



## Housing and Growth Committee

26 November 2019

<b>Title</b>	<b>Quarter 2 (Q2) 2019/20 Delivery Plan Performance Report</b>
<b>Report of</b>	Councillor Richard Cornelius – Chairman of Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
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### Summary

This report provides a thematic overview of performance for Quarter 2 (Q2) 2019/20 focusing on the budget forecasts and activities to deliver both corporate and committee priorities in the ARG and Housing Committee Annual Delivery Plans.

### Officer Recommendations

- 1. The Committee is asked to review the budget, performance and risk information for Q2 2019/20 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. INTRODUCTION

- 1.1 The new Housing and Growth (H&G) Committee has responsibility for housing matters, including housing strategy, homelessness, social housing and housing grants; commissioning of environmental health functions for private sector housing; regeneration strategy and major regeneration schemes; asset management; employment strategy; and business support and engagement. The H&G Committee is the successor to Assets Regeneration and Growth (ARG) Committee and Housing Committee.
- 1.2 This report provides a **thematic overview of performance** for **Q2 2019/20** focusing on the budget forecasts and activities to deliver the **priorities** in the **ARG Committee** and **Housing Committee Annual Delivery Plans**, which can be found online at:  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

## 2. BUDGET FORECASTS

- 2.1 The **Revenue Forecast** (after reserve movements) for Re Guaranteed Income and Management Fee is set out in table 1. The Re Managed Budget is reported to Environment Committee.

**Table 1: Revenue Forecast for Re (Q2 2019/20)**

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav) <sup>1</sup>	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Guaranteed Income	(16,814)	(16,688)	126	0	(16,688)	126
Management Fee	18,646	19,646	1,000	(1,000)	18,646	0

*\*Excludes Re managed Budget, which has been reported to Environment Committee*

- 2.2 Overall, Guaranteed Income is forecasting a shortfall of income of £0.126m due to an increase in projected legal costs.

- 2.3 The **Revenue Forecast** (after reserve movements) for **Housing Needs and Resources** and the **Housing Revenue Account (HRA)** are set out in table 2.

**Table 2: Revenue Forecast for Housing Needs and Resources and HRA (Q2 2019/20)**

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Housing General Fund (Tackling Homelessness)	7,367	7,547	180	0	7,547	180

<sup>1</sup> Adv/fav refers to an adverse or favourable position. An adverse position would be a budget overspend. An adverse variance would mean the position has got worse since the last reported period.

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
HRA Other Income and Expenditure	9,970	2,009	0	0	2,009	(7,961)
HRA Regeneration	837	798	0	0	798	(39)
Interest on Balances	(95)	(95)	0	0	(95)	0
<b>HRA Surplus/ Deficit for the year</b>	<b>10,712</b>	<b>2,712</b>	<b>0</b>	<b>0</b>	<b>2,712</b>	<b>(8,000)</b>

2.4 The **Housing General Fund (Tackling Homelessness)** is forecasting an overspend of £0.180m. Within this the projected net overspend on Temporary Accommodation (TA) is £2.649m this position has improved since last quarter following additional use of lower cost accommodation and a central budget virement of £0.900m for Flexible Housing Support Grant being used to mitigate the TA pressure. There is an underspend on Other net costs of £2.469m which partially off sets the TA pressure.

2.5 The **HRA** is forecasting a deficit of £2.712m against a budgeted deficit of £10.712m resulting in a net favourable variance of £8.000m. The net variation on **HRA Other Income and Expenditure** relates to additional income from rents over achieving by £0.617m offset against an overspend of £1.456m in Housing management costs. This is driven primarily by anticipated additional insurance payments of £0.578m, additional warden costs of £0.186m, a head lease extension of £0.150m and £0.150m added to forecast for the proposed stock condition survey. The net improvement on **HRA Regeneration** is due to additional net income expected across a number of regeneration schemes.

2.6 The HRA revenue balances are now showing an improved forecast at an estimated £9.761m at 31<sup>st</sup> March 2020 (c/fwd. £12.3m at 31st March 2019). This will leave the HRA reserve above the required minimum level of £3m.

2.7 The **Capital Forecast** for Re (Regeneration) is **£158.532m** (see table 3).

**Table 3: Capital Forecast for Re (Q2 2019/20)**

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
BXC - Funding for Land Acquisition	16,198	0	-9,820	6,378	
Colindale – Highways and Transport	6,062	0	-5,562	500	-5,562
Colindale – Parks, Open Spaces and Sports	4,500	159	0	4,659	159
Colindale and Rushgrove Parks	904	0	-824	80	-824

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Colindale Station Works	11,000	0	1,300	12,300	1,300
Grahame Park – Community Facilities	2,132	0	-1,973	159	-1,973
Town Centre	2,374	0	-2,248	126	-2,248
Thameslink Station	212,538	0	-124,228	88,310	-124,228
Brent Cross Critical Infrastructure	12,200	0	9,734	21,934	9,734
Development Pipeline	13	-13		0	-13
Strategic Infrastructure Fund	23,000	0	-2,151	20,849	-2,151
Disabled Facilities Grants Programme	1,899	643	0	2,542	643
Refurbish and regenerate Hendon Cemetery and Crematorium	1,435	0	-1,000	435	-1,000
Hendon Cemetery & Crematorium Enhancement	32	0	0	32	0
Decent Homes Programme	224	0	0	224	0
DECC - Fuel Poverty	4	0	0	4	0
<b>Re (Regeneration)</b>	<b>294,514</b>	<b>789</b>	<b>-136,771</b>	<b>158,532</b>	<b>-135,982</b>

2.8 The **Re (Regeneration)** Capital Programme is forecasting a slippage of £136.771m. The major slippage relates to:

- Colindale - Highways and Transport (£5.562m) due to major restructuring of the programme.
- Grahame Park Community Facilities (£1.973m) from a new programme having to be developed.
- Town Centre (£2.263m) due to re-profiling to tailor resources to support the project.
- A total of (£126.465m) against Brent Cross projects, (£124.228m) of which is against Thames Link, however the future year re-profiling is still to be finalised as forecasts continue to be refined and aligned to work packages.
- Hendon Cemetery and Crematorium (£1.000m), following the recent contract award.
- Colindale Station Works (£1.300m) has been accelerated with payments falling due in line with the funding agreement and award of contract.

2.9 The **Capital Forecast** for the **Housing General Fund** is £57.142m (see Table 4) and the **HRA** is £40.748m (see Table 5)

**Table 4: Capital Forecast for Housing General Fund (Q2 2019/20)**

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Empty Properties	3,000	0	0	3,000	0
Direct Acquisitions	9,770	0	0	9,770	0
Chilvins Court	60	0	(60)	0	0
Out of Borough acquisitions	0	0	0	0	0
Modular Homes	1,358	0	(118)	80	(1278)
St. George's Lodge	333	0	0	150	(183)
Hermitage Lane	590	0	0	590	0
New Build - Opendoor	30,000	0	(5,000)	25,000	(5,000)
Acquisitions – Opendoor	8,300	0	(8300)	0	(8,300)
Pinkham Way land release	200	0	0	200	0
Micro sites	3,531	0	(707)	2,824	(707)
<b>Housing General Fund (Tackling Homelessness)</b>	<b>57,142</b>	<b>0</b>	<b>(15,528)</b>	<b>41,614</b>	<b>(15,528)</b>

2.10 The **Housing General Fund (Tackling Homelessness)** capital programme is forecasting an underspend of £15.528m from current budget. The key reasons for the variance are related to the delay in acquisitions and new build via Open-Door homes where the phasing of these programmes is being reviewed and spend is forecast to slip into future years.

**Table 5: Capital Forecast for HRA (Q2 2019/20)**

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Major Works (excl. Granville Road)	3,914	0	0	3,914	0
Regeneration	2,304	0	0	2,304	0
Misc - Repairs	1,919	0	0	1,919	0
M&E/GAS	5,954	0	(1,000)	4,954	(1000)
Voids and Lettings	3,698	0	0	3,698	0
Advanced Acquisitions (Regen Estates)	300	0	0	300	0
Ansell Court (formerly Moreton Close)	0	0	0	0	0

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Dollis Valley	0	0	0	0	0
Extra Care Pipeline	1,205	0	(490)	715	(490)
Burnt Oak Broadway Flats	368	0	(218)	150	(218)
Upper and Lower Fosters Community Led Design	400	0	1045	1,445	1,045
Development Pipeline Stag House	901	0	0	901	0
Barnet homes GLA programme	1000	0	(200)	800	(200)
HRA Fire Safety Programme	8785	0	0	8,785	0
HRA Acquisitions	10,000	0	11,000	21,000	11,000
<b>HRA (Barnet Homes)</b>	<b>40,748</b>	<b>0</b>	<b>10,137</b>	<b>50,885</b>	<b>10,137</b>

2.11 The capital expenditure on the **HRA** capital programme is projected to be £50.885m against a revised budget of £40.748m, resulting in a forecast variance of £10.137m. The variance is as a result of accelerated spend of £11.000m for acquisition of HRA units in 2019/20. This acceleration offsets some of the delays in General fund acquisitions.

### 3. SAVINGS

3.1 The total amount of **savings** identified in 2019/20 for **ARG Committee** was **£1.064m** and for **Housing Committee** was **£1.248m**, relating to the transfer of properties acquired by the council and additional acquisitions of properties by Opendoor Homes for use as affordable temporary accommodation. The savings to be achieved are £0.358m with alternative savings proposals being considered to address the shortfall. This is shown in table 6.

3.3 The saving relating to the increase in rents to the Local Housing Allowance levels has been implemented.

**Table 6: Savings forecast delivery (Q2 2019/20)**

Ref	Service area	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
ARG1	Estates	Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)			Not applicable for 19/20 but planning is underway to cleanly exit NLBP2 in mid-2020

Ref	Service area	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
ARG2	Estates	Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently	(250)	(100)	Savings from partially exiting NLBP and Barnet House (reduced utilities etc.) have been re-estimated, taking into account delays to moving Housing Options and Family Services to Colindale, which is now not expected to take place until early 2020
ARG3	Growth and Development	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFs. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees	(657)	(657)	Updated Council Tax property data is submitted to MHCLG in October, the comprehensive annual review will inform an understanding of progress against this saving. Forecasts were anticipating a shortfall compared with the MTFs and a clearer picture should emerge in November 2019
ARG4	Estates	Income to be generated through leasing out surplus buildings / space across the portfolio	(150)	(150)	Good progress has been made identifying new tenants for vacant space in assets. Actual additional income is low at this point, whilst leases are finalised, but the project is on-track to deliver all savings by the end of the financial year
ARG5	Estates	Income from renting out spare space within building on an ad-hoc basis i.e. room hire	(7)	(7)	Excellent progress has been made and the target figure has already been exceeded. Further income is expected as the year progresses
ARG6	Estates	Lease for modular build			Not applicable for 19/20 but opportunities are being investigated as part of the Development & Disposals workstream
ARG7	Estates	Increased ground rent from potential development (Bunn's Lane & Hendon Campus)			Not applicable for 19/20 but work is well underway to substantiate initial plans for the development of Hendon, Bunn's Lane and other sites
ARG8	Estates	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)			Not applicable in 19/20 but potential acquisitions have been identified and a property investment strategy drafted to support a programme of acquisitions over time
<b>Total (ARG)</b>			<b>(1,064)</b>	<b>(914)</b>	

Ref	Service area	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
H1	Housing	500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan from Council	(161)	(0)	ARG Committee approved the scheme in September 2019. This option will result in the savings being delivered from 20/21
H2	Housing	Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes	(1025)	(0)	The properties are unlikely to transfer this financial year
H5	Housing	Increase some temporary accommodation rents to Local Housing Allowance	(62)	(62)	Saving achieved, rents increased
<b>Total (Housing)</b>			<b>(1,248)</b>	<b>(62)</b>	
<b>Total savings</b>			<b>(2,312)</b>	<b>(976)</b>	

#### 4. PRIORITIES

4.1 This section provides an update on the Committee's priorities as follows:

- A summary of progress on Actions<sup>2</sup> to deliver the priority
- Performance of Key Performance Indicators (KPIs)<sup>3</sup>
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register<sup>4</sup>

4.2 The Q2 status for each of the Committee's priorities is shown in table 4. This reflects the *overall performance on Actions, KPIs and Risks*<sup>5</sup> for each priority.

**Table 4: Priorities for H&G Committee**

Section	Committee Priority	Q2 Status
5.	Responsible delivery of major regeneration schemes	Good
6.	Investing in community facilities	Good
7.	Helping people into work and better paid employment	Good

<sup>2</sup> A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = **GREEN** (where no Actions RAG rated RED); Satisfactory progress = **AMBER** (where no more than one Action RAG rated RED) or Limited progress = **RED** (where two or more Actions RAG rated RED).

<sup>3</sup> KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q2 19/20 result minus Q2 18/19 result equals difference; then difference divided by Q2 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

<sup>4</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q2 19/20 Corporate Risk Register provides a snapshot in time (as at end September 2019). The risk ratings are: Low = 1 to 3 (**GREEN**); Medium/Low = 4 to 6 (**YELLOW**); Medium/High = 8 to 12 (**AMBER**); and High = 15 to 25 (**RED**).

<sup>5</sup> The Q2 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = **GREEN** (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = **AMBER** (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = **RED** (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).



Section	Committee Priority	Q2 Status
8.	Supporting local businesses to thrive	Good
9.	Efficient and cost-effective asset management	Satisfactory
10.	Ensuring decent quality housing	Good
11.	Raising Standards in the Private Rented Sector	Satisfactory
12.	Safe and secure homes	Good
13.	Developing housing fit for our future population	Satisfactory
14.	Tackling and preventing homelessness and rough sleeping	Satisfactory

5. Responsible delivery of major regeneration schemes		Q2 Status
		Good

## 5.1 Summary of Actions Good progress

- 5.1.1 Argent Related<sup>6</sup> has progressed on the update to the Brent Cross South (BXS) Business Plan and sessions were held with service area leads to review the content ahead of submission to H&G Committee. The BXS team has also continued to prepare a revised Phase Proposal in line with the emerging Business Plan. The council has instructed its strategic property advisor CBRE to review the BXS financial model and advise on the future council's land contribution and best consideration in accordance with the Project Agreement.
- 5.1.2 The council and Argent Related have commenced site assembly and early infrastructure works for the BXS scheme. Utility disconnections are underway and parts of the site are now hoarded up. The demolition of the Rosa Freedman Centre has commenced.
- 5.1.3 Homes England have in principle approved to provide a Home Building Fund Loan Facility to BXS Joint Venture Limited Partnership to fund physical and social infrastructure to accelerate development. Heads of Terms are agreed and a Loan Facility Agreement (LFA) is being drafted for completion subject to MHCLG and HM Treasury approval.
- 5.1.4 For Brent Cross Thameslink (BXT), the Train Operating Company (TOC) Compound building has been installed and the team are fitting out and finishing the unit for occupation by Govia Thameslink Railway (GTR). There are a number of challenges arising in relation to the overarching delivery programme which may impact the budget. In particular, Network Rail has confirmed that some key track possessions may no longer be available, which could impact the sidings and station delivery programme. The potential implications of this are being reviewed by the team. The procurement of the contractor to deliver Brent Cross West station has continued, with a recommendation on the preferred bidder made to P&R Committee in October 2019. Following challenges in delivering the Waste Transfer Station, including delays to the sub-structure early works and the receipt of a revised programme and cost estimate from John Graham Construction Limited, P&R Committee authorised and delegated authority to the Chief Executive to revise the waste procurement strategy should it not be possible to refine the construction delivery and price in line with the programme requirements.
- 5.1.5 For the Estates regeneration programme, Dollis Valley Phase 3 is ready to be handed over to the development partner and Notting Hill Genesis has continued work to prepare a new planning application. West Hendon CPO3 was confirmed on 17 September 2019 and work

<sup>6</sup> Development partner for Brent Cross South

on the development of Phase 4a has continued. In July 2019, the Conditions Precedent for the Granville Road scheme were met allowing the Development Agreement to become unconditional and works to start on site.

5.1.6 Consultation was undertaken on the new Growth Strategy, following approval of the draft strategy at ARG Committee in June 2019. The consultation closed on 15 September 2019 and work is underway to review the feedback and update the strategy, where required. Work on the delivery plan, which will accompany the strategy, has continued.

## 5.2 KPIs

5.2.1 There is one KPI for this priority, which monitors delivery of the regeneration programme. This has achieved target for Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Delivery of regeneration projects (q)	Bigger is Better	90%	90%	90%	92% (G)	↓ W -8.4%	100%	No benchmark available

## 5.3 Risks

5.3.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C029 - Community facilities stakeholder relationship schemes (risk score 8 – reduced from 9).** Stakeholder engagement plans are in place to mitigate the risk of opposition to regeneration schemes which could result in delays. These are reviewed on a regular basis. A resident event was hosted by Barrett's for the West Hendon scheme in September 2019.
- **G&C030 - Market conditions (risk score 9 - reduced from 12).** Market conditions are being regularly monitored to mitigate the risk of impact on the viability of regeneration schemes and delays to housing delivery should market uncertainty grow.

5.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* linked to this priority that was scored at a high (15 to 25) level in Q2.

- **STR08 - Major regeneration schemes (risk score 15).** Failure to effectively manage the major regeneration schemes such as Brent Cross could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy. A contingency plan has been developed in the event of a failure to manage the development of the Thameslink Station, as part of the Brent Cross development. The other regeneration schemes are progressing.

6. Investing in community facilities	Q2 Status
	Good

## 6.1 Summary of Actions Good progress

6.1.1 Work on the Infrastructure Delivery Plan has continued. The plan will set the way forward for future infrastructure delivery, including community and leisure facilities. Progress has been made on plans for community facilities on existing regeneration schemes, particularly

at Brent Cross South and Grahame Park/Colindale (in partnership with the CCG) and West Hendon.

6.1.2 In terms of open space and leisure provision, the draft masterplan for Colindale and Rushgrove Parks was approved by Environment Committee on 11 September 2019. Consultation on the draft masterplan for West Hendon Playing Fields was undertaken during June and July 2019.

## 6.2 KPIs

6.2.1 There are no KPIs for this priority.

## 6.3 Risks

6.3.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C027 - Community facility sustainability (risk score 9).** This risk is about the long-term financial viability of newly constructed community facilities. All new schemes require robust business plans to ensure they are financially sustainable. In Q2, a business plan was being developed for a permanent community facility in West Hendon.
- **G&C028 – Community facilities stakeholder relationship (risk score 6).** This risk is also about the long-term financial viability of newly constructed community facilities. Engagement and consultation plans are agreed on a scheme-by-scheme basis to ensure that residents have chance to inform proposals. No issues were raised for specific schemes in Q2.

7.	Helping people into work and better paid employment	Q2 Status
		Good

## 7.1 Summary of Actions Good progress

7.1.1 Active employment schemes continued on the regeneration estates, including Dollis Valley, West Hendon and Grahame Park.

7.1.2 Work continued with development partners to secure apprenticeships and training opportunities through development, including further preparatory work for Brent Cross Cricklewood employment and skills delivery.

7.1.3 Funding of £117k was confirmed for the new project with Cambridge Education to offer 'Access for All' routes targeting residents who are Not in Employment, Education or Training (NEET).

7.1.4 The Business, Employment and Skills team transferred to the council from Re on 1 October 2019. Adoption of the new Growth Strategy in November 2019 should provide renewed focus and impetus.

7.1.5 Employment and training support was provided to council tenants by Barnet Homes through the Community Engagement and Floating Support services. At end Q2 (year-to-date), 12 people had been helped into work.

7.1.6 Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via

outreach at libraries. In Q2, BOOST services had 3,175 visitors and year-to-date had supported 112 people into work (36 of whom were under 25).

7.1.7 The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. As end Q2 (year-to-date), 95 clients had moved off the Benefit Cap as a result of finding work; 58 households had moved to more suitable accommodation; 608 clients had been provided with benefit advice; and Discretionary Housing Payments had been awarded to 542 people.

## 7.2 KPIs

7.2.1 There is one KPI for this priority, which monitors the local unemployment rate. The latest figures show Barnet's unemployment rate at 4.6%, which is higher than last year (4.3%). Barnet's figure is lower than the London average (4.7%) but higher than the national average (4.1%).

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.7% (Jan - Dec 18)	Monitor	Monitor	4.6% <sup>7</sup>	↓ W +7%	4.3% <sup>8</sup>	London 4.7%, National 4.1% (Jul 18 – Jun 19, NOMIS)

## 7.3 Risks

7.3.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C031 - Team resource/capacity to deliver employment schemes (risk score 9).** To manage the risk to employment schemes from a lack of resources, residents' needs are being prioritised to ensure that those furthest from employment remain the focus of scarce resources. On 1 October 2019, the Business, Employment and Skills team was transferred back to the council and team resource/capacity is being reviewed. The delivery plan for the new Growth Strategy will identify groups in the community to support through employment and skills initiatives.
- **G&C032 - Economic uncertainty impact on training and apprenticeship (risk score 12).** Discussions continued to take place with Argent Related to bring forward delivery of employment and skills outcomes on the Brent Cross Cricklewood development; and other employment opportunities were supported through the BOOST project. A new NEETS project is in development with Cambridge Education.

<sup>7</sup> Rolling 12 months to June 2019.

<sup>8</sup> Rolling 12 months to June 2019.

**8.1 Summary of Actions** Good progress

- 8.1.1 Local businesses continued to be supported through the construction contracts that form part of regeneration schemes. Specific activities will be targeted at Brent Cross Cricklewood upon commencement of delivery in 2020. The Federation of Small Businesses and relevant other stakeholders have been participating in planning.
- 8.1.2 To support the sustainability of town centres and improvements to the public realm, the council continued to offer support to the established Town Teams (Chipping Barnet, Edgware and Cricklewood), with planning underway for new Town Teams in Finchley Central and West Hendon. The council continued to support the Chipping Barnet pavement build-out to improve the public realm; and revitalisation of North Finchley through the development programme.
- 8.1.3 To facilitate the provision of appropriate and affordable workspace for small and micro businesses, the council continued to identify flexible workspace in new development; however, no space to date has been located. A Workspace Viability Assessment will be undertaken to review specific sites (including council-owned assets) next quarter.
- 8.1.4 Actions to deliver specialist support to entrepreneurs and business start-ups such as Pop Up Business School and Entrepreneurial Barnet are on track for November 2019.

**8.2 KPIs**

- 8.2.1 There are two KPIs for this priority, which monitor the health of the local economy through the business survival rate and vacant high street properties. These are both annual indicators and will be reported in Q4.

**8.3 Risks**

- 8.3.1 Two risks were closed in Q2: **G&C044 - Colindale business engagement**<sup>9</sup> and **G&C034 – Co-ordinating business support activities**<sup>10</sup>. There remains one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.
- **G&C033 – Flexible workspace delivery (risk score 12)**. There has been continued engagement with the Estates team to identify workplace sites and there has been soft marketing testing with workspace providers, with a workspace viability assessment now developed to ensure any site selected is appropriate. There has also been engagement with planners to bring forward workplace spaces through development such as the National Institute for Medical Research to inform local plan development.

<sup>9</sup> G&C044- this risk did not materialise during move to Colindale.

<sup>10</sup> G&C034 – this risk has been reflected in G&C031 and G&C032.

## 9. Efficient and cost-effective asset management

Q2 Status

Satisfactory

### 9.1 Summary of Actions Satisfactory progress

9.1.1 Meetings are held regularly with Property Services to discuss the voids and vacant properties to seek updates on their status and to ensure that all are valued and marketed. There are some properties on the list that are currently unable to be let due to concerns over the condition, or because of redevelopment plans, but all that are viable have instructions to be re-let as soon as possible. The team also works on portfolio rationalisation, which involves identifying properties that are underutilised to assess the possibility of sharing with other users or allowing other users to use the space whilst it is unused. Furthermore, assistance from external consultants who can potentially analyse the existing portfolio and recommend whether properties should be sold, managed or retained on purely commercial terms has been considered. Opportunities for new income have been identified within the portfolio, forming part of the income generating MTFS savings programme. Income to date has reached 40% of the savings target.

### 9.2 KPIs

9.2.1 There is one KPI for this priority, which monitors income for assets. This is a bi-annual KPI and did not achieve the target.

- **Income for specific assets (RAG rated RED) - £58k income against a target of £64.9k.** The target was not achieved due to unforeseen setbacks, including delays with the café lease at Colindale.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Income for specific assets (bi-annual)	Bigger is Better	New for 19/20	£157k	£64.9k	£58k (R)	New for 19/20	New for 19/20	No benchmark available

### 9.3 Risks

9.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium (15 to 25) level and has controls/mitigations in place to manage the risks.

- **G&C035 Income from the Estate (risk score 16 - increased from 12).** Insufficient capacity in staffing, contract and / or insufficient demand for assets could lead to a shortfall in income resulting in unforeseen budget pressures. An MTFS programme to maximise income is in motion. Properties and external resources had been identified; however, CSG property services do not have capacity to undertake the work. The current income received is at circa 20% required by year end. Void and vacant properties continue to be marketed on the internal lettings website. Concerns about whether the income target will be met this year has been reflected in an increased likelihood score.

10. Ensuring decent quality housing	Q2 Status
	Good

### 10.1 Summary of Actions Satisfactory progress

10.1.1 Opendoor Homes (ODH) continued to make good progress on delivery of 320 homes across the borough. Planning consents and scheme approvals have been achieved for 20 of the 21 sites, representing 86% of the programme. Two sites were completed during Q2, with new homes handed over at Salcombe Gardens and West Close. Overall, seven of the 21 sites are completed; and four of the five largest schemes continued to progress.

10.1.2 A team has been appointed to take forward the delivery of the 87 GLA grant funded homes and key meeting were held with the MHCLG and GLA in October 2019 to discuss the trickle transfer proposal, which are critical to determining if the project will proceed.

### 10.2 KPIs

10.2.1 There are three KPIs for this priority, which monitor the delivery of new homes in the borough. 360 new homes were completed in Q2. This is significantly more than last year when 211 new homes were completed. 79 affordable homes were completed across the borough by all providers (not just ODH) in Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
New homes completed across the borough by all providers (q) <sup>11</sup>	Bigger is Better	830 <sup>12</sup> (prov.)	Monitor	Monitor	360	↑   +71%	211	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is Better	211 <sup>13</sup> (prov.)	Monitor	Monitor	79	↑   +394%	16	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is Better	New for 19/20	35 <sup>14</sup>	13	15 (G)	New for 19/20	New for 19/20	No benchmark available

### 10.3 Risks

10.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C038 - Economic uncertainty impacting on the delivery of new homes (risk score 6 – reduced from 12).** The Growth Strategy sets out the council's priorities for bringing housing developments forward. This will also act as a tool for inward investment, which could help stimulate development if the economy stagnates. The Growth Strategy has been out for public consultation and feedback will inform the final version, which will be presented to H&G Committee in November 2019, alongside a delivery plan.

<sup>11</sup> This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

<sup>12</sup> This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

<sup>13</sup> This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

<sup>14</sup> The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

## 11. Raising Standards in the Private Rented Sector

Q2 Status

Satisfactory

### 11.1 Summary of Actions Satisfactory progress

11.1.1 Good progress has been made in increasing the number of HMOs licensed under the additional and mandatory schemes, with 1,072 now licensed in the borough. However, little progress has been made on the Selective Licensing Scheme project due to commercial matters, which are being explored through ongoing dialogue between the council and Re.

11.1.2 There was a successful prosecution for a landlord's failure to license their HMO, with fines and costs of nearly £20,000 awarded. One Financial Penalty Notice was issued for failure to licence; and 12 Temporary Exemption Notices were served on licensable HMOs who were either converting their premises to single occupancy or who were not yet in a position to licence. A meeting was held with the GLA to discuss current service provision and work being completed in relation to HMOs.

11.1.3 To ensure the quality of advice available to private tenants remains robust discussions were held with Barnet Homes and the Citizens Advice Bureau to review processes. A review of information on the website is also underway.

11.1.4 A Prohibition Order was made in relation to a poor unit of accommodation where the tenants were in imminent risk; and another family were re-housed when their electrical provision was removed. 425 private sector housing related service requests were completed.

11.1.5 Empty Property week was promoted to the public, including availability of grants to support owners of empty properties in exchange for nomination rights for three or five years.

### 11.2 KPIs

11.2.1 There are six KPIs for this priority, which monitor the private rented sector. Two KPIs are annual and will be reported in Q4. Four KPIs are Monitor only for Q2. Private tenanted properties with Category 1 hazards reduced to Category 2 hazard was 111. This was an increase from 88 in Q2 last year.

Indicator <sup>15</sup>	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
HMOs licenced under the mandatory <sup>16</sup> (Annual)	Bigger is Better	962	1,150	Due Q4 19/20	Due Q4 19/20	N/A	Annual	No benchmark available
Fixed penalty notices issued to landlords (c)	Bigger is Better	New for 19/20	Monitor	Monitor	1	New for 19/20	New for 19/20	No benchmark available

<sup>15</sup> Tenants supported via drop in surgery (Re KPI) is no longer relevant. Drop in surgeries are provided by Barnet Homes only.

<sup>16</sup> Now includes additional licensing scheme



Indicator <sup>15</sup>	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Private tenanted properties with Category 1 hazards reduced to Category 2 hazards (c)	Bigger is Better	250	220	Monitor <sup>17</sup>	111	↑ ↓ +26%	88	No benchmark available
Private rented sector housing service requests completed (q)	Bigger is Better	New for 19/20	Monitor	Monitor	323	New for 19/20	New for 19/20	No benchmark available
Accredited landlords (Annual)	Bigger is Better	899	900	Due Q4 19/20	Due Q4 19/20	N/A	Annual	No benchmark available

### 11.3 Risks

11.3 One risk has been closed in Q2: **G&C039 - Landlord license compliance<sup>18</sup>**. There remains one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C040 - Landlord Health and Safety Compliance (risk score 12)**. Poor quality accommodation and non-compliance with statutory H&S obligations by rogue landlords could lead poor quality housing. To manage this risk, targets are set for licensing HMOs and intelligence is gathered to identify HMOs for inspections. A Landlord Forum is used to inform landlords of their responsibilities. Additional staff are being recruited to the Private Sector Housing (PSH) team to support work to identify unlicensed landlords e.g. through tenant referrals and inspections. A data analysis is being undertaken by Re and Capita to identify landlords who might be renting their properties as HMOs, so they can be contacted about licensing. In addition, a data sharing agreement is being set up to enable access to the electoral register. Enforcement action continues to be taken against rogue landlords using Fixed Penalty Notices and prosecutions. The first Rent Repayment Order case taken by the council went to tribunal.

12. Safe and secure homes	Q2 Status
	Good

### 12.1 Summary of Actions Good progress

12.1.1 Implementation of the £52million fire safety investment programme continued throughout Q2. The fire safety budget was re-profiled to reflect a programme of works that includes the replacement of fire doors, which has started and will increase rapidly in December 2019. The installation of fire protection work in other high risk buildings e.g. sheltered schemes is being combined with other work to reduce disruption. An emerging issue is the Large Panel System buildings, which subject to survey, may require remedial works and consequently intrusive surveys have been commissioned.

12.1.2 Work on fire safety with tenants of commercial properties within the council's estate continued. Tenants have been reminded of their building compliance responsibilities and asked to provide details of the statutory compliance status of their tenancies. In addition, letters have been issued by CSG defining how council-supplied fire notices should be

<sup>17</sup> This is an annual KPI that is Monitor only during the year.

<sup>18</sup> G&C039 has been merged with G&C40.

displayed. Next steps will be to potentially step in and carry out outstanding compliance works where the risk is deemed high enough to merit the action.

## 12.2 KPIs

12.2.1 There are two KPIs for this priority, which monitor FRAs. One KPI did not meet the Q2 target.

- **Scheduled fire risk assessment completed (council housing) on time (RAG rated AMBER) – 98% against a target of 100%.** There were a large number of fire risk assessments (FRAs) to complete compared to previous quarters (367 in Q2 2019/20 vs 43 Q2 2018/19) with seven FRAs not completed on time.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time (q)	Bigger is Better	100%	100%	100%	98% (A)	↓ W -2.2%	100%	No benchmark available
Priority 0 and 1 fire safety actions completed on time (q)	Bigger is Better	100%	90%	90%	No activity <sup>19</sup>	N/A	100%	No benchmark available

## 12.3 Risks

12.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C042 – Health & Safety, incl. Fire (risk score 12 – increased from 8).** There is a £52million investment programme agreed with Housing Committee to improve fire safety measures in the council's own housing stock. In addition, the Government has made funding available for the re-cladding of private sector high rise blocks with ACM cladding, which is applicable to two blocks in Barnet. Health and safety policies and process for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken for all residential housing managed by Barnet Homes and main housing association partners. The investment programme has continued to proceed, with a tender process for sprinkler installation projects completed during Q2. Work will start on site in November 2019. Delivery of the wider fire safety programme works continued at various sites and surveys of large panel system buildings are due for completion in Q3. The Government has issued guidance on a new requirement for local authorities to collect and review information on external wall construction of all high buildings in the borough. Officers are in the process of developing the council's approach to this task, which has to be completed by March 2020. The risk score has increased as a result of this.

<sup>19</sup> There were no fire actions scheduled for Q2.

## 13. Developing housing fit for our future population

Q2 Status

Satisfactory

### 13.1 Summary of Actions Satisfactory progress

13.1.1 28 care leavers moved into permanent accommodation and work is underway to change the use of a 'Get Real' shared house at West Hendon Broadway to support care leavers transitioning into independence through the provision of accommodation with support. The extra care scheme at Stag House, which will be for older people with care needs, is out to tender and the development team are on track to be on site by the end of the financial year.

### 13.2 KPIs

13.2.1 There are four KPIs for this priority, which monitor housing for vulnerable residents. One KPI, housing for care leavers, met the Q2 target. Three KPIs are Monitor only. Families with Children in Temporary Accommodation has improved this quarter (58.6%, compared with 62.9% in Q1) and is a slight improvement on the same time last year (60.5%).

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Wheelchair accessible homes delivered on all developments across the borough (c)	Bigger is Better	New for 19/20	10%	Monitor	Due in Q3 19/20	New for 19/20	New for 19/20	No benchmark available
Wheelchair accessible homes delivered through the council's own schemes (c)	Bigger is Better	13% <sup>20</sup>	10%	Monitor	Due in Q3 19/20	→ S	0	No benchmark available
Families with Children in Temporary Accommodation (q)	Smaller is Better	60.5%	Monitor	Monitor	58.6%	↑ I -3.4%	60.5%	No benchmark available
Supply and range of housing available for care leavers, in particular for those ready to move into independent living (c)	Bigger is Better	New for 19/20	38	18	28 (G)	New for 19/20	New for 19/20	No benchmark available

### 13.3 Risks

13.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C041 - Extra Care housing (risk score 9).** This risk relates to delays in progressing new extra care housing schemes. The Extra Care Project Board met twice in Q2 to oversee the progress of delivery of the programme. Vacant possession has been achieved for Stag House from the remaining leaseholder and commercial tenant. In addition, squatters were evicted. Tender documents have been prepared for Stag House and

<sup>20</sup> 55 wheelchair or accessible units were delivered out of a total of 398 in 2018/19.

construction market engagement commenced. In relation to Cheshir House, the Outline Business Case was approved at ARG Committee in June 2019 for Fosters Estate, which includes this scheme. A planning application has been made for the whole scheme, including the extra care housing and was approved in October 2019.

## 14. Tackling and preventing homelessness and rough sleeping

Q2 Status

Satisfactory

### 14.1 Summary of Actions Good progress

14.1.1 658 homelessness preventions were achieved in Q2 against a target of 574. 26 of these were attributed to the positive prevention work of the Welfare Reform Taskforce.

14.1.2 The MHCLG has requested that a rough sleeping count is carried out every two months to establish the number of rough sleepers. This is the first year that the count has been carried out and numbers are dependent on rough sleepers found on a particular night. Reports of rough sleeping from the public and agencies is used to help inform where to look for rough sleepers. The council and partners are using this information to understand the extent of rough sleeping in Barnet to inform outreach work. The count in May 2019 identified 32 rough sleepers. Two further counts were undertaken in Q2. The count in July 2019 identified 21 rough sleepers and the most recent count in September 2019 identified 34 rough sleepers (the highest count of rough sleeping found on any single night).

14.1.3 The total number of people in Temporary Accommodation (TA) reduced in Q2 to 2,542 (from 2,579 in Q1). This remains higher than the same time last year (2,519) and higher than the Q2 target (2,475). High new admissions into TA continue to present challenges in further reducing TA numbers.

14.1.4 The Housing Options Service review of the impact of the Homelessness Reduction Act identified the need to focus more on single homeless applicants, as they are representing an increasing proportion of demand. The service is piloting the use of the customer online portal to enable self-scanning.

### 14.2 KPIs

14.2.1 There are six KPIs for this priority, which monitor homelessness and rough sleeping. Three KPIs met the Q2 target - on acquisition of additional properties for temporary accommodation; households placed into private sector accommodation; and homelessness preventions. One KPI is Monitor only and reported 34 rough sleepers in Q2. Two KPIs did not meet the Q2 target.

- **Households in Temporary Accommodation (TA) (RAG rated AMBER) – 2,542 against a target of 2,475.** There was a slight reduction in households in TA in Q2 compared with Q1 (2,579) despite sustained levels of new admissions which remained high (averaging 79 per month). However, the numbers remained slighter higher than last year (2,519). The main contributory factors to the reduction from Q1 were: effective mitigations from existing TA reduction and prevention activities, including 58 cancellations due to non-occupancy and abandonment; 60 private rented units were procured, preventing TA admissions; and a further 10 properties were acquired through Touchpoint Housing Limited.
- **Households in Emergency Temporary Accommodation (ETA) (RAG rated AMBER) - 239 against a target of 225.** There was a slight reduction in households in ETA in Q2 compared with Q1 (250) and last year (316) despite sustained levels of demand. Effective

mitigations were in place to prevent any increases in ETA. In Q2, 60 private rented units were procured, preventing TA admissions; and a further 10 properties were acquired through Touchpoint Housing Limited. 20 properties were established, which were not occupied, and have now been cancelled.

Indicator <sup>21</sup>	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Acquire additional properties for temporary accommodation (c)	Bigger is better	New for 19/20	100	37	48 (G)	New for 19/20	New for 19/20	No benchmark available
Households in Temporary Accommodation (q)	Smaller is Better	2545	2400	2475 <sup>22</sup>	2542 (A)	↓ W +0.9%	2519	Rank 29 (out of 32) (Q4 17/18, DCLG)
Households in Emergency Temporary Accommodation (q)	Smaller is Better	275	200	225 <sup>23</sup>	239 (A)	↑ I -24%	316	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	682	625	312	369 (G)	↑ I +12%	329	No benchmark available
Homelessness preventions (c)	Bigger is Better	1162	1150	574	658 (G)	↑ I +57%	419	Rank 9 (out of 22 London Boroughs) (17/18, DCLG)
Rough sleeping in Barnet (s)	Smaller is Better	New for 19/20	Monitor	Monitor	34 <sup>24</sup>	New for 19/20	New for 19/20	No benchmark available

### 14.3 Risks

14.3.1 There is one risk to delivery of the actions for this priority<sup>25</sup>. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **TBG003 - Increase in demand for homelessness services (risk score 12 – reduced from 15).** Increasing costs and demand for homelessness services could lead to increased temporary accommodation costs and additional pressure on the Housing General Fund. Budget mitigations are in place for 19/20 despite non-delivery of significant PSR initiatives (Minimum Revenue Provision related) due largely to utilisation of the Flexible Homelessness Support Grant. PSR initiatives are being re-considered as part of the forward budget setting process during Q2. Due to the improved financial outlook, the risk score has been reduced to 12.

<sup>21</sup> Transfer 141 properties acquired for Temporary Accommodation to Opendoor Homes has been changed from a KPI to an Action.

<sup>22</sup> Annual target is 2400. Quarterly target reduces by 25 each quarter: Q1 2500, Q2 2475, Q3 2450 and Q4 2400.

<sup>23</sup> Annual target is 200. Quarterly target reduces by 25 each quarter: Q1 250, Q2 225, Q3 200 and Q4 200.

<sup>24</sup> Rough sleeper count in September 2019 identified 34 rough sleepers.

<sup>25</sup> G&C043 - Housing Revenue Account plan viability has been merged with the joint risk with TBG (TBG003 – Increase in demand for homelessness services).

## **15 REASONS FOR RECOMMENDATIONS**

15.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities in the Corporate Plan (Barnet 2024) and ARG Committee and Housing Committee Annual Delivery Plans. This paper enables the council to meet the budget agreed by Council in March 2019.

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

16.1 None.

## **17 POST DECISION IMPLEMENTATION**

17.1 None.

## **18 IMPLICATIONS OF DECISION**

### **18.1 Corporate Priorities and Performance**

18.1.1 The report provides an overview of performance for Q2 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks to delivering the Annual Delivery Plan.

18.1.2 The Q2 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

18.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

18.1.4 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- ARG Committee Annual Delivery Plan
- Housing Committee Annual Delivery Plan
- Performance and Risk Management Frameworks.

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

18.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts Committee.

### **18.3 Social Value**

18.3.1 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.

## **18.4 Legal and Constitutional References**

18.4.1 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 to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

18.4.2 Section 28 of the Local Government Act 2003 (the 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. The definition as to whether there is deterioration in an authority’s financial position is set out in section 28(4) of the Act.

18.4.3 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 and Growth 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
  - Regeneration strategy and oversee major regeneration schemes, asset management (including authorising land transactions and the exercise of statutory powers concerning land), employment strategy, business support and engagement.
- (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) To recommend for approval fees and charges for those areas under the remit of the Committee.

18.4.4 The council’s Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

## **18.5 Risk Management**

18.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee. In addition, the Annual Delivery Plan risks associated with the

priorities for this Committee are outlined in the report.

## **18.6 Equalities and Diversity**

18.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

18.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

18.6.3 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.

18.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

## **18.7 Corporate Parenting**

18.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in carrying out any functions that relate to children and young people. There are no implications for Corporate Parenting in relation to this report.

## **18.8 Consultation and Engagement**

18.8.1 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

## **18.9 Insight**

18.9.1 The report identifies key budget, performance and risk information in relation to the ARG Committee Annual Delivery Plan.



## **19 BACKGROUND PAPERS**

- 19.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 19.2 ARG Committee, 25 March 2019 – approved Annual Delivery Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>
- 19.3 Housing Committee, 14 January 2019 – approved Annual Delivery Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>