



## Housing Committee

1 April 2019

<b>Title</b>	<b>Quarter 3 2018/19 Housing Performance Report</b>
<b>Report of</b>	Councillor Gabriel Rozenberg – Committee Chairman
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
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### Summary

This report provides an update on the Theme Committee priorities in the Corporate Plan 2018/19 Addendum for **Quarter 3 (Q3) 2018/19**, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

### Officer Recommendations

- 1. The Committee is asked to review the financial, performance and risk information for Q3 2018/19 and make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.**

## 1. PURPOSE OF REPORT

### Introduction

- 1.1 The Housing Committee has responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, and commissioning of environmental health functions for private sector housing. The priorities for the year ahead (see table 1) are set out in the Corporate Plan 2018/19 Addendum, which is available online at <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance>
- 1.2 This report provides an update on these priorities for **Q3 2018/19**, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.
- 1.3 This report is in addition to the Q3 2018/19 Strategic Performance Report to Policy and Resources Committee (20 February 2019) and the Q3 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee (11 March 2019). These reports will be published on the committee section of the council's website at <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committees.

**Table 1: Housing Committee priorities for 2018/19**

Priorities	Key activities
<b>Building compliance and fire safety</b>	<ul style="list-style-type: none"><li>• Implement the enhancements to tower block fire safety</li><li>• Ensure that commercial tenants understand their responsibilities in relation to keeping buildings safe</li></ul>
<b>Tackling homelessness</b>	<ul style="list-style-type: none"><li>• Explore the proposal to develop up to 200 units of factory-built temporary accommodation on N11 site</li><li>• Install the Qmatic appointment system to enable Housing Options to better manage demand by moving to an appointment-only service</li><li>• Create new referral pathways with partners to improve housing and support options for key customer cohorts</li></ul>
<b>Driving up the quality of the private rented sector</b>	<ul style="list-style-type: none"><li>• Implement the new policy for issuing Civil Penalties under the Housing and Planning Act 2016</li><li>• Review the dataset for Houses in Multiple Occupation (<b>HMOs</b>) in the borough to inform targeted enforcement action at non-licensed premises</li><li>• Monitor compliance by landlords with their licence conditions on a risk basis</li></ul>
<b>Providing suitable housing to support vulnerable people</b>	<ul style="list-style-type: none"><li>• Open the extra care scheme at Moreton Close (renamed Ansell Court)</li><li>• Deliver 330 homes for affordable rent by Opendoor Homes, including 10% wheelchair accessible</li><li>• Build an additional two extra care housing schemes</li><li>• Implement the Severe Weather Emergency Protocol and the joint protocol with Onwards and Upwards</li></ul>

### Budget forecasts

- 1.4 The forecast **revenue outturn** (after reserve movements) for Q3 2018/19 for **Housing Needs and Resources** and the **Housing Revenue Account (HRA)** is set out in table 2.

**Table 2: Revenue forecast (Q3 2018/19)**

Service	Revised Budget	Q3 18/19 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q3 18/19 Forecast after reserve movements	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Housing General Fund (Tackling Homelessness)	6,926	7,055	129	0	7,055	129

Service	Revised Budget	Q3 18/19 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q3 18/19 Forecast after reserve movements	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
HRA Other Income and Expenditure	12	553	541	0	553	541
HRA Regeneration	837	713	(124)	0	713	(124)
Interest on Balances	(95)	(119)	(24)	0	(119)	(24)
<b>HRA Surplus/ Deficit for the year</b>	<b>754</b>	<b>1,147</b>	<b>393</b>	<b>0</b>	<b>1,147</b>	<b>393</b>

- 1.5 The forecast **revenue outturn** (after reserve movements) for the **Housing General Fund** is £7.055m; a forecast overspend of £0.129m. The forecast includes mitigations in place including acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA. The current main risks to the forecast are around increases in demand for temporary and emergency accommodation. The expected cost of servicing these properties will be £27.880m in 2018/19.

The **HRA** has a forecast in year deficit of £1,147m. The net variation on **HRA Other Income and Expenditure** relates to lower rental income collectable due to higher voids than assumed in the budget and expected, this is partially offset by reduced housing management costs. The **HRA Regeneration forecast relates** to net income expected to be recovered from developer partners.

- 1.6 The projected **capital outturn** at Q3 2018/19 for the **Housing General Fund** is £44.246m (slippage of £23.986m) and for the **HRA** is £33.564m (slippage of £6.325m).

**Table 3: Capital forecast (Q3 2018/19)**

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 18/19 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Empty Properties	1,843	0	0	1,843	0
Direct Acquisitions	40,000	0	(14,000)	26,000	(14,000)
Modular Homes	300	0	(118)	182	(118)
St Georges Lodge temporary accommodation conversion	100	0	(100)	0	(100)
Hermitage Lane	537	0	(191)	346	(191)
Open Door	22,000	0	(9,000)	13,000	(9,000)
Pinkham Way land release	1,500	0	(1,250)	250	(1,250)
Micro sites	1,952	0	673	2,625	673
<b>Housing General Fund (Tackling Homelessness)</b>	<b>68,232</b>	<b>0</b>	<b>(23,986)</b>	<b>44,246</b>	<b>(23,986)</b>

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 18/19 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Major Works (excl. Granville Road)	5,670	0	(370)	5,300	(370)
Regeneration	1,200	0	100	1,300	100
Misc - Repairs	2,785	0	(201)	2,584	(201)
M&E/GAS	5,715	0	545	6,260	545
Voids and Lettings	3,605	0	380	3,985	380
Advanced Acquisitions (Regen Estates)	275	0	(264)	11	(264)
Moreton Close	6,274	0	(205)	6,069	(205)
Dollis Valley	30	0	0	30	0
Extra Care Pipeline	981	0	(621)	360	(621)
Burnt Oak Broadway Flats	250	0	(189)	61	(189)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 18/19 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Upper and Lower Fosters Community Led Design	1,669	0	(365)	1,304	(365)
Development Pipeline Stag House	1,435	0	(135)	1,300	(135)
HRA Fire Safety Programme	10,000	0	(5,000)	5,000	(5,000)
<b>HRA (Barnet Homes)</b>	<b>39,889</b>	<b>0</b>	<b>(6,325)</b>	<b>33,564</b>	<b>(6,325)</b>

1.7 The **Housing General Fund** capital programme is showing slippage of £23.986m. This is largely due to direct acquisitions that will not complete until 2019/20 (£14.000m), the Open Door project (9.000m) where land transfer delays have delayed the drawdown of funds and the Pinkham Way Land release which will not complete until 2019/20 (£1.250m). The programme also has accelerated spend in relation to the microsites project which is expected to now complete in 2018/19 (£0.673m).

Forecasted capital expenditure on the **HRA** capital programme is £33.564m against a revised budget of £39.889m, resulting in a forecast variance of £6.325m. The most significant movements are:

- The HRA fire and safety programme forecasting slippage of £5.000m following a review of the plans for delivery of all the various improvements to the tower blocks to ensure residents are where possible only disturbed once.
- The Upper and Lower Fosters project is forecasting slippage of £0.365m following a review of the profile of the spend and the phasing of the project.
- The extra care pipeline project has identified slippage of £0.621m following delays in leaseholder purchases.
- The Main Programme projects (e.g. Voids, M&E, etc.) have a net accelerated spend of following increases in unit cost and the expected work required.

## Committee priorities

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

- Progress on activities
- Performance of key indicators<sup>1</sup>
- High level risks from the Corporate Risk Register<sup>2</sup>

<sup>1</sup> RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q3 18/19 result minus Q3 17/18 result equals difference; then difference divided by Q3 17/18 result multiplied by 100 = percentage variation. Any results not for three months of a quarter are illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

<sup>2</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk EBAC-CG001-GA-023191 / 06504867

- Strategic issues/escalations related to Theme Committee.

1.9 An overall status for each of the Committee’s priorities is shown in table 4. This reflects the Q3 2018/19 position on budget forecasts, progress on activities, performance of key indicators and any high level risks.

**Table 4: Overall status for priorities (Q3 2018/19)**

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

### Building compliance and fire safety

1.10 An update on fire safety issues, including progress on implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was reviewed by Housing Committee on 14 January 2019. The paper is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

The replacement of the cladding system to the three blocks at Granville Road was completed in October 2018 ahead of schedule and significantly under budget. The Government approved the £5m grant application for cladding replacement works and the majority of this income is expected to be received in the current financial year.

Following further statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments have been undertaken or are in progress for all blocks that contain glass reinforced polyester composite doors. There are 5,000 of these doors in the stock. A replacement door type has been selected for installation and discussions are ongoing with the relevant contractor regarding the delivery of a replacement programme in accordance with risk assessment recommendations.

As agreed by the Housing Committee in June 2018, consideration has been given to extending the fire safety programme to include low and medium rise flats and Barnet Homes have developed a set of proposals, which were considered by the Housing Committee in January 2019.

Following the letters that were sent to tenants of shops under flats in October 2018, 18 out of 66 tenants responded by the end of December 2018 confirming they will undertake the work themselves. It has since been confirmed that 11 of those who responded have now completed the works. This leaves 48 tenants who have not yet responded. The next phase is for the contractors to gain access to these remaining tenants to complete the fire safety compliance work for each shop unit, and recharge the cost of the work to the tenant where appropriate, as per the terms of the lease. A

programme will now be put into place to begin this process to ensure that the required level of compliance is achieved. The anticipated timeline for the contractors to price and complete the works is approximately twelve weeks.

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

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	→ S	100%	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	↑ ↓ +11%	90%	No benchmark available

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

### Tackling homelessness

1.13 The Housing Options service has seen the same issues continue to persist since the implementation of the Homeless Reduction (HR) Act 2017, namely the administrative burden impacting upon performance. The Options Service has started a review and consultation exercise in January 2019 with staff to assess the impact of the HR Act so far and whether changes need to be made to processes. This will look at the assessment process from the customer perspective and will benchmark with other authorities using the Jigsaw software.

Demand on the homelessness service has remained stable (compared to Q3 last year), but the HR Act has seen an increase in the proportion of single applicants accessing the service. In Q3, 57% of applications were from single applicants (slightly less than in Q2, 58%).

The Rough Sleeper Team is now in place with a co-ordinator and three support workers. An estimate was conducted on 29 November 2018, which resulted in 24 people being identified as rough sleepers on the night (three more than last year). A rough sleeping action plan for the borough has to be submitted by February 2019 and will be approved at a senior level and by the Rough Sleeping Initiative (RSI) adviser at the Ministry for Housing, Communities and Local Government (MHCLG).

Continuing the focus on improving supply, 42 properties have been procured in phase 3 of the acquisitions programme up until the end of Q3. A total of 133 properties have been procured to-date and another 76 properties are currently with legal. Furthermore, Q3 saw 13 units let that were built by Opendoor Homes.

1.14 There are ten indicators linked to this priority in the Corporate Plan; and **new homes completed** (linked to an Assets, Regeneration & Growth Committee priority) has been included for information. New homes completed, affordable housing completions and families with children in temporary accommodation are 'Monitor only' indicators for the quarter. Of the remaining eight indicators, one is monitored annually and will be



reported later in the year; three have met the quarterly target; and four have not met the quarterly target.

- **Average re-let time for routine lettings (RAG rated RED) – 13.8 days against a target of 12.5 days.** There has been a slight improvement in average re-let time since Q2 (14.3 days) and the same time last year. However, a combination of factors has continued to impact on performance, including enforcement notices on four properties, properties needing additional works, delays with the installation of new meters and the low turnaround on properties.
- **Homelessness preventions (RAG rated AMBER) – 800 against a target of 828.** 381 people were prevented from becoming homeless in Q3 (compared with 197 in Q1 and 222 in Q2). The HR Act, roll-out of Universal Credit and reduction of social housing lets have impacted on prevention work. The interventions put in place to increase staff capacity for casework rather than administration have helped to improve performance this quarter.
- **Emergency Temporary Accommodation (RAG rated RED) - 289 against a target of 200.** Whilst the overall number of households in Temporary Accommodation (TA) has increased slightly to 2526 (from 2519 in Q2) and remains ahead of target, the number of households in Emergency Temporary Accommodation (ETA) has fallen to 289 (from 316 in Q2). There continues to be a lack of affordable supply of longer-term accommodation and the HR Act has created increased levels of demand. Mitigations in place to manage demand include managing the number of placements into Private Rented Sector lettings and preventing ETA admissions through the Accommodation Solution Project. Whilst it is expected that performance will continue to improve, it is unlikely that the annual target will be achieved.
- **Current arrears as a percentage of debit (RAG rated AMBER) – 3.6% against a target of 3.5%.** This equates to £65k off target on a £57.2m annual debit. Additional resource has allowed a more focused approach to targeted works and has enabled a significant reduction in the over £2k banding of arrears. In addition, there have been IT issues which caused the late posting of cash files to rent accounts and the late posting of the Housing Benefit receipts. The impact of this was inaccurate balances on accounts, creating a loss in collection days. A resolution has been put in place and is being monitored.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes completed	Bigger is Better	2208 <sup>3</sup>	3100	Monitor	277	↑ ↓ +31%	211	No benchmark available
Affordable housing completions	Bigger is Better	303 <sup>4</sup>	294	Monitor	84	↑ ↓	0	No benchmark available

<sup>3</sup> This is a confirmed end of year result (2,208) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.

<sup>4</sup> This is a confirmed end of year result (303) as of October 2018. The final result will be published in the GLA Annual Monitoring Report in 2019.



Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
New homes that are affordable (net) (Annual)	Bigger is Better	27% <sup>5</sup>	40%	N/A	Due in Q4 18/19	N/A	N/A	Rank 14 (out of 33 London Boroughs) (2017, GLA) <sup>6</sup>
Average re-let time for routine lettings (days) (s)	Smaller is Better	10.7	12	12.5	13.8 (R)	↑ ↓ -9.3%	15.2	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)
Respondents very or fairly satisfied with repairs and maintenance	Bigger is Better	98.7%	96%	96%	100% (G)	↑ ↓ +1.5%	98.5%	Rank 1 (out of 2 London Boroughs) (Q2 18/19, Housemark)
Homelessness preventions (c)	Bigger is Better	1140	1110	828	800 (A)	↑ ↓ +0.1%	799	Rank 9 (out of 22 London Boroughs) (17/18, DCLG)
Households in Temporary Accommodation (r)	Smaller is Better	2579	2600	2650	2526 (G)	↑ ↓ -4.3%	2639	Rank 29 (out of 32) (Q4 17/18, DCLG)
Families with Children in Temporary Accommodation	Smaller is Better	62.9%	Monitor	Monitor	59.3%	↑ ↓ -7.7%	64.3%	No benchmark available
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	644	625	468	524 (G)	↑ ↓ +6.3%	493	No benchmark available
Emergency Temporary Accommodation (s)	Smaller is Better	244	200	200 <sup>7</sup>	289 (R)	↓ W +40.3%	206	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debit (s)	Smaller is Better	3.3%	3.1%	3.5%	3.6% (A)	↑ ↓ -3.3%	3.7%	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)

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

<sup>5</sup> This is a confirmed end of year result (27%) as at October 2018. The final result will be published in the GLA Annual Monitoring Report for 2019.

<sup>6</sup> The GLA Annual Monitoring Report is published in May each year, prior to the final results being confirmed in the summer. Therefore, the benchmarking refers to the final results published in the previous summer (summer 2016) for the 2015/16 financial year. Barnet's 2015/16 result was 12%, as published in summer 2016.

<sup>7</sup> The target is 200 at any point in time due to the supply of accommodation and demand availability.

## Driving up the quality of the private rented sector

1.16 The Private Sector Housing Team has continued to use all relevant enforcement tools to drive up the quality of private rented properties. There are now 880 licensed HMOs in Barnet and 93 applications are in the process of being licensed.

There are now 858 landlords accredited through the London Landlord Accreditation Scheme. This places Barnet's performance as ninth out of 33 London Boroughs. Accreditation is actively promoted by the team and linked with receipt of Empty Property Grants and certain HMO Licence conditions.

The team supported Empty Property Week in October 2018 with communications of key messages linked to bringing empty properties back into use. Excellent media coverage was received including a radio interview on LBC.

There was a successful prosecution in relation to failure to licence an HMO. The owner and agent were fined a total of £21,168.40 including costs. The team also issued their first Financial Penalty Notice (FPN) for failure to licence an HMO and a payment plan is in place. Further cases are with HB Public Law for prosecution for failure to licence.

A bid was submitted to the MHCLG Rogue Landlord Fund for £93,000 in December 2018 for initiatives to improve data intelligence and mobile working in relation to HMO identification and inspection. It also included development of a self-service app for landlords to enable them to manage their properties and licence conditions more effectively.

1.17 There are four indicators linked to this priority in the Corporate Plan. Two are annual indicators and will be reported later in the year. Two indicators are 'Monitor only' for Q3 of which one has worsened since last year.

- **Empty properties brought back into residential use – 53 compared to 59 last year.** Although performance has dropped slightly compared to last year, the YTD figure for empty properties brought back into residential use at 122 has exceeded the annual target of 100.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Empty properties brought back into residential use	Bigger is Better	224	100	Monitor	53	↓ W -10%	59	No benchmark available
Private tenanted properties with Category 1 hazards reduced to Category 2 hazards	Bigger is Better	170	165	Monitor	69	↑ I +50%	46	No benchmark available

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Accredited landlords (Annual)	Bigger is Better	667	5% increase on 17/18 result	N/A	Due in Q4 18/19	N/A	N/A	No benchmark available
HMOs licenced under the mandatory scheme (Annual)	Bigger is Better	355	Increase of 20 on 17/18 result	N/A	Due in Q4 18/19	N/A	N/A	No benchmark available

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

### Providing suitable housing to support vulnerable people

1.19 The new extra care scheme at Ansell Court was completed in January 2019 and will provide 53 extra care homes for letting, with an emphasis on dementia. The bespoke adaptations for the wheelchair accessible home in Gordon Court has been handed over and occupied by the client since November 2018. A further wheelchair accessible home is due for handover at Burgundy Court in February 2019.

1.20 There is one indicator linked to this priority in the Corporate Plan. **Delivery of 10% affordable homes as wheelchair or accessible units** is a 'Monitor only' indicator for the quarter. 71 homes, as part of the Opendoor Homes programme, were delivered in Q3, of which 1 unit at Gordon Court is a wheelchair or accessible unit (0.01%). This has been handed over and occupied.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Delivery of 10% affordable homes as wheelchair or accessible units <sup>8</sup>	Bigger is Better	0% <sup>9</sup>	10%	Monitor	1 unit (0.01%)	↑	0 units	No benchmark available

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

### Contract indicators – by exception

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

- **New build starts on site (RAG rated RED) - 56 homes against a target of 72 homes.** 151 homes have started on site in tranche 3 of the Opendoor Homes

<sup>8</sup> This indicator relates to schemes developed by Opendoor Homes (the development pipeline). 320 homes are planned to be completed in 2018/19, of which 56 are expected to be wheelchair or accessible units.

<sup>9</sup> No wheelchair or accessible units were completed in 2017/18.

(development pipeline) programme against an annual target of 264 starts on site (Q1 12, Q2 83 and Q3 56). The number of starts on site is behind by 113 homes due to the significant work required to resolve legal and land transfer issues. Subject to the outcome of tender returns all, except one, of the remaining tranche 3 schemes are expected to be in contract by the end of Q4. Planning permission for the final scheme will be submitted in Q4.

- **Emails responded to within 5 working days (RAG rated RED) – 79.3% against a target of 95%.** Due to trialling a new process for email correspondence and some related performance issues, response rates dropped (from 80% in Q2) and a backlog accumulated. The backlog was cleared during the first month of the quarter and, following this, measures were put in place for more robust monitoring. The new process has now bedded in and performance is expected to improve next quarter.
- **Customers that rate website as ‘Good’ (RAG rated RED) – 31% against a target of 40%.** There has been a drop in satisfaction from Q2 (38.4%). Low return rates (29 responses) and a tendency for respondents to focus on other service aspects aside from the website have affected performance.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
New build starts on site <sup>10</sup>	Bigger is Better	97	264	72	56 (R)	↓ W -30%	80	No benchmark available
Emails responded to within 5 working days	Bigger is Better	New for 18/19	95%	95%	79.3% (R)	New for 18/19	New for 18/19	No benchmark available
Customers that Rate website as ‘Good’	Bigger is Better	New for 18/19	40%	40%	31% (R)	New for 18/19	New for 18/19	No benchmark available

## Strategic issues/escalations

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

<sup>10</sup> This indicator relates to schemes developed by Opendoor Homes (the development pipeline). The target is for 264 starts on site and 320 completions in 2018/19. Note, starts on site may not be completed within the same year.  
EBAC-CG001-GA-023191 / 06504867

## **2 REASONS FOR RECOMMENDATIONS**

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

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 None.

## **4 POST DECISION IMPLEMENTATION**

4.1 None.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The report provides an overview of performance for Q3, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

5.1.2 The Q3 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

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

5.1.4 Relevant council strategies and policies include the following:

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

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

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

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

### **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners

should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

## 5.4 Legal and Constitutional References

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

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

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

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

5.4.4 The council's Financial Regulations can be found at Article 16 of the Council's Constitution at:

<http://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD349&ID=349&RPID=634316907>

## 5.5 Risk Management

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

## 5.6 Equalities and Diversity



- 5.6.1 The Public Sector Equality Duty at s29 of The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
  - Advancement of equality of opportunity between people from different groups.
  - Fostering of good relations between people from different groups.
- 5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 5.6.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
  - Consider the impact of our decisions on different groups to ensure they are fair.
  - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
  - Learn more about Barnet's diverse communities by engaging with them.
- This is also what we expect of our partners.
- 5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.
- 5.6.5 Progress against the performance measures we use is published on our website at: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4> (Item 12)

## **5.7 Corporate Parenting**

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

## **5.8 Consultation and Engagement**

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

## **5.9 Insight**

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

## **6 BACKGROUND PAPERS**

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