

<p><b><u>MEETING</u></b></p> <p><b>POLICY AND RESOURCES COMMITTEE</b></p>
<p><b><u>DATE AND TIME</u></b></p> <p><b>TUESDAY 2<sup>ND</sup> DECEMBER, 2014</b></p> <p><b>AT 7.00 PM</b></p>
<p><b><u>VENUE</u></b></p> <p><b>HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX</b></p>

Dear Councillors,

Please find enclosed details of public questions and answers for the above meeting.

Item No	Title of Report	Pages
5.	Public Questions and Comments (if any)	1 - 16

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No.	Questioner	Question
1	Mrs Barbara Jacobson Item 7, Paragraph 1.1.3 (p7)	<p>Why does the council insist on maintaining a council tax freeze when a small rise would provide millions of pounds to reduce the 'gap' and the need for cuts?</p> <p><b>Answer:</b> In setting its budget, the Council balances the need to make budget cuts with ensuring that Council Tax remains as low as possible. This Council is proud of its record of keeping Council Tax under control for the benefit of families across Barnet over recent years.</p> <p>It has been right to help residents keep more of their hard-earned money in their pockets at a time when, for many families, money has remained tight. Our council tax policy has reduced a major fixed cost for residents by 20% in real terms. It is also right that the fruits of our labours are shared and that the taxpayer also benefits from our efficiencies.</p> <p>If Council Tax had gone up by 2% per annum to the end of the decade, every household in Barnet would have paid £1,227 more tax (based on Band D), compared to the tax levels in the draft MTFS.</p> <p>The council tax cut had over 70% support in the public consultation on last year's budget.</p>
2	Mrs Barbara Jacobson Item 7, Paragraph 1.1.4 (p7)	<p>How much money is being made or saved by the contracts with NSL, Capita and the Barnet Group, and the joint venture Re, respectively?</p> <p><b>Answer:</b> The total saving from the CSG contract is £125m over 10 years (average £12.5m per annum). The Re joint venture is generating savings of £39m (or £3.9m per annum). The NSL contract delivered a saving of £0.6m per annum. The creation of Your Choice Barnet reduced the annual cost of the services by £0.5m.</p>

## AGENDA ITEM 5

<p>3 Mrs Barbara Jacobson Item 7, Paragraph 1.2.4 (p9)</p>	<p>How many people in Barnet are on benefits, and how many of them are already in work?  <b>Answer:</b>  There are a range of benefits claimed by people who are in work and those who are out of work. Some are administered nationally and some locally, such as Housing Benefit and Council Tax Support.</p> <p>Barnet generally performs well when compared to the rest of London and nationally. For example, in relation to Job Seeker Allowance (JSA), Barnet claimants totalled 4,185 in September - 1.7% of the working age population (16-64 year olds). This is significantly below the London average of 2.4%.</p> <p>According to local benefit records (including Housing Benefit, Council Tax Support or an out of work benefit) there are 25,644 households with working age claimants. In 12,894 of these households either the claimant or their partners are employed or self-employed. Therefore in 50% of households claiming Housing Benefit, Council Tax Support or an out of work benefit there is someone in the household working.</p> <p>The Council is working with JobCentre Plus to support residents to increase their income through work. JobCentre Plus now offer in work support to former claimants to achieve salary progression and the council is working with skills providers to identify the training people need to progress in their careers. These aims are stated in the draft Entrepreneurial Barnet strategy due to report to the Assets, Regeneration and Growth Committee in December.</p>
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4	Mrs Barbara Jacobson Item 7, Paragraph 1.2.4 (p9)	<p>How many council tenants, secure and insecure, have been moved out of the developments in Colindale and Grahame Park, and how many of them will have new council homes in those developments?</p> <p><b>Answer:</b> The only tenants moved in Colindale so far are on the Grahame Park estate. Some secure tenants were moved from Grahame Park to the Adastral estate in 2003/4, but specific numbers are not available.</p> <p>Since 2007, a total of 147 secure tenants on Grahame Park have been moved to new homes built on the estate, and batch of new homes due to be completed in March 2015.</p> <p>95 non-secure tenants were rehoused from Grahame Park in 2010/11. Of these 84 were housed in social housing, either council or housing association, 10 were housed in alternative non-secure tenancies and 1 was housed in the private rental sector</p>
5	Mrs Barbara Jacobson Item 7, Paragraph 1.2.4 (p9)	<p>How many homes for council tenants will be available in the Brent Cross redevelopment, and what percentage of the total homes being built is that?</p> <p><b>Answer:</b> The whole of the Whitefield Estate will be replaced as part of the Brent Cross scheme. In addition there is an overall target of 30% with a minimum of 15% affordable homes required under the planning consent. On the basis that 7500 homes have been consented, this means a minimum of 1125 affordable homes will be provided with a target of 2250</p>
6	Mrs Barbara Jacobson Item 7, Paragraph 1.2.5 (p9)	<p>Please clarify what is meant by 'allowing people to transact...': transact what?</p> <p><b>Answer:</b> To make transactions, such as paying Council Tax or purchasing a parking permit.</p>
7	Mrs Barbara Jacobson Item 7, Paragraph 1.2.6 (p9)	<p>How can all residents of Barnet benefit if some are moved out of their homes and cannot afford the private rents or increased council rents and rates?</p> <p><b>Answer:</b> The Council is working with residents to provide targeted support to increase their incomes by helping them into work if they don't have a job; to increase their income through in-work progression; and to make other adjustments in their circumstances to decrease their outgoings.</p>

<p>8 Mrs Barbara Jacobson Item 7, Paragraph 1.2.7 (p9)</p>	<p>It is commendable that 30% of residents impacted by the Benefits Cap no longer need the benefits. How many are the 90%, and what is happening to the remaining 70%?</p> <p><b>Answer:</b> At the end of September, the Benefit Cap Task Force - a multi-agency team bringing together officers from across the Council, Barnet Homes, Job Centre Plus - had engaged with 94% of their caseload. This is made up of people who were initially identified as due to be capped and those who have subsequently been capped. In terms of numbers, this totals 1,498 of 1,601 residents.</p> <p>There are now 433 people subject to the Benefit Cap in Barnet. Of those who are no longer capped (513 people) have moved into work. The Task Force continues to offer support to those who remain capped, including advice to people to help them start working; take steps to reduce their outgoings; or move to more affordable accommodation. Short term Discretionary Housing Payments are offered to people who have a shortfall in their rent and are taking steps to change their situation, with the ultimate aim of moving into employment.</p>
<p>9 Mrs Barbara Jacobson Item 7, Paragraph 1.2.9 (p10)</p>	<p>How can you justify saying the Council does not have a predetermined view of how services should be delivered, when it declares itself a 'commissioning council' and earmarks all services, including profitable ones and the waste-and-recycling brought back in house only a year ago?</p> <p><b>Answer:</b> The Council does not have a predetermined view of how services should be delivered. The Council's focus is on service quality and value for money, rather than on how a service should be provided and by whom. Its approach as a Commissioning Council is to assess each service against the outcomes it is trying to achieve and identify the best route for delivery to achieve those outcomes, rather than starting from any ideological position as to how a service should be designed and delivered.</p>

10	Mrs Barbara Jacobson Item 7, Paragraph 1.2.19 (p11)	<p>Please clarify whether 'regeneration, growth and income maximization' are separate items, or are the second two somehow an opportunity of the first. If they are separate, what does prioritizing growth mean in practical terms and how is income maximized? If income is maximized by regeneration, this implies the sale or rental of expensive properties; what happens to social tenants of the estates being regenerated?</p> <p><b>Answer:</b> In line with other London boroughs there is projected to be significant growth in the total number of homes and businesses in Barnet in the years ahead. This will have a range of effects in terms of both new physical development and regeneration, and also on the number of homes and businesses paying things like council tax and business rates to the council. In addition to this the council will receive a "Community Infrastructure Levy" (CIL) from developers to pay for things like the new roads, pavements, lights and green spaces that are needed in the areas surrounding new housing developments and which help make them attractive and healthy places to live. The council also receives a "New Homes Bonus" (NHB) grant from central government that increases with the number of new properties. What this means is that there is a link between regeneration and growth in the borough, and the amount of income to the council.</p>
11	Mrs Barbara Jacobson Item 7, Paragraph 1.2.2 (p11)	<p>Being a 'commissioning council' does mean there is a predetermined view: services are not 'commissioned' if they are in house, and we have seen a steadfast resistance at the least and refusal at the most (and most often) to even considering in-house options. Please list all the services that will remain or be brought back in house.</p> <p><b>Answer:</b> The scale of the financial challenge means that the public sector cannot carry on doing what it is currently doing – the money will simply run out. Public services need to be flexible and delivered in a variety of ways. The Council has no rigid or pre-determined view about this and will consider a range of options on a case by case basis. It is not possible to provide a list of future service delivery arrangements at this stage – decisions will be taken by Committees on specific proposals based on detailed business cases.</p>

12	Mrs Barbara Jacobson Item 7, Paragraph 2.1.2 (p12)	<p>Council tax: a 2% annual increase is factored in for every year beyond 2016/17? Is that because the current administration is planning on losing the lection in 2018? How can the Council justify a tax freeze for 2015/16 when that money is desperately needed to reduce the extent of cuts, which themselves can lead to greater deficits? How much money would the council make if it restored last year's tax cut? And how much if it raised it by another 0.5% this year, and 1.99 % next year?</p> <p><b>Answer:</b> Annual levels of Council Tax are agreed by Full Council in March as part of the budget setting process. The Council would generate £1.4m by restoring last year's tax cut. If it raised Council Tax by 0.5% in 2015/16, it would actually lose money. It would generate £700k, but would lose the Council Tax freeze grant issued by the governments of £1.4m. If it raised tax by 1.99% in 2016/17, it would raise £2.8m. There have been no announcements on Council Tax freeze grant beyond 2016/17, but if it continued, then the Council would lose this grant in 2016/17 if it increased Council Tax.</p>
13	Mrs Barbara Jacobson Item 7, Paragraph 2.2.8 (p15)	<p>By how much would the budget gap of £73.5m have been reduced by increasing council tax by 1.99% each year from 2010?</p> <p><b>Answer:</b> The Council would have generated annual income of £24m (on-going) by the end of the decade if it increased Council Tax by 1.99% each year from 2010/11 to 2019/20, which would be available to offset the budget gap of £73.5m. However, it would also have lost out on Council Tax freeze grant (one off funding) totalling £32m over that period (if the CT freeze grant continues into 2016/17)</p> <p>If Council Tax did increase by 1.99% per annum from 2010 to 2020, the budget gap would reduce to £50m, which would mean the Council would still need to make the savings identified in this report. However, it would not have to close the additional gap between £50m and £73.5m.</p> <p>It is worth noting that by 2019/20 Council Tax bills would be £186 higher at band D for each household in Barnet (and £1227 cumulatively) if tax was increased by 1.99% per annum as suggested in the question as opposed to the course set out in the draft MTFs.</p>



14	Mrs Barbara Jacobson Item 7, Paragraph 2.2.9 (p16)	<p>What steps have been taken, and what progress made, on the detailed consideration of the fourth option, the in-house option?</p> <p><b>Answer:</b> Financial modeling, including investment opportunities for the in-house model is underway. Staff are being engaged and encouraged to consider what opportunities might be available to develop and grow services in different models, including within an in-house model.</p>
15	Mrs Barbara Jacobson Item 7, Paragraph 2.3.1 (p17)	<p>What does 'framework agreements at time have reached full capacity' mean?</p> <p><b>Answer:</b> The Council and other public bodies frequently use a range of procurement frameworks to buy design and build services to meet this need. These offer value through a quicker route to engagement with contractors, with pre-existing competitive frameworks in place into which the Council can enter. However, our recent testing of existing frameworks highlights the high level of demand from public services for design and build services and a number of contractors who operate within these frameworks are increasingly selective over schemes they will bid for. For example, the I-Ese framework leads have advised the Council that we are unable to use this framework for our next set of procurements as it is saturated.</p> <p>The Council is considering its options for further procurements including the potential to set up a new framework .</p>
16	Mrs Barbara Jacobson Item 7, Paragraph 2.6.2 (p17)	<p>Of what does this 'strong track record in achieving efficiency savings' consist?</p> <p><b>Answer:</b> When setting its budget each year and making savings to close the budget gap, the Council has prioritised delivery of efficiency savings rather than service reductions – so reductions in the cost of delivering the same services, rather than cutting back on the services that the Council provides. Since 2011, approximately 70% of savings have been delivered through efficiency rather than service reductions.</p>

17	Mrs Barbara Jacobson Item 7, Paragraph 6.4.5 (p26)	<p>How many employees were made redundant through the outsourcing/privatizations since 2010 and how many of those people have been redeployed by the Council? How many of those redeployments reduced the use of agency staff?</p> <p><b>Answer:</b> 115 people have been made redundant by CSG, and none by Re. Restructure and reorganisation decisions that follow an outsource contract are a matter for new employers, not the Council. The Council cannot redeploy people who work in a different organisation.</p>
18	Mrs Barbara Jacobson Item 7, Paragraph 10.1.13 (p34)	<p>There are many people who do not have access to computers: has the Council calculated how many and what proportion of the Barnet population they are, and what provision is made for them to take part in the survey? If people are unable to take the online survey – some perhaps because they cannot afford a computer and broadband – and no other provision is made for them, is the survey fair and are these people being discriminated against?</p> <p><b>Answer:</b> According to the 2013 Labour Force Survey 92 per cent of Barnet Residents have access to the internet. The council has paper version of the library consultation in libraries since December 1 giving residents who do not wish to take part in an online survey 12 weeks to give their views. The gap between the consultation going live and paper versions being available reflects the need to revise the final paper to reflect member comments in committee and print and distribute the paper copies. The council has also commissioned the survey company ORS to carry out drop in sessions in every library building. These have been well attended with an extra event added to reflect demand in East Finchley.</p>

<p>19 Mrs Barbara Jacobson Item 7, Appendix 3, Section 10 (p101)</p>	<p>'Reach their local library within thirty minutes by public transport': how has this estimate been calculated? What provision does it include for the time it takes for people to reach their nearest public transport, wait for the transport to arrive, the travel time including wait at traffic lights and in traffic jams, walking from the terminal point to the library? And considering that there is at least an equal amount of time to return home, does the Committee think that a round trip of at least 1.5 hours is a good way for schoolchildren to spend time instead of using the library? In fact, how much time will pupils and students have in the library after school, open schooldays before they have to begin the journey home?</p> <p><b>Answer:</b></p> <p>Travel time calculations were made using data obtained from Transport for London using their database showing travel times from each census output area (a geographical area used by statisticians, with an average population of just over 300) to the postcode of each library. The times given are in minutes and represent a complete journey from door to door by modelling a trip from the centre of the census output area to the centre of the postcode area of the library. They include all elements of the journey: walk time to the public transport network, wait time, in-vehicle time, interchange time, and walk time to the final destination. Times include all transport modes (bus, rail, and London Underground).</p> <p>The amount of time available in a library after school currently varies from site to site and from day to day depending on opening times. An important consideration in any future changes to opening times will be ensuring that children and young people have sufficient access to staffed libraries outside of the school day.</p>
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20	Mrs Barbara Jacobson Item 7, Appendix 5, Section 2,2 (p125)	<p>What is the number of businesses occupying shops that have closed throughout the borough since 2012, and what is the number of new businesses that have opened since 2012 and are still open, and how many shops are empty?</p> <p><b>Answer:</b> The Office for National Statistics publishes data about the number of businesses by local authority on an annual basis, including the total number of businesses, the number of business closures (business deaths) and the number of new businesses (business births) in an area. Data is published one year in arrears, which means the most recent data relates to 2013. In 2012 3,025 businesses closed (out of a total of 22,110) and in 2013 2,845 businesses closed (out of a total of 23,135). In 2012 there were 2,995 business births (out of a total of 22,110) and in 2013 there were 3,735 business births (out of a total of 23,135). Of the 2,995 business births in 2012, 87.3% survived to 2013, which is the most recent figure available. Source: ONS Business Demography 2013</p>
21	Mrs Barbara Jacobson Item 7, Appendix 5, Section 5 (p129)	<p>What are the London averages for ‘% satisfaction (parking)’ and ‘% concerned about traffic congestion’, and why aren’t they stated here?</p> <p><b>Answer:</b> In spring 2014, 24 % of residents rated parking services as ‘excellent to good’ which is a seven per cent increase since 2012, but remains ten per cent below the London average (34 per cent).  Traffic congestion was residents’ seventh concern in spring 2014, with only 18% of residents indicating it as their top three concerns and is in line with the London average (18 per cent). The table on pg 129, sets out the outcome measures against each of the commissioning intentions, it is not a full description of each parking issue and so these figures were not included.</p>

22	Mrs Barbara Jacobson Item 7, Appendix 5, Section 6 (p133)	<p>In answer to public question 6 at the 1 Sept meeting of the Performance and Contract Committee, the expenditure of £8.5m was itemized; it was spent on vehicles purchased as 'transformation', i.e. bringing waste &amp; recycling back in house. Therefore, what is the breakdown of expenditure that accounts for £10m in 2014/15, £9.7m in 2015/16 and a suggested £9m in 2019/20?</p> <p><b>Answer:</b> The split for the 2014/15 revenue budget for expenditure in waste is as follows:</p> <ul style="list-style-type: none"> <li>• Staff = £3,737k</li> <li>• Supplies &amp; Services = £4,673k</li> <li>• Vehicle running costs = £1,595k</li> <li>• Total = £10,005k</li> </ul> <p>The reductions for future years take account of proposed savings.</p>
23	Mrs Barbara Jacobson Item 7, Appendix 5, Section 6 (p134-135)	<p>Why, in the interests of clarity, doesn't the Council say 'Consider privatizing' these services rather than 'alternative delivery models', or is it really going to consider asking the public to volunteer to maintain grounds and infrastructure?</p> <p><b>Answer:</b> The Council is not considering privatizing parks. The Council will consider a range of delivery models appropriate to the service, including options to encourage more community involvement in Barnet's parks.</p> <p>When considering alternative delivery models for parks and open spaces the Council will seek to look at what has been achieved by other local councils and this is likely to include examples where social enterprises, trusts and other community-based ownership has been adopted. As part of this assessment we will consult and engage with local groups to determine what, if any, enthusiasm exists to take more direct control of parks assets and infrastructure.</p>
24	Mrs Barbara Jacobson Item 7, Appendix 5, Section 6 (p136)	<p>What is the difference between '% satisfied (parks, playgrounds and open spaces)' and '% satisfied (parks, playgrounds and open spaces) users'??</p> <p><b>Answer:</b> The second measure relates specifically to Barnet residents who state that they have visited a park, playground or open space in the last year</p>

25	Mrs Barbara Jacobson Item 7, Appendix 5, Section 6 (p137)	<p>What accounts for the variation of expenditure between the years?</p> <p><b>Answer:</b> The profile reflects the Streetscene capital requirements over the coming years. These reflect new equipment purchases (bins, parks equipment, fleet), and are profiled at the point at which existing equipment would need to be replaced or upgraded.</p>
26	Mrs Barbara Jacobson Item 7, Appendix 5, Section 10 (p147)	<p>Why is the target for satisfaction less than 100%?</p> <p><b>Answer:</b> The target for satisfaction with street lighting has been set taking into account the level of satisfaction across London as measured by organisations such as Transport for London. Relevant benchmarking data indicates that satisfaction with street lighting in Barnet is consistently higher than the London average.</p>
27	Mrs Barbara Jacobson Item 7, Appendix 6, Section 2 (p154)	<p>How is the estimate that 'renting will rise to comprise 50% of the housing accommodation in Barnet' made? For example, will a high proportion of homeowners move away and rent their properties, or will the number of new housing units being developed now, particularly on the 'regenerated' estates be sold to companies for rental or rented by the developer? Please supply the figures.?</p> <p><b>Answer:</b></p>
28	Mrs Barbara Jacobson Item 7, Appendix 6, Section 2 (p154)	<p>The use of our own resources to build new houses': how many for council tenants, and when?</p> <p><b>Answer:</b> The Council has already agreed that Barnet Homes can build 41 new council homes for rent and the first 3 of these were delivered earlier this year, with the remainder to be completed during 2015. As set out in our draft Housing Strategy, the intention is that a further 200 new council homes will be built during 2016/17. The Council is also developing a program of delivering new homes on non-housing land that it already owns and has already identified the first tranche of sites that are expected to provide 265 new homes of which 40% will be affordable</p>

29	Mrs Barbara Jacobson Item 7, Appendix 6, Section 2 (p154)	<p>'Barnet is a place where housing helps individuals and families who add economic, social, civic or cultural value to communities, to live as owners or renters of property.' Who judges whether individuals or families add to the community in the stated way and what are the criteria? What do you plan to do to people who you decide do not add to the community?</p> <p><b>Answer:</b> The Council already recognises the contribution that people who work or volunteer make towards the community by giving them additional priority in the Housing Allocations Scheme. The Council will continue to support people in accessing training, volunteering and employment, as we have done with people affected by welfare reform.</p>
30	Mrs Barbara Jacobson Item 7, Appendix 5, Section 5 (p160 - 163)	<p>The current requirement for affordable housing on new developments is 40% for rent and sale. On each of the new and regenerated developments, completed since 2012 or still being built or about to be built, what percentage has been achieved, and what proportion is for sale and, therefore, what proportion is for rent?</p> <p><b>Answer:</b> Since 1 April 2012 to 31 March 2014 LBB have seen 2465 completions. Of these completions 26% were affordable housing and 82% of the affordable housing completions were rented homes. For developments that are currently on site, the expectation is for 10,473 homes to be delivered. These developments include our regeneration schemes at Grahame Park, West Hendon, Stonegrove, Dollis Valley, and Mill Hill. Of the 10,473 homes, 35% will be affordable and 70% of the affordable homes will be for rent.</p>
31	Mrs Barbara Jacobson Item 7, Appendix 5, Section 5 (p160 - 163)	<p>What is the LHA level?</p> <p><b>Answer:</b> The Local Housing Allowance (LHA) rate is used to work out the maximum rent that can be used to calculate housing benefit entitlements for households living in the private rented sector. LHA levels are determined by the Rent Officer Service and Government and Barnet is split into three areas (called broad rental market areas- BMRs) for LHA purposes. The current rates can be found on the Council's website at : <a href="https://www.barnet.gov.uk/info/940199/local_housing_allowance_rates/566/local_housing_allowance_rates">https://www.barnet.gov.uk/info/940199/local_housing_allowance_rates/566/local_housing_allowance_rates</a></p>

32	Mrs Barbara Jacobson Item 7, Appendix 5, Section 5 (p160 - 163)	<p>How is the rise to 80% of market values for council tenants consistent with the earlier statement 'The Delivery of homes that people can afford, including homes for rent at local housing allowance levels'? What will happen to those social tenants who cannot afford the rise?</p> <p><b>Answer:</b> The proposal is that the Council will develop a rent setting policy which will increase Council rents to 80% of average market rents or local housing allowance (LHA) whichever is lower, which is consistent with the earlier statement 'The Delivery of homes that people can afford, including homes for rent at local housing allowance levels'.</p> <p>As set out in section 9, the assumption is that council rents will rise at 0.5 % above the government's suggested guideline figure of Consumer Price Index (CPI) + 1%. Over the period 2015 to 2020. Increasing rents at this level would mean that council rents will remain well below 80% of market rents and LHA over this period.</p> <p>As long as council rents remain below LHA levels, then tenants may be eligible for housing benefit to help them pay their rent, depending on their household income.</p>
33	Mrs Barbara Jacobson Item 7, Appendix 6, Section 5 (p164 - 166)	<p>Fixed term residency of five years: will this be renewable? If not, what will happen to these people? Are these people considered secure tenants and, if not, who is?</p> <p><b>Answer:</b> Most new council tenants are offered an introductory one year tenancy followed by a fixed-term renewable tenancy of two years for most single people under the age of 25 and five years for others. At the end of this period tenants will have their circumstances reviewed and if they still need a council home then they will be offered a new fixed-term tenancy. If they no longer need a council home they will have to find a home in the private sector.</p>



34	Mrs Barbara Jacobson Item 7, Appendix 6, Section 5 (p164 - 166)	<p>'Increased incentives to private landlords to increase the number of private lettings to homeless households': How much is the incentive, how many landlords have taken the incentive and how many rentals are a direct result of the deal?</p> <p><b>Answer:</b> Barnet Homes negotiates payment of incentives for assured shorthold tenancies in the private sector. Tenancy agreements must be for a minimum of 12 months. Incentives paid range from £1000 to £3000, dependent on the size, location and condition of the property. Incentives are only paid where all conditions are met, including a signed tenancy agreement between both parties. Barnet Homes assisted 328 households in accessing the private sector through this scheme in 2013/14 and has helped a further 237 households access private sector accommodation so far in 2014/15.</p>
35	Mrs Barbara Jacobson Item 7, Appendix 6, Section 5 (p164 - 166)	<p>Why are there no targets before 2019/20?</p> <p><b>Answer:</b> We are developing detailed targets for all commissioning plans at the moment. The detail will be further developed and returned to committees before final commissioning plans are agreed in March.</p>
36	Mrs Barbara Jacobson Item 7, Appendix 6, Section 5 (p164 - 166)	<p>Why are there no baseline figures for 2013/14?</p> <p><b>Answer:</b> This was an oversight, baseline figures will be added to the final commissioning plan.</p>

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