commissioned Campbell Tickell to conduct a review of our governance arrangements. The scope of the review included consideration of our structures, policies, governance compliance, and existing skills. The recommendations arising from the review have been fully implemented, resulting in eight new board members being recruited, the disaggregation of the meetings between the Group Board and Subsidiary Boards, and revisions to key governance policies and procedures.

Robust governance arrangements are especially important as through our Registered Provider Opendoor Homes we are now subject to increased scrutiny by the Homes and Communities Agency (HCA).

The Governance structures for The Barnet Group are set out below:



Our key stakeholders

The stakeholders for whom this business plan has been prepared are as follows:

Stakeholder	Role
Customers	Be involved in scrutinising performance and holding the Group to account, and can use the plan as a backdrop to positive engagement with our services and to monitor the impact on their lives.
Staff	Deliver the goals, priorities, and day-to-day services for the Group.
Management	Lead the organisation and staff, and develop the operational framework of the Group.
Barnet Council	Provides funding, agrees strategic direction, ensures the Group is supporting the priorities of the Council, and monitors performance.
Partners and Contractors	Work with the Group to support the delivery of our Business Plan and day-to-day services.
Homes and Communities Agency	Regulates and monitors financial viability and governance for Barnet Homes, in addition to value for money and the regulatory consumer standards for Opendoor Homes.
Greater London Authority (GLA)	Provides funding to increase housing supply within London.

As Barnet Council is our sole shareholder it is important that the activities of the Group support the priorities of the London Borough of Barnet. The Council, working with local, regional, and national partners, will strive to ensure that Barnet is a place:

- of opportunity, where people can further their quality of life;
- where people are helped to help themselves;
- where responsibility is shared, fairly;
- where services are delivered efficiently to get value for money for the taxpayer.

In turn, the Council's Housing Strategy has prioritised the following areas for The Barnet Group:

- increasing the housing supply;
- delivering homes that people can afford;
- sustaining quality, particularly in the private rented sector;
- preventing and tackling homelessness;
- providing suitable housing for vulnerable people; and
- delivering efficient and effective services.

Barnet Council's Adult Social Care (ASC) outcomes within the ASC Committee's Commissioning Plan prioritise the following areas for the Group to support:

- a strengths-based approach to social care, working with people to identify their preferred outcomes in order to prevent, reduce, or delay their social care and health needs from either developing or escalating;
- a person-centred approach, focusing on supporting people in the most appropriate place (usually someone's home or community) to best meet their needs in the most cost-effective way possible, and to live as independently as possible with increased choice and control;
- focusing on early intervention and prevention for individuals to know what is available to increase and maintain their wellbeing and independence, and to be able to obtain it when they need to; and
- safeguarding and supporting individuals to live safely through strategies that maximise their independence and minimise risk.

In October 2017, the Government published a policy paper with consultation regarding a review of funding for supported housing. New funding regimes are expected to be effective from April 2020, and include the following plans:

- introduction of a 'Sheltered Rent' for those in sheltered and extra care housing which keeps funding in the welfare system and will better control costs;
- housing costs for short-term and transitional supported housing to be funded through local councils; and
- housing costs for long-term supported housing, including supported housing for those with learning disabilities, mental ill health, and physical disabilities, to continue to be funded through the welfare system.

Our operating environment

In order to identify our strategic priorities we have considered a range of factors that influence our operating environment.

Political and economic context

We face a period of social, economic, and political instability. Following the outcome of the EU Referendum ('Brexit') in June 2016, there is uncertainty as to the terms of the UK leaving the European Union. At a local level, Barnet may also experience changes in local government policy depending the outcomes of the Local Elections in Barnet in May 2018.

The past six years has been a period of significant challenge for local authorities due to a combination of reduced funding and increasing demand. Household incomes have been squeezed by higher inflation following the fall in the pound after Brexit. Whilst there has been strong growth in employment, growth in earnings and productivity has been weak. Central government savings associated with major reforms of the incapacity and disability benefits system have fallen short of expectations.

Although no commitments were made to increase funding for adult social care, the Autumn Budget 2017 included a number of announcements that will have an impact upon the sectors in which The Barnet Group operates, including:

- £44 billion in overall government support for housing to meet the target of building 300,000 new homes a year by the middle of the next decade;
- £400 million to regenerate housing estates and £1.1 billion to unlock strategic sites for development; and
- A £1.5 billion package allocated to Universal Credit, which is intended to remove the seven-day initial waiting period for the processing of claims, and to enable new claimants in receipt of housing benefit to continue to receive it for two weeks.

Over the past seven years there has been a 38% reduction in central government funding in England in real terms. This has created a funding gap at local government level, with an expected £9.5 billion shortfall between income and expenditure for local authorities by 2019-20. Councils have not cut the budgets for all services equally. For instance, spending on planning and development, housing, and culture and related services has been cut by more than 40% on average, whilst spending on social services has been cut by around 10% on average.

In August 2017 the National Debt went over £1.7 trillion, rising to over 88% of GDP from 38% in 2005. In the Autumn Budget 2017, The Office for Budget Responsibility (OBR) revised down economic growth in 2017, and forecast that it will slow from 1.5% to 1.4% in 2018 and 1.3% in 2019, recovering to 1.6% by 2021. Productivity growth was revised down by an average of

0.7% a year up to 2023. Consumer Price Index (CPI) inflation is forecast to fall from a peak of 3% towards 2% in late 2017, which could further reduce the spending power of public services.

The Barnet Group is also affected by any potential increase to the London Living Wage - in particular in those services delivered by YCB. Whilst any changes have a positive impact upon the lowest-earning households, they will also have an impact on our ability to drive efficiencies and reduce costs in line with the priorities of the Council.

We will continue to be transparent and accountable to our customers for the decisions we make and the services we provide. We will be mindful of the current economic climate, but will continue to make long-term strategic decisions for the benefit of this and future generations.

Housing and social care policy and regulation

There have been significant policy changes affecting the housing and social care sectors over the past five years, including the changes brought about through Welfare Reform. The Work and Pensions Committee has, in September 2017, reinstated its inquiry into the rollout of Universal Credit, through which it will review the impact of the introduction of the full service on claimants and on housing providers, and consider the appropriateness of the roll-out schedule.

In September 2017, the Mayor of London released for consultation his draft London Housing Strategy, which sets out his vision for tackling London's housing problems. The aim of the Strategy is to address the housing shortage through intensive use of London's available land, focusing on more affordable housing, and providing help for people feeling the effects of the housing shortage. The Strategy includes over £3.15 billion of affordable housing investment through to 2021, and prioritises building homes, delivering affordable homes, maintaining high quality homes and neighbourhoods, achieving a fair deal for private renters and leaseholders, and tackling homelessness and helping rough sleepers.

The London Borough of Barnet's local housing strategy will need to conform with the London Housing Strategy, including through planning and giving permission for new schemes, promoting regeneration and development, building affordable homes, and ensuring those affected by the housing crisis receive the help and support they need. This will have a direct impact upon The Barnet Group as we support the Council to deliver its goals.

In September the Secretary of State for Communities and Local Government also announced plans to develop a housing green paper that will review the issues facing the social housing sector, including safety, quality, management, the rights of tenants, and the handling of complaints. We may expect to see social housing reform following its publication, and may also continue to see a potential change in the regulation of social housing as a result of the "Tailored Review of the Homes and Communities Agency (November 2016)" and its implications for the Homes and Communities Agency (HCA) which is to be relaunched as Homes England.

Shelter published research in November 2017, finding that 307,000 (one in every 200) people are now homeless; a rise of 13,000 in the last year alone, although the partial nature of government data means the real number of homeless people is likely to be even higher. Shelter's figures show that as of April 2017, one in every 59 people is homeless in London, which faces the biggest homelessness crisis. Barnet ranked as having the 17th largest homeless population in the country, with 7,033 homeless people, equating to one in 55 people. As a result of the Homelessness Prevention Act, which is expected to come into force from April 2018, The Barnet Group will need to rise to the challenge of providing higher levels of

support to a broader number of people who are at risk of homelessness, and to delivering earlier interventions.

Further reforms and policy implications in the sectors in which we work that will have an impact upon the way we work include potential reform of the Care Quality Commission (CQC) in 2018, the annual 1% rent reduction in social rents to 2020, the completion of Personal Independence Payment (PIP) assessments in May 2018, and the capping of Housing Benefit at Local Housing Allowance rates for general needs tenants from April 2019.

The Barnet Group's customer profile

We have a mixed resident demographic. From the information we hold we know that:

- 50% of our tenants are aged over 50;
- 20% identify themselves as disabled;
- 34% are Black, Asian or Minority Ethnic (BAME);
- 48% have a religion or belief;
- 1% are Lesbian, Gay, or Bisexual;
- 74% have been a tenant for over 5 years, and 28% for over 20 years; and
- 27% 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.

Your Choice (Barnet) (YCB) provides specialist support to over 260 people who have a range of physical and learning disabilities, enabling them to live their lives with more independence. From the information we hold we know that:

- 19% of YCB service users are aged over 56, and 13% are aged 16-25;
- 100% identify themselves as disabled; and
- 30% of our service users are from a BAME background.

Barnet currently has the largest population of any London borough (estimated at 382,084 in 2017 by the Greater London Authority), and this is expected to continue to increase, placing increased demand on public services. 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.

The population of Barnet residents who are aged over 60 years is predicted to increase by over 20,000 over the next twenty years. Inevitably this will impact on the number of older people with dementia and other high needs, and will create a growing shortfall in appropriate extra care provision.

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.

Deprivation

The Index of Multiple Deprivation (IMD) 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. It provides a

relative measure of multiple deprivation experienced by people living in an area and is calculated by neighbourhood.

According to the 2015 IMD, nationally Barnet is amongst the 50% most deprived local authorities in England, ranking 157 out of a total of 326 local authorities. Relative to other London boroughs, Barnet is the 24th most deprived local authority in London out of 33. Despite a small increase in comparative deprivation since 2010 when Barnet was the 25th most deprived in London, it compares favourably against other local authorities in the capital. Areas in the west of the borough exhibit the highest levels of deprivation, which are especially concentrated in neighbourhoods in which we work including Burnt Oak, Colindale, Child's Hill, and West Hendon, areas in which large-scale regeneration projects are underway.

The IMD 2015 shows that the highest levels of deprivation within Barnet are in relation to barriers to housing and services; in this measure, of all London local authorities Barnet is the 15th most deprived, and the 17th most deprived nationally. Many London local authorities rate badly in relation to this measure; it is likely that this is due to the comparatively high cost of housing in the capital.

The Barnet Group plays a key role in supporting vulnerable people within the borough, and in addition to providing housing services, to working in partnership to address challenges associated with unemployment, health and disability, and skills and training, and our priorities for the coming years reflect this.

Welfare Reform and community resilience

Welfare Reform remains a significant challenge for us and our customers as the Government seeks to further reduce the national economic deficit through further austerity measures. It 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; and
- Universal Credit – six working age benefits including Housing Benefit rolled into one monthly payment paid directly to the claimant.

In August 2013 the Welfare Reform Task Force (WRTF) was established to assist residents affected by the benefit cap and other welfare reforms. From the implementation of the benefit cap in June 2013, the WRTF has assisted 2,943 people. Of these, 1,034 (35%) were helped into work, 348 (12%) were moved to cheaper accommodation, and the income of 447 households was maximised. Although the WRTF continues to support a large number of benefit cap cases, its focus will shift to supporting only those within the Private Rented Sector.

In May 2018, Barnet will move onto the Full Service Universal Credit (UC) Platform, meaning that all new benefit claimants living in the borough will be placed on to UC and will no longer receive Housing Benefit as it currently stands.

In research commissioned by Barnet Council to measure the impact of welfare reform, Policy in Practice estimates that by 2021/22 a total of 23,883 households in Barnet will be affected by UC. Of these, 55% (13,135) will be living in the private rented sector.

The Department of Work and Pensions has forecast that in the first six months following the implementation of the Full Service UC Platform, 124 households in Barnet will require assisted

digital access and personal budgeting support per month. Based on the findings of the Policy in Practice study, 68 of these households will reside in the private sector. This equates to 51 hours of support to be provided by the WRTF to these households per week.

Outside of the implementation of the Full Service UC Platform, from April 2019 the maximum rate for housing costs for single person households under the age of 35 years in social housing and temporary accommodation will be capped at the Local Housing Allowance rate. In Barnet this will mean that on average, such households will receive a maximum of £92.93 housing allowance a week.

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 the BOOST programme to help unemployed residents to find work and to help the wider community with housing support, benefits advice, and training opportunities to help people achieve their aspirations.

Following the previous success of BOOST in Burnt Oak, in 2017 a second project was launched in Child's Hill. In the first 6 months of 2017/18, the BOOST programme has signed 824 people up to the service and the team has helped 298 get in to work. BOOST Burnt Oak has received funding from the European Social Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England, which was matched by London Borough of Barnet. This means that the project now has guaranteed funding until March 2018.



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.

Stock analysis

Our managed stock is approximately represented as follows:

- 9,500 tenanted properties.
- 3,700 leasehold properties.
- 2,600 temporary accommodation properties.

Of these, 36% of tenanted homes are houses or bungalows, and nearly 50% are flats. We manage approximately 520 lettings and 50 Right to Buy sales per year.

Having completed our major asset investment programme in 2011, we have developed an Asset Management Strategy to continue to maintain and invest in our homes. This requires an investment of around £547m over the term of this plan at today's prices. Whilst this is currently affordable within the Housing Revenue Account, continued national policy changes may put pressure on this area in the future.

Working with our partners, Ridge, we have developed a stock viability model which assesses our assets using the criteria set out below:

- LBB's rent strategy;
- market conditions which may affect the desirability of properties;
- updated information from the stock condition register; and
- omissions and additions to the stock through various routes including new build, regeneration demolitions and properties sold as a result of right to buy.

We currently have five key regeneration estates in the borough:

- Dollis Valley, EN5 – Countryside Properties with L&Q. Completion expected by 2020.
- Grahame Park, NW9 – Countryside Properties with Genesis. Completion expected by 2026.
- West Hendon, NW9 – Barrett Homes with Metropolitan. Completion expected by 2021.
- Whitefields Estate, NW2 – Hammerson and Standard Life. This is part of the Brent Cross regeneration.

Developing new homes

The Barnet Group built the first 3 Council-owned homes in the borough for 20 years in April 2014, and in October 2016 handed over a further 40 new homes, with 10% of the units providing wheelchair-accessible accommodation.

In December 2016, Barnet Council's Assets, Regeneration and Growth Committee (ARG) approved the outline business case for Opendoor Homes to undertake development by acquiring and developing 320 new homes on Housing Revenue Account and General Fund sites.

Schemes in contract	No. of Homes	Expected completion date
Basing Way (Gordon Court)	14 homes	November 2018
Elmshurst Crescent (new name to be proposed)	13 homes	November 2018

Schemes approved	No. of Homes	Expected completion date
Alexandra Road	4 homes	September 2018
Sheaveshill Court	34 homes	May 2019
Mount Pleasant	12 homes	January 2019
West Close	3 homes	September 2018
West Farm Place	4 homes	October 2018
Westbrook Crescent	2 homes	October 2018
Adamson Court	2 homes	December 2018



In December 2017, the ARG approved a further 10 fully-funded homes to be delivered by Opendoor Homes, with an emphasis on wheelchair accessible homes. An outline business case was also approved to develop a 50-home Extra Care scheme at Stag House. In addition to this, Barnet Homes is supporting the master planning proposals for Fosters Estate which will result in the development of a 75-home Extra Care scheme at Cheshir House.

Housing market information

According to the Office of National Statistics, in August 2017 the average house price in London was £481,556, compared to the national average of £243,520 in England. The highest-priced local authority in London was Kensington and Chelsea with an average price of £1,188,221. Of Barnet's more immediate neighbours, Camden (£869,621) and Islington (£675,647) were the most expensive boroughs. The average London rent in October 2017 was £1,556 per calendar month against a £909 UK average.

From August 2016 to August 2017 the average overall house price in Barnet increased by 0.3% to £533,797, making it the eleventh most expensive area in London with the 28th largest growth in average house price. In 2016, Barnet's rank in London was twelfth most expensive borough. The most expensive area within Barnet was Hampstead Garden Suburb (£1,228,644) and the least expensive was Burnt Oak (£382,510).

In common with most of London, home-ownership levels are falling whilst the number of households living in the private rented sector is rising. A continued increase in demand to live in Barnet alongside issues of affordability as outlined in the Council's Housing Strategy make the housing pressures of the borough a significant issue.

The table below shows the overall tenure of housing in Barnet. Most homes are owner-occupied at 69%, with only 12% of housing provided by social housing providers.

Owned outright	26.3%
Owned with a mortgage	42.6%
Rented from a Social Landlord	12.1%
Rented from a Private Landlord	19%

Adult social care market information

The table below shows the predicted Adult and Social Care demand through to 2025, which suggests an increasing need for the services that we provide.

Primary Client Type	Total Clients	Projected Number							
		2018	2019	2020	2021	2022	2023	2024	2025
Physical disability, frailty, and sensory impairment (total)	576	611	623	635	646	657	667	678	689
Mental health (total)	593	617	623	630	636	642	648	655	661
Learning disability (total)	757	802	811	820	825	830	836	841	846
Total younger adults	1,926	2,030	2,057	2,085	2,107	2,130	2,152	2,174	2,196
Total older adults	3,033	3,243	3,320	3,397	3,489	3,582	3,675	3,768	3,861
Of which: dementia	360	392	405	418	433	448	463	478	493
Of which: have a learning disability	106	114	117	120	123	126	129	133	136

Resident feedback

In our most recent customer satisfaction survey in 2016, overall tenant satisfaction was 2% below our target at 79%; however in this period we also saw the proportion of tenants who were dissatisfied with our overall services go down by just over 1%. Our goal to increase Leaseholder satisfaction was achieved with an increase of 4 points to 51%, 1% above our target, although we also saw an increase in overall dissatisfaction by just over 4%.

Based on the validation and analysis of the feedback received in this survey, our residents would like to see improvements in the “customer journey” when receiving services from us, particularly in relation to the consistency of services and the coordination of resources to ensure a “right first time” approach.

Additional areas of priority include, for tenants:

- being kept better-informed if there are issues or if changes 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; and
- the security and cleanliness of our blocks and estates.

And for leaseholders:

- improved clarity and more detail about what makes up their service charges; and
- improvements to the quality and value for money of the work delivered, such as major works, repairs and maintenance, and estate-based services.

We recognise that leaseholders are a growing group of customers who often have different priorities and concerns, and we need to continue to develop the way that we engage with them.

In 2016/17 the number of complaints we received decreased by 6%, from 1,008 to 952. In the same period the proportion of upheld complaints increased by 4.5% to 58%. Our data for 2017/18 as at the end of Quarter 2 indicates that the volume of complaints received has

increased by 17% compared to the same point in 2016/17, and the proportion of upheld complaints has increased by 2% to 58% at the mid-year point.

The Barnet Group receives most complaints about the Gas, Repairs, Housing Options, Neighbourhood, and Property services. Our data indicates that we have seen the largest rise in complaints regarding the Gas service, although we have also seen small increases in the volume of complaints regarding Caretaking, ASB, Rental Income, Major Works, and Emergency Accommodation. However, some services have received slightly fewer complaints including Housing Options, the Contact Centre, Repairs, and Leasehold Services.

Residents' priorities arising from complaints include:

- Timeliness of progressing complex works and resolving Gas issues.
- Appointments handling, and keeping residents informed about repairs and gas jobs.
- Right First Time performance in the Gas service.
- Enquiry handling regarding assistance and applying for housing.
- Timeliness of progressing re-housing applications.
- Quality and location of temporary accommodation.

Satisfaction within our YCB schemes decreased in all but two schemes from 2015 to 2016; however, the number of responses to the questionnaire increased substantially following a project to update and refresh the survey. Of 109 responses received in 2016, 96 people (88%) said they were satisfied with the service that their relative receives. Responses to the detailed survey questions were generally very positive, and the feedback will inform our activities to improve and develop our Care and Support services:

Service Area	2015		2016	
	Results	Responses	Results	Responses
BILS	83.3%	5	100%	12
CommunitySpace	100%	12	89%	19
Flower Lane	100%	11	100%	28
Rosa Morison	100%	8	85%	16
Supported Living	100%	11	83%	27
Valley Way	100%	12	75%	7

We obtain feedback from our customers in a number of ways. In addition to our regular satisfaction survey, we also analyse customer feedback through complaints and topic-based focus groups. We are actively working with our residents to address their concerns in order to improve our services and increase customer satisfaction. As part of this approach, we have an active resident scrutiny group, the Performance Advisory Group (PAG), and a similar Quality Assurance Group (QUAG) for Your Choice (Barnet) service users, parents and carers. Additional customer input comes through a range of activities including involvement in mystery shopping, estate inspections, surveys, contract monitoring, and service reviews.

The feedback we receive from our residents has influenced the formation of our Business Plan activities for 2018/19.

Staff Feedback

The outcomes of our biennial staff survey, most recently completed in November 2017, inform our activities related to employee development, wellbeing, retention, and recruitment, and in particular our strategic approach set out in our People Strategy.

Staff from across The Barnet Group have helped to shape the activities within this Business Plan by participating in a workshop and giving invaluable feedback. Their suggestions inform not only our corporate priorities, but also our approach to “business as usual” and departmental focus on service improvement and the creation of efficiencies.

Benchmarking information

Every year we compare our performance and costs with a peer group of housing providers in London, using the HouseMark benchmarking service. In many areas our performance in terms of quality and costs is the highest within the group. Our annual submission of data in 2017 indicates the following areas of particularly high performance for The Barnet Group:

- cost of housing management services;
- cost of responsive repairs and empty property (void) works;
- cost of estate services;
- speed in re-let times for void properties;
- low average cost per responsive repair;
- low number of tenant evictions;
- high tenant satisfaction with overall services, quality of home, and repairs;
- high number of gas safety-compliant properties; and
- high number of homes achieving the ‘Decent Homes Standard’.

The results of the comparison with our peers suggest the following areas should be our focus for improvement over the coming year:

- reducing the average number of days it takes to complete repairs;
- increasing the percentage of appointments kept; and
- increasing the percentage of calls into our contact centre that are answered.

Equality and diversity

The Barnet Group is committed to providing great services to all of our customers and to welcoming and valuing diversity, promoting equality of opportunity, and tackling unlawful discrimination. We work to develop quality services that meet customers’ needs and engage with customers to build inclusive and sustainable communities.

We have a statutory duty to ensure we provide equality to all of our customers and employees, and a moral duty to respond to the social diversity within our communities. We need to fulfil our legal duties to eliminate discrimination, advance equality of opportunity, and foster good relations between different groups. This includes promoting equality of opportunity in everything we do, and treating people fairly.

Through our approach we will deliver effective outcomes, enhance our working environment, and encourage and cultivate the vibrant communities, social cohesion, and inclusion that support our customers and the business.

Health and safety

We continue to develop and continually improve our policy, organisation, planning, and arrangements to deliver high quality and efficient Health and Safety services, to reflect guidance from the Health and Safety Executive (HSE) and organisational learning.

Following the Grenfell Tower tragedy in June 2017, we are implementing improvements in our fire safety measures in high rise blocks and across our stock. The outcomes of the Public

Inquiry are expected in early 2018, and we will review the recommendations and take appropriate action to ensure the continuing safety of our residents.

We strive to provide a safe environment in which our employees, customers, service users, residents, contractors, members of the public, and other stakeholders enjoy living and working, and we all have the opportunity to develop and play a part in the continued improvement of our community. Internal and external monitoring through audits and reviews assess our performance and compliance with our statutory responsibilities.

We have appointed Executive Directors as “Safety Champions” within each of The Barnet Group’s companies to take the lead for effective Health and Safety service delivery and report to The Barnet Group Board and Chief Executive on all aspects of Health and Safety. The Group Health and Safety Committee meets on a quarterly basis and is the organisation-wide forum for communication and consultation, involving representatives from Senior Management, management, staff, and the Trade Union.

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Key Performance Indicators

Performance indicators which will provide assistance in monitoring elements of this plan are set out below:

KPI	When	2017/18 Target	2017 mid-year performance	2018/19	2019/20	2020/21	2021/22
Efficiency plans delivered (Barnet Homes)	Annually	£628k	£314k	£154k	£849k	TBC	TBC
Efficiency plans delivered (YCB)	Annually	£208k	£205k	£308k	£200k	£369k	n/a
Overall tenant satisfaction with Barnet Homes as a landlord	Biennially	81%	79%	*HM Benchmark 1 st Quartile	n/a	*HM Benchmark 1 st Quartile	n/a
% of customers that rate Leasehold Customer Service as good	Annually	65%	89%	75%	78%	80%	To be evaluated
Percentage of respondents very or fairly satisfied with repairs and maintenance	Annually	96%	98.8%	96%	96%	*HM Benchmark 1 st Quartile	To be evaluated
% of gas repair satisfied customers	Annually	90%	96%	92%	92%	92%	
Customers rate customer service as "good"	Annually	89%	93%	To be evaluated	To be evaluated	To be evaluated	To be evaluated
% of Stage 1 and Stage 2 complaints completed in time	Annually	90%	96%	90%	90%	90%	To be evaluated
% of Freedom of Information (FOI) enquiries responded to in time	Annually	90%	100%	90%	90%	90%	To be evaluated
% VIPs / Members' Enquiries responded to in time	Annually	98%	100%	98%	98%	98%	To be evaluated
Number of tenancy failure [evictions & abandonments]	Annually	35	9	35	HM Benchmark 1 st Quartile	HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
HRD accommodation arrears as % of debit	Annually	2.9%	3.46%	3.1%	3.2%	3.3%	To be evaluated
Temporary accommodation arrears as a % of debit	Annually	4.95%	5.63%	5.1%	5.0%	4.9%	To be evaluated
% of annual service charge and arrears collected	Annually	102%	54.5%	102%	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
Households placed directly into the private sector by Barnet Homes	Annually	575	325	625	625	To be evaluated	To be evaluated
Number of homelessness preventions	Annually	1,050	532	1,110	1,110	To be evaluated	To be evaluated
% of homeless appeals completed on time	Annually	95%	99%	95%	95%	To be evaluated	To be evaluated
Number of households in temporary accommodation	Annually	2,600	2,675	2,600	2,500	To be evaluated	To be evaluated
Number of households in emergency temporary accommodation	Annually	175	175	200	200	To be evaluated	To be evaluated

KPI	When	2017/18 Target	2017 mid-year performance	2018/19	2019/20	2020/21	2021/22
Average re-let time for routine lettings (days)	Annually	13	12.2	12	12	To be evaluated	To be evaluated
% of properties with current Landlord Gas Safety Record	Annually	100%	100%	100%	100%	100%	100%
% of scheduled fire risk assessments completed	Annually	100%	100%	100%	100%	100%	100%
% of priority 0 & 1 fire safety actions completed on time	Annually	90%	100%	90%	90%	90%	90%
New build and Extra Care homes starts on site	Annually	211	80	274	50	75	To be evaluated
% of repairs and maintenance jobs completed first time	Annually	90%	95%	92%	92%	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
Customers supported into employment	Annually	230	221	265	300	345	To be evaluated
No of people with disabilities supported into employment	Annually	10	10	10	10	10	10
Satisfaction with YCB service	Annually	n/a	88%	83%	85%	85%	TBC
Enablement service hours per week	Annually	n/a	500	1,200	1,400	1,600	1,800
YCB PA service matches	Annually	50	44	70	70	100	100
Employee engagement	Biennially	80%	66%		85%		88%
Average Sickness	Annually	8 days	11.6 days	9	8	To be evaluated	To be evaluated

* Housemark Benchmark 1st Quartile or current target.

Financial Plan

The detailed five year forecasts for each of the legal entities within the Group are attached as appendices C to H and are summarised below. The analysis includes the required efficiencies for Barnet Homes and Your Choice (Barnet).

The Barnet Group 5-Year Consolidated Financial Plan Forecast Model Forecast Profit and Loss Statement

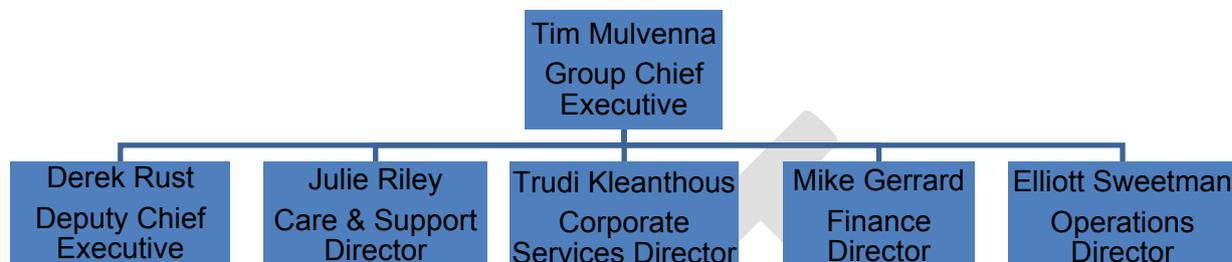
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Barnet Homes Ltd	33,799	33,767	33,113	32,656	32,865
Your Choice (Barnet) Ltd	8,861	8,758	8,764	8,729	8,729
The Barnet Group Company Ltd	6	6	6	6	6
TBG Flex Ltd	6,182	6,710	8,711	9,126	9,373
Total Income	48,848	49,241	50,594	50,517	50,972
Expenditure					
Barnet Homes Ltd	34,147	33,683	32,995	32,775	32,474
Your Choice (Barnet) Ltd	8,666	8,579	8,564	8,577	8,546
The Barnet Group Company Ltd	36	36	37	37	37
TBG Flex Ltd	6,110	6,649	8,607	9,019	9,258
Total Expenditure	48,958	48,947	50,203	50,408	50,316
Group Profit / (Loss) (excluding TBG Open Door)	(110)	294	392	109	657
TBG Open Door Ltd Income					
TBG Open Door Ltd	162	1,772	3,787	4,026	4,140
Expenditure					
TBG Open Door Ltd	319	2,352	4,795	5,065	5,116
TBG Open Door Ltd (Deficit)	(267)	(286)	(617)	(930)	(319)
Group (Losses)					
Breakdown of Group's Profit and (Loss)					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Barnet Homes Ltd	(348)	84	118	(120)	390
Your Choice (Barnet) Ltd	195	180	201	153	184
The Barnet Group Company Ltd	(30)	(30)	(31)	(31)	(31)
TBG Flex Ltd	73	61	104	107	114
TBG Open Door Ltd	(157)	(580)	(1,008)	(1,039)	(976)
Group (Loss)	(267)	(286)	(617)	(930)	(319)

The consolidated results include intra-group transactions (intra group income and expenditure has not been eliminated).

Opendoor Homes generates losses in the early years as the loan funding is drawn down to enable the development of the properties. In later years, rental income from the completed properties will generate an operating surplus and sufficient cash to repay the loan.

Appendix A – The Barnet Group Executive Management Team

The Barnet Group Executive Management Team structure and roles are as follows:



Tim Mulvenna, Group CEO

Tim joined the Group in February 2018, and previously worked for L&Q as Group Director of Customer Service. He has worked in the Housing sector for 12 years, and has more than 15 years' experience in customer service in a number of sectors including charity, IT, and telecoms.



Derek Rust, Deputy CEO

Derek has been with Barnet Homes since it transferred from the Council in 2004 and oversaw the transfer of the Council's Homelessness service in 2012. He was appointed Deputy Chief Executive in December 2015. Derek is directly responsible for the development of new homes and asset management.



Julie Riley, Director of Care & Support

Julie joined the Group in early 2014 and has responsibility for all of the Your Choice Barnet services and Sheltered Housing, Floating Support, and Assist within Barnet Homes.



Trudi Kleanthous, Director of Corporate Services

Trudi joined the Group as Corporate Services Director in December 2015, with responsibility for HR and Learning and Development, PR and Communications, Business Support, Strategy and Policy, and Community Engagement. Trudi has worked in the social housing sector for over 35 years.



Mike Gerrard, Director of Finance

Mike joined the Group in September 2016. Mike began his career as an Auditor for Arthur Andersen and then worked for AstraZeneca as a Management Accountant and PwC Consulting as a Consultant. Mike worked for The Riverside Group as a Project Director, Willow Park Housing Trust as Director of Resources, and most recently The Co-operative Academies Trust as Finance Director.



Elliott Sweetman, Director of Operations

Elliott has been with Barnet Homes since 2006 and is directly responsible for Customer Access, Tenancy & Estate Management, Leaseholder Services, Repairs & Maintenance, Income Collection, Financial Inclusion, and Homelessness & Housing Options. Elliott has a strong track record of creating, inspiring, and leading ambitious and high-performing teams to deliver great quality services to customers, whilst achieving significant cost

efficiencies.

Appendix B – The Barnet Group Board Members

Terry Rogers OBE
The Barnet Group
(Chair), Barnet Homes
(Chair), YCB, and
Opendoor Homes
Boards



Terry is the chair of The Barnet Group. He is a fellow of the Chartered Institute of Housing with over 40 years' experience of public sector housing. Before taking early retirement, he was Director of Community Services for the City of London Corporation, which included looking after the Corporation's housing stock in seven London boroughs. He also led a multi-disciplinary group to reduce homelessness in London, for which he was awarded an OBE. He is Vice Chair and trustee of the Help the Homeless charity, a grant-giving body helping small homeless organisations.

Washington Ainabe
Barnet Homes, and
TBG Flex Boards



Washington Ainabe is Barnet Homes board's leaseholder representative. He has had a long career in the financial service industry in various capacities: as a management accountant (CIMA), management consultant, and most recently in risk. He has lived in Barnet for 15 years (five years as a leaseholder) and is passionate about making a difference in the community. He believes providing quality conditions and good engagement is key to achieving proper standards and sustainability.

Jeremy Arnold
Opendoor Homes
Board (co-opted)



As Head of Acquisitions & Planning at One Housing, Jeremy is responsible for the new business and acquisition element of the development department for Greater London. One Housing currently manages 17,000 homes over 26 London Boroughs and surrounding counties in South East England. The department has a development programme of c. £1.8bn and an annual acquisition target of 900 homes a year.

David Atta
Barnet Homes Board



David Atta has lived in Barnet for more than 25 years. With a professional background in global marketing and communications, David believes all residents should feel engaged with the Board and the decisions taken on their behalf. David believes that communication can always be improved and is best not judged simply by quantity but quality. David also brings extensive experience of cross party Parliamentary lobbying and campaigning, primarily in the cause of civil liberties.

**Jeff Baker BA (Hons),
MA, FCIH**
The Barnet Group,
Barnet Homes (Vice
Chair) and Opendoor
Homes Boards



Jeff has worked in housing management and development for over 40 years and is a Fellow of the Chartered Institute of Housing. He was formerly Managing Director of a large housing association and Chair of the Tenant Participation Advisory Service, and has held senior and executive positions in several other housing associations and local authorities. He is Chair of Providence Row Housing Association in Tower Hamlets.

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Samantha Court, FCA
TBG Flex Board



Samantha Court began her finance and accounting career working for and qualifying as a Chartered Accountant with KPMG. Since qualifying, she has over 20 years' experience working in senior and executive finance positions within a variety of not for profit and commercial organisations. She has a strong background in finance change management, having set up the finance function of English Churches Housing Group when it relocated from London to Leicester, and also playing a key financial role in ensuring the successful merger of English Churches with the Riverside Housing Group. She is currently the finance lead of a successful independent advertising agency in Birmingham.

Surjit Dhande BSc (Hons), FCCA
Opendoor Homes Board



Surjit is a professionally qualified FCCA accountant with extensive CFO experience in finance and treasury. He has worked for some of the largest housing providers in London, including G15, and is currently working as Group Financial Director for a Cambridge Housing Society Group. He has a strong background in development finance, business planning, business mergers & integrations and start-ups. Having started his career in the public practice, Surjit has built over ten year's executive level experience in the regulated housing sector. In addition to the finance and treasury Surjit's remit include organisation performance management, governance, value for money, and risk management.

Cllr Ross Houston
The Barnet Group Board



Councillor Ross Houston is the Deputy Leader of the Labour Group and Spokesperson on Housing on Barnet Council. Ross is Operations Manager for a housing association, vice chair of a regeneration partnership, and a trustee of the Third Age Project in Camden. Ross is chair of governors at Northside School in Barnet, and was appointed by London Councils to be a member of the Lee Valley Regional Park Authority, where he chairs the Scrutiny Committee. His priorities are to ensure that Barnet Homes successfully manages its tenancies on the regeneration estates working with its partners; that The Barnet Group oversees continued improvement in its service to tenants, leaseholders, users of its care services, and Barnet residents; and that The Barnet Group successfully delivers its programme to build much-needed new council homes.

Julie Jones, CBE, MA, BSc (Econ), FCGI, FRSA
Opendoor Homes Board



Julie Jones has a background in local government and social services. She was the statutory Director of Social Services for Westminster City Council for 11 years and as Deputy Chief Executive had responsibility for strategic housing services including homelessness and rough sleeping. She was lead Chief Officer for health and sat on the local Primary Care Trust. Since retiring she has served as Vice Chair of Council for the Institute of Education and is currently Chair of Look Ahead housing association. In 2003 she was awarded an OBE for services to social care in London and in 2005 was elected President of the Association of Directors of Social Services. From 2007-2012 she was Chief Executive of the Social Care Institute for Excellence, and was awarded a CBE in 2009. She has lived with her family in Barnet for over 40 years.

Marie Li Mow Ching
Opendoor Homes
Board



Marie has extensive experience as a non-executive director in the housing, health and healthcare regulatory sectors. She has worked in central government overseeing the delivery of large scale regeneration, housing, and economic development projects by arm's-length delivery bodies, ensuring robust governance, sound financial management and business administration of publicly funded programmes. Prior to her public service, Marie worked in a manufacturing company which grew successfully from a start-up to become a major employer in a highly competitive sector where she gained wide commercial skills.

Cllr John Marshall
The Barnet Group
Board



John Marshall, who has been on Barnet Council since 1998, is a member of the Conservative Group. He was mayor in 2008-09. He has enjoyed a varied career: originally a lecturer in political economy, he became a stockbroker in 1970. In 1999 he became a financial journalist on Shares magazine. He was MEP for London North 1979-89 and MP for Hendon South 1987-97. He served on the board of Beta Global Emerging Markets plc for 10 years. Now retired, he is the chair of the Blind and Partially Sighted Bowlers, and serves as a trustee of three other charities.

Nigel Perryman
TBG Flex Board



Nigel is an accountant by background. Until recently he worked for The Housing Finance Corporation (THFC) which is a not-for-profit lender to the social housing sector. Prior to that, he worked in the finance departments of three very different housing associations: a care provider, a traditional association, and a Large Scale Voluntary Transfer (LSVT). With Barnet, he now has the opportunity to work with the fourth main type of social housing provider, an ALMO, to which he is looking forward. He has also worked in two commercial property development companies, so has a broad view of the property market from both "not-for-profit" and "for profit" perspectives.

Angela Purcell
Barnet Homes Board



Angela Purcell has been heavily involved with Barnet Homes since its inception and was one of the founding members of its resident Performance Advisory Group. She has lived in Barnet for more than 30 years. Previous experience includes working in the Civil Service Cabinet office and as a Primary Care Development Manager. She is committed to continuing to raise standards at Barnet Homes, develop tenant engagement, increase partnership working, and reduce cases of domestic violence.

June Riley
YCB Board



June is a CIMA qualified accountant with an MBA from Manchester business school. She has worked in housing at a senior level for over 18 years and is currently a finance director at One Housing Group. June was the finance director of national homeless charity, following a career in the NHS as a senior directorate accountant where she started my accounting career as a graduate trainee. June has been a non-executive board member on a number of public sector and charity boards, and was the vice chair of the audit committee of Newham Homes ALMO. She is passionate about supporting vulnerable people, and will continue to use her experience and professional skills in a voluntary capacity to add value to organisations providing care and support to this customer base.

Sharon Slotnick
Opendoor Homes
Board



Sharon has worked in government in a specialised Crime unit since 2003. Sharon also sits as a London Magistrate in both Magistrate and Crown Courts. Prior to this Sharon was Deputy Director of New York University (NYU) in London. Sharon's US professional history includes the development of a national anti-violence youth corps under "AmeriCorps" in partnership with The White House and numerous US Higher Education institutions. Sharon has a university and law degree and was selected as a public interest Fellow at Harvard Law School. She is also an ACAS trained and accredited in-house employment mediator and holds a youth mediation accreditation (US). Sharon has served as Chair and President for various groups in New York City and London including Barnet Homes where she helped to set up and Chair the Performance Advisory Group (PAG).

Tony Solomons
YCB Board

Tony Solomons spent his working career with IBM, in a variety of professional and management positions in London and Paris. Following early retirement, he worked as a volunteer and trustee for a range of public or charitable organisations, dealing with homelessness, learning disability, mental health and criminal justice. Common to these activities has been engagement with or support for disadvantaged and vulnerable people. Tony has lived in Barnet for almost fifty years, and has been associated with Your Choice Barnet since its inception. His son, who has profound and multiple learning disabilities, attends Rosa Morison Day Centre.

Jack Stephen,
MA(Hons), CA
The Barnet Group,
Barnet Homes and
Opendoor Homes
Boards



Jack has worked for the past 35 years as an executive and non-executive board member of commercial, banking and social housing organisations. He is also one of three people responsible for setting up the FIZZYLIVING private rental group and sourcing overseas capital investment. Jack worked at Thames Valley Housing Association as their Finance Director for 21 years up until retiring in June 2015. In his private life he has been committed to helping his community, having chaired the governors of a secondary school for 10 years, in the process taking it through the rebuild of the entire school, and chairing a homelessness charity for the past 6 years.

Rebecca Toloui-Marks
TBG Flex (chair), The
Barnet Group, and YCB
Boards



Rebecca Toloui-Marks runs her own human resources consultancy firm. She brings to the Board more than 25 years' experience of working within the HR function for both private and public sector organisations, nationally and internationally. Rebecca is also Chairperson for the Flower Lane Action Group (FLAG); a charity set up and run by the families and carers of the adults that attend the Your Choice (Barnet)-run Flower Lane autism centre. Money raised by FLAG is used to fund extra resources required by Flower Lane. Rebecca and her husband Simon care for their 30 year old son who has autism and attended Flower Lane for many years.

Nigel Turner
The Barnet Group and
YCB (vice chair) Boards



Nigel Turner became vice chair of Your Choice Barnet and a non-executive director of The Barnet Group in early 2012. He holds a Diploma in Company Direction from the Institute of Directors. He is Social Care Director for a national charitable social care organisation, and previously led a large London-based not-for-profit enterprise which supports people with learning disabilities. He has chaired a medium-sized housing association, and is currently a trustee of a grant-making charity which tackles health inequalities. Nigel is keen to see Your Choice Barnet innovate and grow, building upon its acknowledged areas of expertise.

Rob Webber
Barnet Homes Board



Rob is an experienced executive and non-executive director with a track record of improving profitability and a focus on customer service and all things IT and digital. Rob's career has spanned public, private and not-for-profit sectors in the UK, Europe, USA and Far East. Latterly, he was the Operations Director for a housing association, managing 17,000 homes across the south of England. In this role he was responsible for all aspects of the delivery of high quality customer services and maintenance of the properties. As well as his role at Barnet Homes, Rob's current non-executive roles include membership of the Boards at Crown Simmons Housing and Loddon Homes and membership of the Board and Chair of the Audit Committee at Bournemouth Primary MAT. Outside of work he is a water polo coach and long-time supporter of AFC Bournemouth.

Fred Wright, FInstSMM
The Barnet Group
Board



Fred Wright was Chairman of a Midlands-based small and medium-sized enterprise manufacturing group, and has worked at C-level for a range of multinationals, including internationally for the world's largest privately owned trading group SHV Energy NV. He currently holds a number of non-executive director roles in both the public and private sectors, and consults commercially across multiple sectors. Fred is a member of a business angel network based at the University of Warwick Science Park, helping early-stage entrepreneurs and mature companies to access funding, advice, and support.

Appendix C
The Barnet Group Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Bank interest income receivable	6	6	6	6	6
Total Income	6	6	6	6	6
Expenditure					
Overhead					
Other Costs	6	6	6	6	7
Insurance	4	4	4	4	4
Other Professional Fees	24	24	24	25	25
Contingency Budget	0	0	0	0	0
Interest Payable & Finance Charges	2	2	2	2	2
Depreciation Charge	0	0	0	0	0
Total Overhead	36	36	37	37	37
Total Expenditure	36	36	37	37	37
Profit / (Loss)	(30)	(30)	(31)	(31)	(31)

Appendix D
Barnet Homes Ltd
Draft Budget 2017/18 – 2021/22

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
LBB - Core Management Fee	29,464	29,714	29,964	30,214	30,214
Management Fee Inflation	250	250	250	250	250
Development Fee	1,500	1,992	1,412	971	971
LBB - Other Income	1,484	1,381	1,381	1,381	1,381
Assist	449	449	449	449	449
Opendoor Homes	50	100	100	100	100
YCB SLA	406	406	406	406	406
YCB Loan interest	39	30	21	12	12
Open Door Loan interest	80	80	80	80	80
Bumblebee Loan interest	17	17	16	10	0
TBG Flex	46	47	48	48	48
Grant	25	25	25	25	25
Bank Interest income	24	23	22	21	21
Third Party Income	374	456	392	392	392
Annual Efficiency (deducted from Management fees)	(409)	(1,204)	(1,454)	(1,704)	(1,704)
Bumblebee (Lettings business)	0	0	0	0	219
Total Income	33,799	33,767	33,113	32,656	32,865
Expenditure					
Management Costs					
Salaries and Wages	16,156	15,606	15,608	15,658	15,658
Pension Deficit & Pension Strain	1,167	1,202	1,238	1,275	1,275
Agency Placements	464	348	232	116	116
Other Employee Related	331	334	337	341	341
Office Accommodation	910	1,093	1,001	1,009	1,009
Information Technology	1,317	1,324	1,212	1,224	1,224
Consultants	527	532	537	542	542
Contingency	250	250	250	250	250
Total Management	21,122	20,690	20,416	20,416	20,416
Operational Costs					
Transport costs	93	94	95	96	97
Grounds Maintenance	849	857	866	875	883
Repairs & Maintenance	6,960	7,146	6,896	6,896	6,896
Estate, Hostel & Warden	553	558	564	570	575
Utility Costs	1,258	1,273	1,288	1,303	1,318
Other Costs	1,517	1,535	1,558	1,415	1,430
Tenant Related Costs	94	94	95	96	97
Legal Costs	421	426	430	434	438
Rent Deposit and Homeless Prevention	25	25	25	25	25
TBG Flex Efficiency	(58)	(115)	(163)	(182)	(182)
Total Operational	11,712	11,893	11,653	11,526	11,577

Depreciation	1,268	1,055	881	789	436
Corporation Tax	45	45	45	45	45

Total Expenditure	34,147	33,683	32,995	32,775	32,474
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Budgeted Profit / (Loss)	(348)	84	118	(120)	390
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Appendix E
Your Choice (Barnet) Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Funded By LBB (Base on Units Delivered)	5,149	4,965	4,631	4,631	4,631
LBB - Escorting Income	189	193	193	158	158
Referrals from LBB	947	1,343	1,679	1,679	1,679
Other Local Authority Income	377	307	307	307	307
Clinical Commissioning Groups	489	260	260	260	260
Direct Payments	163	138	143	143	143
Privately Funded	24	25	25	25	25
Other Income	84	88	87	87	87
PA Income	336	336	336	336	336
Enablement Income	1,102	1,102	1,102	1,102	1,102
Total Income	8,861	8,758	8,764	8,729	8,729
Expenditure					
Employee Costs					
Salaries (excl. pension deficit for each year)	6,198	6,195	6,219	6,245	6,241
Salaries linked to referrals	595	775	775	749	723
Pension Deficit	68	70	72	74	77
Agency	521	255	252	252	252
Other Employee costs	68	68	69	70	70
Total Employee Costs	7,450	7,363	7,387	7,390	7,363
Overhead					
Accommodation	271	276	282	287	293
Service User Group, Innovation Fund	15	15	15	16	16
Supplies & Services	425	430	434	438	443
SLA Expenditure (Staff)	290	290	290	290	290
SLA IT Expenditure	91	91	91	91	91
SLA Payroll Expenditure	25	25	25	25	25
Invest to Save	40	40	0	0	0
Interest Payable & Finance Charges	41	24	15	15	0
Depreciation Charge	18	25	25	25	25
Total Overhead	1,216	1,216	1,177	1,187	1,183
Total Expenditure	8,666	8,579	8,564	8,577	8,546
Profit/(Loss)	195	180	201	153	184

Forecast Cashflow Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Profit/(Loss)	195	180	201	153	184
Interest Payments	33	24	15	15	0
Depreciation	18	25	25	25	25

Decrease in Payables	0	0	0	0	0
Movement on Receivables	0	0	0	0	0
Cashflow generated from Operations	246	228	240	192	209
Cashflow from Investment Activities					
Capital Purchases	(20)	(20)	(20)	(20)	(20)
Net Cash out flow from Investment Activities	(20)	(20)	(20)	(20)	(20)
Cashflow from Finance Activities					
Interest Payments Cash outflow	(33)	(24)	(15)	(15)	0
Loan Repayment	(150)	(150)	(220)	0	0
Net Cash outflow from Finance Activities	(183)	(174)	(235)	(15)	0
Cash Balance B/f	0	43	77	63	220
Closing Cash Balance	43	77	63	220	409

Appendix F
TBG Flex Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Sales to Barnet Homes & Open Door	3,617	3,453	4,906	5,104	5,219
Sales to Your Choice Barnet	2,327	2,999	3,470	3,671	3,793
TBG Flex Management Fee	238	258	335	351	360
Total Income	6,182	6,710	8,711	9,126	9,373
Expenditure					
Employee Costs					
Staff Costs	5,945	6,452	8,376	8,775	9,012
Other Payroll Costs	17	20	23	24	24
Total Employee Costs	5,962	6,473	8,399	8,799	9,036
Overhead					
TBG Flex Board Cost	5,945	6,452	8,376	8,775	9,012
Accommodation	17	20	23	24	24
External audit	5,962	6,473	8,399	8,799	9,036
Internal audit					
Flex Professional Fees					
SLA Costs	19	19	19	20	20
Public Liability Insurance	0	0	0	0	0
Bank Charges	2	2	2	2	2
Invest to save	1	1	1	1	1
Corporation Tax	26	26	27	27	27
Total Overhead	148	177	208	220	222
Total Expenditure	6,110	6,649	8,607	9,019	9,258
Profit / (Loss)	73	61	104	107	114

Appendix G
Opendoor Homes
Income and expenditure account

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Rent	155	1,692	3,620	3,855	3,970
Voids (deficit)	2	25	54	58	60
Net Rent	153	1,666	3,565	3,797	3,910
Grant Amortisation	9	106	222	229	229
Total Income	162	1,772	3,787	4,026	4,140
Management Costs	157	230	289	299	307
Service Costs	8	91	195	206	212
Routine Maintenance	10	114	246	261	267
Planned Maintenance	4	48	103	109	111
Bad Debts	2	25	54	58	60
LBB Contribution	25	295	620	640	640
Depreciation Of Housing Properties	31	360	759	785	785
Total Expenditure	237	1,163	2,265	2,358	2,381
Surplus Before Interest and Tax	(75)	609	1,522	1,668	1,758
Interest	82	1,189	2,530	2,707	2,734
Surplus / (deficit)	(157)	(580)	(1,008)	(1,039)	(976)