

MEETING

HOUSING COMMITTEE

DATE AND TIME

MONDAY 26TH JUNE, 2017

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

TO: MEMBERS OF HOUSING COMMITTEE (Quorum 3)

Chairman: Councillor Tom Davey
Vice Chairman: Councillor Shimon Ryde BSc (Hons)

Daniel Thomas
Melvin Cohen
Bridget Perry

Ross Houston
Adam Langleben
Kath McGuirk

Tim Roberts

Substitute Members

Maureen Braun
Charlie O-Macauley

Richard Cornelius
Arjun Mittra

Peter Zinkin
Jim Tierney

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is 21 June 2017 at 10AM. Requests must be submitted to Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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1.	Minutes of the Previous Meeting	5 - 12
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
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14.	Any Other Items that the Chairman Decides are Urgent	

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Decisions of the Housing Committee

8 February 2017

Members Present:-

AGENDA ITEM 1

Councillor Tom Davey (Chairman)

Councillor Melvin Cohen	Councillor Kath McGuirk
Councillor Daniel Thomas	Councillor Bridget Perry
Councillor Ross Houston	Councillor Tim Roberts
Councillor Adam Langleben	Councillor Peter Zinkin (for Councillor Shimon Ryde)

Apologies for Absence

Councillor Shimon Ryde

THE CHAIRMAN CHANGED THE RUNNING ORDER OF THE AGENDA, AS REFLECTED IN THESE MINUTES.

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 20 October 2016, be agreed as a correct record.

2. ABSENCE OF MEMBERS

Councillor Ryde, with Councillor Zinkin as substitute.

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor	Item	Interest
Langleben	Item 6 - Members Items	Non-pecuniary: Trustee West Hendon Community Trust Fund
Houston	Item 6 - Members Items Item 9 – Annual Review of Council Dwelling Rents and Service Charges for 2017/18 Private Sector Fees and Charges 2017/18	Council appointed representative on Barnet Homes Board

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

The Committee received a representation from Lloyd Zokay, relating to agenda item 8 – Referral from Chipping Barnet Area Committee for a decision on options for dealing with 56 Bedford Avenue a Long Term Empty Property. This was dealt with under item 8.

6. PETITIONS - PETITION REFERRED FROM CHIPPING BARNET AREA COMMITTEE RELATING TO 56 BEDFORD AVENUE

The Committee received the referred petition and a representation from Lloyd Zokay. Mr Zokay was also allowed a further 3 minutes to make a public comment on the next item on the agenda, which related to this petition, as the two items were discussed in tandem.

RESOLVED that the petition be noted.

7. REFERRAL FROM THE CHIPPING BARNET AREA COMMITTEE FOR A DECISION ON OPTIONS FOR DEALING WITH 56 BEDFORD AVENUE A LONG TERM EMPTY PROPERTY

The Committee received the report and chose to discuss the matter and make the decision in public session and not refer to the separate exempt report.

RESOLVED that

- 1. That the Committee note the information in the exempt report**
- 2. That in the event that sufficient progress is not made in renovating the property by March 2018 the Committee recommends that the Assets, Regeneration and Growth (ARG) Committee authorise the making of a Compulsory Purchase Order (CPO), under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981 in respect of the property identified in the exempt report**
- 3. That, subject to the authorisation for the making of the Compulsory Purchase Order referred to in recommendation 2 above, the Order be submitted to the Secretary of State at the Department for Communities and Local Government for consideration and confirmation.**
- 4. That, in the event of the Secretary of State at the Department for Communities and Local Government returning the Order for confirmation by the Council, the Order be confirmed on behalf of the Council.**
- 5. Following confirmation of the Order, that ARG Committee approves the entry into a Cross-Undertaking with the owner of the relevant property not to implement the Order on the condition that the owner agrees to bring their property back into use within a reasonable time.**

6. In the event that a Cross-Undertaking is not entered into as referred to in recommendation 5. above, or the terms of the Cross-Undertaking are not adhered to by the owner, to recommend that the Assets, Regeneration and Growth Committee delegates authority to the Commissioning Director – Growth and Development to proceed with the compulsory acquisition of the property in question.
7. That, following a compulsory acquisition of the property, an options paper on the onward disposal be brought to the Assets and Regeneration and Growth Committee for decision.
8. That Housing Committee note that the financial costs of the Compulsory Purchase Order would be funded through the approved Capital Programme.

8. COMPULSORY PURCHASE OF A LONG TERM EMPTY PROPERTY (PUBLIC VERSION)

The Committee received the report and chose to debate the matter and make the decision in public session and not to refer to the exempt report.

RESOLVED that

- 1 the Committee recommends the Assets, Regeneration and Growth Committee to authorise the making of a Compulsory Purchase Order, under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981, in respect of the property identified as 'a' in the exempt report.
- 2 That, subject to the Assets, Regeneration and Growth Committee authorising the making of the Compulsory Purchase Order referred to in recommendation 1 above, the Order be submitted to the Secretary of State for Communities and Local Government for consideration and confirmation.
- 3 That, in the event of the Secretary of State for Communities and Local Government returning any of the Order for confirmation by the Council, the Commissioning Director – Growth and Development be authorised to confirm the Order.
- 4 Following confirmation of any of the Order, to authorise the Commissioning Director to enter into a cross-undertaking with the owner(s) of the relevant property not to implement the Order on the condition that the owner(s) agree to bring their property back into use within a reasonable time.
- 5 In the event that a cross-undertaking is not entered into as referred to in recommendation 1.5 above, or the terms of the cross-undertaking is not adhered to by the owner, to recommend that the Assets, Regeneration and

Growth Committee authorises the Commissioning Director to proceed with the compulsory acquisition of the property in question.

6 Following a compulsory acquisition of the property ‘a’, an options paper on the onward disposal will be brought back to the Assets, Regeneration and Growth Committee for a decision.

7 To note that the financial costs of the CPO will be funded through the currently approved capital programme.

9. MEMBERS' ITEMS (IF ANY)

The Committee received the following items:

<p>Cllr Ross Houston</p>	<p>Performance of delivery units providing services under the remit of the Housing Committee I request that the Committee receives a report on the latest performance information for all delivery units providing services under the remit of the Housing Committee, including all relevant performance indicators and targets.</p> <p>RESOLVED that</p> <ol style="list-style-type: none"> 1. It be noted that this matter would be coming to the next meeting of Housing Committee, via the Commissioning Plan; 2. Housing Members be informed when Housing related Key Performance Indicators are submitted to Performance and Contract Management Committee, enabling them to raise any issues they may have with regard to performance via a Members Issue.
<p>Cllr Adam Langleben</p>	<p>Mayor of London's draft 'Good Practice Guide for Estate Regeneration'</p> <p>At the October 2016 Housing Committee my Member's Item on best practice in delivering new housing through regeneration was considered and it was resolved that the Committee would receive a report on the issues raised at a future meeting.</p> <p>The Mayor of London, Sadiq Khan, has since published his draft guidance on good practice in estate regeneration, which he is consulting on until 14 March.</p> <p>I request that, in the absence of any Barnet report having yet emerged on this issue, the Housing Committee meeting</p>

	<p>on 8 February considers the issues raised in my October Member's Item together with the Mayor's draft guidance, and makes comments on the Mayor's document for submission to the consultation.</p> <p>RESOLVED that the draft Officers response be shared with the Chairman of this Committee and Councillor Houston for input.</p> <p>A vote was taken on this motion:</p> <p>For: 5 Against: 4 Abstained: 0</p>
Cllr Kath McGuirk	<p>Homelessness Strategy and rough sleepers</p> <p>According to recent DCLG data (25 January) the number of recorded rough sleepers in Barnet has more than tripled from 7 in 2010 to 22 in 2016, and it is widely accepted that these official figures underestimate the actual number of people who have to bed down in the open air or in buildings and other places not designed for habitation.</p> <p>I request that the Housing Committee receives an update on rough sleeping in the borough, the issues causing it and how the Homelessness Strategy is tackling the problem.</p> <p>RESOLVED that the Housing Committee receives an update as requested above.</p>
Cllr Tim Roberts	<p>Merger of Family Mosaic and Peabody Housing Associations</p> <p>I request that the Housing Committee is given an update on the merger of Family Mosaic and Peabody Housing Associations and how this will impact residents in Barnet.</p> <p>RESOLVED that Housing Committee receive an update as requested above.</p>

10. ANNUAL REVIEW OF COUNCIL DWELLING RENTS AND SERVICE CHARGES FOR 2017/18

The Committee received the report.

A vote was taken on this matter with regard to approving the recommendations:

For: 5
Against: 0
Abstained: 4

RESOLVED that

1. That the Committee approve the proposed rent decrease in line with Government policy for existing Council tenants as set out in paragraph 1.6 to take effect from 1 April 2017;
2. That the Committee approves the proposed increases in service charges as set out in paragraph 1.8 to take effect from 1 April 2017.
3. That the Committee approves the introduction of a new service charge for door entry-phone systems installed from 1 April 2017 as set out in paragraph 1.11

11. PRIVATE SECTOR HOUSING FEES AND CHARGES 2017/18

THE LABOUR GROUP LEFT THE MEETING AT 7.34PM PRIOR TO CONSIDERATION OF THIS MATTER.

The Committee received the report.

RESOLVED the proposed fees and charges, as set out in Appendix A of the report, be approved.

12. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED that the work programme be noted, subject to the addition of the Key Worker Housing report for the next meeting.

13. MOTION TO EXCLUDE THE PRESS AND PUBLIC

NONE.

14. REFERRAL FROM THE CHIPPING BARNET AREA COMMITTEE FOR A DECISION ON OPTIONS FOR DEALING WITH 56 BEDFORD AVENUE A LONG TERM EMPTY PROPERTY (EXEMPT)

This matter had already been dealt with in public session.

15. COMPULSORY PURCHASE OF A LONG TERM VACANT PROPERTY (EXEMPT)

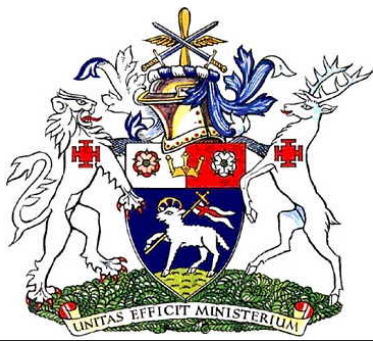
This matter had already been dealt with in public session.

16. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT (CONTINUED)

None.

The meeting finished at 7.38pm

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Housing Committee

26 June 2017

Title	Members' Items
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Jan Natynczyk jan.natynczyk@barnet.gov.uk , 0208 359 5129

Summary

The report provides detail on the Member's Items submitted for the Housing Committee to consider and for instructions to be provided to Officers.

Recommendation

That the Housing Committee's instructions are requested in relation to the items submitted by Members of the Committee highlighted at section 1.1.

1. WHY THIS REPORT IS NEEDED

1.1. THE FOLLOWING MEMBERS ITEMS HAVE BEEN RECEIVED:

Councillor Ross Houston	Fire safety in social and private housing blocks In light of the terrible fire at Grenfell Tower in North Kensington I request that the Housing Committee receive a report from Barnet Homes and the Deputy Chief Executive of Barnet Council reviewing the arrangements for fire safety at all Barnet Homes properties and also Housing Association properties located in Barnet. I also request that the report addresses what role Barnet Council can and should play in ensuring private blocks of flats in the borough have robust fire safety arrangements in place.
Councillor Adam Langleben	Housing allocations policy for families with disabled children and children under 2 years I request that the Housing Committee receive a report on how housing allocations policy is impacting families with disabled children and families with children under 2 years. The report should include - details of how the needs of disabled children are taken into account when offering / allocating properties to families - whether evidence is requested from disability experts in addition to medical experts when assessing cases - whether the needs of children with disabilities are taken into account when deciding what number of bedrooms are appropriate for a family - whether children are expected to share a bedroom where one or both have a disability - how families who have children with autism are assessed when allocating properties - the number of families with one child under 2 years that have been permanently placed in one bedroom flats

2. REASONS FOR RECOMMENDATIONS

2.1 No recommendations have been made. The Housing Committee is requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 When matters raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution Responsibility for Functions, section 6 illustrates that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

5.3.2 There are no legal references in the context of this report.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email to Governance Service.

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	<p>Housing Committee 26 June 2017</p>
<p>Title</p>	<p>Housing Commissioning Plan - 2017/18 addendum</p>
<p>Report of</p>	<p>Commissioning Director, Growth and Development</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix A: Housing Commissioning Plan - Annual Report 2016/17 Appendix B: Housing Commissioning Plan - 2017/18 Addendum</p>
<p>Officer Contact Details</p>	<p>Faisal Butt – Commissioning Lead, Housing Tel. 0208 359 6263 Email: Faisal.butt@barnet.gov.uk</p> <p>Alaine Clarke – Head of Performance & Risk Tel: 0208 359 2658. Email: alaine.clarke@barnet.gov.uk</p> <p>Cath Shaw- Commissioning Director, Growth &Development Tel: 0208 359 4716. Email: cath.shaw@barnet.gov.uk</p>

<p>Summary</p>
<p>In October 2015, the Housing Committee approved a five year Commissioning Plan for the period 2015-20, which sets out the Committee’s priorities and outcome performance measures across its core areas of responsibility. All Theme Committees agreed five year Commissioning Plans.</p>
<p>This report provides an update on the Housing Committee Commissioning Plan for 2016/17 (Appendix A) and presents refreshed targets for 2017/18 in an addendum to the Commissioning Plan (Appendix B).</p>
<p>Recommendations</p>

1. **That the Committee note progress against the Housing Committee Commissioning Plan in 2016/17 (Appendix A)**
2. **That the Committee review and approve the addendum to the Housing Committee Commissioning Plan for 2017/18 (Appendix B).**

WHY THIS REPORT IS NEEDED

- 1.1 The Council's Corporate Plan 2015-20 was agreed by Full Council in April 2015. It sets the strategic priorities and direction for the Council to 2020 and targets against which progress is measured. Each year, the priorities and targets are refreshed to ensure they remain focused on the things that matter most to the Council. The 2017/18 addendum was agreed by Full Council on 7 March 2017 and includes a new priority on delivering quality services:
- **Delivering quality services** – we strive to deliver services to the highest possible standard and to continuously improve this standard. We are committed to high quality customer service and being as transparent as possible with the information we hold and our decision-making.
 - **Responsible growth, regeneration and investment** – in an era of reduced Government funding, growth is necessary for Councils to increase the local tax base and generate income to spend on public services. The Council has an ambitious programme of regeneration, which aims to create new homes and jobs, and the proceeds of this growth will be reinvested in the borough's infrastructure and essential community facilities.
 - **Building resilience in residents and managing demand** – we will focus on the strengths and opportunities in our communities and target resources at those most in need. The Council will support residents to stay independent for as long as possible through equipping people to help themselves and intervening early to address issues as they arise rather than waiting until they reach a critical stage.
 - **Transforming local services** – as a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer. This means delivering differently and working with a range of public, private, and voluntary sector organisations to ensure we can meet our priorities.
 - **Promoting community engagement, independence and capacity** – we want to support residents and the wider community to become more independent and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services.
- 1.2 In 2015, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. On 19 October 2015, following consultation, the Housing Committee agreed its five-year Commissioning Plan, which set out the following priorities:

- Increasing housing supply and delivery of affordable homes
- Council housing, housing needs and tackling homelessness
- Sustaining quality, particularly in the private rented sector
- Providing suitable housing to support vulnerable people

1.3 Each Theme Committee is now being asked to agree a 2017/18 addendum to their plans, which sets out the Q4/end position against 2016/17 targets and updated targets for 2017/18. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the Housing Commissioning Plan for 2017/18 is provided at Appendix B.

Summary of Q4 position against 2016/17 targets

- 1.4 The Housing Strategy was agreed in October 2015 and provides the framework for increasing the supply of affordable housing, subject to viability, within the borough.
- 1.5 On **housing supply and the delivery of affordable housing**, Barnet has been set the challenge of meeting the 4th highest housing target in London. Over 27,000 new homes are expected to be delivered across the Borough over the next ten years. The Local Plan Core Strategy sets out when, where and how this growth will be delivered. Over half of these are expected to be delivered by the Council through its development pipeline in the areas of Brent Cross, Mill Hill East and Colindale together with the Priority Estates of Dollis Valley, Grahame Park, Granville Road, and West Hendon. In 2016/17, 1,212 homes were delivered by the Councils' growth and regeneration programme.
- 1.6 This was the second year of the GLA's 2015 to 2018 Affordable Homes Programme. Higher levels of affordable completions can be expected in the later years when more schemes will actually be built out. A report by BNP Paribas¹ on the delivery of affordable homes by London boroughs from 2009 to 2015 found that Barnet had delivered 5,029 affordable homes. Only Tower Hamlets, Greenwich, Newham and Southwark had delivered more. The Policy and Resources Committee is responsible for the borough's Local Plan and affordable housing target. The Local Plan is being reviewed later in the year. 470 affordable homes were recorded as being completed at the end of 2016/17 in the borough. The total number of housing completions will be verified later in the year when it is reconciled with data from the Greater London Authority (GLA).
- 1.7 Barnet Council's ALMO, Barnet Homes, completed delivery of 40 new homes (between April 2015 and March 2017) across six sites. All 40 of the homes in this programme were let in accordance with Barnet Council's allocations policy for affordable rent, increasing the Council's supply of affordable housing. Barnet Homes also successfully registered Open Door Homes as a Registered Provider (housing

¹ https://www.realestate.bnpparibas.co.uk/upload/docs/application/pdf/2016-05/how_the_new_mayor_can_tackle_the_housing_crisis.pdf?id=p_1665689

association) with the Homes and Communities Agency with the aim to build 320 new affordable homes on Council land by 2020.

- 1.8 On **housing needs service and tackling homelessness**, a new 10 year Management Agreement for the provision of Housing Services was agreed by Barnet Homes and the Council following a robust 'Challenge Process' in 2015. The agreement came into effect on 1 April 2016 and includes a comprehensive register of services provided. Barnet Homes have a Temporary Accommodation Action Plan to maximise prevention, manage demand, and increase affordable supply. Since the action plan was implemented at the beginning of 2015/16, the number of homelessness preventions has increased to 972 (up from 870 on last year) and the numbers in temporary accommodation has reduced to 2,757 (compared with 2,941 last year). To further optimise homelessness prevention activity in 2016/17, additional specialist tenancy sustainment resource has been put in place offering mediation services to households at risk of homelessness.
- 1.9 The Council has been facing increasing difficulties in securing enough accommodation within the Borough to meet its statutory obligations to provide homes for homeless households. Barnet Homes have been commissioned to acquire properties outside of Barnet which could be used to provide either permanent or temporary accommodation for households approaching the Council for assistance. During the year the first 39 properties exchanged or completed, including 16 in London and 23 in the Luton area. A further 4 properties were purchased by early May bringing the total to 43 properties, completing the first phase of acquisitions programme. On the 24th April 2017, the Assets, Regeneration and Growth Committee agreed to purchase a further 50 properties during 2017/18 to provide accommodation for homeless households.
- 1.10 The collection of arrears in Temporary Accommodation has slightly declined over the course of the year. This is in part due to the service experiencing an IT issue which meant rent accounts were not being promptly updated with accurate payment information delaying officers ability to prioritise their efforts as they waited for the information to update prior to taking any action. The predominant factor however is the continued decline in Housing Benefit entitlements, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit. An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements with the Council.
- 1.11 On **sustaining quality in the private rented sector**- There are now 244 houses in multiple occupation (HMOs) licensed under the mandatory HMO licensing scheme. The Council is performing significantly above the 60% target on compliance with major licencing requirements for HMOs at 72% compliance. Consultation on proposals for an extended scheme of licencing HMOs was completed last year and the scheme went live on 5th July 2016. The scheme has been operational for 11 months and 128 properties have been licensed under the additional HMO Licensing scheme and 85 licences have been issued under the mandatory scheme during 2016/17. Eight successful prosecutions have been taken for failure to licence and

poor management. Support has also been provided for a Rent Repayment Order following successful the prosecution for a failure to licence. The private rented sector is one of the fastest growing tenures in Barnet with an average rent for a 2 bed property now costing £1,395² per month. Better management and regulation of the sector through licensing has enabled more residents and households living in poor or temporary accommodation to find well managed, safe and secure accommodation.

- 1.12 On **supporting vulnerable households**, demolition work at Moreton Close, the site of a new Extra Care scheme, has now been completed. 53 self-contained one and two bedroom apartments will be built on the site, enabling adults with additional care needs to live independently. The revenue savings for the Council, through the replacement of residential placements with more cost effective extra care placements is expected to reduce adult social care costs by £465k in 2018/19. A further capital bid has been submitted for the development of another extra care scheme, creating potential for additional 100 places at affordable rents.
- 1.13 Barnet Homes have delivered 4 wheelchair accessible homes as part of the 40 Council homes delivered in 2016/17. Each home has had additional adaptations fitted to meet the needs of the allocated resident. Moving residents from high cost care facilities to independent living on average saves the Council £11,494 for every resident moved.
- 1.14 On **delivering efficient and effective services**, it was agreed that the Barnet Group would deliver efficiencies to the value of £2.613m during the first four years of the new agreement. The Barnet Group have delivered the savings agreed for the first year as part of this efficiency programme in 16/17.
- 1.15 It was agreed that £1.029m of savings would be delivered as a result of the expected reduction in management of 1397 homes on the regeneration estates over the four years.
- 1.16 The Council has calculated the actual reduction in the management of regeneration stock is expected to be 556 units over the next four years. As a result, the Council will continue to receive rental income on the balance of homes remaining in use, and has adjusted the amount of efficiencies to be delivered by £464,817 over the 4 year period, reducing the total savings from £2.613m to £2.148m. Going forward, no further adjustments will be made for changes in the regeneration phasing.

Further information is available in Appendix A.

Summary of the 2017/18 priorities and targets

- 1.18 Key priorities in 2017/18 include a continued focus on homelessness prevention to better manage demand for services. This is reflected in an increased target for Barnet Homes to place more households directly into the private rented sector and prevent more households from becoming homeless.

² <https://www.london.gov.uk/what-we-do/housing-and-land/renting/london-rents-map>

- 1.19 A further emphasis for 2017/18 is on providing effective and efficient services as this is a key objective in the Housing Strategy. Increased targets have been included around average re-let times for routine voids and the percentage of customers satisfied with the repairs services.

Next steps

- 1.20 The proposed addendum to the Housing Commissioning Plan, including updated targets for 2017/18, is set out in Appendix B. Members are invited to review and agree the document.
- 1.21 Following agreement, the Performance and Contract Management Committee will receive a progress report during the year against this Plan and associated in-year targets. The Housing Committee will be asked to agree updated targets for 2018/19 in 2018 and this process will continue through to 2020.
- 1.22 The Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan, and overview of the performance of both internal and external Delivery Units. This Commissioning Plan will enable the Performance and Contract Management Committee to focus on the key areas of performance for different service areas.
- 1.23 The Performance and Contract Management Committee has also set up a working group to oversee the four year review of the Council's contract with Re Ltd. The Re review is an opportunity to assess the performance and service delivery from the first four years of the contract and to ensure that the contract is best placed to meet the future needs of the Council.
- 1.24 As a result of the review, some of the targets for 2017/18 agreed as part of the housing commissioning plan may be subject to change.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the Council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be measured – to ensure that the Council’s vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 Revisions to the Commissioning Plan will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2017/18, enclosed as Appendix B.

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

- 5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

- 5.2.2 The Commissioning Plan has been informed by the Council’s Medium Term Financial Strategy, which sets out the need to make savings of £53.9m between 2017/18 and 2019/20.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 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.

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from the business planning process must be considered in terms of the Council’s legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

- 5.4.2 Annex A, of Part 15 of the Council’s Constitution, the Responsibility of Functions, states that the Housing Committee has the responsibility for those powers, duties and functions of the Council in relation to various housing services, including:

- a) Housing Strategy (incorporating Homelessness Strategy);
- b) Work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing;
- c) Promoting the better integration of privately rented properties in to the Borough's framework;
- d) All matters related to Private Sector Housing including Disabled Facility Grants;
- e) Housing licensing and housing enforcement.
- f) To approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

5.4.3 If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. In relation to this report, that is the Housing Committee.

5.4.4 The Housing Committee therefore has the responsibility for commissioning activity that falls under the remit of Housing, giving cause for the setting of a Commissioning Plan.

5.5 Risk Management

5.5.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.

5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the Council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.6.10 All aspects of the Housing Commissioning Plan will take account of equality requirements and be carried out in accordance with the Council's Strategic Equalities Objective (SEO). Outcomes will be monitored and reported as appropriate to Housing Committee.

5.7 Consultation and Engagement

5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.7.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2017/18 has been undertaken following Policy and Resources Committee on 1 December 2016.

6.0 BACKGROUND PAPERS

6.1 Full Council, 7 March 2017, Corporate Plan Addendum 2017/18

<http://barnet.moderngov.co.uk/documents/s38385/Appendix%20N%20Corporate%20Plan%20Addendum.pdf>

6.2 Housing Committee, 27 June 2016. Housing Commissioning Plan – 2016/17 addendum:

<http://barnet.moderngov.co.uk/documents/s32696/Housing%20Commissioning%20Plan%20-%202016-17%20addendum.pdf>

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Housing Committee Commissioning Plan - Annual Report 2016/17

The tables below provide an update on the Housing Committee Commissioning Plan for 2016/17 against each of the Commissioning Priorities:

- **Increasing housing supply and delivery of affordable housing** – delivering new homes with an appropriate mix of size and tenure through the growth and regeneration programmes
- **Tackling homelessness** and minimising use of emergency accommodation
- **Providing suitable housing to support vulnerable people** with an appropriate mix of size and tenure
- **Good quality private rented sector** that provides a key role in meeting the housing needs of the borough.

INCREASING HOUSING SUPPLY AND DELIVERY OF AFFORDABLE HOUSING			
Commissioning Intention	RAG	Commentary	Service
Building hundreds of affordable homes on council land	Green	615 homes have been delivered across the regeneration estates of which 133 were affordable.	Re
Working with Barnet Homes to build new council homes	Green	<p>Barnet Homes have delivered 40 new council homes and have commenced the construction of a new 53-home extra-care scheme in Mill Hill.</p> <p>The outline business case to build 320 new affordable homes on council land by Opendoor Homes has been approved by ARG in July 2016.</p> <p>Barnet Homes has received Homes and Communities Agency approval for the creation of a subsidiary Registered Provider – Opendoor Homes which has now commenced a programme of developing 320 affordable rental units.</p> <p>Planning Permission has been obtained for 11 schemes in 2016/17.</p>	Barnet Homes
Setting council rents in line with Government policy	Green	The Housing Committee has approved the 1% rent decrease at its February meeting in line with Government policy for rent setting.	Commissioning Group
Reinvesting income to help build more affordable homes	Green	As well as investing in the new homes being provided by Barnet Homes, the HRA, combined with Right to Buy receipts, has been used to purchase 16 homes for affordable rent from the open market in London .	Commissioning Group

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	Re/S17 (Annual)	Percentage of New Build homes that are affordable	Bigger is Better	N/A	40%	Not reported	TBC by GLA July 2017	N/A	No benchmark available
CPI	CG/S6 (RPS - Biannual)	Percentage of residents who list affordable housing as a concern	Smaller is Better	Autumn 2016	Monitor	34%	36%	Improving	London 23% (November 2014, Survey of Londoners)
CPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	Bigger is Better	Apr 2016 - Mar 2017	500	646 (G)	492	Improving	No benchmark available
CPI	BH/S3 (LY: BH/S4)	Current arrears as a percentage of debit	Smaller is Better	March 2017	3.0%	3.0% (G)	3.2%	Improving	2 nd highest quartile (Q3 2016/17, Housemark)
Performance in the month of March 2017 has been impacted by a series of IT system issues that took place in the final two weeks of the financial year. This caused delays in the posting of both the weekly rent debit and housing benefit receipts on the system and subsequently limited the ability of the team to identify which accounts were in arrears and which were awaiting delayed benefit payments. Investigations are underway to ensure such issues will be prevented in future. Despite these issues, year-end performance demonstrates a continued improvement on both 2014/15 (3.5%) and 2015/16 (3.2%).									
CPI	BH/C5 (LY: BH/S5)	Temporary Accommodation (TA) current arrears as percentage of debit	Smaller is Better	March 2017	4.95%	5.36% (R)	5.04%	Worsening	No benchmark available
The IT issues that impacted on the collection of arrears on tenant rent accounts outlined in BH/S3 above also applied to collection on Temporary Accommodation accounts. Temporary Accommodation accounts continue to be affected by Welfare Reforms and the continued decline in Housing Benefit receipts, which means more income needs to be collected directly from tenants rather than received automatically from Housing Benefit. An improvement plan with clear timeframes outlining a range of improvement areas is in place and being closely monitored through the contract and performance management arrangements with the council.									
SPI	BH/KPI14 (LY: BH/C1)	Additional Homes provided on HRA land	Bigger is Better	April 2015 - March 17	40 (over 2 years)	40 (32 in 2016/17) (G)	8	Improving	No benchmark available

TACKLING HOMELESSNESS AND MINIMISING USE OF EMERGENCY ACCOMMODATION

Commissioning Intention	RAG	Commentary	Service
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Commissioning Intention	RAG	Commentary	Service
Focusing on prevention and boosting the supply of housing to people who are homeless	Green Amber	Demand remained high throughout 2016/17 with 4.2% more placements into temporary accommodation compared to 2015/16. Further mitigations commenced in the latter part of the year, including the Housing Acquisitions Programme in and out of London; and the Temporary Accommodation (TA) Reduction and Family Exclusion Mediation projects. The overall number of households in TA has fallen to 2,757 from 2,941 in 2015/16.	Commissioning Group
Helping people in temporary accommodation to access housing in the private rented sector	Green	Measures put in place to manage homelessness demand have delivered strong results. 646 private sector lettings have been made through let2barnet (well above the 500 target); and 972 homelessness preventions have been achieved (against an annual target of 900). Numbers in emergency accommodation have fallen to 149, their lowest since April 2011.	Barnet Homes
Assisting people into employment e.g. through the Welfare Reform Task Force	Green	The lower benefit cap has been fully implemented, with all residents receiving letters and offers of support to find work. Multi-agency support to key groups has continued, including for Care Leavers, 'Families First', those affected by welfare reforms, new claimants of Universal Credit and those living in priority wards (e.g. Burnt Oak and Childs Hill).	Commissioning Group

Ref	Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking	
CPI	BH/S2	Number of homelessness preventions	Bigger is Better	Apr 2016 - Mar 2017	900	972 (G)	870	Improving	2 nd quartile (2015/16, DCLG)
CPI	BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	Smaller is Better	March 2017	2700	2757 (GA)	2941	Improving	Rank 29 out of 33 London Boroughs (Q3 2016/17, DCLG)
<p>Performance has fallen for four consecutive quarters from 2,941 in Quarter 4 2015/16 to 2,757 in Quarter 4 2016/17; however the outturn is short of the 2,700 target. Despite strong performance with private sector lettings, preventions and additional affordable supply coming online, sustained levels of demand and a total of 1,469 placements in 2016/17 have meant that reducing the overall number of households in temporary accommodation has been challenging. However, the longer term outlook is positive with steps taken to further reduce the number of households in temporary accommodation.</p>									

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	Smaller is Better	March 2017	150	149 (G)	251	Improving	Rank 10 out of 33 London Boroughs (Q3 2016/17, DCLG)
SPI	BH/KPI3 (LY: BH/S3)	Length of stay in Emergency Temporary Accommodation (ETA)	Smaller is Better	March 2017	Monitor	67.8	63.1	Worsening	No benchmark available
SPI	BH/C1 (LY: BH/C3)	Number of families with children living in Bed and Breakfast for more than 6 weeks	Smaller is Better	March 2017	0	0 (G)	0	Same	Top quartile out of 33 London Boroughs (Q3 2016/17, DCLG)
SPI	BH/KPI2 (LY: BH/C2)	Percentage of those households in Emergency Temporary Accommodation pending enquiries or found to be intentionally homeless	Smaller is Better	March 2017	30.0%	28.9% (G)	32.3%	Improving	Rank 24 out of 33 London Boroughs (Q3 2016/17, DCLG)
SPI	BH/KPI15	Number of tenancy failures (evictions and abandonments)	Smaller is Better	Apr 2016 - Mar 2017	35	31 (G)	34	Improving	No benchmark available

PROVIDING SUITABLE HOUSING TO SUPPORT VULNERABLE PEOPLE			
Commissioning Intention	RAG	Commentary	Service
Providing suitable housing to support vulnerable people	Green	<p>Former residents of Moreton Close have been rehoused in suitable accommodation following individual assessments; and the build contract for the extra care scheme has been awarded, with work commencing on site. Funding has been agreed for the development of an additional two extra care schemes and initial feasibility work is underway.</p> <p>The Accommodation and Support approved list has been successfully mobilised for the planned 3 April 2017 go-live date and the first two referrals are currently being processed.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
Delivering homes with an appropriate mix of size and tenure for the needs of vulnerable groups through its growth and regeneration programmes	Green	Housing providers have been engaged in conversations around future developments to meet the needs of 18-25 year olds transitioning from Children Services (which includes the transforming care cohort) and have also looked at developing a new offer for older people. Initial agreements are in place with two providers to invest additional capital in accommodation for 0-25 year olds and two new agreements are in place with commercial providers to provide high spec. assisted living schemes in the borough.	Commissioning Group

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	Bigger is Better	Apr 2016 - Mar 2017	10%	11.5% (3 of 26 units) (G)	10%	Improving	No benchmark available

SUSTAINING QUALITY IN THE PRIVATE RENTED SECTOR			
Commissioning Intention	RAG	Commentary	Service
Bringing more empty properties back into use, alongside	Green	120 empty properties were brought back into residential use during the year (exceeding the target of 100).	Re
Keeping the quality of private rented homes in the borough high by cracking down on the minority of rogue landlords.	Green	There are now 244 houses in multiple occupation (HMOs) licensed under the mandatory HMO licensing scheme. Since the extended HMO licencing scheme became operational in July 2016, 128 properties have been licensed. 8 successful prosecutions have been taken for failure to licence and poor management. Support has also been provided for a Rent Repayment Order following a successful prosecution for failure to licence.	Re

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	EH021 (Re/S6)	Compliance with licensing requirements for Houses in Multiple Occupation	Bigger is Better	Apr 2016 - Mar 2017	60%	72% (G)	80%	Worsening	No benchmark available
SPI	EH04A	Number of empty properties brought back into residential use	Bigger is Better	Apr 2016 - Mar 2017	100	120 (G)	229	Worsening	No benchmark available
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Bigger is Better	Apr 2016 - Mar 2017	165	396 (G)	570	Worsening	No benchmark available
SPI	EH02J	HMOs licensed in a timely manner (90 days or less)	Bigger is Better	Apr 2016 - Mar 2017	60%	86% (G)	92.9%	Worsening	No benchmark available
SPI	EH11	Number of accredited landlords	Bigger is Better	Apr 2016 – Mar 2017	5% increase against final 15/16 Outturn	627 (G)	588	Improving	No benchmark available
SPI	EH10	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	Bigger is Better	Apr 2016 – Mar 2017	191	244 (G)	191	Improving	No benchmark available

DELIVER EFFECTIVE AND EFFICIENT SERVICES

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
CPI	CG/S18	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Bigger is Better	Annual Survey 2016/17	81%	79% ¹ (G)	81%	Worsening	London average (of 19 London boroughs) 76% (2013-2016, Housemark)

¹ The result is within an acceptable margin of error to be Green

Ref		Indicator	Polarity	Period Covered	2016/17 Target	2016/17 Result	2015/16 Result	DOT Long Term (From EOY 2015/16)	Benchmarking
SPI	BH/C4 (LY: BH/C8)	Average re-let time for routine lettings	Smaller is Better	Apr 2016 - Mar 2017	17.5 days ²	13.5 days (G)	20.9 days	Improving	Q3 2016/17 Housemark - Barnet Homes remain in upper quartile for standard re-lets (London) and continue to be number 1 in London
SPI	BH/C8 (LY: BH/C10)	Percentage of respondents very or fairly satisfied with repairs and maintenance	Bigger is Better	Apr 2016 - Mar 2017	96%	99.2% (G)	99.1%	Improving	No benchmark available

² Target of 15 days was incorrectly published in the Housing Committee Commissioning Plan 2016/17 addendum. This related to the Q4 target rather than the Annual target, which was 17.5 days.

Key:

Activities

RAG Rating	Description
Green	Action on track or met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

Indicators

Ref	RAG Rating	Percentage of Targeted Improvement Achieved	
CPI = Corporate Plan Indicator for 2016/17	Green	100% or more	Target is met or exceeded
SPI = Commissioning Plan Indicator for 2016/17	Green Amber	>80% <100%	Target not met, but 80% or more of targeted improvement achieved
	Red Amber	>65% <80%	Target not met, but 65-80% of targeted improvement achieved
	Red	<65%	Target not met, and less than 65% of targeted improvement achieved

HOUSING COMMITTEE

Commissioning Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the **Housing Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2017/18. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

1. CONTEXT FOR COMMISSIONING PLAN

Delivering quality services

Barnet has an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country and operates on a sound financial footing, at a time when our budget is effectively being reduced by 50 per cent as the government attempts to control expenditure, whilst demand continues to increase. With the highest population of any London borough, and an ever-increasing demand for services – particularly care for the elderly, this is a great achievement.

Barnet is a growing borough and our local economy is strong. Our vision is for a council that works to ensure everyone can benefit from the opportunities that growth and investment will bring. This means the council helping people to help themselves whilst still protecting what people value in Barnet – its excellent schools, its excellent parks and open spaces, and its character as an outer borough of the world's greatest city.

To achieve this, we will need to change the way we work over the next few years so that we deliver the services residents expect whilst becoming even more efficient.

But as we continue to reduce the day to day running costs of the council to make savings, we are investing heavily in the future infrastructure of the borough. As well as building new housing, leisure centres, schools and community buildings, the council is also investing in improvements to our pavements and roads and our green spaces. We are putting a machine into action that will melt the road surface to allow a quick and permanent pothole repair. This will save the temporary repairs that are done quickly with a permanent job done later. We are taking a strong enforcement approach against those who litter, fly-tip, or illegally store containers on the highway. The vast majority of Barnet residents act responsibly but for those at don't, we will take action.

We will ensure that developers, big and small, pay for any damage caused to our roads and pavements through a deposit scheme. We will have tighter control of skips and building materials so that they do not cause a hazard for pedestrians and road users. Parking charges will gradually change to encourage the use of smaller, cleaner, cars. Poor air quality is a London-wide problem and needs to be sorted out regionally and by the borough.

Responsible growth, regeneration and investment

As the funding we receive from the government eventually reduces to zero, the council will focus on making sure that it collects enough Council Tax and Business Rates to maintain local services. Essentially, this means building new homes and offices in the regeneration areas. The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. It will also generate £17m of additional income annually for the council by 2020, with one-off income of £55m. The schemes at Colindale, Stone Grove, West Hendon and Dollis Valley are well on the way to completion. Plans are well advanced at Brent Cross to modernise the shopping centre and build new homes both owned and rented. There will also be offices on the other side of the North Circular. This is exciting, but it is essential that the transport infrastructure, schools and medical services are in place as people move in. Through our capital investment programme we will invest £833.7m in the borough between now and 2020, using the proceeds of growth to re-invest in infrastructure.

There is a need for more apprenticeships to engage our young people and bring them in to the workforce, as well as making it easier to access skills development. We have already put in place services to support our residents into work. For example, the Burnt Oak Opportunities Support Team (BOOST) has helped nearly 200 people into work since its launch in June 2015 and the Welfare Reform Taskforce has helped over 1,000 people find a job.

Building resilience in residents and managing demand

Barnet council is facing a £53.9 savings gap to 2020, and this is not simply due to continued reductions in government funding. Changing demographics and a growing population – particularly among the very young and the very old – continues to put pressure on local public services.

As we continue to be more efficient and prioritise, we will always protect our vulnerable residents. Our aim is to target our resources at those most in need, and support residents to stay independent for as long as possible. This means equipping residents to help themselves and intervening early to address and respond to issues as they arise, rather than waiting until they reach a critical stage. We are working with other parts of the public sector to achieve this through more joined up services, as well as incurring fewer costs by working together more efficiently.

An example of this is the Barnet Integrated Locality Team which works to co-ordinate care for older adults with complex medical and social care needs, helping them to stay well in their own homes, thereby easing demand for costly residential care and reducing pressure on the NHS. Likewise, the REACH team and Youth Service provide a joined up approach to increasing family resilience against crime, whether this be as victims or offenders, including situations with multiple issues such as domestic violence, substance misuse, mental health, and gangs.

Transforming local services

As a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer through working with a range of public, private, and voluntary sector organisations.

For some services, this has meant a partnership with the private sector, for example our contracts with Capita to provide our back office and customer services has saved the council £31m since 2013. These are savings that would otherwise have had to come from the more ‘visible’ services that our residents rely on.

We have also recently entered into a partnership with Cambridge Education, a specialist education company, to deliver our Education and Skills services. By 2019/20 this partnership is guaranteed to save the council £1.88m per year through marketing and selling services to more schools and other local authorities, which will create income.

We are aiming to move towards 80% of contact with the council being online or through other digital means by 2020. This is more efficient and flexible for residents, and saves the council money which can then be targeted at residents most in need. We will ensure there will be access arrangements for those who cannot get online.

Promoting community engagement, facilitating independence and building community capacity

The council will continue to face up to its responsibilities in the coming years but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our

streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. But this also means residents having more of a say in the future of their local area, and we will increase our support for those residents and groups who want to take on a more active role.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council's Corporate Plan sets the framework for each of the Theme Committees' five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

The **principles** of **Fairness**, **Responsibility** and **Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support

residents to stay independent for as long as possible

- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

4. VISION FOR HOUSING

- We believe that people who contribute to the life of the Borough should be able to live here, in good quality homes that they can afford
- We want to help our older and disabled residents to continue enjoying an independent life

- For all residents of the Borough – be they council tenants, leaseholders or private renters – we will continue to deliver efficient and effective housing services

5. COMMISSIONING PRIORITIES

Summary

- The best way to meet the borough’s housing need is to **increase supply**. Barnet is responding, with **27,000 new homes expected to be built in the borough in the next 10 years, – the most in outer London** – across our **major regeneration sites** and through a **future pipeline of brownfield redevelopment**. Our ambition is that 8,000 of these will be affordable units.
- We will **bring 1,000 empty properties back into use**.
- To **help renters**, we have put in place **measures to drive up the quality of the private rented market and introduced tougher measures**, such as our landlord accreditation scheme and additional regulations for Houses in Multiple Occupation and we will continue to monitor their effectiveness.
- We will continue our work to **tackle homelessness** with a focus on **prevention, boosting the supply of housing** and **efforts to manage demand** by helping people in temporary accommodation to **access housing in the private rented sector**.
- We will seek to implement the key elements of the **Housing and Planning Act** in ways that are of benefit to the borough.

Housing Strategy

Sets out how the council will meet the borough’s housing challenges through to 2025.

- With Barnet now having the largest population of any **borough in London** and continuing to grow, the Housing Strategy details the Council’s **housing priorities** over the next decade, including **work to build hundreds of new homes on council land** in addition to the **thousands of homes being built through the borough’s growth and regeneration schemes**.
- The Strategy is based around **six priorities** which include **increasing housing supply; delivering homes people can afford**; preventing and **tackling homelessness**; keeping the **quality of private rented homes** high, providing suitable housing to support vulnerable people, and delivering efficient and effective services to residents.

Housing Supply and Affordable Homes

New homes delivered, with an appropriate mix of size and tenure through growth and regeneration programmes.

- To help meet the rising demand for housing, the Strategy outlines the council’s ambition to **build hundreds of affordable homes on its own land** in the coming years with the first 43 of these already completed **and with plans to build a further 320**. Rents on newly built council homes will be **65% of the average market rent** or set at the **Local Housing Allowance rate** – whichever is lower. Income will be **reinvested** to help **build more homes that are affordable** in the borough and tackle homelessness.

Tackling Homelessness

Homelessness and use of emergency accommodation minimised.

- Work to **tackle homelessness** will continue with a focus on **prevention, boosting the supply of housing** to people who are homeless and efforts to **manage demand** by helping people in temporary accommodation to access housing in the private rented sector.
- Extensive work is already underway which brings together staff from Barnet Homes, the council's benefits service and Job Centre Plus to **assist people into employment**. For example, our Welfare Reform Task Force **engaged 98% of residents** affected by the Benefit Cap, **helping 36% into employment (July 2016)**.

Suitable housing to support vulnerable people

Needs of vulnerable groups met through homes with an appropriate mix of size and tenure.

- Providing suitable housing to support vulnerable people, including a new extra care scheme at Moreton Close
- Ten per cent of all new homes will be wheelchair accessible and we will also ensure that all homes continue to be built to the Lifetime Homes standard.
- Barnet is delivering homes with an appropriate mix of size and tenure for the needs of vulnerable groups through its growth and regeneration programmes.
- With Children Education Libraries and Safeguarding Committee, exploring ways to better meet the housing needs and achieve better outcomes for care leavers and other vulnerable young adults.

Quality in the Private Rented Sector

Good quality private rented sector that provides a key role in meeting the housing needs of the borough.

- Barnet's Housing Strategy will **bring more empty properties back into use**, alongside measures recently introduced aimed at keeping the quality of **private rented homes** in the borough high by **cracking down on the minority of rogue landlords**.

6. KEY SUCCESSES IN PAST YEAR

Housing supply and affordable homes

- **Nearly 27,000 new homes** expected to be built in the borough in next 10 years, including **more than 20,000** across Barnet's seven major regeneration schemes, and up to **30,000 jobs created**
- Barnet Homes finished building **Barnet's first council homes in 25 years, with 43 properties completed since 2013**.
- Barnet Homes established Open Door Homes, **which will build 320 new affordable homes on council land by 2020**
- The council has agreed the purchase of 38 properties outside of London to **provide homes in more affordable areas for households facing homelessness**.

Tackling homelessness

- Continued focus on prevention, boosting the supply of housing to people who are homeless and efforts to manage demand by helping people in temporary accommodation

to access housing in the private rented sector.

- Let2barnet made 646 private sector lettings by the end of Q4.
- 972 homelessness preventions by end Q4.
- Barnet Homes invested in a targeted resource to help move households out of temporary accommodation.

Suitable housing to support vulnerable people

- Suitable housing provided to support vulnerable people, including a new extra care scheme at Moreton Close. A capital bid was submitted for the extension of extra care development, creating potential for additional 100 places at affordable rents.
- The Keep Warm and Well Project, aimed at reducing the harmful effects of cold weather on the health of the people of Barnet, formally recommenced in October 2016.

Quality in the Private Rented Sector

- Following consultation, a planning direction came into force in May 2016 which means that planning permission is now required to convert single family houses to a house in multiple occupation (HMO) occupied by three or more people.
- The additional HMO Licensing scheme went live in July 2016, with the first license being issued in August 2016.
- The London Landlord Accreditation Scheme (LLAS) disseminates good practice and supports landlords to help improve conditions in the private rented sector. In 2016/17, 11 landlords were accredited bringing the total number of accredited landlords up to 627.

7. STRATEGIC PARTNERSHIPS

The Barnet Group	Regional Enterprise	Private rented sector landlords and agents	Housing associations	Regeneration partners	Others
<p>Assessment of housing and homelessness applications</p> <p>Management of council's housing stock</p> <p>Delivery of new homes</p>	<p>Regulation of the private rented sector</p> <p>Delivery of regeneration and growth programme</p> <p>Disabled facilities grants for private sector</p>	<p>Supply of homes for rent</p> <p>Stock investment</p> <p>Purpose built PRS</p>	<p>Delivery of new affordable homes</p> <p>Low cost home-ownership</p> <p>The following associations have significant stock in Barnet:</p> <p>Genesis</p> <p>Family Mosaic</p> <p>Metropolitan</p>	<p>Delivery of new homes and communities – see table below for details of partners:</p>	<p>Examples include:</p> <p>Outreach Barnet in tenancy sustainment</p> <p>Onwards and Upwards in supporting young people leaving care</p> <p>Clinical Care Commissioning Group for care and support</p>

The Barnet Group	Regional Enterprise	Private rented sector landlords and agents	Housing associations	Regeneration partners	Others
			One Housing Group Catalyst Notting Hill Network Homes London and Quadrant Sanctuary		

Regeneration Partners	
Tenants and residents	
Brent Cross Cricklewood North	Hammerson UK PLC; Standard Life Investments; Cricklewood Regeneration Limited
Brent Cross Cricklewood South	Argent and Related Companies; Network Rail.
Dollis Valley	Countryside Properties UK; London & Quadrant
Grahame Park	Genesis Housing Group
Granville Road	Mullalley; One Housing Group
Mill Hill East	Inglis Consortium LLP consisting of key partners: London Borough of Barnet, VSM Estates Ltd., & Annington Property Ltd.
Stonegrove/Spur Road	Barratts Evolution Limited; Family Mosaic
West Hendon	Barratt Metropolitan Limited Liability Partnership

8. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the savings required by the Medium Term Financial Strategy. The key benefits of the programmes, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Growth & Regeneration Portfolio	
Empty Properties	Additional investment to bring back more properties into use and secure more properties for Barnet Homes to use for temporary accommodation (TA).

Temp Accommodation	Additional capacity within Barnet Homes to move households out of TA and prevent cases of homelessness.
Adults Portfolio	
Housing and Support projects	Work with Barnet Homes, Housing Associations ,developers and private landlords to ensure that accommodation supports people to live independently, through home adaptations and accessible housing; co-habitation with carers and peers; use of specialist home support services including personal assistance, integrated assistive technology; and access to networks of local services.

Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Growth & Regeneration Portfolio		
Barnet Homes Management Agreement	£150,000	Saving of £2.148m (Project closed)
Empty Properties	£147,000	More emphasis in early intervention and prevention will lead to a reduction in Temp Accommodation budget pressures
Temporary Accommodation	Funded from existing service budgets	
Adults Portfolio		
Housing & Support projects	Funded from existing service budgets	Savings in social care budgets through reduced use of expensive residential care
Your Choice Barnet		
Assistive Technology for care support		
Total	£297,000¹	

¹ Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

9. INDICATORS FOR 2017/18

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: **Delivering quality services** (Responsibility); **Responsible growth, regeneration and investment** (Opportunity); **Building resilience in residents and managing demand** (Fairness); **Transforming local services** (Opportunity); and **Promoting community engagement, independence and capacity** (Responsibility).

Key:

CPI = Corporate Plan Indicator

SPI = Commissioning Plan Indicator

Responsible growth, regeneration and investment (Opportunity)

HOUSING SUPPLY AND AFFORDABLE HOMES - New homes delivered, with an appropriate mix of size and tenure through growth and regeneration programmes.

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
CPI	CG/S6 (RPS - biannual)	Percentage of residents who list affordable housing as a concern	Monitor	34% (Autumn 2016)	Monitor (Autumn and Spring)	London average (23% in 14/15)	Commissioning Group
CPI	REGEN KPI05	Delivery of affordable housing completions	375	NEW FOR 2017/18	112	TBC	Re
CPI	Re/S17 (Annual)	Percentage of new homes that are affordable (net)	40%	Not reported	Monitor (40%)	Monitor (40%)	Re

DELIVER EFFECTIVE AND EFFICIENT SERVICES

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
SPI	BH/C4 (LY: BH/C8)	Average re-let time for routine lettings	17.5 days	13.5 days (G)	13 days²	HM Benchmarking 1st Quartile	Barnet Homes

² 13 days to be achieved by the end of the year with quarterly targets set at Q1:15 days, Q2: 14.4 days, Q3: 13.7 days

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
SPI	BH/C8 (LY: BH/C10)	Percentage of respondents very or fairly satisfied with repairs and maintenance (survey)	96%	99.2% (G)	96%	HM Benchmarking 1st Quartile	Barnet Homes

Building resilience in residents and managing demand (Fairness)

TACKLING HOMELESSNESS - Homelessness and use of emergency accommodation minimised.

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
CPI	BH/S2	Number of homelessness preventions	900	972 (G)	1050	1050	Barnet Homes
CPI	BH/KPI1 (LY: BH/C4)	Numbers of households in Temporary Accommodation	2700	2757 (GA)	2600	2000	Barnet Homes
CPI	NEW - TBC	Families with Children in Temporary Accommodation ³	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	TBC	Barnet Homes
SPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	500	646 (G)	575	575	Barnet Homes
SPI	BH/S1	Numbers of households in Emergency Temporary Accommodation (ETA)	150	149 (G)	175	150	Barnet Homes
SPI	BH/S3	Length of stay in Emergency Temporary Accommodation (ETA)	Monitor	67.8	Monitor	Monitor	Barnet Homes
SPI	BH/C3	Number of families with children living in Bed and Breakfast for more than 6 weeks	0	0 (G)	0	0	Barnet Homes

³ New indicator – target set as Monitor for 2017/18 whilst baseline identified

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
SPI	BH/KPI2 (LY: BH/C2)	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	30%	28.9% (G)	Monitor	Monitor	Barnet Homes
SPI	BH/KPI15	Number of tenancy failures (evictions and abandonments)	35	31 (G)	35	HM Benchmarking 1st Quartile	Barnet Homes
SPI	BH/S4	Current arrears as a percentage of debit	3%	3.0% (G)	2.9%	Top 25%	Barnet Homes
SPI	BH/S5	Temporary Accommodation arrears as a percentage of debit	4.95%	5.36% (R)	4.95%	Set Annually	Barnet Homes

SUITABLE HOUSING TO SUPPORT VULNERABLE PEOPLE - Needs of vulnerable groups met through homes with an appropriate mix of size and tenure

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	10%	11.5% (3 of 26 units) (G)	Monitor	32 units	Commissioning Group

QUALITY IN PRIVATE RENTED SECTOR - Good quality private rented sector that provides a key role in meeting the housing needs of the borough

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
CPI	EH02I	Compliance with licensing requirements for Houses in Multiple Occupation	60%	72% (G)	60%	90%	Re
SPI	EH04A (Annual)	Number of empty properties brought back into residential use	100	120 (G)	100	100	Re
SPI	EH04B (Annual)	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Not less than 165	396 (G)	Not less than 165	Category 1 hazards reduced in 165 properties	Re

Ref		Indicator	2016/17 Target	2016/17 Annual Result	2017/18 Target	2019/20 Target	Service
SPI	EH02J	HMOs licensed in a timely manner (90 days or less)	Not less than 60%	86% (G)	60%	60%	Re
SPI	EH11 (Annual)	Number of accredited landlords	5% increase on 15/16 outturn)	627 (G)	658 (based on 5% increase on 16/17 outturn)	570 (based on 5% increase on the 18/19 outturn) (TBC at year-end)	Re
SPI	EH10 (Annual)	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	191	244 (G)	260	Total number of licensed premises is increased by 20 annually	Re

	<p>LBB Housing Committee</p> <p>26 June 2017</p>
<p>Title</p>	<p>Barnet Homes 2017/18 Delivery Plan</p>
<p>Report of</p>	<p>Commissioning Director Growth and Development</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix 1 - Barnet Homes 2017/18 Delivery Plan</p>
<p>Officer Contact Details</p>	<p>Paul Shipway - Paul.Shipway@barnet.gov.uk – 0208 359 4924</p> <p>Elliott Sweetman – Elliott.Sweetman@barnethomes.org – 0208 359 5261</p>

Summary

Barnet Homes a subsidiary of The Barnet Group, is a key partner for the Council in delivering the Corporate Plan and the strategic priorities of the Housing Committee of:

- Increasing the housing supply
- Delivery of homes that people can afford
- Sustaining quality, particularly in the private rented sector
- Tackling homelessness
- Providing suitable housing to support vulnerable people
- Maximising the amount of money to invest in in delivering new homes
- Delivering efficient and effective services to residents

The Barnet Homes management agreement with the Council requires the development of an annual delivery plan in order to outline the required outcomes and targets for each service year of the agreement.

The Barnet Homes 2017/18 delivery plan at appendix 1 provides information as to the outcomes achieved in 2016/17 against each of the Housing Committee’s priorities along with setting out the commitments, challenges, risks and key performance measures and targets for the 2017/18 year.

Recommendations

1. That the committee note and approve the Barnet Homes 2017/18 Delivery Plan

1. WHY THIS REPORT IS NEEDED

- 1.1 The Housing Committee approved the Heads of Terms for the new 10 year Barnet Homes Management Agreement at the June 2015 meeting. Following this the Management Agreement was finalised and commenced in April 2016. The Management Agreement requires that an Annual Delivery Plan is produced between the Council and Barnet Homes outlining the required outcomes and targets for each service year of the agreement.
- 1.2 In accordance with the Housing Committee terms of reference, the Committee is required to review and approve the content of the delivery plan in order to ratify the proposed commitments and outcomes and their alignment with the strategic priorities of the Committee. Ongoing oversight of performance against commitments and outcomes will be provided by the Performance and Contract Management Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As evidenced in the delivery plan, Barnet Homes' performance against target in 2016/17 has been to a good level. In terms of core housing management services, this can be further evidenced by extremely positive results in relation to comparative performance on both cost and resident satisfaction through industry benchmarking.
- 2.2 The delivery plan sets out a series of challenging commitments and outcomes for the 2017/18 year which will deliver improved results from Barnet Homes from the previous year for the Council and its residents.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The requirement for having an annual delivery plan is a contractual one and alternative options were not considered, however, the process for agreeing the commitments and outcomes and their respective targets outlined in the delivery plan has been subject to significant review by the Council.

4. POST DECISION IMPLEMENTATION

- 4.1 Barnet Homes' performance against the delivery plan will be monitored through the Performance and Contract Committee.
- 4.2 As outlined in section 1.2 above, an annual review of the delivery plan will be completed ahead of the 2018/19 financial year and a revised version submitted to the Housing Committee for approval.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet Homes has a successful track record of delivering improvements to the housing stock and housing services and of both high quality performance outcomes and customer satisfaction levels. Barnet Homes and the Barnet Group are therefore in a good position to continue to manage and deliver services to contribute to the Council's strategic objectives.
- 5.1.2 Barnet Homes is involved in complementary policy agendas. Community development work is an important part of the housing portfolio, for example; activities such as implementation of Welfare Reforms, work to promote digital inclusion, and support for 'Love Burnt Oak' and BOOST contribute to better outcomes for residents, more sustainable tenancies and reduced rent arrears and have an overall impact on other service areas within the Council and the local economy.
- 5.1.3 Barnet Homes are directly contributing to the Council's priority to build more housing which they have already delivered 43 units through initial development programmes and are currently delivering an extra care scheme in Mill Hill and have established themselves as a Registered Provider, Opendoor Homes.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 There are no direct resource implications arising out of this report.
- 5.2.2 Barnet Homes receive a management fee consisting of a combination of HRA and General Fund revenue and capital resources as set out in appendix 1, section 6. A four year efficiency savings target of £2.613m was agreed by the Housing Committee in June 2015 and Barnet Homes have delivered the savings agreed for the first year in 2016/17.

5.2.3 It was agreed that £1.029m of savings would be delivered as a result of the reduction in management of 1397 homes on the regeneration estates over the four years.

5.2.4 The Council has calculated the actual reduction in the management of regeneration stock to be 556 units over the next four years. As a result, the Council will continue to receive rental income on the homes remaining in use and has adjusted the amount of efficiencies to be delivered by £464,817 over the 4 year period, reducing the total savings from £2.613m to £2.148m. Going forward, no further adjustments will be made for changes in the regeneration phasing.

5.2.5 The Housing General Fund projections currently show a pressure of £1.6m in 2017/18. This pressure will be subject to review during 2017/18, and mitigating actions will be progressed. The MTFs for 2017/18 accounts for pressures in this area. Any allocation from contingency would be approved by Policy & Resources Committee in June 2017.

5.3 **Social Value**

5.3.1 There are no specific social value considerations arising out of this report.

5.4 **Legal and Constitutional References**

5.4.1 The Local Authority has duties to assist and accommodate certain homeless applicants under Part VII Housing Act 1996. It also has a duty to allocate properties under its allocations scheme (either into social housing or in to the private sector) under Part VI of The Act and to manage its social housing stock as a landlord. Such responsibilities are delegated to The Barnet Group.

5.4.2 Constitution, Part 3, Responsibility for Functions, Appendix A – sets out the terms of reference of the Housing Committee which includes:

- Housing Strategy (incorporating Homelessness Strategy)
- Work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing
- Commissioning of Environmental Health
- Promote the better integration of privately rented properties into the Borough's framework
- All matters related to Private Sector Housing including Disabled Facility Grants
- Housing licensing and housing enforcement.

5.5 **Risk Management**

5.5.1 There is a risk that Barnet Homes fail to meet delivery expectations and do

not achieve the performance indicators and outcomes set out within the delivery plan and / or they do not manage their income and expenditure effectively within the agreed budget envelope.

5.5.2 These risks will be mitigated through robust governance and performance management frameworks currently in place.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies 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 people from different groups
- foster good relations between people from different groups

5.6.2 The Council has completed Equality Impact Assessments on both the Housing strategy and Housing Allocations policy. These findings will be reflected in the delivery plan and the EIAs will be kept under review and updated as appropriate. The Barnet Group has an equalities strategy in place which fully supports the Council's equalities aims and principles. Equalities impact Assessments are undertaken as and when required.

5.7 Consultation and Engagement

5.7.1 A consultation exercise with Barnet Homes tenants and leaseholders was completed as part of the Management Agreement development in 2015 and this exercise identified the priorities for Barnet Homes. Consultation with residents was also undertaken as part of the Housing Strategy.

5.8 Insight

5.8.1 Insight data has not been used in this report.

6. BACKGROUND PAPERS

6.1 Relevant previous papers are listed in the table below:

Housing Committee 27 October 2014	Final Approval of Proposed Changes to Housing Allocations Scheme	https://barnet.moderngov.co.uk/documents/s18638/Housing%20committee%20report-%20final.pdf
Housing Committee 29 June 2015	Decision Item 7 - Housing Strategy	https://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategt.pdf
Housing Committee 29 June 2015	Commissioning and Delivery of Housing Services and the Management of the Barnet Housing Stock	https://barnet.moderngov.co.uk/documents/s24079/Commissioning%20and%20Delivery%20Of%20Housing%20Services%20and%20the%20Management%20of%20Barnet%20Housing%20Stock.pdf

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Barnet Homes

2017-18 Delivery Plan

Document control	
Document description	This document sets out the actions (commitments) and measures (Performance Indicators) to delivering the relevant sections of the Housing Commissioning Plan.
Document author	Elliott Sweetman, Director of Operations, The Barnet Group
Document holder	Geraldine Edwards, Commercial Performance and Development Manager, London Borough of Barnet

Version control	
Document production date	27 March 2017
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Clearance process	
DU approver	Date
Elliott Sweetman, Director of Operations, The Barnet Group	28 April 2017
Commissioner approver	Date
Cath Shaw, Commissioning Director, Growth & Development	

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1. Introduction

This Delivery Plan is a refresh of the 2016/17 Delivery Plan and sets the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It relates to the second year of the ten-year Management Agreement with Barnet Homes from April 1st 2017 and the second year of the revised The Barnet Group (TBG) 5 year Business Plan.

This represents another exciting year in the history of Barnet Homes in which it will:

- Develop a new and progressive operating model for its subsidiary registered provider, Opendoor Homes
- Continue work on developing over 300 new homes and complete the development of a new 53 unit Extra Care facility
- Deliver an out of Borough property acquisitions programme
- Tackle Homelessness through the Housing Options Strategy and adequately prepare for the implementation of the Homelessness Reduction Act
- Work closely with the Welfare Reform Taskforce to ensure those affected by welfare reforms and Universal Credit are adequately supported to sustain their tenancies
- Deliver both Service Transformation and Customer Priority projects
- Deliver the third year of the agreed efficiency plan and maintain top quartile benchmarking performance in terms of housing management costs and tenant satisfaction

All of these activities will assist the Council in delivering not only its Housing Strategy but also the wider objectives of the Council.

2. Delivering the Barnet Corporate Plan

2.1. The Council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans.

Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

1. Of opportunity, where people can further their quality of life.
2. Where responsibility is shared, fairly.
3. Where people are helped to help themselves, recognizing that prevention is better than cure.
4. Where services are delivered efficiently to get value for money for the taxpayer.

2.2. Housing Committee context and priorities

The Barnet Housing Strategy 2015 – 2025 describes how a rapidly increasing population in Barnet has resulted in increased demand for housing and rising housing costs. In addition, there has been a significant shift in tenure, which has seen owner occupation reduce and private renting increase by about 9% between 2001 and 2011. This increase is expected to continue over the next decade.

As a result the key strategic priorities for the Housing Committee are outlined below:

- Increasing the housing supply
- Delivery of homes that people can afford
- Sustaining quality, particularly in the private rented sector
- Tackling homelessness
- Providing suitable housing to support vulnerable people
- Maximising the amount of money to invest in delivering new homes
- Delivering efficient and effective services to residents

3. Outcomes 2015-2020

3.1. The Housing Committee has set a number of key outcomes to be achieved by 2020.

Strategic Priority	Key Outcomes	Outcome measures / Targets / Activities
Increasing the Housing Supply/Delivering homes that people can afford	Additional affordable homes	500 additional homes provided by 2020
Tackling Homelessness	Homelessness preventions Number of households in Bed and Breakfast	London average by 2020 Zero annually
Sustaining quality, particularly in the private rented sector	Increase in landlords achieving the Landlord Accreditation Scheme	570 landlords will be accredited by 2020

Strategic Priority	Key Outcomes	Outcome measures / Targets / Activities
Providing suitable housing to support vulnerable people	<p>Increasing the numbers of extra care spaces within the borough</p> <p>10% of new housing accessible (wheelchair) housing</p>	<p>New 53 unit extra care housing scheme at Moreton Close completed 2017/18</p> <p>53 accessible homes by 2020</p>
Delivering efficient and effective services to residents	<p>Reducing further the costs of service delivery</p> <p>% of respondents very or fairly satisfied with the service provided by their housing provider</p>	<p>Delivery of £2.1m cashable savings to the HRA by 2020*</p> <p>No less than 81% biennially</p>

*As a proportion of the originally agreed savings target was directly related to a reduction of managed units due to estate regeneration scheme progression, the overall 4 year target has been provisionally reduced from £2.6m to £2.1m subject to sign off of the Housing Committee Commissioning Plan by the Housing Committee in June 2017. Consequently the savings outlined in the management fee breakdown in section 6 are reflective of this.

3.2. The table below outlines Barnet Homes contribution to the above priorities achieved in 2016/17:

Strategic Priority	Outcomes achieved in 2016/17
Increasing the housing supply	<ul style="list-style-type: none"> • Delivery of 646 private sector lettings to provide affordable alternatives to expensive temporary accommodation in 2016/17. • Delivery of first phase of direct property acquisitions, providing an additional 39 affordable homes • Delivery of affordable accommodation sourced from the private sector for use as temporary accommodation. Almost 300 new units sourced in 2016/17
Delivery of homes that people can afford	<ul style="list-style-type: none"> • First phase of affordable homes fully complete

	<ul style="list-style-type: none"> • Full business case for second phase affordable homes agreed at Assets Regeneration and Growth committee
Sustaining quality, particularly in the private rented sector	<ul style="list-style-type: none"> • Worked with the Environmental Health team to identify HMO properties within the Council housing stock • Undertook a rolling compliance inspection programme of PRS temporary accommodation stock • Facilitated 3 Landlord Accreditation Scheme (LLAS) Courses in 2016/17 to a total of 36 people in 2016/17
Tackling homelessness	<ul style="list-style-type: none"> • Homelessness has been tackled in 16/17 through the continued focus on early intervention and prevention. 972 homelessness preventions were delivered in 16/17 against a target of 900. • In Q4 2 pilot projects were undertaken to firstly further mitigate demand and secondly reduce existing temporary accommodation. • Lowered numbers in Emergency Accommodation (249) to lowest point since 2011 and reduced overall numbers in TA from 2,941 in 2015/16 to 2,757 at Q4 17/1 • Further mitigations to tackle homelessness to build on the Q4 pilots and move to a 'customer ready' approach to applications ahead of the Homelessness Reduction Act enactment in 2018 have been approved by LBB and will be implemented in Q1 of 17/18.
Providing suitable housing to support vulnerable people	<ul style="list-style-type: none"> • Minerva House, our refuge for women fleeing domestic violence, accommodates 6 adults and 10 children at any given time/accommodated 21 women and their 31 children in its first 12 months of operation. • Our two "Get Real" houses provide shared accommodation and ongoing support to young people who show a commitment to education, training or employment. The scheme is aimed at breaking the culture of

	<p>antisocial behavior, alcohol and drug abuse and welfare dependency that frequently exists among young people in temporary accommodation.</p> <ul style="list-style-type: none"> • Barnet Homes and Adult Social Care’s “Move On Protocol” prioritises vulnerable adults’ access to housing services. • Secured government grant funding for a further year of Minerva House provision
Maximising the amount of money to invest in in delivering new homes	<ul style="list-style-type: none"> • Delivering housing management services which are benchmarked as top quartile in terms of cost enhances opportunities for utilisation of Housing Revenue Account resources
Delivering efficient and effective services to residents	<ul style="list-style-type: none"> • Delivering top quartile benchmarked tenant satisfaction levels of 79% in 2016 • Delivering top quartile benchmarked housing management services in terms of cost • Achieving target on 81% of 2016/17 Delivery Plan performance indicators • Full review and implementation of caretaking services completed in December 2016.

4. Commitments for 2017-18

What Barnet Homes will deliver towards our desired outcomes.

<i>Commitments allocated to Barnet Homes</i>	<i>Key Deliverables</i>	<i>Key Milestones</i>	<i>Benefit</i>
<i>Increasing the housing supply/Delivering homes that people can afford</i>			
Commencement on site of Opendoor Homes second phase affordable housing schemes	320 affordable rent homes	Start on site 2017/18: <ul style="list-style-type: none"> • Q1: 53 homes • Q2: 97 homes • Q3: 44 homes • Q4: 17 homes 	Increased supply of housing and reduced homelessness costs

Delivery of Property Acquisitions Programme	50 new affordable homes to rent outside of London £8 million budget	ARG Committee approval 24 April 17 Target first phase of purchases Q1 2017/18 to complete by end of Q3	Increased supply of housing and reduced homelessness costs
<i>Tackling Homelessness</i>			
Delivery of Housing Options Strategy Delivery and mitigation plan	Reduction in numbers in TA Increased homelessness preventions Increased use of the PRS	TA reduction project and visiting functions (parental exclusions) in place subject to funding approval by end Q1 Development of alternative models for the acquisition of affordable homes on long-term lease	Reduced homelessness costs through increased preventions and TA reduction
Respond to the changes outlined in the Homelessness Reduction Act	Pilot appointment system to enable personal housing plans Increase homeless prevention options	Project Plan for Homelessness Reduction Act in place and incorporated within the Housing Options Strategy delivery plan – May 2017 Development of key tools for Homelessness Reduction Act <ul style="list-style-type: none"> • Section 21 Self Help Pack – April 2017 • Family Exclusion Self Help Pack – April 2017 • Personal Housing Plans Toolkit – May 2017 • AST Casework Toolkit – July 2017 • Families Prevention Kit – July 2017 Homeless Reduction Act Business Support Manager recruited - June 2017 Feasibility study completed and recommendations made in respect of single homeless pathway – September 2017	Single homeless pathway established to enable increased early intervention and prevention. Reduced homelessness costs.

<i>Providing suitable housing to support vulnerable people</i>			
Delivery of 53 home Extra Care scheme at Moreton Close	53 home extra care scheme	Programmed for June 2018 completion	<ul style="list-style-type: none"> • Increased supply of housing and reduced Adult care costs • Dementia friendly scheme • 100% wheelchair accessible
<i>Deliver efficient and effective services to residents</i>			
Deliver an improvement programme to address the priorities of customers	Improvement initiatives delivered in priority areas for customers	<p>Customer priorities identified from feedback analysis– April 2017</p> <p>Improvement programme agreed with customers – July 2017</p> <p>Priority improvement initiatives implemented – November 2017</p>	Improved quality of services to all customer groups leading to increased satisfaction
Business Transformation Project	<p>Reduction in failure demand</p> <p>Delivery of related efficiency savings</p>	<p>Completion of requirements gathering stage for the following by June 2017:</p> <ul style="list-style-type: none"> • Phase 2 of the Customer Portal • Electronic Document Management System • Barnet Homes IT Strategy <p>Completion of Best Practice Implementation of the QL Housing Management System – July 2017</p>	Improved services to residents and greater options for customer access services

<p>Deliver a revised Tenancy Strategy & Allocation Scheme in response to the Housing & Planning Act 2016</p>	<p>Revision to the LBB Tenancy Strategy</p> <p>Revision to the LBB Allocations Policy</p>	<ul style="list-style-type: none"> • Delivery of a revised LBB Tenancy Strategy which meets all statutory requirements as laid out by Housing & Planning Act 2016 – October 2017 • Delivery of revised LBB Allocations Policy which takes into account changes in both housing legislation and case law, as well as current equalities legislation – September 2017 	<p>A revised tenancy strategy will provide clear guidance to customers and staff regarding the qualification criteria for and review of fixed term tenancies</p> <p>The revised allocations policy will ensure that LBB is meeting all requirements as laid out in current housing and equalities legislation as well as preparing for upcoming changes caused by the Homelessness Reduction Act.</p>
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5. Benchmarking

5.1. Comparative industry performance

The Barnet Homes Management Agreement contains a requirement for Barnet Homes to take part in an annual benchmarking process through expert housing consultancy Housemark, allowing valuable comparisons with our peers across London on a wide range of cost and quality measures

The results for the 2015/16 financial year were published in December 2016, once again evidencing strong performance in most areas of service delivery across both cost and quality measures. The below table shows the Barnet Homes summary cost per property (CPP) for each of the main areas of core housing management service delivery and back office services with the ranking against peer group participants and the quartile result:

Service Area	Benchmarking Ranking	Benchmarking Quartile Result
Housing Management	1	Top
Repairs & Maintenance & Void Property Refurbishment	2	Top
Estate Services	2	Top
Leaseholder Management Services	3	Top
Finance Services	2	Top
Central Office Services	2	Top

The following table shows overall 2016 tenant and leaseholder satisfaction scores and their respective benchmarking results:

	2016 Survey Result	Benchmarking Quartile Result
Tenants	79%	Top Quartile* (ranked 5 of 19)
Leaseholders	51%	Second Quartile* (ranked 4 of 12)

*due to frequency in which landlords complete star compliant surveys this is an aggregated view combining the most recent 3 year period.

6. Finances

6.1. Barnet Homes Management Fee 2017/18

	Year 2016-17	Efficiency Savings	Year 2017-18
1 - FUNDED BY CAPITAL			
Capitalised Salaries	1,100,000		1,100,000
2 - FUNDED BY HRA			
Barnet Homes Core Management Fee HRA	17,335,327	(604,071)	16,731,256
Repairs and Maintenance Management Fee HRA	7,550,000		7,550,000
Grahame Park Boiler House Funding	170,000		170,000
Chilvins Court Management Fees	3,000		3,000
Add Other Fees included in Management Agreement	63,680		63,680
Housing Ombudsman	13,000		13,000
· less 16/17 efficiencies	(444,474)		(444,474)
· less Social Fraud Team	(152,000)		(152,000)
· less: Assist	(575,000)		(575,000)
<i>2 a Total BH excluding Housing Options</i>	23,963,533	(604,071)	23,359,462
Housing Options SLA (HRA)	151,711		151,711
Housing Options HRA Mgmt Fee	1,121,282		1,121,282
<i>2 b Total Housing Options</i>	1,272,993	0	1,272,993
Total Barnet Homes HRA Management Fee	25,236,526	(604,071)	24,632,455
3. FUNDED BY GENERAL FUND			
Housing Options GF Mgmt Fee	2,447,704		2,447,704
Housing Options TA GF	285,608		285,608
Housing Options GF Mgmt Fee	2,733,312	0	2,733,312
4. Total Barnet Homes Management Fee Capital HRA + GF	29,069,838	(604,071)	28,465,767

6.2. Housing Revenue Account Capital Programme

Capital Programme Description	Revised Budget 2016/17 P11	Original Budget 2017/18
	£'000	£'000
Main Programme		
Major Works (exl Granville Road)	6,540	4,241
Regeneration	1,416	1,571
Misc - Repairs	1,785	3,308
M&E/GAS	9,390	9,959
Voids and Lettings	3,653	2,733
Sub-Total	22,783	21,812
Acquisitions:		
Advanced Acquisitions (Regen Estates) - RE	2,993	9,174
Direct Acquisition	6,000	
Sub-Total	8,993	9,174
New Builds:		
New Affordable Homes (First phase)	900	0
Moreton Close	1,755	12,751
Development Pipeline Second phase	2,586	
Second phase RP	1,000	
Dollis Valley - RE	100	9,900
Brent Cross Extra Care	500	
Burnt Oak Broadway Flats		700
Extra Care Pipeline	0	14,881
Upper & Lower Fosters Community Led Design	600	900
Sub-Total	7,441	39,132
Grand-Total	39,217	70,118

6.3. General Fund Capital Programme

Capital Programme Description	Revised Budget 2016/17	Original Budget 2017/18
	£'000	£'000
Alexandra Road	33	
Hostel Refurbishment Programme	43	157
Chilvins Court	126	
Investment in Modular Homes	20	743
Sub-Total	222	900
<u>Acquisitions:</u>		
Direct Acquisition(Out of Boroughs)	5,000	
Sub-Total	5,000	0
<u>New Builds:</u>		
Open Door	3,648	30,098
Sub-Total	3,648	30,098
Grand-Total	8,870	30,998

6.4. Temporary Accommodation Budget Profile

	2016/17 Budget	2017/18	2018/19	2019/20	2020/21	Total
Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
Main Management Fee	2,729,667	2,729,667	2,729,667	2,729,667	2,729,667	10,918,668
Supplementary Management Fee	309,000	309,000	309,000	309,000	309,000	1,236,000
Leaseholder Buybacks Maintenance	100,000	100,000	100,000	100,000	100,000	400,000
Out of London Acquisitions Maintenance	0	48,542	107,402	111,137	115,038	382,119
Third Party Payments for TA	25,350,072	26,028,978	25,972,891	26,205,324	24,780,885	102,988,078
Non-recoverable TA Expenditure		50,000	50,000	50,000	50,000	200,000
DWP subsidy shortfall		151,783	230,294	0	0	382,078
Miscellaneous	740,240	740,240	740,240	740,240	740,240	2,960,960
Mitigations		170,000	170,000	170,000	170,000	680,000
Bad Debt Provision	879,020	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	30,107,999	31,328,210	31,409,494	31,415,368	29,994,830	124,147,903
Income						
TA Rents	23,650,000	-22,433,496	-22,159,597	-22,299,444	-20,857,284	-87,749,821
TA Fees (Social Services)	-400,000	-651,131	-651,131	-651,131	-651,131	-2,604,523
Buyback Income	-410,000	-691,459	-799,177	-678,299	-625,933	-2,794,868
Out of London Acquisitions Income	0	-271,221	-573,912	-573,912	-573,912	-1,992,955
New Home Revenue Income	0	0	-24,000	-184,000	-480,000	-688,000
Other	-88,250	-88,250	-88,250	-88,250	-88,250	-353,000
Total	24,548,250	-24,135,556	-24,296,066	-24,475,035	-23,276,509	-96,183,167
Net Expenditure	5,559,749	7,192,654	7,113,428	6,940,333	6,718,321	27,964,736
Budget Pressure		1,632,905	1,553,679	1,380,584	1,158,572	5,725,740

7. Dependencies

This section outlines the key dependencies on other Delivery Units and Partners that may affect the delivery of Commissioning outcomes.

Delivery Unit	Dependent on for:	Other DUs dependent on Barnet Homes for:
Adults and Communities	<ul style="list-style-type: none"> • ASB, MARAC, MAPPA and safeguarding • Clientside engagement for development of extra care or accessible units etc. • Administration of leaving care payments • Mental health checks 	<ul style="list-style-type: none"> • Adaptation • Support of care leavers and vulnerable adults • Delivery of Extra care and accessibility [wheelchair] homes
CSG	<ul style="list-style-type: none"> • Housing Benefit (HB) assessments (new claims & Change-of-circumstances). • HB and cash files upload to QL. • Administration of payenet and payments made through the payment telephone line. • Administration of arrears write offs. • Administration of salary and pension deductions. • Credit union and third party deductions – payroll. • BACS • Direct debit verification and up load. • Management of I.T and Hardware. Including IT network, software upgrade and Help desk • Telephones (inc report and call recording) / Blackberry provision / Telephones – out of hours support (as our provision by Mears is linked via the LBB phone network) • Facilities support for Barnet House • Accommodation for The Barnet 	<ul style="list-style-type: none"> • Monthly delivery of controlled accounts • Monthly provision of capital works expenditure reports • Information supporting FOI, Members Enquiries and other formal investigations and responses • Information on accidents and incidents • Joint working on health and safety

	Group	
Family Services	<ul style="list-style-type: none"> • Safeguarding 	<ul style="list-style-type: none"> • Suitable accommodation for children leaving care
HB Law	<ul style="list-style-type: none"> • Rent arrears works • ASB • Regeneration secure s10a etc. • Regeneration non secure • Disrepair defence • Non access works – gas etc. • Contract advice • Right-to-buy (RTB) applications and transactions • Leasehold arrears works • Tenancy and lease management work • Alterations – associated agreements and charges • RTB Conveyancing • Development - i.e. legal packs, land registry, contracts • Attendance at court (we have no right of audience) • PCOL administration <ul style="list-style-type: none"> • Homeless advice 	<ul style="list-style-type: none"> • Performance/satisfaction feedback
Property Services	<ul style="list-style-type: none"> • RTB valuations • RTB lease plans • Alterations – planning permissions etc. • Development - i.e. site assembly briefs, liaison with statutory bodies, easements, appropriation etc 	<ul style="list-style-type: none"> • Tenancy information and advice on disposals • Assistance with managing issues with non-BH managed HRA assets
Re	<ul style="list-style-type: none"> • Environmental Health - partnership working to deal with environmental nuisance. • Planning • Building control • Regeneration team – progress of scheme, amendments to phasing plans etc (also linked to the LBB appointed development partners) • Development – Planning, Highways, Building Control, other professional services 	<ul style="list-style-type: none"> • Support for empty homes initiative landlord accreditation and HMO registration • Progressing Planning Permissions for development plans • Specialist regeneration related expertise relating to existing residents • Joint working to support development pipeline objectives

Street Scene	<ul style="list-style-type: none"> • Ground maintenance on housing land • Refuse collection and recycling on housing estates • Refuse consumables (bins) • Responsive tree works • Planned tree works including tree surveys <ul style="list-style-type: none"> • Development – i.e. lighting, trees and refuse 	<ul style="list-style-type: none"> • Support for recycling initiatives
Parking and Infrastructure	<ul style="list-style-type: none"> • Removal of abandoned vehicles on housing land <ul style="list-style-type: none"> • Street lighting on some housing estates 	
Finance	<ul style="list-style-type: none"> • HB Law – Housing Options legal costs are paid directly by the Council’s GF budgets and not funded from BH’s management fee income. • CSG – Responsibility for managing HRA Model. 	<ul style="list-style-type: none"> • Information exchange • Input into HRA business planning • Implementation of rent increases and rent policy • Implementation on fees and charges • Monthly provision of capital works expenditure reports
LBB Commissioning Team	<ul style="list-style-type: none"> • Housing Policy • Housing Allocations Scheme • HRA Business Planning 	<ul style="list-style-type: none"> • Provision of management information • Housing Management Expertise • Homelessness Expertise • Input into HRA Business planning
Other	<ul style="list-style-type: none"> • Security provision at Barnet House (esp. 2nd floor reception) • Housing benefit • LBB payments system (suggest check with rents team as not sure if this actually sits with us of LBB) • Post room services (collection and sorting of incoming mail, collecting, franking and posting outgoing mail) 	

	<ul style="list-style-type: none">• HRA money for capital works• Authorisation of variations to spend• CAFT - Tenancy fraud investigations and resulting action	<ul style="list-style-type: none">• Tenancy fraud referrals for investigating
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8. Customers and Relationship Management

8.1. Market, contract and relationship management

The Council is putting in place a new contract methodology, distinguishing different levels of contract activity – Strategic, Critical, Operational, and Transactional. In summary, the latter two categories are to be managed and overseen within Delivery Units. Strategic contracts – and the relationship management – will be managed through Commissioning Group. Where a contract is categorized as Critical (single or a group of contracts from a particular market), the Management Agreement negotiation process will identify what level of relationship management is required from Commissioning Group, and at what stage.

In addition to the table on critical contracts (below), DUs are expected to fully manage their Operational and Transactional contracts in accordance with LBB policies to procurement and contract management.

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Repairs, Maintenance & Void Property Refurbishment	Mears Group plc	Delivery of the repairs and maintenance service to housing stock and refurbishment of properties when they become void	Circa £9m per annum	Start - March 2012 End – March 2022	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Gas Heating – Servicing, Repair and Installation	Robert Heath Heating Ltd.	Delivery of the annual servicing of all gas appliances, repairing heating systems and installing new systems to housing stock	Circa £2m per annum	Start – March 2014 End – March 2018	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Major Capital Refurbishment Works	Lovell Partnerships trading as – Morgan Sindall	Delivery of major replacement component to housing stock	Circa £6m per annum	Start – July 2012 End – July 2022	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements
Major Electrical Installation Works	Lovell Partnerships trading as – Morgan Sindall	Delivery of major electrical installation replacement works to housing stock	Circa £9m per annum	Start - March 2012 End – March 2022	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Key TA providers	London Rentals Ltd, Rent Connect Ltd	Provision of interim temporary accommodation	Both circa £1.1m per annum	On-going framework suppliers	In-house contract management
Other TA providers	Apex Housing, BTC, Elliot Leigh, London Online, Southgate Properties, Woodhouse Estates	Provision of interim temporary accommodation	Each between £0.8-1m per annum	On-going framework suppliers	In-house contract management

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Voids major and minor	R..Benson	To complete Major void works	Approx.. £1.2m per annum	Jan 15 to March 2018	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements
Agency staff	Tate	Were most temporary staff are supplied	£3.5m per annum	September 2020	None
Electric and Gas Supplies	LASER (via Kent County Council)	Supply of gas to sheltered/ hostels and other communal and some Electric	£0.8m per annum	Prior to ALMO (this is complaint route for these	None
Electric and Gas Supplies	Via Monarch (consultant) most with OPUS	Supply of electric to communal areas mostly in blocks	£700,000 per annum. Supplier renewed	June 2017 for OPUS, consultant needs review	None
ERM (electrical Rising Mains)	Vallelectric and WG Wigginton and others	To complete ERM works won under individual tenders	£1.7m and £1.6m	Each scheme tendered and managed by WSP (consultant)	In-house contract management team managing in- line with contractual terms (JCT)

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
Adaptations	Effectable Construction Services Ltd	To carry out works for adaptations such as level access showers, grab rails etc	£700k to £1m per annum	1 st April 2016 for 3 +1 years	In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements

8.2. Welfare Reform

The Index of Multiple Deprivation is the primary source for measuring deprivation in England and Wales in relation to income, employment, health and disability, education, skills and training, barriers to housing and services, living environment, and crime. Relative to other London boroughs, Barnet is ranked 25th of 33; however within Barnet the 2010 figures show the west of the borough still has the highest concentration of more deprived areas. The highest levels of deprivation are found in Colindale, West Hendon, and Burnt Oak; areas in which large-scale regeneration projects are underway.

Welfare Reform also has a major impact on our customers through:

- Under-occupation charge – a reduction in Housing Benefit up to a maximum of 25% for having a spare bedroom(s).
- Freezing of Local Housing Allowance rates – so recipients are unable to keep pace with private sector rent rises.
- Benefit Cap – no household in London can receive more than £500 per week or £23,000 a year from benefits.
- Universal Credit – six working age benefits including Housing Benefit rolled into one monthly payment paid directly to the claimant.

Around 500 council tenants had been affected by the under-occupation charge. Whilst there have been few tenants impacted by the Benefit Cap because social rents are lower, there has been an impact on households placed in temporary accommodation where rents are higher.

The multi-agency Welfare Reform Task Force works to prevent homelessness for residents in private rental sector who are affected by the Benefit Cap. Through our leadership and participation in the Task Force we have successfully supported the 2,150 residents across the borough who have been affected by the Cap. We have helped around 36% into work and about 12% to move into more affordable accommodation. January 2017 saw the roll-out of the lower benefit cap to new residents, with a further 850 clients added to the team's

caseload. This continues to keep Barnet amongst the top 10 areas in the country for the number of capped people.

2015 also saw the first Barnet Homes tenants claiming Universal Credit (UC), and as of early 2016, around 40 tenants were in receipt of UC. Our approach has been to closely track claimants, build partnerships with local job centres and to use the support provision of the Welfare Reform Task Force. The Task Force helps residents from across the borough through a partnership approach and commitment to shared outcome delivery. We have also been commissioned to lead the Council's provision of local support for Universal Credit, and by October 2016 381 residents had been supported with the transition to this new benefit.

Our expertise in partnership working and delivering multi-agency projects such as the Welfare Reform Task Force has led to significant roles for the Group in other Council-commissioned initiatives such as BOOST and its planned successor.

Our customers continue to be typically the most economically disadvantaged within the borough, and as a result the most impacted by both welfare reforms and the squeezing of disposable incomes. As such it will continue to be important for us to seek to build community resilience and enable opportunity through our services.

8.3. Satisfaction

Based on the validation and analysis of feedback obtained from the recent STAR surveys, the areas that residents have told us they would most like to see improvements in are:

For our tenants:

- The "Customer Journey" when obtaining services from us, particularly in relation to the consistency of services delivered and the coordination of staff resources to ensure a right first time approach
- Being kept better informed when there are any issues or changes that occur when services are being delivered. This is particularly relevant to the repairs and gas maintenance services and issues such as missed appointments or coordination of outstanding work
- The security and cleanliness of our blocks and estates

For our leaseholders:

- More clarity and detail on what makes up their service charges
- Improving the quality and value for money of the work delivered, such as major works, repairs and maintenance and estate based services
- The "Customer Journey" when obtaining services from us, particularly in relation to the consistency of services delivered and the coordination of staff resources to ensure a right first time approach

8.4. Equalities

Delivery units are required to demonstrate that they have paid due regard to equalities by:

- Working in partnership and in accordance with LBB Equalities policy at all times;
- Producing a Delivery Unit profile of data on service users and to use it in the analysis of specific and cumulative impact of their proposals;
- Mainstreaming equalities into Delivery Unit work-streams and processes;
- Ensuring fair decision making at Delivery Unit level;
- Promoting engagement;
- Supporting Commissioning Group with all aspects of implementing the Equalities policy including Action Plan, the equalities aspects of the Business planning process, the production of the annual equalities report achieving the Strategic and other Equality objectives; and,
- Demonstrating compliance with Equality Act 2010 and Public Sector Equality Duty.

The Barnet Group's Equality Strategy has four key areas of focus:

- Customer Insight – understanding the needs of our customers
- Our People – ensuring equality for our staff
- Accessibility – improving access to services
- Self-assessment – using external frameworks and in house health checks to assess effectiveness

The overarching aims of our approach are to deliver services that are responsive to customers' needs wherever practicable, to advance equality of opportunity for individuals and for communities, and to create a working environment that is inclusive for all colleagues.

The Barnet Group's Equalities objectives for 2017/18:

- To further refine our approaches towards data collection, and to maximise the capabilities of our investment into the QL housing management system to enable insight reporting that informs policy development and service delivery refinement and improvement.
- To undertake Equality Impact Assessments of significant legislative changes, service reviews, projects, and policy updates programmed for 2017/18, including but not exclusive to homelessness demand, temporary accommodation, customer access, welfare reform, income collection, customer engagement, and regeneration.
- To ensure that activities that support the principles of our Equality and Diversity Policy and strengthen the effectiveness of our approach are identified and delivered through our day-to-day activities, in addition to our

corporate and departmental priorities and projects to address customers' and communities' needs and priorities.

We have a mixed resident demographic. We know that:

- 49% of our tenants are aged over 50
- 21% identify themselves as disabled
- 33% are Black, Asian or Minority Ethnic (BAME)
- 73% have been a tenant for over 5 years, and 27% for over 20 years
- 28% of our customers are leaseholders

By comparison, customers that approach us as housing applicants are younger and more likely to have dependent children. They are also from more diverse ethnic backgrounds.

In contrast to Barnet Homes' resident population, the 2011 Census for Barnet shows that it is a fairly young borough, with 18% of the population aged over 60 and 25% aged under 20. Barnet is an ethnically diverse borough, with 36% of the population coming from a BAME background.

Overall, our customers are generally becoming more diverse and more vulnerable for a variety of reasons including age, and physical and learning disabilities. As a result the importance of our services to sustain the quality of lives and provide both choice and opportunity remains critical.

9. Risks and challenges

Emerging issues will be recorded by the Lead Client Relationship Manager, LBB Commercial team on an issues log. The log will be reviewed at the monthly performance review meetings, and either resolved, elevated to a change request or escalated to the Barnet Homes Strategic Review Group.

Barnet Homes operates a system of internal control including appropriate risk management processes and complies with the Council's Risk Management Policy. Barnet Homes maintains its own risk register for risks identified within their business and management processes.

All joint risks will be monitored regularly through the monthly performance review meetings, as part of business as usual and escalated whenever required including new emerging risks that would score 12 or more and/or any serious risk incidents that occur.

Quarterly contract performance reporting will include joint risks with a rating of 12 or more using LBB's scoring methodology and with the full risk register appended to the performance summary. Joint risks with a rating of 12 or more as at March 2017 are listed in the table in appendix 2.

10. Governance arrangements

The governance arrangements are contained within the new 10 year management agreement schedule 2 and are as outlined below.

10.1. Contract Governance

	Attendees	Frequency	Nature	Escalation Reporting Route /
Performance and Contract Management Committee	Members: http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=693 Barnet Homes: Senior representative (as requested) Council:	<i>Quarterly</i>	Public scrutiny of the performance of the Council with opportunity to discuss performance challenges with relevant directors (as required)	Referrals to other committees, including Housing and Policy and Resources (as required)

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Chief Operating Officer Customer Services and Commercial Director			
Challenge Session	Members: Chair and Deputy Chair of committee Barnet Homes: Senior representative (as requested)	<i>Quarterly</i>	Detailed scrutiny of Barnet Homes performance ahead of Performance and Contract Management Committee	None
Delivery Board	Barnet Homes: Senior representative Council: Chief Operating Officer and other Delivery Unit Directors	<i>Quarterly</i>	Council wide scrutiny	Intervention levels are agreed by this Board. This will include potential for special measures.
Performance Review meetings	Barnet Homes: Senior Operations and Finance Managers Council: Contract Manager CSG Finance Manager Strategic Lead Housing	<i>Monthly</i>	Scrutiny of performance against management and agreement and budgets	Commercial Director Performance and Contract Monitoring Committee Housing Partnership Board
Housing Partnership Board	Barnet Homes: Senior management Council: Commissioning Director Contract Manager Commissioning and Strategic Housing Leads Re/CSG: Finance and Housing Leads	<i>Bi-monthly</i>	Reviews overall objectives, priorities, outcomes and performance Agrees change control requests and variations Resolves disagreements	Commercial Director Strategic Housing Board
Strategic Housing Board	The Barnet Group: Chair Barnet Homes: Executive Officers Council: Chair of Housing Committee Strategic Director Commercial Director/ Partnership Relationship	<i>Bi-Annually</i>	Agree key objectives and strategic direction Considers growth and new opportunities Reviews progress against Five Year Business Plan	Housing Committee Strategic Commissioning Board

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Manager Commissioning Directors Head of Finance Re/CSG: Senior management as required		Resolves strategic disputes	

11. Additional Governance

	Attendees	Frequency	Nature	Escalation Reporting Route /
Barnet Homes Scrutiny	The Barnet Group Board and Barnet Homes Performance Advisory Group	Monthly or as required	Internal and external scrutiny of performance and budgets.	Council nominated board members
Development Programmes	LBB Development Pipeline Programme Board. Barnet Homes Asset Committee Barnet Homes Development Team	Monthly or as required	Performance review of individual development sites and projects	As per programme governance

11.1. Change Requests

Change control processes are outlined in full within section 12 of the new 10 year management agreement between Barnet Homes and Barnet Council. This may be summarized as follows:

12 CHANGE CONTROL AND VARIATIONS TO THE MANAGEMENT AGREEMENT

- 12.1 Either party through its Contract Manager may request a Change to the Services and/or the Fee in the following circumstances:
- 12.1.1 where a change in government policy occurs;
- 12.1.2 where a change in law occurs;
- 12.1.3 where a substantial change is proposed or envisaged in the delivery of the Services including any re-design of the Services including where a notice is served pursuant to clause 2.3.2 and/or where a Tenant Management Organisation is established in relation to certain Properties;
- 12.1.4 where a change to the performance standards agreed for the Services is proposed;
- 12.1.5 where a change in the scope of the Services is proposed; and/or

- 12.1.6 where pursuant to clause 11.6 the parties agree that the HRA Fee should be reduced as a result of a change in the CPI since the September of the preceding Service Year.
- 12.4 The Contract Manager shall consider each and any request for a change they receive in accordance with Schedule 7 and in doing so will assess the anticipated impact of the requested Change on the Fee and Barnet Homes' performance of the Services. If the anticipated impact is considered by the Contract Manager to be minimal, the Contract Manager shall be entitled to consider the request for a Change. If the anticipated impact is not considered by the Contract Manager to be minimal or if the Contract Manager cannot approve a request for a Change with minimal anticipated impact within 15 working days, the Contract Manager shall refer any such request for a Change to the Housing Partnership Board to be considered at their next meeting.

Appendix 1: Outcomes, KPIs and PIs

The following Indicators are reported to the Quarterly Performance and Contract Monitoring Committee

Corporate Plan (in bold) / Commissioning Plan Indicators

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Tackling Homelessness (Corporate Plan Indicator)	Number of homelessness preventions	BH/S2	972 (Q1-Q4) Full Yr Target: 900	1050	1050	1050	DCLG 15/16 Result: Second Quartile
Tackling Homelessness (Corporate Plan Indicator)	Numbers of households in Temporary Accommodation	BH/C4	2,757 (End Q4) Full Yr Target: 2,700	2,600	Monitor	2,000	DCLG Q3 16/17 Result: Lower quartile
Tackling Homelessness (Corporate Plan Indicator)	Families with Children in TA	NEW – TBC	New for 2017/18	Monitor	Monitor	Monitor	This is a completely new indicator
Tackling Homelessness	Households placed directly into the private sector by Barnet Homes	BH/C2	646 (Q1-4) Full Yr Target: 500	575	575	575	n/a
Tackling Homelessness	Numbers in Emergency Temporary Accommodation (ETA)	BH/S1	149 (End Q4) Full Yr Target: 150	175	170	150	DCLG Q3 16/17 Result: Second Quartile
Tackling Homelessness	Length of stay in Current Emergency Temporary Accommodation (ETA) (weeks)	BH/S3	67.8 weeks (End Q4) Monitor only	Monitor	Monitor	Monitor	n/a
Tackling Homelessness	Number of families with	BH/C3	0 (End Q4)	0	0	0	DCLG Q3 16/17 Result:

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
	children living in Bed and Breakfast for more than 6 weeks		Yr End Target: 0				Upper Quartile
Tackling Homelessness	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	BH/C2	28.9% (End Q4) Full Yr Target: 30%	Monitor	Monitor	Monitor	DCLG Q3 16/17 Result: Third quartile
Deliver efficient and effective services	Average re-let time for routine lettings	BH/C4	14.1 Days (Q4 only) Q4 Target: 15 days	Q1: 15 days Q2: 14.4 days Q3: 13.7 days Q4: 13.0 days	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark Q3 15/16 Result: Upper Quartile
Deliver efficient and effective services	Repairs Survey % Satisfied Customers	BH/C8	99.2% (Q1-Q4) Full Yr Target: 96%	96%	96%	HM Benchmarking 1 st Quartile	Housemark 2014/15 Upper quartile (not included in Housemark 15/16 suite)
Deliver efficient and effective services	Number of tenancy failures (evictions and abandonments)	BH/KPI15	31 (Q1-4) End Yr Target: 35	35	35	HM Benchmarking 1 st Quartile	n/a
Deliver efficient and effective services	Current arrears as a percentage of debit	BH/S4	3.04% (End Q4) Yr End Target: 3.00%	2.90%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark Q3 15/16 Result: Second Quartile
Deliver efficient and effective services	Temporary Accommodation arrears as a percentage of debit	BH/S5	5.36% (End Q4) Full Yr Target: 4.95%	4.95%	4.60%	Set Annually	n/a Note: unable to set future targets due to changes e.g. introduction of universal credit and benefit cap

Other Indicators (feeding into Quarterly report)

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% of Annual Service Charge and Arrears Collected	BH/C6	101.3% (Q1-Q4) Full Yr Target: 100%	102%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark 2015/16 Performance: Third quartile
Deliver efficient and effective services	Total No' Starts on Site (new build)	NEW – TBC	New for 2017/18	211 Q1: 53 Q2: 97 Q3: 44 Q4: 17	To be set following year 1	To be set following year 1	n/a
Deliver efficient and effective services	% Reality Checks achieving 3 or 4 Stars	BH/C9	99% (Q1-Q4) Full Yr Target: 95%	96%	96%	96%	n/a
Deliver efficient and effective services	% Properties With Current LGSR	BH/C10	100.00% (End Q4) Full Yr Target: 100.0%	100.0%	100.0%	100.0%	Housemark Q2 16/17 Performance: Upper quartile
Deliver efficient and effective services	% First Time Fix	BH/KPI8	88% (Q1-Q4) Full Yr Target: 80%	90%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark 2015/16 Result: Second quartile
Tackling Homelessness	% of homeless appeals completed on time	BH/C3	100% (End Q4) Full Yr Target: 100%	95% average over year	95% average over year	95% average over year	Methodology updated to average over full year, rather than result at end of period

KPI / Operational & Transactional

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Tackling Homelessness	Out of London Temporary Accommodation Acquisitions	KPI4	65 (Q1-Q4) Full Yr Target: 80	80	80	80	n/a
Deliver efficient and effective services	Average end to end time for Completed Major Adaptation Jobs	KPI5	21.7 (Q1-Q4) Full Yr Target: 24.0	23	22	20	n/a
Deliver efficient and effective services	Average re-let time for Major Works Lettings	KPI6	37.2 days (Q1-Q4) Full Yr Target: 50	40	35	35	Housemark 2015/16 Performance: Upper quartile Target slightly higher for 17/18 due to a number of complex voids currently in work
Deliver efficient and effective services	Void Satisfaction with Lettings Process	KPI7	94% (Q1-Q4) Full Yr Target: 91%	93%	93%	93%	Marginally lower target as faster void turnarounds is likely to reduce satisfaction, with works for example being undertaken once customer has moved into the property
Deliver efficient and effective services	% Gas Repair Satisfied Customers	KPI9	94% (Q1-Q4) Full Yr Target: 90%	90%	92%	93%	This is a contractual target
Deliver efficient and effective services	ASB % Satisfied with Complaint Handling	KPI10	83% (Q1-Q4) Full Yr Target: 80%	80%	8%	84%	Housemark 2015/16 – sample too small (4 responses)
Deliver efficient and effective services	Major Works % Satisfied Customers	KPI11	96% (Q1-Q4) Full Yr Target: 94%	94%	95%	95%	Methodology updated for 2017/18
Deliver efficient and effective services	Average days FTE Sickness (rolling 12 months)	KPI12	8.9 Days (End Q3) Full Yr Target: 8.5	8 Days by Year End	7.5	7.0	Housemark 2015/16 Performance: Lower quartile

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% Customers that Rate Leasehold Customer Service as 'Good'	KPI13	New for 2017/18	65%	67%	70%	This is a completely new indicator
Deliver efficient and effective services	Overall satisfaction with estate services – tenants	KPI14	New for 2017/18	80%	To be set following year 1	TBC	This is a completely new indicator
Deliver efficient and effective services	Overall satisfaction with estate services – leaseholders	KPI15	New for 2017/18	50%	To be set following year 1	TBC	This is a completely new indicator

Customer Experience PIs

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% Customers that Rate Customer Service as 'Good' (email, face to face, phone)	CE001	91% (Q1-Q4) Full Yr Target: n/a	89%	TBC	TBC	91% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% FOI Enquiries responded to in time	CE002	100% (Q1-Q4) Full Yr Target: 100%	90%	TBC	TBC	97% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% Stage 1 & % Stage 2 Complaints completed in time	CE003	95% (Q1-Q4) Full Yr Target: n/a	90%	TBC	TBC	91% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% VIPs / Members Enquiries responded to in time	CE004	100% (Q1-Q4) Full Yr Target: 100%	98%	TBC	TBC	99% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	Face to Face Wait Time (non-appointment)	CE005	7.9 Mins (Q1-Q4) Full Yr Target: 10	8mins	TBC	TBC	2m 38 seconds (all LBB DUs Q4 2016/17)

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2017/18 target	2018/19 target	2019/20 target	Benchmarking / Notes
Deliver efficient and effective services	% calls answered (Contact Centre, Housing Options, Robert Heath, Leaseholder Services)	CE006	89% (Q1-Q4) Full Yr Target: 92%	92%	TBC	TBC	93.7% was upper quartile mark for 15/16 Housemark Annual Benchmarking . BH performance was lower quartile

Appendix 2: Joint Risks

The following joint risks have been assigned a rating of 12 or more as at March 2017:

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
						TBG001	Unviable cost of development scheme	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on 	Strategic Lead Housing	Financial		

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
		staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda			<p>viable (e.g. planning), and there are upfront surveys of sites.</p> <p>There is also a stakeholder engagement plan, the council's project management toolkit, and council resource in place to support TBG. The council has agreed to use RTB receipts to help fund the scheme. Finally, there is an agreed procurement strategy</p>							

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
						TBG003	Increase in demand for homelessness services	An unexpected increase in the amount of homelessness leads to an increase in demand for services from people at risk of homelessness which results in financial impact in the area of costs to the council general fund, reduction in the supply of suitable properties, heightened risk of H&S and compliance incidents, an inability to meet statutory responsibilities, legal risk due to an increase in the use of bed & breakfast accommodation for more than 6 weeks for families with children or pregnant women.	Strategic Lead Housing	Financial		

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG007	Employee H&S Incident	The need for staff to work in high-risk situations, entering homes on their own, working with volatile individuals) could lead to a Health & Safety incident resulting in harm to Barnet employees, legal challenge, reputational damage.	Barnet Group, Director of Corporate Services	Health & Safety	<p>Policies and procedures for health and safety are in place, including the H&S management system, and the lone working system. Staff undertake training, and there is an induction for new staff.</p> <p>Structures are also in place for contact management, and risk assessments are undertaken. We have a register of those who are violent and abusive, as well as a Vulnerable Tenant password scheme.</p>	5	4	4	3	12	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
						TBG008	Data Protection breach	The high quantity of sensitive information handled by the Barnet Group could lead to a data protection breach, resulting in risk to individuals, reputational damage, legal challenge, and financial penalty.	Barnet Group, Director of Corporate Services	Information Governance		

	<p>Housing Committee 26 June 2017</p>
<p>Title</p>	<p>Best Practice in Regeneration</p>
<p>Report of</p>	<p>Commissioning Director, Growth and Development</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>Yes</p>
<p>Enclosures</p>	<p>Appendix 1: Barnet's Response to Homes for Londoners – Draft Good Practice Guide to Estate Regeneration</p>
<p>Officer Contact Details</p>	<p>Faisal Butt – Commissioning Lead, Housing Tel. 0208 359 6263. Email: Faisal.butt@barnet.gov.uk</p> <p>Susan Curran – Commissioning Lead, Regeneration and Development Tel: 0208 359 3608. Email: susan.curran@barnet.gov.uk</p>

<p>Summary</p>
<p>Increasing the supply of housing through regeneration revitalises communities and provides residents and businesses with places to live and work. The Council's Housing Strategy sets out how regeneration schemes will deliver 20,000 new homes across Barnet's seven major regeneration schemes by 2029. This report sets out national, regional and local best practice and how this is being applied to the development pipeline and estate regeneration programme in Barnet.</p>

<p>Recommendations</p>
<p>1. That the committee report is noted.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 At the meeting of 20th October 2016 the Housing Committee requested a report on best practice in delivering new housing through regeneration.

Best Practice in Regeneration

- 1.2 In December 2016, the Department for Communities and Local Government released a National Strategy for Estate Regeneration¹. The National Strategy recognised that a 'one size fits all' national approach is not appropriate; rather there are three key principles that underpin successful estate regeneration:
- Community engaged as partners
 - Support and leadership of the local authority
 - Willingness to work with the private sector to access commercial skills and lever in investment.
- 1.3 The Mayor of London consulted on a draft good practice guide on estate regeneration² between December 2016 and March 2017. The Guidance forms part of [Homes for Londoners](#), which brings together all of the Mayor's work to tackle the housing crisis, including plans to start building 90,000 new affordable homes in London between 2016 and 2021. The good practice guide sets out key principles that should be followed on all estate regeneration projects. These say that regeneration should only happen where:
- there is a clear statement of the aims and objectives of the borough or housing association in maintaining and improving at housing estates
 - there has been full and transparent consultation and resident engagement
 - proposals should offer full rights to return for displaced tenants and a fair deal for leaseholders
 - demolition should only be followed where it does not result in a loss of social housing, or where all other options have been exhausted
- 1.4 The Council set out in its response to the Mayor of London (See Appendix 1) on how it is adopting the principals set out in the draft good practice guidance as these closely align with the National Strategy on Estate Regeneration. A copy of the Council's consultation response to the London Mayor's good practice guidance details how Barnet is already meeting both the National and Regional best practice guidelines and where lessons have been learned in improving its approach to estate regeneration across Barnet.

¹ <https://www.gov.uk/guidance/estate-regeneration-national-strategy>

² <https://www.london.gov.uk/what-we-do/housing-and-land/improving-quality/good-practice-guide-estate-regeneration>

- 1.5 Barnet's plans to deliver thousands of new homes will make a significant contribution to the housing market in London, and the council will continue to work with the Government and the Mayor to achieve the best outcomes for local residents.

The impact of the regeneration schemes on the delivery of the Housing Committee's Commissioning Plan

- 1.6 Barnet's approach to growth and regeneration is based around five clear priorities:
- To enhance Barnet as a successful London suburb through the delivery of quality new homes and neighbourhoods in the areas of the borough in greatest need of investment and renewal
 - To deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
 - To ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
 - To promote economic growth by encouraging new business growth while supporting local businesses and town centres
 - To help residents to access the right skills to meet employer needs and take advantage of new job opportunities
- 1.7 The estate regeneration programme focuses on the Council's largest estates, Grahame Park, West Hendon, Stonegrove Spur Road and Dollis Valley, and seeks to replace poor quality homes with high quality and modern mixed tenure developments.
- 1.8 Regeneration and growth are fundamental to the delivery of the council's Housing Strategy 2015 - 2025, which focuses on a significant increase in the supply of new homes in Barnet to meet the needs of a growing population, tackling homelessness and supporting vulnerable people, as well as the Housing Commissioning Plan. There are currently five estate regeneration schemes underway in Barnet - Grahame Park, West Hendon, Stonegrove Spur Road, Dollis Valley and Granville Road. Dilapidated, poor quality housing is being replaced with modern, high-quality mixed-tenure accommodation. In addition the council is about to commence procurement of a master-planner to work with the local community to explore the provision of additional housing on the Upper and Fosters Estate in Hendon.
- 1.9 The council in partnership with Argent and Hammerson and Standard Life is also in the process of delivering Brent Cross Cricklewood. The scheme will deliver a new town centre for Barnet and North West London, creating up to 27,000 jobs and acting as a catalyst for future economic growth. Brent Cross Cricklewood will be a great place for existing and new communities with 7,500 new homes delivered (217 of which to replace the Whitefield Estate) as well as new buildings for three local schools, new health facilities, and high quality parks and open spaces. It will provide all the elements of a thriving town centre with a transformed Brent Cross Shopping Centre forming the heart of a

new retail and leisure district. More than £400m will be invested in transport infrastructure including new roads, increased capacity at key junctions and the creation of a new station on the Midland Mainline and Thameslink lines.

- 1.10 The council also has an ambition to build new affordable homes on council housing land. This programme is already underway, with the first three new council houses in Barnet for over 20 years being completed in March 2014 and a further 40 completed by the end of 2016/17. An additional 320 new affordable homes are being delivered on council land via Open Door Homes, with work at the first two sites commencing in June 2017.
- 1.11 Furthermore the council is progressing plans to provide new mixed tenure homes on its own non- housing land and other public sector sites, which will be funded through the sale of market housing.
- 1.12 A total of 6010 homes, of which 2072 are affordable, have been delivered since 2007 through the Growth and Regeneration Programme.
- 1.13 Barnet's plans to deliver thousands of new homes will make a significant contribution to the housing market in London, and the council will continue to work with the Government and the Mayor to achieve the best outcomes for local residents.

Impact of regeneration on leaseholders and tenants

- 1.14 The council recognises that regeneration can be a disruptive process for residents, particularly those that are living in non-secure accommodation, and will seek to minimise this disruption at the point that tenants are required to move by making use of flexibilities within the allocations scheme and by providing advice and support. The council has a good track record of rehousing non-secure tenants, including directly into secure tenancies elsewhere or other forms of long-term temporary accommodation.
- 1.15 Secure council tenants living on Barnet's regeneration estates are entitled to be rehoused within the new development on their estate, or if they wish, they may also choose to be rehoused in another affordable property elsewhere. The aim is to only move tenants once to minimise the disruption to their lives. Secure tenants recently rehoused on the West Hendon estate reported satisfaction levels in excess of 90% with their new home and with the process of moving.
- 1.16 Leaseholders are being offered a range of options depending on the scheme, including shared ownership and shared equity. At Grahame Park there is a retained property exchange scheme where owners can buy a retained property of a similar value.
- 1.17 Housing Committee asked for best practice examples from other London boroughs such as the London Borough of Islington. Like Barnet, the London Borough of Islington has identified council owned sites, including underused areas of estates, which may support the development of new housing. The London Borough of Islington has published a New Homes Charter, which

although currently under review, sets out the principle that all tenants who move to facilitate the development of new homes on their estate have the right to return to a new property. The size of the property will be assessed based on need, and subject to availability. Help is provided to resident leaseholders to buy a new home on the estate of a similar size and/or value and in finding temporary accommodation if the leaseholder wishes to purchase a new home on the estate. Islington's offer is very similar to Barnet's and at times Barnet Council enhances its offer to meet local resident expectations. For example, at Stonegrove Spur Road, secure tenants have been offered an additional bedroom above their housing requirement.

How the process from start to finish can be improved using the lessons learned from West Hendon

- 1.18 At the meeting on 26th October 2016, the Housing Committee requested a lessons learned report from the completed phase of works on the West Hendon Estate. The report (provided via an published [Members briefing](#)) set out areas that worked well as well as areas for improvement. Positive feedback has been received from residents in relation to the shared equity units and the move process and there are high levels of tenant satisfaction with the new build units. Two thirds of non-secure tenants were rehoused into secure (flexible) tenancies.
- 1.19 The review has recommended a number of ways in which resident engagement can be improved ahead of the next phase of development.

These include:

- Provide short accessible information packs for residents across all tenures.
 - Ensure all offers are clear and understood from the start by sending informative and concise letters.
 - Identify vulnerable residents early in order to provide them with extra support throughout the CPO/regeneration process.
 - Ensure there is significant consultation with stakeholders and the wider community.
 - Local presence by partners.
 - Relocate showroom / provide 'mini-show room' for leaseholders (shared equity) and secure tenants.
 - Plan and prepare a schedule of Partnership Board activities for the year ahead to assist with information management.
 - Endeavour to incorporate West Hendon's history within the regeneration.
 - Identify issues early and work with key stakeholders (and the partnership board where appropriate) to resolve e.g. Electrical Riser Works.
- 1.20 The lessons learned from the first CPO at West Hendon will be taken into account in the next phases of development at West Hendon, and across the other regeneration schemes. In Grahame Park, Barnet Homes have already reflected some of this feedback by establishing a local office so that residents

can drop in and obtain regular updates. The new temporary community centre at West Hendon also provides space for partners to be based and hold drop in surgeries with residents. At West Hendon an enhanced assessment regime has been established for residents requiring property adaptations. Usually schemes undertake an assessment prior to the design stage and any adaptations are made thereafter. To address situations where peoples illnesses worsen or new properties throw up new challenges for residents, there are now two further assessment points – one a few months prior to the move, and a third full post-move visit with an Occupational Therapist.

- 1.21 On 12th December 2016, Assets Regeneration and Growth Committee noted the initiation of the Upper and Lower Fosters regeneration project and the community co-design concept. The regeneration of this estate provides an exciting opportunity in a town centre setting to provide new high quality infill development, and deliver significant local environmental improvements. A community co-design approach has been adopted where the project team will work with residents to understand what is important to them about the existing estate and what they would like to see in a future development. This approach demonstrates best practice in estate regeneration approaches and maximises social value from the development process. It can provide transferable lessons for future projects initiated by the council.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The report is for noting by the committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Other alternative options have not been considered, as the report is for noting

4. POST DECISION IMPLEMENTATION

- 4.1 The council will continue with its plans to increase the supply of housing, including homes that are affordable through its development pipeline and estate regeneration programme.
- 4.2 Progress on the Growth and Regeneration programme is reported annually to the Assets, Regeneration and Growth Committee. The 2016-17 annual report was considered by Assets, Regeneration and Growth Committee on 24th April 2017.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

5.1.2 The regeneration and development pipeline schemes; activities that comprise the Growth and Regeneration Programme, contribute to the delivery of key elements the Corporate Plan 2017/18 addendum and targets which highlights the corporate plan priorities of:

- Delivering quality services.
- Responsible growth, regeneration and investment.
- Building resilience in residents and managing demand.
- Transforming local services.
- Promoting community engagement, independence and capacity.

5.1.4 The regeneration and development pipeline programmes also contributes to the Barnet Joint Health and Wellbeing Strategy 2016 – 2020, by:

- Creating better local urban environments and living conditions for local residents, and providing training and job opportunities that will create circumstances to enable people to have greater life opportunities.
- Health provision is considered and provided through the regeneration programme that will provide care and support to facilitate good outcomes and improve user experience.
- Schools, nurseries, and child health provision will be delivered through the Regeneration Programme that will improve outcomes for babies, young children and their families.
- Increasing employment and training opportunities including those who are further from the job market.

5.1.4 The Regeneration and Development Pipeline programmes will deliver key priorities in the Housing Strategy 2015 - 2025, including.

- Increasing the housing supply- to provide more homes. In the February 2016 Residents Perception Survey access to affordable housing was found to be the issue that most residents are concerned about, demonstrating the importance of increasing the housing supply.
- Delivery of homes that people can afford- to provide more affordable homes for rent and sale.
- Providing housing related support to vulnerable people- for example housing suitable for older people suffering from Dementia.
- Improving quality, particularly in the private rented sector- by developing high quality bespoke purpose built private rented homes.

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

- 5.2.1 **Finance** - The council's development partners (developers) are currently responsible for a substantial amount of the Council's costs to bring the regeneration schemes to fruition. The Principal Development Agreements and Regeneration Agreements allow the Council to recover its costs at certain stages of the regeneration projects.
- 5.2.2 **Finance** - The implications in relation to funding the regeneration and development pipeline programmes have been included in the Council's Capital Programme 2017/18.
- 5.2.3 **Performance and Value for Money** - The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.
- 5.2.4 **Property** - The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land is disposed of without taking cash receipt but in consideration of the development partner's obligations to redevelop the estate. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the Council in these acquisitions (including the cost of acquisition itself) will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.
- 5.2.5 **Procurement** - Any services brought in as required to deliver the schemes of the Regeneration Programme will be procured in line with the procurement process of Barnet council, and detailed on the Council's Procurement Forward Plan as appropriate.
- 5.2.6 **Staffing, IT and Sustainability** - There are no issues to report around Staffing, IT and Sustainability.

5.3 Social Value

5.3.1 The next 5 years represents a great opportunity for Barnet residents and businesses, with the borough set to benefit from a growing economy and local investment in regeneration. This is an essential part of Barnet Council's strategy with growth, housing, and responsible regeneration indispensable for the borough; revitalising communities, providing new homes and jobs, and delivered in a manner that protects the things residents love.

5.3.2 Some residents will need extra help to take advantage of the opportunities that growth will bring, so RE, Barnet Council, and Barnet Homes are providing targeted help for those

that need it, and commissioning a range of partnership services to help residents into work. The council want everyone in Barnet to have access to a good job and good housing, or a better job and better housing, so that the borough remains a place where people want to live and work.

5.3.3 As part of the Entrepreneurial Barnet approach the Growth and Regeneration Programme is providing a number of initiatives to support residents into work including: a Retail Job Shop, construction training and jobs through developer S106 contributions and the 'Workfinder' project for unemployed residents. The Platforms project ran for out of work/education 16 – 24 year olds between June 2012 and December 2015. In 2015 the project was subject to a social return on investment audit which showed the programme delivered £2.12 in social value return for every £1 spent.

5.3.4 The Council will seek to provide employment opportunities for local people and opportunities for small and medium enterprises through the procurement of the construction contracts for the delivery of development pipeline schemes.

5.4 Legal and Constitutional References

5.4.1 Brent Cross South, Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, and West Hendon regeneration schemes are regulated and governed by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles, or subsidiaries of the development partners, required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled, could give rise to legal liabilities.

5.4.2 Any changes to the schemes are generally enabled within the contractual framework established by the Development Agreements. Any such changes will usually be detailed in delegated powers reports. However, the change is not then exempt from other statutory requirements such as planning permission.

5.4.3 Most of the Development Agreements and ancillary documents were made pursuant to the now defunct, "wellbeing power" under Section 2 of the Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011. In entering into disposal, appropriation and acquisition arrangements, the Council is also relying upon its powers to deal with land contained in the Local Government Act 1972, the Housing Act 1985 and the Town & Country Planning Act 1990.

5.4.4 Regional Enterprise (Re) is responsible for supporting the Council in meeting its obligations under the Development Agreements.

5.4.5 Legal and constitutional arrangements between Barnet Council and Regional Enterprises are laid out within the Joint Venture contract.

5.5 Risk Management

5.5.1 The viability of each of the physical regeneration and housing development projects is substantially dependent on the performance of the housing market over the lifetime of the developments. Delays to the delivery of the schemes could result in reduced resident satisfaction levels. To help mitigate this, continual monitoring of the local housing market and housing delivery takes place with the development partners. Economic sensitivity measures review mechanisms have been included in the Development Agreements.

5.5.2 In 2001 the Department for Transport, Local Government and the Regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standards. In response to the need to address problems around heating, condensation and general structural repairs, as well as the modernisation requirements for the homes on these estates, the Council decided to embark on the programmes to regenerate these estates to provide well designed, high quality and efficient homes. If the estate regeneration schemes do not complete, the Council will be required to bring the remaining properties up to Decent Homes Standard.

5.5.3 The Council's development partners are currently responsible for a substantial proportion of Council costs in delivering the regeneration schemes. These costs include, but are not limited to, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance Payments to secure tenants required to move, qualifying staff costs, Resident Independent Advisors and cost consultancy advice. The Principal Development Agreements set out the framework for these costs being recovered. It is the responsibility of Regional Enterprise (Re) to manage the reclaim of these costs on behalf of the Council, however if the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council may not be able to recover all the costs incurred. To mitigate this risk, anticipated costs are agreed with the Development Partners in advance of expenditure wherever possible.

5.5.4 The Council also has obligations under the Principal Development Agreements and Regeneration Agreements. If the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's development partners. It is the responsibility of Regional Enterprise (Re) to support the Council in meeting its obligations under the Development Agreements.

5.5.5 There is a risk that the delivery of physical and socio-economic regeneration could be endangered due to restrictions in the availability of third party funding. This could lead to reputational issues for the Council and resident dissatisfaction. The Council and Regional Enterprise (Re) will maintain close working relationships with development partners, the Greater London Authority and other government bodies to ensure a flexible approach to future problems that may threaten individual projects. The Council and Regional Enterprise (Re) will also keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals.

5.6 Equalities and Diversity

- 5.6.1 Under the Equality Act 2010 (“the Act”), the Council and organisations working on their behalf, have a legal duty to have ‘due regard’ to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protracted characteristics and those without. The ‘protected characteristics’ are age, gender, ethnic origins and race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The ‘protected characteristics’ also include marriage and civil partnership, with regard to eliminating discrimination.
- 5.6.2 The Regeneration and Growth Programme will follow the principles set out in the London Borough of Barnet Equalities Policy (revised January 2014) and the Corporate Plan 2017 -2020 and aim to ensure that all Barnet residents benefit from growth and regeneration in the Borough.
- 5.6.3 Equality considerations will be kept under review and updated as proposals develop under the regeneration schemes so that an up to date assessment of the equalities impact will accompany any future proposals which are put to decision makers.

5.7 Consultation and Engagement

- 5.7.1 Consultation is a fundamental part of the Growth and Regeneration programme with each scheme having its own stakeholder engagement plan.

5.8 Insight

- 5.8.1 The Council’s Housing Strategy, which identifies the need for new affordable homes, is supported by a comprehensive evidence base, including a Housing Needs Assessment and a study of affordability carried out by the Council’s insight team.
- 5.8.2 Sources of data used in the Annual Regeneration Plan include:
- The Barnet Regeneration Strategy. Barnet Council, 2012.
 - The Barnet Housing Strategy, Barnet Council, 2015-25.
 - A Growth Strategy for Barnet, Barnet Council, 2012.
 - Developing Barnet’s economic Strategy, Middlesex University, May 2014.
 - Barnet Local Plan, Barnet Council, 2012.
 - Data obtained from the regeneration schemes themselves.

6. BACKGROUND PAPERS

- 6.1 26 October 2016, Housing Committee Members Briefing, West Hendon Estate Lessons Learned, <https://www.barnet.gov.uk/citizen-home/council-and-democracy/governance/Members-briefings.html>
- 6.3 12 December 2016, Assets Regeneration and Growth Committee, Upper and Lower Fosters, <https://barnetintranet.moderngov.co.uk/documents/s36542/Upper%20and%20Lower%20Fosters.pdf>

- 6.2 24 April 2017, Assets, Regeneration and Growth Committee, Annual update report on the Growth and Regeneration Programme.

<http://barnet.moderngov.co.uk/documents/s39283/Annual%20update%20report%20on%20the%20Growth%20and%20Regeneration%20Programme.pdf>

- 6.3 7 March 2017, Council, Appendix N - Corporate Plan – 2017/18 addendum

<https://barnet.moderngov.co.uk/documents/s38364/Council%20-%20Business%20Planning%202017-20%20-%20Cover%20Report.pdf>

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date: 14th March 2017

Dear Mayor Khan

Barnet's Response to Homes for Londoners – Draft Good Practice Guide to Estate Regeneration

I am writing in response to the draft 'Good Practice Guide to Estate Regeneration' which was published in December 2016. The council welcomes the approach to engagement and consultation set out in the guide as well as the opportunity to share some examples of how the council have already adopted many of the principles set out in the guidance.

Introduction to regeneration and housing development in Barnet

Barnet's approach to growth and regeneration is based around five clear priorities:

- To enhance Barnet as a successful London suburb through the delivery of quality new homes and neighbourhoods in the areas of the borough in greatest need of investment and renewal
- To deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
- To ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
- To promote economic growth by encouraging new business growth while supporting local businesses and town centres
- To help residents to access the right skills to meet employer needs and take advantage of new job opportunities

There are currently five estate regeneration schemes underway in Barnet - Grahame Park, West Hendon, Stonegrove Spur Road, Dollis Valley and Granville Road. Dilapidated, poor quality housing is being replaced with modern, high-quality mixed-tenure accommodation. In

addition the council is about to commence procurement of a master-planner to work with the local community to explore the provision of housing on the Upper and Lower Fosters Estate in Hendon.

The council in partnership with Argent and Hammerson and Standard Life is also in the process of delivering Brent Cross Cricklewood; one of the capital's major regeneration schemes and among the most significant planned new developments in Europe. The scheme will deliver a new town centre for Barnet and North West London, creating up to 27,000 jobs and acting as a catalyst for future economic growth. Brent Cross Cricklewood will be a great place for existing and new communities with 7,500 new homes delivered (217 of which to replace the Whitefield Estate) as well as new buildings for three local schools, new health facilities, and high quality parks and open spaces. It will provide all the elements of a thriving town centre with a transformed Brent Cross Shopping Centre forming the heart of a new retail and leisure district. More than £400m will be invested in transport infrastructure including new roads, increased capacity at key junctions and the creation of a new station on the Midland Mainline and Thameslink lines.

The council also has an ambition to build new affordable homes on council housing land. This programme is already underway, with the first new council houses in Barnet for over 20 years being completed in March 2014 and a further 40 completing in 2016.

Furthermore the council is progressing plans to provide hundreds of new mixed tenure homes on its own non- housing land and other public sector sites, which will be funded through the sale of market housing.

Our response to the principles set out in the Draft Good Practice Guide to Estate Regeneration

Setting out aims and objectives

Pledges / residents charters have been used successfully across the schemes, including Grahame Park and Stonegrove Spur Road, to establish the aims of the regeneration. The pledges have helped to set shared expectations and we've learned that is important to work with the community to revise and update the pledges as the scheme changes.

Re-provision of affordable housing

Estate regeneration is a complex process which must take account of the specific circumstances of each site, including local infrastructure needs, local housing need (tenure mix, affordability and unit size), other local development opportunities, placemaking, viability and the nature of the surrounding area. The council therefore believes that a blanket approach to re-provision of affordable rented housing is too simplistic, and should be a matter for local policies and decision making.

Our schemes have all endeavoured to ensure that there has not been a loss of affordable housing. However this requirement has had to be balanced with the need to make the schemes viable and the importance of creating a mixed tenure community. On some estates the council has purposely chosen to reduce the number of social rented units in order to promote a more diverse housing stock.

For example, on the Grahame Park estate it is likely that there will be a net loss of social housing of around 250 homes. However, there is a preponderance of two bedroom dwellings on the estate that has led to significant overcrowding. The new dwelling mix proposes more

large homes and actually leads to an improved balance of "bed spaces" on the estate. The development of a mixed tenure community is likely to result in a more sustainable and balanced community. In addition significant development of social housing is already planned on the nearby Adastral (South) site which will improve the balance of rented homes/owner occupation as well as meet the deficit of rented homes on Grahame Park.

Additional affordable housing is being delivered in Colindale, Millbrook Park and on infill sites across the Borough.

Integration with surrounding environment and improvements to public realm

All our schemes aim to ensure that new housing development is properly integrated into the surrounding environment. This is being achieved through improved public realm, better transport links and improved linkages to surrounding areas. The West Hendon regeneration scheme, for example, will create improved transport infrastructure and link the estate to the neighbouring Welsh Harp Reservoir and a new town centre/commercial hub. Extensive work has been undertaken to ensure that the redevelopment fully recognises the environmental and nature conservation importance of the Welsh Harp. As part of the Brent Cross South project there is an explicit aim to tackle the 'island' nature of the site, including through improved links between the Whitefield Estate, neighbouring parks and a new town centre, as well as to the improved shopping centre on the north side of the North Circular.

Monitoring and review

The council recognises the importance of establishing the expected benefits of regeneration schemes. For all new projects, including Upper and Lower Fosters, work will be undertaken with local communities to establish what is important to them and so define the project benefits which will then be baselined and monitored throughout the lifetime of the scheme and beyond.

Community Engagement

The council ensures meaningful consultation with residents and other stakeholders is carried out. Some of the ways in which the council has engaged with residents to date has included holding surgeries, open days and by having a Partnership Board chaired by a local resident. On Grahame Park, Barnet Homes have established a local office so that residents can drop in and obtain regular updates. Feedback from residents has suggested that this is a better way of engagement, rather than holding more formal meetings.

Following completion of the first compulsory purchase order (CPO) process at West Hendon a lessons learned review has taken place and has recommended a number of ways in which resident engagement can be improved ahead of the next phase of development. These include:

- Provide short accessible information packs for residents across all tenures.
- Ensure all offers are clear and understood from the start by sending informative and concise letters.
- Identify vulnerable residents early into order to provide them with extra support throughout the CPO/regeneration process.

- Ensure there is significant consultation with stakeholders and the wider community.
- Local presence by partners.
- Relocate showroom / provide 'mini-show room' for leaseholders (shared equity) and secure tenants.
- Plan and prepare a schedule of Partnership Board activities for the year ahead to assist with information management.
- Endeavour to incorporate West Hendon's history within the regeneration.
- Identify issues early and work with key stakeholders (and the partnership board where appropriate) to resolve e.g. Electrical Riser Works.

All schemes utilise an Independent Resident Advisor to support residents throughout the regeneration process.

Fair deal for tenants and leaseholders

We recognise that regeneration can be a disruptive process for residents, particularly those that are living in non-secure accommodation, and will seek to minimise this disruption at the point that tenants are required to move by making use of flexibilities within our allocations scheme and providing advice and support. We will also consider buying out leaseholders in financial hardship when this will assist in the regeneration process.

The council support the principle of offering full rights to return for displaced secure tenants and a fair deal for leaseholders. Throughout all the schemes secure tenants have been offered a new home on the estate. As a basic principle all secure tenants are offered the right to return and where possible made an enhanced offer. For example, at Stonegrove Spur Road secure tenants were offered an additional bedroom above their housing requirement. The aim is always to only decant tenants once to minimise disruption to their lives.

Where properties due for demolition become vacant they have been used as temporary accommodation. It is extremely important given the pressure on housing in London that we can continue to do this, and do not leave homes empty. The council is unable to guarantee non-secure tenants a right to return on the regeneration estate, though we have a good track record of rehousing non-secure tenants in alternative local accommodation. For the 86 non-secure tenants within phase 3b at West Hendon, 39 were provided with secure tenancies elsewhere, and all but 4 households were rehoused within the London Borough of Barnet, with 2 of the 4 having requested to move outside of the Borough.

Leaseholders are being offered a range of options depending on the scheme. We always meet CPO compensation regulations by providing market value and appropriate home loss and disturbance payments. At Grahame Park there is a retained property exchange scheme where owners can buy a retained property of a similar value.

All resident leaseholders have been offered generous shared equity and shared ownership products on regeneration schemes. As part of West Hendon CPO 1 the market value of the properties were held down to ensure that all qualifying leaseholders could afford one if they chose to exercise the shared equity option. In CPO1 take-up was moderate due to

leaseholders being uncertain about the shared equity product. With residents now more knowledgeable about the product, all remaining shared equity units have been filled with leaseholders coming forward from later phases of the scheme. It is anticipated that there will be very high take-up levels in the next phase. The take-up has also been positive for phase 1 and 2 for Dollis Valley.

Surgeries/drop in sessions are regularly held on the estates, attended by the Independent Tenant Advisor and Barnet Homes (our ALMO), to maximise access to support services.

Extra support and assistance for vulnerable groups

A housing needs assessment is always carried out to identify vulnerable residents across our schemes and to ensure additional services are provided for these residents. Specialist decant officers also assist with their move.

In West Hendon a comprehensive support programme has been established which builds on the lessons learned from earlier phases of the scheme. One recent example of note is our enhanced assessment regime for residents requiring property adaptations. Usually schemes undertake an assessment prior to the design stage and any adaptations are made thereafter. To address situations where peoples illnesses worsen or new properties throw up new challenges for residents, we now have two further assessment points – one a few months prior to the move, and a third full post-move visit with an Occupational Therapist.

Final thoughts

Our ambition through our regeneration programme is to replace run-down estates and transform them into thriving new mixed developments like the Stonegrove Estate in Edgware, which is now a successful new community; home to long-standing social tenants, young families and commuters. Together with the growth at Brent Cross Cricklewood, Colindale and Mill Hill East these schemes will deliver over 27,000 new homes and new infrastructure by 2025.

We trust that this response provides a positive contribution to the Mayor's emerging policy thinking with respect to estate regeneration, and look forward to working constructively with the Mayor / GLA; commenting further later in the year on the emergent draft London Plan and Housing Strategy.

Yours sincerely



Cath Shaw
Deputy Chief Executive
Commissioning Director, Growth and Development

	<h2>Housing Committee</h2> <h3>26 June 2017</h3>
<p style="text-align: right;">Title</p>	<p>Introducing a Local Lettings Policy in Barnet</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director Growth and Development</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Key</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1: Key documents</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Laura Davison, laura.davison@barnethomes.org, x4848; Dan Sher, Daniel.sher@barnethomes.org, x6292</p>

Summary

A Local Lettings Policy (LLP) uses flexibilities within Council Housing Allocation Schemes/ Policies to allocate a proportion of housing stock through special arrangements. These special arrangements prioritise local tenants for properties in specific developments or areas – according to the particular needs of those developments or areas. LLPs are often used by Councils to prioritise existing Council tenants with a housing need for new homes on in-fill development sites on their estate. Over the next three years, The Barnet Group – through its new Registered Provider Opendoor Homes – will develop 320 new homes on existing Council land and a large number of these properties will be delivered through in-fill development sites on existing Council estates.

In June 2016 the Housing Committee agreed to consider introducing a Local Lettings Policy in Barnet. This report facilitates the Committee’s discussions, by providing the Housing Committee with further information about how a local lettings policy approach has

been implemented by other London boroughs, including the London Borough of Islington¹. After reviewing the practices of these Councils, the housing climate and context in Barnet and the potential number of existing tenants who would benefit from a local lettings policy, this report suggests a local lettings policy approach that could benefit the existing residents of estates without disadvantaging others in housing need or increasing homelessness cost pressures for the Council. If the Housing Committee supports the suggested approach, a full consultation and Equality Impact Assessment (EIA) should be undertaken on the suggested approach and the findings shared with a future Housing Committee. The Housing and Planning Act (2016) and the Homelessness Reduction Act (2017) will require the Council to consult on a number of new amendments to the Allocations Scheme soon. It is proposed that the council consult on all the proposed changes arising from the two Acts alongside the proposed LLP criteria at the same time.

Recommendations

1. That the Housing Committee approves for a consultation and Equality Impact Assessment (EIA) to be carried out, at the appropriate time, to consider the introduction of a local lettings policy (LLP) approach whereby existing Council tenants with an established housing need under the Council's Housing Allocations Scheme (in Band 1 or Band 2) whose existing home would become available for reallocation are given priority for new-build properties on in-fill developments on their estate.

2. That the findings of the consultation and EIA be brought back to the Housing Committee with a recommendation as to whether to adopt the LLP approach and an amended Housing Allocation Scheme as appropriate.

1. WHY THIS REPORT IS NEEDED

- 1.1 The purpose of this report is to provide the Housing Committee with information on what a local lettings approach is; to share information about how local lettings policies are used by other local authorities in London; and to identify an approach to local lettings that could work within Barnet's housing context.
- 1.2 The Council and The Barnet Group are committed to ensuring that its new homes are meeting the needs of the local community. Currently all properties, including new build, are allocated through the Council's Housing Allocations Scheme, which prioritises customers based on their assessed housing needs using a priority banding system (where Band 1 and Band 2 are the highest priority rehousing bands). There is a provision in the Council's Housing Allocations Scheme to apply "*special allocations arrangements in respect of properties available for letting on new build developments*". However, this

¹ This report has reviewed the LLPs belonging to five local authorities: Islington, Kensington & Chelsea, Havering, Haringey and City of London.

provision is not sufficiently detailed to be an effective mechanism for prioritising local people for new developments.

- 1.3 The wider political context should also be considered. There is broad support across London for programmes to build more houses. Yet a primary concern – referenced by London Mayor Sadiq Khan in his election manifesto – is to ensure that where possible, households with a local connection to an area get “first dibs” on a high proportion of new properties built.
- 1.4 Local Lettings Policies have been used by other Councils to address a wide range of issues related to housing management needs and wider public policy concerns. These issues include: creating balanced and mixed communities; improving community stability and cohesion; protecting existing stable communities; tackling low-demand areas and difficult-to-let estates; preventing future problems occurring in newly developed estates or in relation to recently modernised properties; reducing the incidence of anti-social behaviour. In London they have been used to benefit existing Council tenants with an established need to move where in-fill developments have taken place on their estate.
- 1.5 As The Barnet Group is about to embark on an ambitious programme of affordable housing development, it is important that the introduction of a local lettings policy approach for new-build development is considered. The absence of a local lettings policy in Barnet entails a risk that both community well-being and cohesion could be negatively impacted by new households moving into new-build properties on existing estates, especially if there is a perception amongst existing residents that the new households have ‘taken’ new-build properties that could have been allocated to local residents.
- 1.6 Adopting a local lettings policy on new build ‘in-fill’ developments on existing estates could help encourage the engagement of local residents and their support for such projects. It could also promote family and community well-being as local residents could continue to maintain links with their established community and retain their support network.

2 REASONS FOR RECOMMENDATIONS

- 2.1 In preparing this report, the local lettings policies of five London boroughs were reviewed, including the London Borough of Islington. The table below summarises the approach taken in each borough by the Local Authority.

Table 1: Approach to local lettings policies (LLPs) of other London boroughs²

Local Authority (2014/15 housing stock)	Type of properties offered under LLP?	Who does the LLP help?	Main drivers / purpose of LLP
Islington (26,065)	All new homes (Council and housing association) constructed on existing estates (as of March 2015, all new homes were offered at social rent level)	In priority order: 1. households on estate (tenants or family members) with housing need 2. households on estate without housing need 3. applicants from elsewhere	Ensuring local people benefit from social housing built near them
Haringey (15,519)	14 housing association (HA) properties on the estates	Secure Council tenants to be decanted from Love Lane Estate	Protecting existing stable communities
Havering (9,873)	All new homes (Council and HA) constructed on Briar Road estate	In priority order: 1. households on estate with housing need 2. households not on estate with housing need	Foster community stability and cohesion
Kensington & Chelsea 1 (6,809)	45 properties for social rent, built by Peabody, as in-fill on Silchester Estate	- 7 decanted tenants (Direct Offer) - Overcrowded households (Choice Based Lettings bid) - Under occupiers (CBL bid)	To progress the redevelopment of the estate and improve living conditions on the estate
Kensington & Chelsea 2 (6,809)	Social housing	Benefit capped homeless households who are currently living in temporary accommodation and who have a need to live in-borough or nearby	Reducing spend on Discretionary Housing Payments Move on from TA
City of London (450)	43 homes offered at intermediate rent levels	Existing social tenants with housing needs who live or work within the City.	Nominate suitable social tenants with housing need & local connection to units in a prime location

² Appendix 1 provides links to further information about each Local Authority's approach.

2.2 The review showed that:

- Local lettings policies are commonly used for in-fill developments on existing estates to help foster community stability and cohesion;
- Existing Council tenants who live locally and have an established need to move homes are most likely to benefit from local lettings policies. This approach has the added benefit of freeing up another property that can be allocated to a household in housing need;
- The approach taken by each Council is appropriate to the local context and needs of the borough. For example, Islington is able to apply a local lettings policy more widely because of its large social housing stock whilst Kensington and Chelsea has used a local lettings policy to allocate social housing to homeless households previously living in expensive temporary accommodation affected by the benefit cap who could not afford other housing in the borough;
- There is no need for a separate local lettings policy; the approach can instead be stipulated in the relevant Housing Allocation Scheme/ Policy.

2.3 A local lettings policy approach in Barnet would need to be viable within the housing context and climate of the borough. Although the focus on homeless prevention has significantly increased in recent years, in 2015/16 the Housing Options service placed 1263 new households onto the Council's Housing Allocations Scheme and as of 31st August 2016 there were 229 households living in expensive emergency temporary accommodation and another 2818 households living in another form of temporary accommodation. The financial picture on homelessness in Barnet is as follows:

- In 2015/16 homelessness in Barnet cost approximately £5.8 million;
- As of April 2016, each new household placed in 2-bed emergency temporary accommodation (TA) costs on average an extra £3,100 per annum to the Council's General Fund;
- Between 2013/14 and 2015/16 spend on TA increased by 57% from £14.1 million to £22.2 million. The net cost of providing TA in that time increased from a surplus of £343k to a loss of £2.6 million³;
- Future budget pressure is likely to be as much as £5.9 million over the next 5 years – a shortfall that the Council will have to potentially fund from other budgets.

³ Barnet Homes has a budget of £5.8m to deliver the homelessness service on behalf of the Council. This money covers the cost of both delivering the homelessness service and the shortfall between the amount paid for temporary accommodation and the maximum rent recoverable. As the cost of providing temporary accommodation to homeless households is not covered by temporary accommodation subsidy rates (which were last set in 2011), the Council covers the remaining cost and incurs a loss through its provision.

- 2.4 Introducing a local lettings approach in Barnet which prioritises Council tenants who have a housing need under the Housing Allocations Scheme for some of the new-build properties on in-fill developments on their estate will not only help to meet the needs of these residents, but will also free up their former properties to benefit those customers assessed as having the greatest housing need.
- 2.5 The suggested approach to a local lettings policy in Barnet is that existing secure tenants living on an estate are prioritised for new homes being built on their estate, where they have an assessed housing need within Band 1 or Band 2 of the council's Housing Allocations Scheme.
- 2.6 The Council would retain the right to override the local lettings policy where there is an identified housing need that could not readily be met elsewhere, for example to rehouse someone with wheelchair accessible requirements.
- 2.7 To minimise void works costs existing tenants will be required to leave their previous home in a standard where it can be let to another household immediately (including providing access before they leave so that works can be completed).
- 2.8 Existing Council tenants who move to a new-build property will keep their security of tenure⁴ but will pay rent at an affordable rent level (65% of average market rent value) rather than social rent. It is worth noting that when an existing Council tenant transfers into a housing association property, the housing association property's rent is also set at affordable rent levels.
- 2.9 A review of the local lettings approach of other Councils has identified that it is not necessary to develop a separate Local Lettings Policy. Instead, changes can be made to the existing Council Housing Allocations Scheme, specifying the circumstances in which a special allocations arrangement could be made and the eligibility criteria for such an arrangement.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Given the significant level of established housing need in Barnet (with 2,757 households in a form of Temporary Accommodation) it would not be appropriate to take a local lettings approach for other family members whom have lived with residents on an estate for the past 12 months or more, as used by Islington. While Islington's LLP prioritises applicants who have a housing need, residents and family members can then apply for the remaining new build properties - after housing need has been catered for. Alternative local lettings approaches create "churn" – freeing up an applicant's former

⁴ Note that the Council may be required to use fixed term tenancies subject to regulations to be published by the Secretary of State following the enactment of the Housing and Planning Act 2016.

property when they move into a new property. However, allowing family members or 'homeless from home' applicants to move into a new property without freeing up the former property would reduce the properties available to be allocated to customers who have a housing need that do not live on the estate and impact on our ability to house applicants whom have a housing need. Such an approach could also potentially generate increased demand through parental and familial evictions.

- 3.2 Kensington and Chelsea has used an LLP to give priority for social housing to homeless households living in temporary accommodation affected by the benefit cap who have a need to live in or near the borough. An LLP was used in this way because the local authority was previously unable to procure enough local, affordable temporary accommodation for these customers which resulted in them being placed in unaffordable temporary accommodation with rent shortfalls covered by Discretionary Housing Payments. The work of the multi-agency Welfare Reform Taskforce - which assists Barnet residents affected by the benefit cap, supporting these residents into work and providing support in finding alternative affordable accommodation – means that such an approach is not needed in Barnet.
- 3.3 Not introducing an LLP is a viable option – particularly if the local lettings approach adopted impeded the Council's ability to house applicants whom have a housing need and to move applicants on from expensive temporary accommodation. However, introducing an LLP that fits the borough's housing context can mitigate these issues and can produce positive results – including the reallocation of existing social housing and increased levels of buy-in from local communities affected by in-fill development.

4 POST DECISION IMPLEMENTATION

- 4.1 The Housing Committee will be asked to consider the findings of the consultation and Equality Impact Assessment and consider whether to approve the introduction of an LLP and the required amendments to the Housing Allocations Scheme.
- 4.2 Should a new Housing Allocations Scheme, which incorporates the recommended LLP approach be adopted, Barnet Homes and Opendoor Homes will introduce a procedure to ensure that Council tenants with an established housing need in Bands 1 or 2 are prioritised for new properties on in-fill developments on their estate.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:
- Of opportunity, where people can further their quality of life;

- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly;
- Where services are delivered efficiently to get value for money for the taxpayer.

5.1.2 The highest priority of the Council's Housing Strategy is increasing the supply of housing with the population of Barnet forecast to increase by 19% over the next 25 years.

5.1.3 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.1.4 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

5.1.5 The impact of a local lettings approach will be reviewed on an annual basis by Barnet Council and Barnet Homes as part of an annual review of the impact of the Council's Housing Allocations Scheme.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 A local lettings policy has some financial implications as there will be costs associated with re-letting the homes freed up by Council tenants who move into new properties on their estate. These will include the cost of voids works and safety checks required to re-let the home at a suitable standard and incentive payments made to tenants who have moved to a smaller property (via the Barnet Homes 'Fresh Start Scheme')⁵. Voids works costs should be minimised by the requirement of the outgoing tenant to leave their property in a condition that is 'ready to let'. This approach would help minimise turnaround times for empty properties.

5.2.2 Should the LLP approach put forward in this report be implemented, there are potential financial benefits for the Council. This includes increased rent collection and reduced use of Discretionary Housing Payment monies (which could then be used to assist other Barnet residents) where existing tenants that move to new properties on their estate were under occupying their previous home and affected by the Government's removal of the spare room subsidy.

5.2.3 As existing Council tenants will only be prioritised for a new home on their estate in cases where their previous home will become empty and available for allocation to another household in housing need, the same number of homes will still be available to a wider group of residents in housing need.

⁵ The Barnet Homes Fresh Start Scheme helps secure tenants (both Council and housing association tenants) to downsize to a smaller property within the London Borough of Barnet in exchange for an incentive payment. The incentive payment varies depending on the size of property that is freed up by the tenant downsizing.

This means that the Council will still benefit financially when new homes are allocated to those in housing need who have been living in expensive forms of temporary accommodation.

5.2.4 As outlined in the risks section below, the adoption of a local lettings policy approach for in-fill developments could cause legal challenge from those others in housing need who have not been allocated the homes because existing Council tenants on the estates have been prioritised for the properties ahead of them. Legal challenge would bring associated costs.

5.3 Social Value

5.3.1 Social value is central to a local lettings approach. By prioritising local people whom have a housing need, a local lettings approach can contribute to the sustainability of a community. A local lettings approach recognises that by helping residents to remain within the area, residents can continue to make a community contribution through their employment and volunteering, and can continue to use local shops and services or provide on-going support to family members.

5.4 Legal and Constitutional References

5.4.1 The Council Constitution, Responsibility for Functions, [Annex A](#), sets out the responsibilities of the Housing Committee, which include:

- Housing Strategy (incorporating Homelessness Strategy)
- Working with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing

5.4.2 The Housing Committee is responsible for reviewing and signing off amendments to the Council’s Housing Allocations Scheme. Should a full consultation and Equality Impact Assessment be undertaken on the adoption of an LLP approach, and should the findings favour introducing the approach, approving or rejecting the inclusion of a local lettings approach within a revised Housing Allocations Scheme will be the responsibility of the Housing Committee.

5.5 Risk Management

5.5.1 The table below sets out the key risks associated with the proposals to develop the sites and their mitigation.

Risk	Mitigation
There is a risk of increased exposure to legal challenge if the implementation of the lettings policy prejudices the housing opportunities of other client groups and in particular those with a ‘reasonable preference’ under the Housing Act 1996.	This risk can be mitigated by allocating the homes released by the local resident moving into a new-build property to other customers in housing need.

Risk	Mitigation
<p>There is a risk that by implementing a local lettings policy which prioritises Council tenants for new-build properties the Council would be challenged for breaching Article 14 of the European Convention of Human Rights, the right not to be discriminated against. This refers to “status groups” and included in such are non-council tenants.</p>	<p>In adopting a local lettings policy for certain developments, Barnet Homes and the Council would need to always have a clear justification for the approach.</p>
<p>There is a reputational risk that the introduction of a local lettings policy which benefits Council tenants would cause further dissatisfaction and challenge amongst non-secure tenants living on regeneration estates who would not be assisted in a similar way.</p>	<p>This risk can be mitigated through effective stakeholder communications and engagement with non-secure tenants living on regeneration estates.</p>
<p>The rents of the new-build properties delivered by Opendoor Homes will be set at affordable rent levels (65% of average market rent value) whilst rents for existing Council tenants are at a lower, social rent level⁶. This variance will mean that some local residents, despite living on an estate where a local lettings policy may be adopted and having an established need to move home, will not be able to afford or want to live in the new properties with a higher rent. As well as potentially attracting negative publicity for The Barnet Group and the Council, there is also a risk that the key objective of using a local lettings policy to harness community cohesion will not be achieved.</p>	<p>The business model for Opendoor Homes means that it will not be possible to offer some of the new homes at a lower rent level than 65% of average market rent. Full affordability and suitability assessments will ensure that only those who can afford affordable rents are allocated properties with this rent level. The risk can be mitigated through effective communication and engagement with local residents so that residents are informed of the higher rents for the new properties early on and expectations are well-managed.</p>

5.6 Equalities and Diversity

⁶ For comparison, a one bed property that was recently let at an affordable rent level has a weekly rent of £189.21 (this excludes any service charge) whereas a one bed property that was recently let at a social rent level has a weekly rent of £96.01 (excluding any service charge).

- 5.6.1 It is important that any equalities implications are carefully considered. Should the Housing Committee support the introduction of the LLP approach put forward in this report, a full Equalities Impact Assessment will be completed to evaluate the likely impact of introducing a local lettings approach within the Housing Allocations Scheme before such an approach is adopted. If a local lettings policy approach is adopted, a review of the impact of local lettings policies must be completed on a regular basis to identify who has benefitted from this approach.
- 5.6.2 It is known that the diversity profile of existing Council tenants differs to the profile of homeless households living in temporary accommodation. For example, the proportions of BME and younger people are higher in temporary accommodation compared to existing council tenants. If only existing Council tenants were expected to benefit from the introduction of local lettings policies, certain groups of customers (particularly those who have an assessed housing need under the Council's Housing Allocations Scheme and live in temporary accommodation) would be adversely affected by its introduction. However, as the recommended approach would allow other properties to be freed up for reallocation, a wider group of customers who have been assessed as having a housing need under the Council's Housing Allocations Scheme would still benefit.
- 5.6.3 Some groups of Council tenants who have been assessed as having a need to move may benefit from the adoption of local lettings policies because their specific housing needs can be incorporated into the development plans for the new homes on their estate. For example, a Council tenant with specific health needs who needs to move home for medical reasons (such as more accessible accommodation) but also needs to remain in the same area is likely to have their specific needs met far sooner than waiting to be rehoused through the normal housing allocation route.
- 5.6.4 A review of the numbers of existing Council tenants that would benefit from a local lettings policy showed that only a small proportion would potentially move to a new home on their estate (Table 2 below). This means it is highly likely that a wider group of customers with an established housing need would be allocated new-build properties on developments where a local lettings policy is in place. Discretion within the Council's Housing Allocations Scheme can be exercised where new properties designed to benefit particular groups of customers, such as wheelchair accessible properties, to ensure that these properties go to customers who need them most.

5.7 Consultation and Engagement

- 5.7.1 Where potential in-fill sites are identified, consultation with existing residents of the estate takes place as part of the planning process. So far, the consultation feedback has not referenced a desire for properties on the new development to be reserved for existing residents. However, this area has not previously formed a focus of the consultation exercises. An expected benefit of introducing local lettings policies is that it will improve relations with existing local residents and encourage engagement and support from them for the

new development.

- 5.7.2 Should the Committee decide to consider introducing an LLP in Barnet, a more extensive consultation will take place on whether to revise the Housing Allocations Scheme to incorporate an LLP approach. The consultation exercise will involve a wider group of Barnet's residents and other key stakeholders and will be completed through the development and delivery of a specific stakeholder consultation plan. Should the findings of this consultation and the Equality Impact Assessment be positive, the revised Scheme will be brought back to a future Housing Committee for approval.

5.8 Insight

- 5.8.1 The Council's Housing Strategy, which identifies the need for new affordable homes, is supported by a comprehensive evidence base, including a Housing Needs Assessment and a study of affordability carried out by the Council's insight team.
- 5.8.2 To help establish whether the introduction of a local lettings policy would benefit Council tenants who are currently living on estates that have been identified as potential new-build in-fill development sites, the housing needs of the Council tenants living on the four estates with the largest development potential have been reviewed. The table below shows the number of Council tenants living on these four estates who have either been assessed as having a need to 'transfer' to another home under the Council's Housing Allocations Scheme (because of a need to move to a smaller property, larger property or property that better meets the health needs of the household) or are under occupying their existing home and affected by Government's removal of the spare room subsidy (also known as the 'bedroom tax')⁷. The table also shows the size of the home that these tenants need to move to, as well as the number and size of homes that have been suggested for new development on each estate.
- 5.8.3 This review identified that a total of 21 existing Council tenants potentially have a need to move home and that at least seven of these tenants (highlighted in green) could benefit from a local lettings policy approach if the in-fill development was to deliver the types of homes expected⁸. The types of homes to be developed on the Prospect Ring estate, where there are currently six tenants who have a need to move (highlighted in yellow), have not yet been specified and the remaining eight tenants (highlighted in red) would not have their housing need met by the types of properties that are currently planned to be developed.

Table 2: Council tenants that may qualify for new-build properties on four estates where new homes are planned through in-fill development

⁷ Of the 17 Council tenants under occupying their property and affected by the removal of the spare room subsidy, currently nine have rent arrears (and all rent arrears are under £500) and eight are in credit on their rent account. None of these tenants are currently in receipt of a Discretionary Housing Payment.

Estate (expected homes)	Type of tenant	Total	Type of property needed				
			1 bed	2 bed	3 bed	4 bed	5 bed
Basing Way (57 x 2 bed)	Transfer cases	2	1	0	0	0	1
	Under occupiers	6	6	0	0	0	0
	Total	8	7	0	0	0	1
North Road (10 x 1 bed 26 x 2 bed)	Transfer cases	0	0	0	0	0	0
	Under occupiers	4	3	1	0	0	0
	Total	4	3	1	0	0	0
Prospect Ring (34 size TBC)	Transfer cases	1	0	0	0	1	0
	Under occupiers	5	5	0	0	0	0
	Total	6	5	0	0	1	0
Sheaveshill Court (16 x 1 bed, 8 x 2 bed, 10 x 3 bed)	Transfer cases	1	0	1	0	0	0
	Under occupiers	2	1	1	0	0	0
	Total	3	1	2	0	0	0
All	Transfer cases	4	1	1	0	1	1
	Under occupiers	17	15	2	0	0	0
	Grand total	21	16	3	0	1	1
Expected units	Total	127	26	91	10	0	0

6 BACKGROUND PAPERS

Housing Committee, 27 June 2016, 'Agenda and draft minutes'
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8628&Ve>

r=4 It was resolved that Councillor Houston's request for the Housing Committee to consider introducing a local lettings policy be agreed.

Barnet Council Housing Allocations Scheme, approved June 2016
<https://www.barnet.gov.uk/citizen-home/housing-and-community/council-housing.html>

Appendix 1

Links to key documents

- Barnet Council, 2016, *The Housing Allocations Scheme (Approved June 2016)*. <http://thebarnetgroup.org/bh/download/housing-allocations-scheme-full/>
- CIH practice brief, 2010, *Allocations and Local Flexibility*. <http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Allocations%20and%20Local%20Flexibility.pdf>
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Links to example Local Lettings Policies

- City of London, 2014, *DRAFT local lettings policy – Horace Jones House*.
- Haringey, 2015, *DRAFT local lettings policy for Ambrose Court and Mallory Court*. <http://www.minutes.haringey.gov.uk/documents/s56685/Appendix%209%20-%20Draft%20Local%20Lettings%20Plan.pdf>
- Havering, 2014, *Briar Road Estate local lettings policy*. <https://www.havering.gov.uk/Documents/Housing/Lettings/Local-Lettings-Policy-Briar-Road.pdf>
- Islington, 2015, *Housing Allocation Scheme 2015*. <https://beta.islington.gov.uk/~media/sharepoint-lists/public-records/housing/information/guidance/20162017/20160408housingallocationscheme2015.pdf>
- Kensington & Chelsea, 2015, *Local Lettings Plan – Benefit Capped Households in Temporary Accommodation*. <https://www.rbkc.gov.uk/committees/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=UnO3hD9DcnuvVPVTPbZ2BqNclD2g1WvltncRCvAjWy5xKZz8xe93yQ%3D%3D&rUzwRPf%2BZ3zd4E7lkn8Lyw%3D%3D=pwRE6AGJFLDNIh225F5QMaQWctPHwdhUfCZ%2FLUQzgA2uL5jNRG4jdQ%3D%3D&mCTIbCubSffXsDGW9IXnlG%3D%3D=hFfIUdN3100%3D&kCx1AnS9%2FpWZQ40DXFvdEw%3D%3D=hFfIUdN3100%3D&uJovDxwdjMPoYv%2BAJvYtyA%3D%3D=ctNJFf55vVA%3D&FgPIIEJYlotS%2BYGoBi5oIA%3D%3D=NhdURQburHA%3D&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3D&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3D&WGewmoAfeNQ16B2MHuCPMRKZMwaG1PaO=ctNJFf55vVA%3D>
- Kensington & Chelsea, 2015, *Local Lettings Plan for Silchester Estate (April 2015 amendment)*. <https://www.rbkc.gov.uk/sites/default/files/atoms/files/Local%20Lettings%20Plan%20Silchester%20amended%20April%202015.pdf>

	<p>Housing Committee 26 June 2017</p>
Title	Key Worker Housing
Report of	Commissioning Director Growth and Development
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix1 – Key Worker Housing Options in Barnet
Officer Contact Details	Paul Shipway, Strategic Lead Housing, Tel: 0208 3594924 e-mail: paul.shipway@barnet.gov.uk

Summary
This report sets out the housing options that are available for Key Workers in Barnet.

Recommendations
1. That the Committee Report is noted

1. WHY THIS REPORT IS NEEDED

- 1.1 At the meeting of 20th October 2016 the Housing Committee requested a report on key worker housing.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The report is for noting by the committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Other alternative options have not been considered, as the report is for noting.

4. POST DECISION IMPLEMENTATION

- 4.1 The council will continue with its plans to increase the supply of housing, including homes that are affordable for key workers and other households on modest incomes.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The provision of housing that is affordable for key workers supports the Council's corporate plan priorities to make sure that Barnet is a place of opportunity, where people can further their quality of life and where people are helped to help themselves
- 5.1.2 The Council's Housing strategy includes a priority; Delivery of homes that people can afford, which is supported by the provision of affordable properties that are suitable for key workers.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 There are no resource implications presented by the recommendation of this report.

5.3 Social Value

- 5.3.1 Not applicable

5.4 Legal and Constitutional Reference

- 5.4.1 Constitution, Part 3, Responsibility for Functions, Appendix A – sets out the terms of reference of the Housing Committee which includes:
- Housing Strategy (incorporating Homelessness Strategy)
 - Work with Barnet Homes, RSLs and social housing providers to ensure the optimum provision of housing and associated facilities for those who require social housing

- Commissioning of Environmental Health
- Promote the better integration of privately rented properties into the Borough's framework;
- All matters related to Private sector Housing including Disabled Facility
- Grants
- Housing licensing and housing enforcement.

5.5 Risk Management

5.5.1 There are no specific risks associated with the recommendation of this report.

5.6 Equalities and Diversity

5.6.1 Pursuant to section 149 of the Equality Act 2010 ("the Act), The Council has a duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act, advancing equality of opportunity between persons with a protected characteristic and those without, and foster good relations between persons with protected characteristics and those without.

5.6.2 The protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership but to a limited extent.

5.6.3 A full Equalities Impact Assessment of the Council's Housing Strategy, which includes the priority *Delivery of homes that are affordable*, has been completed and identified that it will have an overall positive impact on all sections of Barnet's community; this was reported in full to the Housing Committee in October 2015.

5.7 Consultation and Engagement

5.7.1 A 12 week public consultation on the Council's Housing Strategy was undertaken between 6 January 2015 and 31 March 2015. The consultation included an online survey as well as presentations to the Housing Forum, Barnet Homes Performance and Advisory Group, and Barnet Landlords Forum. The outcome of this consultation was reported to the Housing Committee in October 2015 and taken into account in the final version of the Housing Strategy.

5.8 Insight

5.8.1 Insight data on house prices, key worker incomes and vacancy rates in Barnet have been used in the report.

6. BACKGROUND PAPERS

6.1 Relevant previous decisions are shown in the table below.

Item	Decision	Link
Housing Committee, 27 October 2014	Decision Item 9- Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=7936&Ver=4
Housing Committee. 27 April 2015	Decision item 10- Summary of Feedback Following Consultation on Draft Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=7938&Ver=4
Housing Committee 29 June 2015	Decision item 7- Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8264&Ver=4
Housing Committee 19 October 2015	Decision item 9- Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4
Council 20 October 2015	Decision item 12- Report of Housing Committee – Housing Strategy and Commissioning Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4
Housing Committee 27 June 2016	Decision item 7 – Members Items	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8628&Ver=4
Housing Committee 20 October 2016	Decision item 7 – referral from full council	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8629&Ver=4
Housing Committee 20 October 2016	Decision item 9 – low cost home ownership in Barnet	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8629&Ver=4

Appendix 1 - Key Worker Housing

1. Overview

As requested by Housing Committee, this report considers need to provide housing for key workers in the borough.

2. Housing Strategy

A key objective of the Council's Housing Strategy 2015 to 2025 is the delivery of homes that people can afford. The housing strategy recognises that the cost of owning or renting a home has become increasingly expensive making it increasingly difficult for lower income working households to find affordable accommodation in the borough, and sets out plans for addressing this in the longer term by increasing the supply of housing by 27,000 homes over the next 10 years, including affordable properties for rent and for sale.

3. Key Workers

There is no single definition of a key worker, but the Government¹ uses the following definition for tax purposes:

- nurses and other NHS staff,
- teachers in schools and in further education or sixth form colleges,
- police officers and some civilian staff in police forces,
- prison service and probation service staff,
- social workers, education psychologists, planners and occupational therapists employed by local authorities, and
- Whole time junior fire officers and retained fire fighters in some fire and rescue services.

However, it is arguable that the housing needs of other lower paid workers that are essential to a successful local economy should also be considered, for example, in lower paid health, construction, retail and catering occupations.

4. Key worker incomes

As the table below shows, key worker salaries are typically between £25,000 and £40,000 per annum including London weighting. This compares to an average household income of £42,817² in Barnet, which a key worker and their partner might reasonably expect to match or exceed if they are both working.

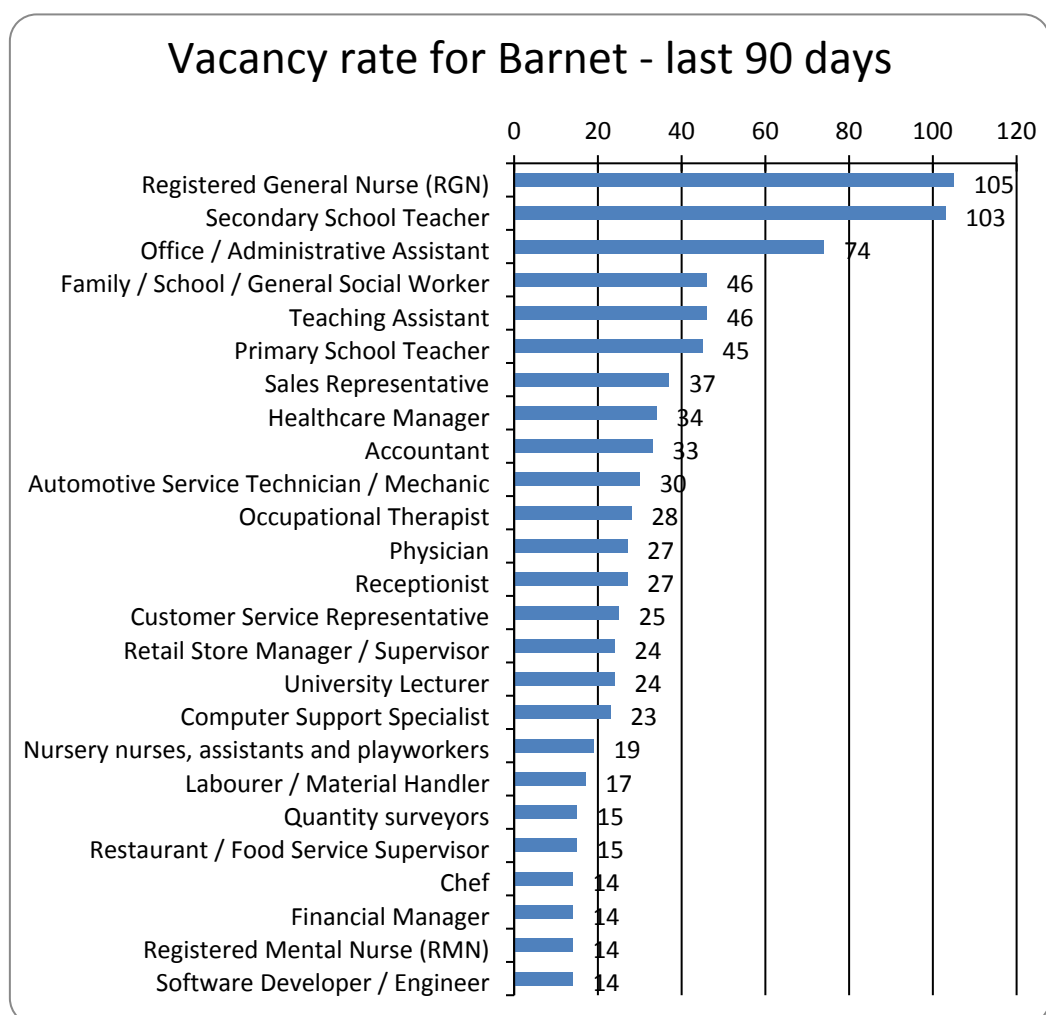
¹ <https://www.gov.uk/hmrc-internal-manuals/employment-income-manual/eim21735>

² Insert reference

Profession	Range Inc. London Weighting
Police Constable ³	£26,577 to £40,374
Midwife ⁴	£30,247 to £39,708
Nurse	£26,032 to £35,225
Teacher	£26,139 to £42,077
Social Worker	Up to £40,625
Planner	£26,700 - £39,900
Fire fighter	£25,860 to £33,261

5. Retention and Recruitment

An important factor in understanding how much of an impact high housing costs are having on key worker is the ability of employers to recruit staff. The following data shows information about vacancy rates across some of the key worker categories.



³ <https://www.metfriendly.org.uk/services/police-finance-information/police-pay/>

⁴ <https://www.healthcareers.nhs.uk/about/careers-nhs/nhs-pay-and-benefits/agenda-change-pay-rates>

6. Housing Options for Key Workers

Specific housing schemes for Key Workers have largely disappeared, as the Government's approach has been to open up low cost home ownership to a wider group of people with eligibility based primarily on income levels. Shared ownership schemes are now available to households with incomes of up to £90,000 in London and £80,000 elsewhere.

Historically a shared ownership scheme for key workers has been delivered in Barnet. The scheme was funded by the Homes and Communities Agency (prior to their powers being transferred to the GLA). Unfortunately the lease on these properties prohibited anyone living in the properties who was not a key worker, as a result the housing association were unable to sell these properties. Although key workers were interested they showed a strong preference for general needs shared ownership where there was no lease restrictions and waited for these to become available in the adjoining block. Eventually the designated key worker scheme was transferred to general needs shared ownership.

Surrey County Council has successfully delivered a number of key worker schemes. The Council took an innovative approach to key worker living by encouraging employers (such as the health sector) to enter into shared equity arrangements with housing associations to provide accommodation for key staff. The housing association provided shared ownership housing for employees, as well as rented accommodation, subsidised by the employer. This arrangement is unlikely to work in Barnet as employers are unable to commit resources to subsidise housing for their employees.

Home Ownership

The Housing Committee received a report in October 2016 which set out the low cost home ownership options which are available to households on a range of incomes in Barnet, including key workers.

General needs shared ownership is prioritised for people living and working in the borough, and the following example of shared ownership in Barnet shows that this is affordable for key workers based on the income levels set out in section 4 above:

Example – 1 bed flat Stonegrove

Purchase Price	£320,000
30% Share	£96,000
Deposit@ 5%	£4,800
Mortgage Required	£91,200
Income Required (Mortgage divided by 3⁵)	£30,000

⁵ Lower income to loan value used to take account of rental payments due in addition to mortgage

The other main option for accessing low cost home ownership is the Government's Help to Buy Equity Loan scheme, an example of which is provided below, and which will be affordable for some key worker households:

Example – New build flat in Colindale

Purchase Price	£450,000
Deposit (5%)	£22,500
Government Loan (40%)	£180,000
Mortgage Required	£247,500
Income Range Required based on mortgage from 3.5 to 4.5 times income	£55,000 - £70,714

Key workers can also benefit from the Help to Buy ISA scheme, which provides a government contribution of £50 for every £200 saved up to a maximum of £3,000, which can then be used towards the cost of buying a home of up to £450,000 in London or £250,000 elsewhere, and can be used in conjunction with other schemes such as shared ownership and Help to Buy.

Rented Accommodation

Key workers would not generally qualify for social or affordable rented housing, unless they fell into a reasonable preference category under the Council's Housing Allocations scheme, and their income was below the median level in the borough for their household size.

Key workers are more likely to rely on the private rented sector for rented homes, and the table below shows monthly rents for different sizes of property in Barnet produced by the Valuation Office Agency covering 12 months to September 2016.

Barnet	Average	Lower quartile	Upper quartile
Room	£648	£550	£700
Studio	£888	£798	£990
1 Bed	£1,135	£1,001	£1,248
2 Bed	£1,450	£1,257	£1,560
3 Bed	£1,970	£1,650	£2,080
4 Bed	£3,687	£2,253	£4,100
All	£1,693	£1,150	£1,800

The average rent for a 2 bedroom property is £1,395 per month. For a couple with 1 child on an average Barnet Income of £42,817, net pay is likely to be about

£2,900 per month⁶, meaning that the average rent for a 2 bedroom property will represent 50% of disposable income, with no entitlement to Housing Benefit.

A similar household comprising two key workers with one child might enjoy a higher income in the region of £55,000. In this example, net pay is likely to be about £3,644⁷, which would mean that the average two bedroom rent of £1450 would represent 40% of disposable income.

A newly qualified single teacher earning £26,139, with a student loan might expect a net pay of about £1680 per month, meaning that the average monthly cost of £648 renting a room in Barnet would be about 39% of disposable income, whilst the average monthly rent of £884 for a studio flat would be 53% of disposable income.

7. Next Steps

The council's approach to key worker housing has been to increase the supply of housing, including affordable dwellings and provide more homes for people on moderate incomes.

The London Mayor has recently announced his affordable housing delivery programme, which includes a rental new product which could be particularly suitable for key workers. The London Living Rent programme will aim to deliver rented accommodation based on one third of local incomes. For Barnet this would mean rents for a two bedroom flat ranging from £744 in Burnt Oak to £1,117 in Golders Green, significantly lower than the current average rent across the borough of £1,395. The council could seek to establish a programme of delivering London Living Rent Homes with the support of grant from the mayor.

In addition, the Barnet Group is developing plans to establish a local lettings agency, which could provide an opportunity to help more key workers to access the private rented sector directly.

Shared ownership will continue to be available to households with incomes of up to £90,000, and the Council could consider using lower local threshold incomes which could be applied for the first three months of marketing to improve access for lower income households.

The Council is already a key partner in the One Public Estate (OPE) Programme. This is a joint Local Government Association and Cabinet Office Government

⁶ Example used, both earning, £25,000 and £17,817 respectively, net pay after tax and national insurance would be £1,680 and £1,273 respectively, total £2,953 <http://www.thesalarycalculator.co.uk/salary.php>

⁷ Example used, both earning, £30,000 and £25,817 respectively, net pay after tax and national insurance would be £1,964 and £1,680 respectively, total £3,644 <http://www.thesalarycalculator.co.uk/salary.php>

Property Unit (GPU) Programme to encourage better economic use of public land and property held by local authorities and public sector partners. This programme could present an opportunity for the Council to bid for funding, secure additional land, or manage housing on behalf of the Government's One Public Estate Office with key partners from the health sector. A number of sites have been identified and are being looked at as part of this programme in Barnet which may deliver affordable housing suitable for key workers.

The Council's Housing strategy includes a priority to deliver homes that people can afford, which is supported by the provision of affordable properties that are suitable for key workers. This can best be achieved by increasing the supply of homes, including affordable housing in the borough, which the Council is doing so through its development pipeline, and wider plans for regeneration and growth across the borough.

	<h2>Housing Committee</h2> <h3>June 2017</h3>
<p style="text-align: right;">Title</p>	<p>Private Sector Housing Financial Assistance Policy 2017</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director, Growth and Development</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – proposed Private Sector Housing Financial Assistance Policy 2017</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Belinda Livesey, Group Manager Private Sector Housing Belinda.livesey@barnet.gov.uk 020 8359 7438</p>

Summary

This paper includes proposed amendments to the Private Sector Housing Financial Assistance Policy for borough residents. It supersedes and brings together all previous policies and amendments and details the assistance available to bring long term empty properties back into use. The conditions attached to any grant are detailed.

Recommendations

1. That the Committee approve the amendments to the Private Sector Housing Financial Assistance Policy
2. That the authority for future minor amendments to this policy be delegated to the Commissioning Director, Growth and Development in consultation with the Chairman of the Housing Committee

1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks to update the existing Private Sector Housing Financial Assistance Policy. This was approved in 2010 by DPR, amended by the Cabinet Member for Housing 30 August 2012 (DPR1690) and the Cabinet Member for Housing on 30th May 2013 by delegated powers (DPR2051).
- 1.2 Since 2003 the council has used powers conferred by the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002 to exercise discretion in the award of funding to disabled and vulnerable residents residing in unsuitable homes.
- 1.3 For a number of years financial help has been available to help and incentivise owners of empty properties to bring them back into use. Empty properties are a valuable housing resource and bringing them back into use provides homes in the borough and where it is linked to grant funding eases homelessness pressures. Following poor take up of the existing funding this report amends the previous policy to make a more flexible and hopefully attractive offer to empty property owners. The amendments are detailed in Appendix 1.
- 1.4 Empty Property Grants are supported by Barnet Homes as a cost effective method of reducing the number of tenants in nightly purchase accommodation. The temporary accommodation subsidy regulation change from April 2017 means that the subsidy Councils receive for temporary accommodation will no longer be demand led and each Local Authority will receive a fixed amount. There is therefore great benefit in securing homes on long-term arrangements at Local Housing Allowance (LHA) rates (where most of this income can be recovered) as opposed to procuring in nightly markets where units will be subject to inflation and much of the cost is not recovered if temporary accommodation numbers increase.
- 1.5 The amendments include, but are not limited to:
 - Works covered by the grant to include works necessary to a suitable standard for letting
 - Applicants not having any outstanding debts to Barnet Council
 - Increase in grant amounts by 2% in line with inflation since the last grant increase
 - Offer of a three year or five year landlord option
 - New Empty Property (Accessible Homes) Landlord Grant – this is a top up for landlords agreeing to bring their property up to the Lifetime Homes Standard. This will provide Barnet Homes with additional units of adapted accommodation which is difficult source, leading to additional cost savings for Barnet Homes.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This revised policy is being recommended, to make a more flexible and hopefully attractive offer to empty property owners.
- 2.2 The introduction of the Empty Property (Lifetime Homes) Grant will assist in avoiding the high costs of people remaining in care where adapted properties cannot be found.
- 2.3 Empty property grants are supported by Barnet Homes as a cost effective solution for securing temporary accommodation for priority homeless persons.
- 2.4 An increase in the number of empty properties offered to Barnet Homes will also reduce the risk of vulnerable family breakdown. The council has an overarching duty to promote the welfare of children under the Children Act which presents issues when households are housed outside of the borough. If children are in schools in Barnet or have support needs then there is a risk of challenge which result in families being placed in expensive nightly paid accommodation in Barnet. Having long term TA in borough via Empty Property Grants facilitates the council in being able to discharge it's homeless duty into suitable accommodation but also enables households that are vulnerable to maintain support networks which are key to managing their vulnerabilities. Increasing the number of long term TA units in borough reduces the impact of households being placed out of borough and enables continuity of support to be provided by support services to improve the families' welfare. Families in nightly paid TA are more transient and feel less secure. They are more likely to have attendance issues at school and work as well as having more difficulty in maintaining their support networks with the result of an increased chance of families needing crisis intervention such as a child being taken into care. The average weekly cost of external foster placement is £824.24 and the average weekly cost of residential placement is £2,676.56.
- 2.5 The Empty Property Team work with the Police and Community Safety in relation to empty properties that are squatted ensuring that they are vacated, public health issues dealt with and then secured against future illegal entry. Burglary has a significant financial impact on individual victims, as well as the wider community. An estimate of the average cost of a single burglary is £3,925 (economic and social costs).
- 2.6 Bringing empty properties back into residential use reduces the risk of arson. This will reduce the cost to the London Fire and Emergency Planning Authority by on average more than £3,000 per incident.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 **Maintain the existing policy-** The current Empty Property Grant Offer has a small take up and does not provide an attractive offer. People often do not like the 5 year tie in to the scheme and feel it is not cost effective to carry out

costly renovations and then let the property at Local Housing Allowance rates. As such properties either remain empty leading to costly enforcement action, or they are renovated and let to the private sector.

- 3.2 **Stop providing Empty Property Grants-** At a time of significant financial pressure all schemes must provide value for money and savings for the Council. It is accepted that Empty Property Grants are a cost effective method of securing nomination rights for Barnet Homes and as such reducing the temporary accommodation budget. As such doing less is not a cost effective option.

4. POST DECISION IMPLEMENTATION

- 4.1 Once the recommendation has been approved the necessary internal changes will be made and the revised offer will be promoted to empty property owners in the borough and relevant partners. The policy will be reviewed over the next 12 months to ascertain if the offer is more attractive in securing Empty Property Grant applicants and as such providing properties with nomination rights for Barnet Homes through Let2Barnet.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The policy meets the council's key Corporate Priorities detailed in the Barnet Corporate Plan 2015-2020 which is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- *Of opportunity, where people can further their quality of life-* The additional housing secured through the Landlord Empty Property Assistance will assist in reducing the number of persons in nightly purchased accommodation used by Barnet Homes. This will enable more homeless families to be provided with secure accommodation which will enable stability in schooling, health care and an improved quality of life for residents. In addition where properties have been empty for a number of years due to complex personal and financial issues Empty Property Grants can provide a life line for the owners who are assisted in bringing their properties back into use and provided with a source of rental income.
- *Where services are delivered efficiently to get value for money for the taxpayer-* Empty Property Grants provide value for money by reducing money paid by the Council on costly enforcement action whilst reducing the amount of money spent on nightly purchase accommodation.

- 5.1.2 The policy meets the vision of the Health and Wellbeing Strategy 2015-2020 as it will contribute toward "helping everyone to keep well and to promote independence". Specifically, Empty Property Grants contribute toward the

objectives of

- Improving outcomes for babies, young children and their families by reducing the number of persons in nightly purchased accommodation used by Barnet Homes and providing a good standard of accommodation for priority homeless persons.
- Creating circumstances that enable people to have greater life opportunities – a reduction in the use of nightly purchased accommodation and the provision of more stable accommodation will reduce the negative effect to people's mental health and wellbeing caused by living in poor quality or unsuitable housing.

5.1.3 This policy is in line with the aims of Barnet's Joint Strategic Needs Assessment.

5.1.4 Barnet's Housing Strategy 2010-2025 key objectives are:

- Increasing housing supply.
- Delivering homes that people can afford.
- Sustaining quality, particularly in the private rented sector.
- Preventing and tackling homelessness.
- Providing suitable housing for vulnerable people.
- Delivering efficient and effective services.

These amendments to the Financial Assistance Policy contribute to this by:-

- Improving the condition and sustainability of the existing housing stock
- Providing nomination rights to house people in housing need.

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

5.2.1 This policy does not seek any further funds and will be funded from existing capital provision. The policy is subject to availability of funding and this will be kept under review.

5.2.2 These policy changes are not likely to lead to a flood of applications, but hopefully will lead to an increase. No grant is approved without prior approval from Barnet Homes and the necessary funding being available.

5.2.3 Since April 2014 19 empty property grants have been completed. There are currently 8 grant cases with work on going on site, and 14 applications in the pipeline.

5.2.4 The savings to LBB for using properties secured through Empty Property Grants over Emergency Temporary accommodation are as follows:

	1 bed	2 bed	3 bed	4 bed
Annual Saving	-2,026.64	-2,741.08	-2,630.41	-3,391.42
5 year saving	-10,133.20	-13,705.41	-13,152.06	-16,957.08
5 year saving with inflation (3%)	-10,628.77	-14,375.68	-13,795.27	-17,786.37

From April, the subsidy councils receive for TA can no longer be demand led and each LA will receive a fixed amount. There is therefore great benefit in securing units on long-term arrangements at LHA (where most of this income can be recovered) as opposed to procuring in nightly markets where units will be subject to inflation and much of the cost not recovered if TA numbers increase.

Acquiring properties through the scheme also helps mitigate against future sharp increases in TA costs. Unquantifiable savings will also be made by a reduction in the on-going costs associated with the management of nightly purchase accommodation, reduction in legal challenge and on-going public sector enforcement costs.

5.2.4 Experience indicates that once landlords sign up with Barnet Homes, even once their lease is up they are likely to extend the use by Barnet Homes.

5.3 **Social Value**

5.3.1 Having consideration to the Public Services (Social Value) Act 2013 there are no specific social value considerations arising out of this report. The revised Private Sector Housing Financial Assistance Policy will deliver social, economic and environmental benefits for residents in relation to improvement in standards of the private sector housing stock and reducing the health impact of poor quality accommodation.

5.4 **Legal and Constitutional References**

5.4.1 Local authorities have discretionary powers under the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002 to provide assistance in any form for the purpose of improving living conditions provided the council has adopted a policy for the provision of assistance under article 3 of the Order

5.4.2 Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Housing Committee including:

- Promote the better integration of privately rented properties into the Borough's framework
- All matters relating to provision of disabled facilities and other housing related grants, including the operation of a Home Improvement Agency.
- All matters related to regulation of private sector housing, including enforcement, licensing, empty properties and squatting.

- To consider for approval any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.

5.5 Risk Management

5.5.1 There are no risks associated with the approval of the amendments to the Private Sector Housing Financial Assistance Policy.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies 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 people from different groups
- foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

5.6.2 This report details amendments to an existing policy. Section Two of the report includes a number of supporting reasons for the recommendation, including increase in housing availability, promoting the welfare and resilience of families and children, enhancing community cohesion and improving housing supply for some of Barnet's most vulnerable residents. The recommendations are therefore expected to have a minimal positive impact on residents and a neutral equalities impact on empty property owners because anyone meeting the criteria and owning an empty property will be eligible to apply for an Empty Property Grant.

5.7 Consultation and Engagement

5.7.1 Over the past six months an Empty Property Survey has been undertaken of 1,485 long term empty properties recorded on the Council Tax data base. Information was left at all premises regarding options available for empty property owners including Empty Property Grants. In addition a mailshot has been completed of nearly 600 empty properties since April promoting the grant scheme with minimal responding take up. The feedback received in relation to the scheme has helped form the amendments proposed to the scheme.

5.8 Insight

5.8.1 No insight data has been used to inform the decision required.

6. BACKGROUND PAPERS

**APPENDIX 1 – PROPOSED AMMENDMENTS TO THE PRIVATE SECTOR HOUSING FINANCIAL ASSISTANCE POLICY
APRIL 2017**

Existing Empty Property Assistance Criteria	Proposed Empty Property Assistance Criteria
<p>Budget permitting, assistance is available from the Council for bringing long-term empty residential properties in the Borough back into use under the Regulatory Reform (Housing Assistance) Order 2002.</p> <p>Following the initial letter offering Empty Property Financial Assistance, the offer will remain open for a maximum of six months. After this time the offer of grant would normally be withdrawn.</p> <p>Four types of Empty Property Grants are available:</p> <ul style="list-style-type: none"> • Empty Property (Returning From Care) Grant • Empty Property Avoidance Grant • Empty Property (Key Workers) Grant • Empty Property Landlords Grant • Empty Property Landlords Grant (where work is undertaken by agreement with LBB or an alternative agreed provider) 	<p>Budget permitting, assistance is available from the Council for bringing long-term empty residential properties in the Borough back into use under the Regulatory Reform (Housing Assistance) Order 2002.</p> <p>Following the initial letter offering Empty Property Financial Assistance, the offer will remain open for a maximum of six months. After this time the offer of grant would normally be withdrawn.</p> <p>Five types of Empty Property Grants are available:</p> <ul style="list-style-type: none"> • Empty Property (Returning From Care) Grant • Empty Property Avoidance Grant • Empty Property (Key Workers) Grant • Empty Property Landlords Grant • Empty Property Landlords Grant (where work is undertaken by agreement with LBB or an alternative agreed provider) • Empty Property (Accessible Homes) Landlord Grant

<p>Empty Property (Returning From Care) Grant</p> <p>The Council may offer a grant to owner-occupiers who wish to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> ▪ the applicant is in long term care and due to disrepair is unable to return to their property; 	<p>Empty Property (Returning From Care) Grant</p> <p>The Council may offer a grant to owner-occupiers who wish to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> ▪ the applicant is in long term care or receiving care (Council Tax definition) and due to disrepair is unable to return to their property;
<p>Empty Property (Key Workers) Grant</p> <p>The Council may offer a grant to key workers where:</p> <ul style="list-style-type: none"> • the purchase price of the property was £500,000 or less. • the applicant owns no other properties. <p><i>A Key Worker is defined as a Public Sector Employee who is considered to provide an essential service.</i></p>	<p>Empty Property (Key Workers) Grant</p> <p>The Council may offer a grant to key workers where:</p> <ul style="list-style-type: none"> • the purchase price of the property was £500,000 or less. • the applicant owns no other properties. <p><i>A Key Worker is defined as a Public Sector Employee who is considered to provide an essential service.</i></p>
<p>Specific Conditions for Both Types of Owner Occupier Grant</p> <ul style="list-style-type: none"> ▪ the property has been empty for 6 months or more ▪ the applicant owns the freehold of the property and is responsible for all structural repairs, or the applicant has 	<p>Specific Conditions for Both Types of Owner Occupier Grant</p> <ul style="list-style-type: none"> ▪ the property has been empty for 6 months or more. ▪ the applicant owns the freehold of the property and is responsible for all structural repairs, or the applicant has

<p>a lease with at least 8 years to run and any required freeholder permission for the proposed works is obtained</p> <ul style="list-style-type: none"> ▪ the property does not meet the Decent Homes Standard. ▪ the applicant has Planning Permission, for the proposed works or an Established Use Certificate and Building Regs approval ▪ the applicant has no outstanding debts to the Council e.g. Council tax arrears ▪ applicants who wish to convert a larger property into flats, and move into one of the units will be entitled to a Landlord's Empty Property Grant for the work (see below) ▪ the property must remain occupied by the applicant or immediate family for 5 years ▪ the maximum grant for owner-occupiers is £20,000, subject to a reasonable cost assessment. The applicant's eligibility will be determined by a means test using the formula or method dictated by the Housing Renewal Grants Regulations 1996 (as amended). ▪ the property shall be occupied within 1 month of completion of the work ▪ a charge is registered against the property so that if the property is sold, or the deeds are transferred within 5 years, the grant must be re-paid. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the grant must be repaid. If any of the conditions are contravened following the completion of the works then the full sum will have to be repaid to the Council. <p>The Council has the discretion to pay 50% of the money before completion of the works e.g. where works to properties have stalled due to a lack of funds. Where the applicant has a</p>	<p>a lease with at least 8 years to run and any required freeholder permission for the proposed works is obtained</p> <ul style="list-style-type: none"> ▪ the property does not meet the Decent Homes Standard. ▪ the applicant has Planning Permission, for the proposed works or an Established Use Certificate and Building Regs approval ▪ the applicant has no outstanding debts to the Council e.g. Council tax arrears ▪ applicants who wish to convert a larger property into flats, and move into one of the units will be entitled to a Landlord's Empty Property Grant for the work (see below) ▪ the property must remain occupied by the applicant or immediate family for 5 years ▪ the maximum grant for owner-occupiers is £20,000, subject to a reasonable cost assessment. The applicant's eligibility will be determined by a means test using the formula or method dictated by the Housing Renewal Grants Regulations 1996 (as amended). ▪ the property shall be occupied within 1 month of completion of the work ▪ a charge is registered against the property so that if the property is sold, or the deeds are transferred within 5 years, the grant must be re-paid. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the grant must be repaid. If any of the conditions are contravened following the completion of the works then the full sum will have to be repaid to the Council. <p>The Council has the discretion to pay 50% of the money before completion of the works e.g. where works to properties have stalled due to a lack of funds. Where the applicant has a</p>
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<p>contribution this must be paid before any payments are made by the Council.</p>	<p>contribution this must be paid before any payments are made by the Council.</p>
<p>Empty Property Landlords Grant</p> <p>This grant may be used for work to:</p> <ul style="list-style-type: none"> ○ bring a residential property up to the Decent Homes standard and/or, ○ conversion of the property into self-contained flats and/or, ○ demolition and rebuild (providing there is an increase in the units of available housing) or, ○ assisting with the purchase of a long term empty property or, ○ conversion of a commercial unit into residential accommodation. <p>The council may offer a grant to landlords to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> ● the property has been empty for 6 months or more ● the applicant is/will be the owner or long leaseholder of the property and is responsible for all structural repairs ● the property does not meet the Decent Homes Standard ● the applicant intends to (and the property is acceptable) rent out the property for a minimum of five years to Barnet Homes or an alternative Social Housing provider approved by the Council, to house people in housing need nominated by the Council ● the applicant has any required Planning Permission for the proposed works or an Established Use Certificate and 	<p>Empty Property Landlords Grant</p> <p>This grant may be used towards work to:</p> <ul style="list-style-type: none"> ○ bring a residential property up to the Decent Homes standard and/or, ○ conversion of the property into self-contained flats and/or, ○ demolition and rebuild of an existing commercial or residential structure (providing there is an increase in the units of available housing) or, ○ assisting with the purchase of a long term empty property or, ○ conversion of a commercial unit for example storage space above shops into residential accommodation. ○ Bringing the property up to a suitable standard for letting by Barnet Homes. <p>The council may offer a grant to landlords to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> ● the property has been empty for around 6 months or more ● the applicant is/will be the owner or long leaseholder of the property and is responsible for all structural repairs ● the property does not meet the Decent Homes Standard ● the applicant intends to (and the property is acceptable) rent out the property for a minimum of three or five years depending on the scheme taken, to Barnet Homes or an alternative Social Housing provider approved by the

- , Building Regulation Approval)
- the applicant has any required freeholder permission for the proposed works
- the landlord is a “fit and proper person” as defined under section 66(2) of the Housing Act 2004 this includes not contravening any provision of the law relating to housing or landlord and tenant law.

The maximum sums for Landlord Grants are shown in the following table. This policy provides the discretion to reduce the “Maximum Grant” through an Officer Agreed Delegated Powers Report where demand outweighs the budget available.

Number of Bedrooms on Completion	Maximum Assistance	Incentive Scheme * See below
1	£15,000	£1,500
2	£20,000	£2,000
3+	£25,000	£2,500

* This policy provides the discretion to add top ups to the grant to promote the scheme, or where landlords work closely with the Council. This can include but is not limited to:

- an Early Bird Incentive (full application before a certain date),
- a Certificate Service (for example where the Council will provide Energy Performance, Gas Safe Certificate and Electrical Condition Report)
- A Loyalty Scheme for landlords signing up for extended

Council, to house people in housing need nominated by the Council

- the applicant has any required Planning Permission for the proposed works or an Established Use Certificate and , Building Regulation Approval)
- the applicant has any required freeholder permission for the proposed works
- the landlord is a “fit and proper person” as defined under section 66(2) of the Housing Act 2004 this includes not contravening any provision of the law relating to housing or landlord and tenant law.
- **There are no outstanding debts owed to Barnet Council**

The maximum sums for Landlord Grants are shown in the following table. This policy provides the discretion to reduce the “Maximum Grant” or the length of nomination rights for Barnet Homes through an Officer Agreed Delegated Powers Report where demand outweighs the budget available.

Number of Bedrooms on Completion	Maximum Assistance- 3 years nomination rights	Maximum Assistance- 5 years nomination rights	Incentive Scheme * See below
1	£9,200	£15,300	£1,500
2	£12,300	£20,400	£2,000
3+	£15,300	£25,500	£2,500

* This policy provides the discretion to add top ups to the grant to promote the scheme, or where landlords work closely with the Council. This can include but is not limited to:

<p>nomination rights</p> <p>Applicants can apply for up to a maximum of 6 units per property. Additional units may be agreed at the discretion of the Private Sector Housing Manager.</p>	<ul style="list-style-type: none"> ○ an Early Bird Incentive (full application before a certain date), ○ a Certificate Service (for example where the Council will provide Energy Performance, Gas Safe Certificate and Electrical Condition Report) ○ A Loyalty Scheme for landlords signing up for extended nomination rights over 5 years <p>Applicants can apply for up to a maximum of 6 units per property. Additional units may be agreed at the discretion of the Private Sector Housing Manager.</p>
<p>Empty Property Landlords Grant (where work is undertaken by agreement with LBB or an alternative agreed provider)</p> <p>This policy provides the discretion to provide this grant if it is found to be viable. The Council is currently investigating the practicalities of this option. The service would enable landlords without access to funds up front, willing to let the property through Barnet Homes, or an alternative agreed provider to agree to LBB or alternative agreed by LBB completing the necessary works. The owner would need to agree formally to any costs not covered by the grant plus an administrative fee being accrued back through the rental income.</p> <p>The property must be let to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council for five years or until the assistance plus fee has been repaid, whichever is the longer.</p>	<p>Empty Property Landlords Grant (where work is undertaken by agreement with LBB or an alternative agreed provider)</p> <p>This policy provides the discretion to provide this grant if it is found to be viable. The service would enable landlords without access to funds up front, willing to let the property through Barnet Homes, or an alternative agreed provider to agree to LBB or alternative agreed by LBB completing the necessary works. The owner would need to agree formally to any costs not covered by the grant plus an administrative fee being accrued back through the rental income.</p> <p>The property must be let to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council for five years or until the assistance plus fee has been repaid, whichever is the longer.</p>
	<p>Empty Property Avoidance Grant</p>

The Council may offer a grant to owner-occupiers who wish to return empty properties to housing use, or avoid a property becoming long term empty where the owner is in or is going into care. If the owner does not have access to funds to cover costs that exceed the grant, these costs plus an administrative fee can by formal agreement be accrued back through rental income.

The property must be let to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council for five years or until the assistance plus fee has been repaid, whichever is the longer. If the property is sold before the debt is repaid the debt must be repaid in full.

This grant may be used for work to:

- bring a residential property up to the Decent Homes standard and/or,
- bring a residential property up to a suitable standard for letting by Barnet Homes.and/or,
- conversion of the property into self-contained flats

The council may offer a grant where:

- the property is expected to be empty for more than 6 months
- the applicant is/will be the owner or long leaseholder of the property and is responsible for all structural repairs
- the applicant has any required freeholder permission for the proposed works
- There are no outstanding debts to the Council

Empty Property Landlord Grants Specific Conditions

- the property must be let for a minimum of five years to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council.
- Alternatively where accommodation is owned by a charity and tied to occupation by a specific client group, this may be agreed at the discretion of the Private Sector Housing Manager where the client group can be proved to be vulnerable.
- applicants are required to convert or improve the property to Barnet Homes Property Standards (or an alternative agreed by LBB) and the Decent Homes Standard
- the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the assistance can be paid
- all works listed on the specification of works and all units within the property must be completed before the final payments can be made
- final payments are subject to confirmation from Barnet Homes (or an alternative agreed by LBB) that the works meet the standards agreed
- the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made
- works should be started within 3 months and completed within 9 months of approval
- to claim the payments a copy of the builder's final account with all relevant certificates e.g. building control, gas/electrical certificates, roof/damp guarantees etc must

Empty Property Landlord Grants Specific Conditions

- the property must be let for a minimum of three or five years (depending on the grant applied for – see table above) to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council.
- Alternatively where accommodation is owned by a charity and tied to occupation by a specific client group, this may be agreed at the discretion of the Private Sector Housing Manager where the client group can be proved to be vulnerable. **The minimum letting period will still need to be met.**
- applicants are required to convert or improve the property to Barnet Homes Property Standards (or an alternative agreed by LBB) and the Decent Homes Standard
- the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the assistance can be paid
- all works listed on the specification of works and all units within the property must be completed before the final payments can be made
- final payments are subject to confirmation from Barnet Homes (or an alternative agreed by LBB) that the works meet the standards agreed
- the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made
- works should be started within 3 months and completed within 9 months of approval
- to claim the payments a copy of the builder's final account

<p>be provided on completion.</p> <ul style="list-style-type: none"> the property shall be occupied within 1 month of completion of the work a charge is registered against the property so that if the property is sold, or the deeds are transferred within 5 years from completion of the grant, the grant must be repaid in full. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the financial assistance must be repaid. If any of the conditions are contravened following the completion of the grant then the full sum will have to be repaid to the Council <p>The Council has the discretion to pay 50% of the money before completion of the works e.g. where works to properties have stalled due to a lack of funds. Where the applicant has a contribution this must be paid before any payments are made by the Council.</p>	<p>with all relevant certificates e.g. building control, gas/electrical certificates, roof/damp guarantees etc must be provided on completion.</p> <ul style="list-style-type: none"> the property shall be occupied within 1 month of completion of the work a charge is registered against the property so that if the property is sold, or the deeds are transferred within 3 or 5 years from completion of the grant (depending on the grant received), the grant must be repaid in full. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the financial assistance must be repaid. If any of the conditions are contravened following the completion of the grant then the full sum will have to be repaid to the Council <p>The Council has the discretion to pay 50% of the money before completion of the works e.g. where works to properties have stalled due to a lack of funds. Where the applicant has a contribution this must be paid before any payments are made by the Council.</p>
<p>Empty Property HCA Funding</p> <p>Homes and Communities Agency (HCA) funding is an additional grant of up to £13,000 per empty property to support the main Empty Homes Programme. On completion they must be let at Local Housing Allowance rates.</p> <p>Empty Property HCA Funding Conditions</p> <ul style="list-style-type: none"> the property has been empty for 1 month or more 	<p>Delete as the funding stream is no longer available</p>

- the applicant is/will be the owner or leaseholder of the property and is responsible for all structural repairs
- the property does not meet the Decent Homes Standard
- the applicant has any required Planning Permission for the proposed works or an Established Use Certificate (including Building Regulation Approval)
- the landlord is a “fit and proper person” as defined under section 66(2) of the Housing Act 2004 this includes not contravening any provision of the law relating to housing or landlord and tenant law.
- the property must be let through a lease for a minimum of five years to Barnet Homes.
- the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the assistance can be paid
- all works listed on the specification of works and all units within the property must be completed before the final payments can be made
- final payments are subject to confirmation from Barnet Homes that the works meet the standards agreed
- Payments can only be made on completion of the work
- the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made
- works should be started within 3 months and completed within 9 months of approval
- to claim the payments a copy of the builder’s final account with all relevant certificates e.g. building control, gas/electrical certificates, roof/damp guarantees etc must be provided on completion.

<ul style="list-style-type: none"> • the property shall be occupied within 1 month of completion of the work • This grant is not repayable although it will be reclaimed if the landlord terminates the lease within the initial five year period and/or the above conditions are not complied with. It is repayable on a pro-rata basis. <p>This funding may be used:</p> <ul style="list-style-type: none"> • Independently • in conjunction with the Council’s Empty Property Landlords Grant for work to bring the property up to the decent homes standard • in conjunction with the Council’s Empty Property Landlords Grant where the grant has been put towards the cost of purchasing a long term empty property. <p>All works must be completed by March 31st 2015 for this funding stream.</p> <p>This policy provides the discretion to use any new funding secured from this or any alternative funding streams in line with the funding criteria and in addition to the financial assistance provided through this policy. It will not be used as an alternative to the proposals contained in this policy.</p>	
	<p>Empty Property (Accessible Homes) Landlord Grant Subject to finance and Barnet Homes approval, in addition to the Empty Property Landlord Grant a “Top Up” may be applied for to bring properties up to a standard that is accessible for persons with mobility issues. This will be a pre-set standard.</p>

The value of the **Empty Property (Accessible Homes) Landlord Grant** is not to exceed £12,500 and is to fund the following general works in a manner most likely to be suitable for the widest range of needs. It is not to fund adaptations particular to the needs of a specific person. Where there is an overlap between the work of the Empty Property Grant and the Empty Property (Lifetime Homes) Landlord Grant, a double award of funding will not be made e.g. new bathroom is required to meet the Decent Homes standard, which instead is provided with a level access shower. Only the payment for the shower room will be provided.

This will only be available to landlords signing up to the 5 year nomination rights.

The **Empty Property (Accessible Homes) Landlord Grant** will fund works to make the property as far as possible compliant with the Lifetime Home Standard, but generally to:

- Make the property accessible for the commonest needs Ensure that any disabled occupant would have reasonable ability to circulate into and around the dwelling and be able to access the kitchen, bathroom, WC, bedroom and family room.
- Provide accessible washing facilities, such as a level access shower
- Ensure that power, light and heating controls are so positioned as to be accessible for a disabled occupant
- Such other works as may from time to time be found to be necessary to ensure a particular property is suitable for

occupation by a disabled person.

This grant will be subject to the Empty Property Landlord Grants Specific Conditions.

**London Borough of Barnet
Housing Committee Work
Programme 2017-2018**

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Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
23 October 2017			
First Year Review of Additional Licencing of HMOs (depending on when designation starts)	For Review	Commissioning Director, Growth and Development	Key
Minor updates to the Allocations Policy including Local Lettings Policy (Post Consultation)	It was agreed at June 2016 meeting that a report on this matter be submitted to a future meeting	Commissioning Director, Growth and Development	Key
Approval of Changes to Local Tenancy Strategy	To approve changes	Commissioning Director, Growth and Development	Key
Annual Performance Review of Registered Providers (RPs)	For Review	Commissioning Director, Growth and Development	Key
HRA Business Plan	To receive an update on the Business Plan.	Commissioning Director, Growth and Development	Key
7 February 2018			
9 May 2018			