

MEETING

HOUSING COMMITTEE

DATE AND TIME

WEDNESDAY 7TH FEBRUARY, 2018

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 at 10AM on 2 February 2018. 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

Item No	Title of Report	Pages
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)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	13 - 16
7.	Annual Review of Council Dwelling Rents and Service Charges for 2018/19	17 - 26
8.	Barnet Homes 2018/19 Delivery Plan	27 - 78
9.	Draft Corporate Plan 2018/19 addendum	79 - 100
10.	Proposed monetary penalties for offences related to letting and property management agents	101 - 110
11.	Committee Forward Work Programme	111 - 112
12.	Any Other Items that the Chairman Decides are Urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

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Decisions of the Housing Committee

23 October 2017

Members Present:-

AGENDA ITEM 1

Councillor Tom Davey (Chairman)
Councillor Shimon Ryde (Vice-Chairman)

Councillor Daniel Thomas
Councillor Melvin Cohen
Councillor Bridget Perry
Councillor Ross Houston

Councillor Adam Langleben
Councillor Kath McGuirk
Councillor Tim Roberts

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 26 June 2017, be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Shimon Ryde	Declared a non-pecuniary interest in agenda item 7 relating to the Annual Performance Review of Registered Providers as he was a Board Member of IDS.
Councillor Kath McGuirk	Declared a non-pecuniary interest in agenda item 8, relating to The Housing Allocations Scheme and families with disabled children and children under two years old, as this policy affected her daughter.
Councillor Houston	Declared a non-pecuniary interest in all items on the agenda, as Council appointed representative on Barnet Group Board.
Councillor Langleben	Declared a non-pecuniary interest in agenda item 7 relating to the Annual Performance Review of Registered Providers as he served as a Trustee on two Boards in relation to this matter.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. ANNUAL PERFORMANCE REVIEW OF REGISTERED PROVIDERS (RPS)

The Committee received the report.

Members requested that feedback from L&Q be provided by email to all Members of this Committee.

RESOLVED that the report be noted and that feedback from L&Q be provided by email to all Members of this Committee.

8. THE HOUSING ALLOCATIONS SCHEME AND FAMILIES WITH DISABLED CHILDREN AND CHILDREN UNDER 2 YEARS OLD.

The Committee received the report.

RESOLVED that the content of the report and appendices 1, 2 and 3 be noted.

9. FIRE SAFETY - PROGRESS UPDATE

The Committee received the report.

The Chairman thanked both Council Officers and Barnet Homes Officer for their hard work in relation to this matter.

It was requested that:

1. this item be added to the Work Programme for updates to future meetings of the Committee;
2. the Deputy Chief Executive report back to Councillor McGuirk regarding emergency vehicle access provisions in the proposed development at Granville Road;
3. with regard to the Mar House, leased by Sanctuary Housing, an update be included in the next report back on how responsive the Housing Association and the freeholder had been;
4. the response from the Government in relation to the earlier letter sent by the Leader asking for financial assistance to Councils to invest in fire safety improvements, be made available to all Members of the Committee, when received;

5. the Committee lobby the Government for financial assistance with fire safety work.

RESOLVED

1. That the Committee note the contents of this report and appendix 1, and in particular that cladding on three tower blocks at Granville Road has now been removed;
2. That the Committee agrees that, subject to agreement by Policy and Resources Committee on 5th December, an additional £7.5 million is allocated from the Council's Housing Revenue Account to meet the cost of high priority fire safety improvements identified by Barnet Homes;
3. That the Committee agrees to the implementation of additional desirable fire safety improvements, which will be deferred pending the outcome of the independent review of the building regulations and fire safety recently commissioned by the Government and expected to be completed by Spring 2018. An update on these works will be tabled to the June 2018 Housing committee;
4. That the Committee review and approve the addendum to the Housing Committee Commissioning Plan for 2017/18 (Appendix 2) which has been updated to take account of the impact of the Grenfell Tower fire;
5. That all the requests detailed above be agreed.

10. FIRST YEAR REVIEW OF ADDITIONAL LICENSING SCHEME FOR HOUSES IN MULTIPLE OCCUPATION

The Committee received the report.

The Chairman thanked all the Officers concerned for their hard work with regard to this matter.

RESOLVED that the update provided in the report be noted.

11. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN

The Committee received the report.

It was agreed that:

1. the Committee should lobby the Government to lift the HRA borrowing cap for investment;
2. the Committee should lobby the Government to come up with an alternative proposal to selling high value properties.

A vote was taken on the Officers recommendation to approve the draft Housing Revenue Account Business Plan, as detailed in Appendix A to the report:

For	5
Against	0
Abstained	4

RESOLVED that the draft Housing Revenue Account Business Plan, as detailed in Appendix A to the report be approved.

12. RESPONSE TO THE MAYOR'S DRAFT LONDON HOUSING STRATEGY 2017

The Committee received the report.

A vote was taken on Councillor McGuirk's motion that the draft response should come back to this Committee for consideration:

For (Councillor McGuirk's motion)	4
Against (Councillor McGuirk's motion)	5
Abstained	0

The motion was lost.

A vote was taken on the recommendation in the report to delegate the preparation of a response to the Mayor's Draft London Housing Strategy to the Deputy Chief Executive, in consultation with the Chairman of the Committee:

For	5
Against	4
Abstained	0

RESOLVED that the Committee delegate the preparation of a response to the Mayor's Draft London Housing Strategy to the Deputy Chief Executive, in consultation with the Chairman of the Committee:

13. IMPLEMENTATION OF NEW ENFORCEMENT POWERS AS ALTERNATIVES TO PROSECUTIONS UNDER THE HOUSING ACT 2004 INTRODUCED UNDER HOUSING AND PLANNING ACT 2016 (PART 2) AND THE SMOKE AND CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015

The Committee received the report.

RESOLVED that

- 1. Housing Committee endorse the additions to the Regulatory Enforcement Policy detailed at Appendix 1 and 2 to include information relating to civil penalties for relevant offences under the Housing Act 2004 as amended by the Housing and Planning Act 2016 , Rent Repayment Orders, Banning Orders, and the Rogue Landlords data base;**

2. Housing Committee endorses the Statement of Principles to determine the amount of the penalty charge under the Smoke and Carbon Monoxide (England) Regulations 2015 detailed at Appendix 4;
3. Housing Committee endorse the method for determining the civil penalties;
4. The authority to delegate all powers to develop, implement and further minor amendments to the Council's detailed Policy and Procedure in respect of the imposition of civil penalties to the Service Director – Regulatory Services in consultation with Chairman of the Housing Committee. Such policy to be in accordance with Schedule 13A of the Housing Act 2004 where appropriate, and any other guidance issued by the Secretary of State;
5. The Service Director – Regulatory Services is authorised to delegate the discharge of powers above to other Council officers.

14. PRIVATE SECTOR HOUSING FEES AND CHARGES 2018/19

The Committee received the report.

RESOLVED that the proposed fees and charges for 2018/19, as set out in Appendix A, be approved.

15. COMPULSORY PURCHASE OF LONG TERM VACANT PROPERTIES (PUBLIC VERSION)

The Committee considered the public version of this report and agreed that it would not be necessary to discuss the exempt version.

RESOLVED

- 1 That the Committee recommends the Assets, Regeneration and Growth Committee to authorise the making of Compulsory Purchase Orders, under Section 17 of the Housing Act 1985, in respect of the properties identified as 'a to e' in the exempt report.
- 2 That, subject to the Assets, Regeneration and Growth Committee authorising the making of the Compulsory Purchase Orders referred to in recommendation 1 above, the Orders 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 Orders for confirmation by the Council, the Deputy Chief Executive be authorised to confirm the Orders.
- 4 Following confirmation of any of the Orders, to authorise the Deputy Chief Executive to enter into a cross-undertaking with the owner(s) of any 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 4 above, or the terms of the cross-undertaking are not adhered to by the owner, to recommend that the Assets, Regeneration and Growth Committee authorises the Deputy Chief Executive to proceed with the compulsory acquisition of any of the properties in question.
- 6 Following compulsory acquisition of any of the properties 'a to e', 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 CPOs will be funded through the currently approved capital programme.

16. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED that

1. The Work Programme be noted;
2. A Fire Safety Report Update be added to the Work Programme for consideration at forthcoming meetings of the Committee and a Review of the Housing Allocations Policy be added to the Work Programme.

17. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

18. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The press and public were not excluded from the meeting.

19. COMPULSORY PURCHASE OF LONG TERM VACANT PROPERTIES (EXEMPT)

The Committee dealt with this item in public session and did not discuss exempt information.

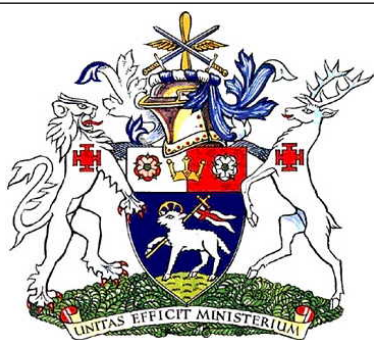
20. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT (CONTINUED)

None.

The meeting finished at 7.52pm

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AGENDA ITEM 6



Housing Committee

7 February 2018

Title	Member's 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	Barnet's Housing Needs Assessment Councils have a vital role to play in boosting homes for families in need and solving our housing crisis. The borrowing cap on local authorities restricts the number of new homes that local authorities can deliver. The November Budget did not abolish or raise the local authority borrowing cap however it did allow councils in some “high demand areas” to apply to have their cap lifted. To maximise the effectiveness of an application by Barnet we will rely on our housing needs data. As the last housing needs assessment dates from 2014 I ask that the committee authorise a new assessment so that Barnet is best placed to have the evidence base to make a successful application.
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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 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

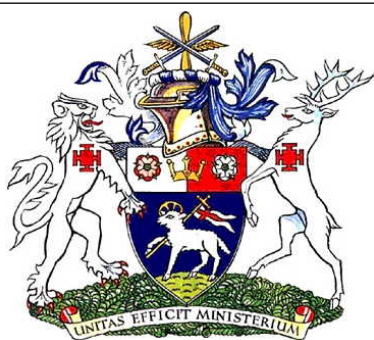
5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email to Governance Service.

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AGENDA ITEM 7



Housing Committee

7 February 2018

Title	Annual Review of Council Dwelling Rents and Service Charges for 2018/19
Report of	Cllr Tom Davey
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	<p>Cath Shaw- Deputy Chief Executive - 020 8359 4716, cath.shaw@barnet.gov.uk</p> <p>Paul Shipway- Strategic Lead Housing - 020 8359 4924, paul.shipway@barnet.gov.uk</p>

Summary

The report seeks approval of proposals for changes to council dwelling rents and service charges to take effect from April 2018.

Recommendations

1. That the Committee consider and 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 2018.
2. That the Committee approves the proposed increase in service charges as set out in paragraph 1.8 to take effect from 1 April 2018.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council is required to set council dwelling rents and associated service charges for council tenants on an annual basis. These are set out in a formal rent notice issued to all tenants before the start of the financial year.
- 1.2 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribes the debits and credits to be applied to it. The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

Council dwelling rents

- 1.3 The Welfare Reform and Work Act 2016 requires that council dwelling rents are reduced by at least 1% a year (from the previous 12 months) for four years from April 2016. In October 2017, the Ministry of Housing, Communities and Local Government (MHCLG) (formerly the Department for Communities and Local Government (DCLG)) announced that increases to social housing rents will be limited to the Consumer Prices Index (CPI) plus 1% for five years from April 2020.
- 1.4 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level where it is below this level.
- 1.5 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the base rent when the property is re-let.
- 1.6 Once a property has been re-let, the rent will reduce by 1% a year at the start of the following financial year for the current tenant up to and including 2019/20.

The table below¹ shows examples of how average and formula rents will change in 2018/19 when the 1% reduction is applied.

Scenario	2017/18	2018/19 with 1% reduction applied
Current average rent (for existing tenants)	£110.53	£109.42
Average formula rent (for new tenant on re-let)	£118.28	£117.10

- 1.7 New homes being delivered on the Council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower.

¹ All charges in this table are shown on 48 weeks basis

Service Charges and Garages

- 1.8 Service charges and garage rents have been reviewed to ensure that costs are being recovered. The table² below outlines the changes that are recommended to take effect from 1 April 2018:

	2017/18	2018/19	Increase	% Increase
Grounds Maintenance	£2.77	£2.80	£0.03	1.0%
Lighting	£1.21	£1.23	£0.02	2.0%
Heating - Grahame Park	1 Bed- £12.20 2 Bed - £16.92 3 Bed - £18.27	1 Bed- £12.20 2 Bed - £16.92 3 Bed - £18.27	1 Bed- £0.00 2 Bed - £0.00 3 Bed - £0.00	0%
Heating – excluding Grahame Park	0%			
Digital Television	£1.47	£1.54	£0.07	5%
Weekly Caretaking	£6.71	£6.71	£0.00	0%
Quarterly Caretaking	£1.36	£1.36	£0.00	0%
Enhanced Housing Management and Alarm Service (sheltered housing)	0% increase applied to existing charges for these services.			
Garages	3.1% increase applied to existing rents for garages			
Door Entry Systems	£2.33 per week (for all new and replacement systems installed from 01/04/2017) – an increase of 5% based on expected cost increase.			

- 1.9 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2017/18.
- 1.10 The cost of providing access to digital television was reviewed in 2017-18 to ensure that the service charge reflected the cost of providing this service. It is recommended that the charge is increased in line with the cost increase expected and a 5% increase (circa 7 pence a week) is proposed.
- 1.11 The charge introduced for new and replacement installations of door entry phone systems is proposed to increase by 5% in line with the estimated cost increase. It is important to note replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

² All charges in this table are shown on 48 weeks basis and rounded to the nearest penny

2. REASONS FOR RECOMMENDATIONS

- 2.1 The proposed rent changes are line with Government policy and the Council's Housing Strategy 2015 to 2025. The service charges have been reviewed to ensure that the revenue raised covers the cost of providing the services.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The proposed rent changes are in line with Government policy.
- 3.2 Service charge changes are to ensure that costs are recovered and an alternative approach is not proposed as this would mean not recovering the full cost of providing the services.

4 POST DECISION IMPLEMENTATION

- 4.1 Following approval, the Council will instruct Barnet Homes to issue a statutory notice of variation to council tenants.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015 to 2020 strategic objective to ensure that Barnet is the place of opportunity, where people are helped to help themselves, where responsibility is shared and where high quality services are delivered effectively and at a low cost to the taxpayer. Reviews of rent levels and service charges help ensure that there are the resources in place to deliver housing services for council tenants.
- 5.1.2 The Housing Strategy 2015 to 2020 sets out how the Council and partners will deliver the additional housing that is required in the borough due to the growing population. The strategy details how more affordable housing will be provided to increase the supply of homes to meet housing need, including the use of affordable rents to provide more homes for rent on Council land. Income from rents will also be used to maintain the condition of the existing housing stock.
- 5.1.3 The Health and Wellbeing Strategy recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities. Barnet's Joint Strategic Needs Assessment 2015 to 2020 highlights the fact that there is a long term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply.

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

- 5.2.1 Barnet Homes as the Council's Arm's Length Management Organisation will administer the rents and service charges for council tenants.

- 5.2.2 Income raised from the service charges will be used to recover the costs of providing the services within the Housing Revenue Account (HRA).
- 5.2.3 Existing council rents are on average 30% of private sector rents, so charging affordable rents at 65% of private sector rents for new council homes delivered on its own land will raise additional income for the Housing Revenue Account that will contribute to the HRA Business Plan.

5.3 Social Value

- 5.3.1 There are no specific social value aspects to this report.

5.4 Legal and Constitutional References

- 5.4.1 The Localism Act 2011 introduced self-funding for council housing. The national subsidy system has been abolished and a new funding regime introduced giving local authorities more autonomy to set Council rents.
- 5.4.2 Under section 103 of the Housing Act 1985 the terms of a secure tenancy which is a periodic tenancy may be varied by the landlord by a notice of variation served on the tenant. The landlord authority is required to serve a preliminary notice on the secure tenant giving them advance notification of any change proposed to be made to the terms of their tenancy and inviting their comments. A preliminary notice is not required for variation of rent or payments in respect of services or facilities provided by the landlord. Although a *preliminary* notice is not required in respect of a variation to the rent (or services/facilities) charge, a notice of variation is needed and this must set out what the change is and the date on which it takes effect. The period between the date on which the notice is served and the date on which it takes effect must be at least four weeks or the rental period, whichever is the longer.
- 5.4.3 Section 105 of the Housing Act 1985 requires a landlord authority to maintain such arrangements as it considers appropriate to enable those secure tenants who are likely to be substantially affected by matters of housing management, to be informed and consulted about the proposals, and before deciding on the matter, the landlord authority has to consider any representations made. The legislation sets out what matters of housing management relate to but this does not extend to the rent payable under a secure tenancy or to charges for services or facilities provided by the authority.
- 5.4.4 Under section 23 of the Welfare Reform and Work Act 2016 registered providers of social housing are obliged to reduce social rent by at least 1% from the rent payable by the tenant in the preceding 12 months for the years beginning 1st April 2016, 1st April 2017, 1st April 2018 and 1st April 2019.

- 5.4.5 The Housing and Planning Act 2016 contains provisions which may impact some aspects of this report in the future subject to regulations being implemented.
- 5.4.4 The Council's Constitution (Article 7 - Committees Sub-Committees Area Committees and Forums and the Local Strategic Partnership) sets out the responsibilities of the Housing Committee which include:
- '(1) Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
...
(4) To determine fees and charges for services which are the responsibility of the committee.'

5.5 Risk Management

- 5.5.1 There is a risk that increasing the service charges will make it more difficult for tenants to pay and impact adversely on the Housing Revenue Account (HRA) Business Plan by making service charge collection more difficult. This is considered to be a low risk as the overall increase is low and for most tenants housing benefit will continue to cover the costs, including the costs relating to grounds maintenance.

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 persons who share a relevant protected characteristic and persons who do not
 - foster good relations between persons who share a relevant protected characteristic and persons who do not.
- 5.6.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 5.6.3 Consideration has therefore been given to the report's relevance to equality issues in accordance with the public sector equality duty. This report is primarily to set rents and associated charges which will be applied to all Council dwellings and will therefore affect all Council tenants. As the increases are not of a personal nature, it is not considered that they target or disproportionately affect any group of people based any of the protected characteristics.
- 5.6.4 However, it is recognised that increases in rents and service charges may present particular difficulties for people on low incomes, but that rents and the majority of tenant service charges are eligible for housing benefit (water rates, heating and alarm charge are not).

5.7 Corporate Parenting

- 5.7.1 The Council assigns the highest priority for council housing to foster carers (if they require a larger property to foster more children) through its Housing Allocation Scheme. Council housing remains the most affordable housing option for care leavers and all rents and the majority of tenant service charges proposed remain eligible for housing benefit. Care leavers are placed into suitable accommodation when leaving care to allow a successful transition to independent living whilst also developing their skills by providing the right support to help them maintain their tenancies.

5.8 Consultation and Engagement

- 5.8.1 There has not been any specific consultation on the issues arising in this report. The commissioning priorities and budget plans for the Housing Committee were included in the Council's budget consultation that took place between 6 December 2017 and 14 January 2018.

5.9 Insight

- 5.9.1 No specific insight data has been used in this report.

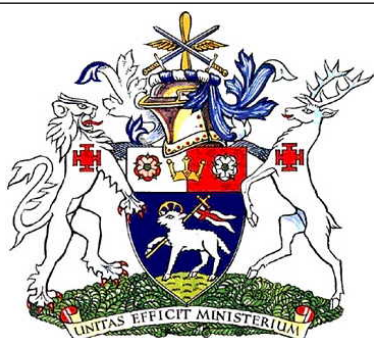
6 BACKGROUND PAPERS

6.1 Relevant previous decisions are listed in the table below.

Item	Decision	Link
Cabinet, 25 February 2014- Business Planning 2014/15- 2015/16	Approved proposed increases in council dwelling rents and service charges, and the proposed increase in council garage rents, all effective from 1 April 2014	http://barnet.moderngov.co.uk/documents/s13295/Budget%20report%20Feb%20Cab%20v5.pdf
Cabinet Resources Committee, 25 February 2013	Approved proposed increases in council dwelling rents and service charges, and the proposed increase in council garage rents, all effective from 1 April 2013	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=6758&Ver=4
Cabinet, 25 February 2013 – Business Planning 2013/14 – 2015/16	Approved the Business Planning document for the Council's business plan 2014/15 including the Housing Revenue Account (HRA) Business Plan.	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=6751&Ver=4
Cabinet Resources Committee, 24 June 2013	Approved a programme for Barnet Homes to build 41 new affordable dwellings on behalf of the Council.	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4
Housing Committee, 19 October 2015	Approved Housing Strategy	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4
Delegated Powers Report, 18 December 2015	Approved rent setting policy for new council homes built on HRA land	http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=6081
Housing Committee 1 February 2016	Approved rents and service charges for council dwellings from April 2016	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8269&Ver=4
Housing Committee 8 February 2017	Approved rents and service charges for council dwellings from April 2017	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8630&Ver=4

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AGENDA ITEM 8



LBB Housing Committee

7 February 2018

Title	Barnet Homes 2018/19 Delivery Plan
Report of	Councillor Tom Davey
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1 - Barnet Homes 2018/19 Delivery Plan
Officer Contact Details	<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 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 2018/19 delivery plan at appendix 1 provides information as to the

outcomes achieved in 2017/18 against each of the Housing Committee's priorities as at quarter 2 2017/18, along with setting out the commitments, challenges, risks and key performance measures and targets for the 2018/19 year.

Recommendations

1. That the committee note and approve the Barnet Homes 2018/19 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 2017/18 has been to a good level. In terms of core housing management services, this can be further evidenced by continued 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 2018/19 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 2019/20 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, have established themselves as a Registered Provider, Opendoor Homes to deliver more than 320 homes for affordable rent and are progressing further schemes in relation to both extra care schemes and modular housing for temporary accommodation in the Borough.

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 £2.148m was agreed by the Housing Committee and Barnet Homes are on track to deliver these by 2019/20.

- 5.2.3 The Housing General Fund projections currently show a pressure of £253k in 2017/18. This pressure will be subject to review during 2017/18 and mitigating actions will be progressed.

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.

Constitution Article 7.5 sets out the terms of reference of the Housing Committee which includes:

- Housing matters including housing strategy
- Homelessness
- Social housing and housing grants
- Commissioning of environmental health functions for private sector housing.

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. These priorities are further reviewed through biennial resident satisfaction surveys. 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
Housing Committee 26 June 2017	Item 10 – Barnet Homes 2017/18 Delivery Plan	https://barnet.moderngov.co.uk/documents/s40390/Barnet%20Homes%202017-18%20Delivery%20Plan.pdf

Barnet Homes

2018-19 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	21 December 2017
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Clearance process	
DU approver	Date
Elliott Sweetman, Director of Operations, The Barnet Group	17 January 2018
Commissioner approver	Date
Cath Shaw, Commissioning Director, Growth & Development	

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1. Introduction

This Delivery Plan is a refresh of the 2017/18 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 third year of the ten-year Management Agreement with Barnet Homes from April 1st 2018 and the third year of The Barnet Group (TBG) 5 year Business Plan.

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

- Deliver an effective operating model for its subsidiary registered provider, Opendoor Homes
- Continue work on developing more than 320 new affordable homes and continue with the development of a new 53 home unit Extra Care at Ansell Court (Moreton Close)
- Implement the changes required by the full roll-out of the government's Universal Credit programme and work with the Welfare Reform Taskforce to ensure those affected are adequately supported to sustain their tenancies
- Deliver the next phase of a property acquisitions programme for the provision of temporary accommodation
- Tackle Homelessness through the Housing Options Strategy and implement the changes required by the Homelessness Reduction Act
- Deliver service improvements for residents through The Barnet Group's Customer Access Strategy and Barnet Homes Customer Priorities Project
- Deliver the fourth 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, recognising 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 will 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	London average by 2020
	Number of households in Bed and Breakfast	Zero annually

Strategic Priority	Key Outcomes	Outcome measures / Targets / Activities
Sustaining quality, particularly in the private rented sector	Increase in landlords achieving the Landlord Accreditation Scheme	570 landlords will be accredited by 2020
Providing suitable housing to support vulnerable people	Increasing the numbers of extra care spaces within the borough 10% of new housing accessible (wheelchair) housing	New 53 unit extra care housing scheme at Ansell Court (Moreton Close) completed 2018/19 40 accessible homes by 2020
Delivering efficient and effective services to residents	Reducing further the costs of service delivery % of respondents very or fairly satisfied with the service provided by their housing provider	Delivery of £2.1m cashable savings to the HRA by 2020 No less than 81% biennially

3.2. The table below outlines Barnet Homes contribution to the above priorities achieved in 2017/18:

Strategic Priority	Outcomes achieved in 2017/18
Increasing the housing supply	<ul style="list-style-type: none"> • Delivery of 441 private sector lettings to October 2017, to provide affordable alternatives to expensive temporary accommodation. • Delivery of Phase 1 of direct property acquisitions completed, providing an additional 49 affordable homes. Phase 2 has provided an additional 41 affordable homes. • Developed and presented options for the delivery of a new acquisitions programme to deliver 200 affordable temporary accommodation units in London. Further work on refining this proposal is in

	<p>progress.</p> <ul style="list-style-type: none"> • Funding bid submitted to LGA for site decontamination at Pinkham Way to build more than 200 modular homes. • Site surveys are due to take place early in 2018
Delivery of homes that people can afford	<ul style="list-style-type: none"> • Opendoor Homes established as a Registered Provider • First new Opendoor Homes new build schemes commenced on site • Outline business case approved to develop a 51 home extra care scheme at Stag House • Approval to develop a further 10 new homes on microsites achieved with an emphasis on wheelchair accessible • Supported Re on the jointly sponsored Fosters master planning project to strategic outline case to develop additional infill housing, the project will include a further 75 home extra care scheme
Sustaining quality, particularly in the private rented sector	<ul style="list-style-type: none"> • Worked with the Environmental Health team to identify Houses in Multiple Occupation properties within the Council's leasehold housing stock • Undertook a rolling compliance inspection programme of PRS temporary accommodation stock handing back units which were not compliant and ensuring repairs identified were completed • Facilitated 2 Landlord Accreditation Scheme (LLAS) Courses for a total of 17 people in 2017/18
Tackling homelessness	<ul style="list-style-type: none"> • Homelessness is being addressed in 2017/18 through the continued focus on early intervention and prevention. 699 homelessness preventions delivered to-date in 2016/17 against a target of 950.

	<ul style="list-style-type: none"> • Following a successful pilot the new Family Mediation Team has seen 86 cases to-date in 2017/18, achieving 29 preventions and placing only 8 customers into temporary accommodation. • Following a successful pilot in Q4 16/17, the new TA Reduction Team has prioritised moving on households who were entrenched in emergency accommodation (ETA). As a result, the average time spent by customers in ETA has fallen from 67.8 weeks in 2016/17 to 42.7 weeks to-date in 2017/18. • An additional outcome of the focus on TA reduction has seen overall numbers in temporary accommodation from 2,757 in 2016/17 (2,941 in 15/16) to 2,657 to-date in 2017/18 notwithstanding demand remaining at similar levels.
Providing suitable housing to support vulnerable people	<ul style="list-style-type: none"> • New Customer Ready Team set up as part of preparations for the Homelessness Reduction Act, and to optimise opportunities for early intervention & prevention. • Minerva House, our refuge for women fleeing domestic violence accommodated 18 women and their 21 children in its 3rd year of operation (YTD) • Our “Get Real” house provides 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 antisocial behavior, alcohol and drug abuse and welfare dependency that frequently exists among young people in temporary accommodation. • Barnet Homes and Adult Social Care’s “Move On Protocol” rolled out and embedded in 2017/18 prioritises vulnerable adults’ access to housing services. • Barnet Homes’ Brokerage Officer has

	supported 17 vulnerable adults to move to suitable accommodation, and has used funding from Adult Social Care to adapt 15 LBB properties, increasing the pool of accessible accommodation for households with additional needs.
Maximising the amount of money to invest 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 • Private Investment Solution approved in principle to deliver 200 affordable temporary accommodation units in London. • Establishment of Opendoor homes funded outside of the HRA to fund more than 320 affordable homes using a combination of Right to buy receipts, Public Works Loan Board loan and commuted sums.
Delivering efficient and effective services to residents	<ul style="list-style-type: none"> • Top quartile benchmarked tenant satisfaction levels of 79% • Top quartile benchmarked housing management, repairs and void property refurbishment and estate services in terms of cost • Achieving target on 88% of 2017/18 Delivery Plan performance indicators as at Quarter 2 • Delivering a rapid and comprehensive response to the Grenfell Tower fire; removing cladding from 3 towers blocks and completing updated fire risk assessments for all high-rise dwellings. • Developing and commencing delivery of a fire safety improvement programme on all tower blocks in management • Review and implementation of Neighbourhood Management services (combining resources for both regeneration and retained housing estates) completed in

	June 2017
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4. Commitments for 2018-19

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	Over 320 affordable rent homes over the course of the programme	Start on site 2018/19: <ul style="list-style-type: none"> Q1: 12 homes Q2: 87 homes Q3: 72 homes Q4: 93 homes 	Increased supply of housing and reduced homelessness costs
Develop “top hatting”¹ housing solution	20 new affordable homes for rent	Outline business case approved by ARG – June 18 Planning consent obtained – Sept 18 Start on site – Jan 19	Increased supply of housing and reduced homelessness costs

¹ Top Hatting involves the development of an additional storey of homes on existing blocks of flats

Delivery of Property Acquisitions Programme	Acquisition of 100 additional affordable homes per year for use as temporary accommodation, commencing in 2018/19	<p>ARG Committee approval 27 November 2017</p> <p>Commencement of first tranche of acquisitions by Q1 2018/19.</p> <p>Completion of programme anticipated March 2021</p>	Increased supply of housing and reduced homelessness costs
<i>Tackling Homelessness</i>			
Delivery of Housing Options Strategy Delivery and mitigation plan	<p>Reduction in numbers in TA</p> <p>Increased homelessness preventions</p> <p>Increased use of the PRS</p>	Refresh the Housing Options Strategy by end of Q1 18/19. Further embed the focus on early intervention and prevention, family mediation and TA Reduction activities.	Reduced homelessness costs through increased preventions and TA reduction

<p>Respond to the changes outlined in the Homelessness Reduction Act (HRAct)</p>		<p>Monitor the impact of Homelessness Reduction Act and develop appropriate responses as required (quarterly)</p> <p>Embed the new structures and functions including the single homelessness pathway required to meet the requirements of HRACT – end of Q1</p> <p>Implement new IT software solution and embed by end of Q1 to enable the required H-CLIC reporting to DCLG</p> <p>Work with the Council to update its Homelessness Strategy</p>	<p>Single homeless pathway established to enable increased early intervention and prevention.</p> <p>Reduced homelessness costs.</p> <p>Deliver H-CLIC reporting to DCLG from April (link to future funding)</p>
<p><i>Providing suitable housing to support vulnerable people</i></p>			

Delivery of 53 home Extra Care scheme at (Ansell Court) Moreton Close	53 home extra care scheme	Programmed for completion by March 2019	<ul style="list-style-type: none"> Increased supply of housing and reduced Adult care costs
Achieve planning consent for Stag House Extra Care scheme	51 home extra care scheme	Planning permission obtained June 2018	<ul style="list-style-type: none"> Dementia friendly scheme 100% wheelchair accessible
<i>Deliver efficient and effective services to residents</i>			
Develop an improvement programme to address the priorities of customers	Improvement initiatives delivered in priority areas for customers	<p>Complete customer priorities improvement year 1 programme – July 2018</p> <p>Complete bi-annual customer satisfaction exercise – November 2018</p> <p>Identify new customer priorities from feedback analysis – January 2019</p> <p>New improvement programme agreed with customers – March 2019</p>	Improved quality of services to all customer groups leading to increased satisfaction

Deliver a Fire Safety Improvement Programme	<p>Delivery of high priority fire safety works to high rise blocks</p> <p>Recladding of three tower blocks at Granville Road</p> <p>Agree with LBB approach to desirable fire safety works in 26 high rise blocks</p>	<ul style="list-style-type: none"> • Delivery of 65% of high priority fire safety works by end of March 2019 • Recladding of Granville Road tower blocks completed by end of December 2018 • Report with recommendations tabled at June 2018 housing committee 	<p>Improved fire safety measures within dwellings</p> <p>Thermal efficiency of block meets or exceeds previous system</p> <p>Further fire safety measures provide additional assurances to residents</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 2016/17 financial year were published in December 2017, 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 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	1	Top
Estate Services	2	Top

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

	2016 Survey Result	Benchmarking Quartile Result
Tenants	79%	Top Quartile (ranked 3 of 14)
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 3 year period from

6. Finances

6.1. Barnet Homes Management Fee 2018/19

	Year 2017-18	Efficiency Savings	Year 2018-19
1 - FUNDED BY CAPITAL			
Capitalised Salaries	1,100,000		1,100,000
2 - FUNDED BY HRA			
Barnet Homes Core Management Fee HRA	16,731,256	(249,443)	16,481,813
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>Inflationary increase</i>		250,000	250,000
<i>2 a Total BH excluding Housing Options</i>	23,359,462	557	23,360,019
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		1,272,993
Total Barnet Homes HRA Management Fee	24,632,455	557	24,633,012
3. FUNDED BY GENERAL FUND			
Housing Options Main Mgmt Fee	2,729,667		2,729,667
Housing Options Supplementary Mgmt. Fee	309,000		309,000
Housing Options TA SLA	285,608		285,608
Housing Options GF Mgmt. Fee	3,324,275	0	3,324,275
4. Total Barnet Homes Management Fee Capital HRA + GF	27,956,730	557	27,957,287

6.2. Housing Revenue Account Capital Programme

Capital Programme Description	Revised Budget 2017/18	Draft Budget 2018/19
	£'000	£'000
Main Programme		
Major Works (exl Granville Road)	5,229	5,496
Regeneration	1,019	1,366
Misc - Repairs	2,238	2,706
M&E/GAS	11,009	5,406
Voids and Lettings	4,460	3,677
HRA Fire Safety Programme	5,500	12,000
Sub-Total	29,455	30,,651
Acquisitions:		
Advanced Acquisitions (Regen Estates) - RE	5,974	4,213
Direct Acquisition	1,800	
Sub-Total	7,594	4,213
New Builds:		
New Affordable Homes (First phase)	214	0
Moreton Close	4,300	8,356
Development Pipeline – Stag House	1,206	410
Tranche 3	1,277	
Dollis Valley - RE	5,000	4,787
Burnt Oak Broadway Flats	25	3,964
Extra Care Pipeline	0	26,638
Upper & Lower Fosters Community Led Design	1,342	1,293
Sub-Total	13,364	45,448
Grand-Total	50,413	80,312

6.3. General Fund Capital Programme

Capital Programme Description	Revised Budget 2017/18	Draft Budget 2018/19
	£'000	£'000
Alexandra Road	0	1
Hostel Refurbishment Programme	0	0
Chilvins Court	0	60
Empty Properties	1,000	2,000
Investment in Modular Homes	0	1,508
Sub-Total	1,000	3,569
<u>Acquisitions:</u>		
Direct Acquisition(Out of Boroughs)	8,958	
Sub-Total	8,958	0
<u>New Builds:</u>		
Micro Sites	100	2,720
Open Door	10,000	49,031
Tranche 3 Open Door	700	
Sub-Total	10,800	51,751
Grand-Total	20,758	55,320

6.4. Temporary Accommodation Budget Profile

	Budget	2017/18	2018/19	2019/20	2020/21	Total
Expenditure	£'s	£'s	£'s	£'s	£'s	£'s
HNR Management Fee	2,729,667	2,729,667	2,729,667	2,729,667	2,729,667	10,918,668
TA 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
OOL Acquisitions Maintenance		42,193	159,389	166,266	172,085	539,933
Third Party Payments for TA	26,650,072	25,210,260	22,740,507	21,067,022	17,998,069	87,015,857
Non-recoverable TA						
Expenditure		60,000	50,000	50,000	50,000	210,000
Miscellaneous	740,240	740,240	740,240	740,240	740,240	2,960,960
SCB Mitigations (March 17)		170,000	170,000	170,000	170,000	680,000
SCB Mitigations (September 17)		48,000	144,000	144,000	144,000	480,000
HRA Staffing		167,920	411,331	430,167	430,167	1,439,585
HRA Impact			115,922	155,766	195,611	467,299
Bad Debt Provision	879,020	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Total	31,407,999	30,577,280	28,670,056	27,062,128	24,038,838	110,348,302
Income						
TA Rents	-23,650,000	-20,912,678	-18,605,178	-17,015,548	-14,134,886	-70,668,289
TA Fees (Social Services)	-400,000	-663,372	-663,372	-663,372	-663,372	-2,653,488
Buyback Income	-410,000	-575,554	-612,479	-477,871	-419,557	-2,085,461
OOL Acquisitions Income	0	-161,963	-491,419	-511,296	-520,418	-1,685,096
New Home Revenue Income	0	-700,000	-138,000	-438,000	-660,000	-1,936,000
Other	-88,250	-88,250	-88,250	-88,250	-88,250	-353,000
HRA New Burdens Funding		-362,593	-323,706	-306,196		-992,495
Total	-24,548,250	-23,464,410	-20,922,403	-19,500,533	-16,486,483	-80,373,830
Net Expenditure	6,859,749	7,112,870	7,747,652	7,561,595	7,552,355	29,974,472
Budget Pressure		253,121	887,903	701,846	692,606	2,535,476

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 	<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

	Barnet 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) 	<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

	<ul style="list-style-type: none"> • Development – Planning, Highways, Building Control, other professional services 	
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 	

	<p>incoming mail, collecting, franking and posting outgoing mail)</p> <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 has put 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		Delivery of the annual servicing of all gas appliances, repairing heating systems and installing new systems to housing	Circa £2m per annum	Start – April 2018 End – March 2023	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
		stock			
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
Fire safety (high priority works)	Lovell Partnerships – trading as Morgan Sindall and others (as part of Planned Works Contract)	Fire stopping, replacement of doors, M&E works	£6m	Start – July 2012 End – July 2022	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements WSP as consultant
Cladding at Granville Road	Engie Regeneration Limited	Installation of rainscreen cladding system and associated works	£5m	December 2017	In house contract management team with employers agent (consultant)
Key TA providers	London Rentals Ltd, Rent	Provision of interim temporary	Both circa £1.1m 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
	Connect Ltd	accommodation			
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
Voids major and minor	To be appointed	To complete Major void works	Approx.. £1.2m per annum	TBC	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements
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	Drawn down from Compliant framework as a subset of the LBB consolidated account	None
Electric and Gas Supplies	Via Monarch (consultant) most with OPUS	Supply of electric to communal areas mostly in	£700,000 per annum. Supplier renewed	June 2017 for OPUS, consultant	Quarterly meetings with Monarch including price check points.

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
		blocks			
ERM (electrical Rising Mains)	Vallectric and WG Wigginton and others procured on a batch basis WSP as consultant	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)
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 year	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 family household in London can receive more than £442 per week or £23,000 a year from benefits.
- Universal Credit – six working age benefits including Housing Benefit and working tax credits rolled into one monthly payment paid directly to the claimant.

Around 500 council tenants are 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 (75% of Barnet's capped cases are in the private rented sector). Through our leadership and participation in the Task Force we have successfully supported 3,300 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 December 2017, around 60 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 December 2017 600 residents had been supported with the transition to this new benefit. In May 2018 Barnet will see roll out of Universal Credit Full Service which will mean all new benefit claims, housing benefit claims and tax credit claims will be delivered by Universal Credit. Existing benefit claimants will transition across to UC as they make changes to their circumstances or via a managed migration process to be completed by 2022.

Our expertise in partnership working and delivering multi-agency projects such as the Welfare Reform Task Force has led to significant roles for the Group in other Council-commissioned initiatives such as the locally based jobs, wellbeing and advice projects BOOST Burnt Oak and BOOST Childs Hill.

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 biennial STAR surveys undertaken in November 2016, 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 approach to equalities, including its Equality and Diversity Policy, maintains a focus on the following key areas:

- Customer Insight – understanding and responding where practicable to the needs of our customers
- Our Communities – engaging with customers to build inclusive and sustainable environments
- Our People – ensuring equality for our staff and creating an inclusive working environment

- Accessibility – improving access to services and information
- Self-assessment – using external frameworks and in-house health checks to assess effectiveness

The Barnet Group's Equalities objectives for 2018/19:

- To promote equality of opportunities and minimise disadvantage for staff, residents, and customers, and to continue to raise awareness and understanding of equalities issues.
- To continue to maintain information about our customers and develop insight that informs strategy and policy development, and service delivery development, 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, welfare reform, housing and tenancy management, allocations, service charges, major works, and income collection.
- 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:

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

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

Barnet currently has the largest population of any London borough (estimated at 382,304 in 2016), and this is expected to continue to increase, placing increased demand on public services. In contrast to Barnet Homes' resident population, the 2011 Census for Barnet showed that it is a fairly young borough, with 18% of the population aged over 60 and 25% aged under 20. Barnet is an ethnically diverse borough, with 36% of the population coming from a BAME background.

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

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

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 December 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	Quarterly	Public scrutiny of the performance of the Council with opportunity to discuss	Referrals to other committees, including Housing and

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Barnet Homes: Senior representative (as requested) Council: Chief Operating Officer Customer Services and Commercial Director		performance challenges with relevant directors (as required)	Policy and Resources (as required)
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
Strategic Commissioning Board	Barnet Homes: Senior representative Council: Executive team 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 and Commissioning Lead Housing	<i>Monthly</i>	Scrutiny of performance against management 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	<i>Bi-Annually</i>	Agree key objectives and strategic direction Considers growth and new	Housing Committee Strategic Commissioning Board

	Attendees	Frequency	Nature	Escalation Reporting Route /
	Council: Chair of Housing Committee Strategic Director Commercial Director/ Partnership Relationship Manager Commissioning Directors Head of Finance Re/CSG: Senior management as required		opportunities Reviews progress against Five Year Business Plan 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 Board Opendoor Homes Board TBG Development Planning Board	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 meetin

Appendix 1: Outcomes, KPIs and PIs

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

Combined Corporate & Commissioning Plan Indicators

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling Homelessness	Number of homelessness preventions	BH/S2	532 (Q1-Q2) Full Yr Target: 1,050	1110 Target changed to reflect impact of SCB Mitigations	1110 Target changed to reflect impact of SCB Mitigations		DCLG 16/17 Result: Second Quartile
Tackling Homelessness	Numbers of households in Temporary Accommodation	BH/KPI1	2,675 (End Q2) Full Yr Target: 2,700	2600 Target to allow for impact of HRA whilst still providing the challenge of bringing numbers down in real terms given the likely increase in demand and requirement to provide 'relief'	2500 Target to allow for impact of HRA to be reviewed following assessment of impact in 18/19		DCLG Q1 17/18 Result: Lower quartile

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling Homelessness	Families with Children in TA	BH/KPI9	64.4%	Monitor	Monitor		
Deliver efficient and effective services	Average re-let time for routine lettings	BH/C4	12.2 Days (Q2 only) Q4 Target: 13 days	12 days Given the existing contract targets with Mears it would be difficult to reduce this further.	12 days		Housemark Q1 17/18 Result: Upper Quartile
Deliver efficient and effective services	HRD Accommodation Arrears as a percentage of Debit	BH/S3	3.46% (End Q2) Full Yr Target: 2.90%	3.1%	3.2%	3.3%	These are modelled on universal credit being applied to HRA accommodation and applying the approved high mitigation model.
Deliver efficient and effective services	Repairs Survey % Satisfied Customers	BH/C8	98.8% (Q1-Q2) Full Yr Target: 96%	96%	96%	HM Benchmarking 1 st Quartile	TBC
Deliver efficient and effective services	% of scheduled fire risk assessment completed	TBC	TBC Q3-Q4 Yr Target: 100%	100%	100%	100%	
Deliver efficient and effective services	% of priority 0 & 1 fire safety actions completed on time	TBC	TBC Q3-Q4 Yr Target: 90%	90%	90%	90%	

Other Indicators (feeding into Quarterly report)

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling Homelessness	Households placed directly into the private sector by Barnet Homes	BH/C2	325 (Q1-2) Full Yr Target: 575	625 Amended to reflect additional funding at October SCB	625 Amended to reflect additional funding at October SCB		
Tackling Homelessness	Numbers in Emergency Temporary Accommodation (ETA)	BH/S1	175 (End Q2) Full Yr Target: 175	200 Amended to reflect the benefits of utilising more ETA as it is at times more cost effective and also easier to move clients on from then more settled forms of long term TA	200		DCLG Q1 17/18 Result: Upper Quartile
Tackling Homelessness	Length of stay in Current Emergency Temporary Accommodation (ETA) (weeks)	BH/S3	49.2 weeks (End Q2) Monitor only	Monitor	Monitor		
Tackling Homelessness	Number of families with children living in Bed and Breakfast for more than 6	BH/C3	0 (End Q2) Yr End Target: 0	0	0		DCLG Q1 17/18 Result: Upper Quartile

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
	weeks						
Tackling Homelessness	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	BH/C2	32.2% (End Q2) Monitor only	Monitor	Monitor		DCLG Q1 17/18 Result: Median
Deliver efficient and effective services	Number of tenancy failures (evictions and abandonments)	BH/KPI15	9 (Q1-2) End Yr Target: 35	35	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	
Deliver efficient and effective services	Temporary Accommodation arrears as a percentage of debit	BH/S5	5.63% (End Q2) Full Yr Target: 4.95%	5.1%	5.0%	4.9%	
Deliver efficient and effective services	% of Annual Service Charge and Arrears Collected	BH/C6	54.5% (Q1-Q2) Full Yr Target: 102%	102%	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	Housemark 15/16 Performance: Third quartile
Deliver efficient and effective services	Total No' Starts on Site (new build)	NEW – TBC	80 (Q1-Q2) Full Yr Target: 211	274	50	75	
Deliver efficient and effective services	% Reality Checks achieving 3 or 4 Stars	BH/C9	98.8% (Q1-Q2) Full Yr Target: 96%	96%	97%	97%	
Deliver efficient and effective services	% Properties With Current Gas Safety Certificate	BH/C10	100.00% (End Q2) Full Yr Target: 100.00%	100.0%	100.0%	100.0%	Housemark Q1 17/18 Performance: Upper quartile
Deliver efficient and effective services	% First Time Fix	BH/KPI8	95% (Q1-Q2) Full Yr Target: 90%	92	92%	HM Benchmarking 1 st Quartile	Housemark Q1 17/18 Result: Upper quartile

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling Homelessness	% of homeless appeals completed on time	BH/C3	99% (Q1-Q2) Full Yr Target: 95%	95% average over year	95% average over year		

KPI / Operational & Transactional

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Deliver efficient and effective services	Average end to end time for Completed Major Adaptation Jobs	KPI5	19 (Q1-Q2) Full Yr Target: 23	22	20		
Deliver efficient and effective services	Average re-let time for Major Works Lettings	KPI6	34.1 days (Q1-Q2) Full Yr Target: 40	35	35		TBC
Deliver efficient and effective services	Void Satisfaction with Lettings Process	KPI7	96% (Q1-Q2) Full Yr Target: 93%	95%	95%		
Deliver efficient and effective services	% Gas Repair Satisfied Customers	KPI9	96.5% (Q1-Q2) Full Yr Target: 90%	92%	92%	92%	This is a contractual target
Deliver efficient and effective services	No of new ASB cases per 1k properties	TBC	New indicator	10	HM Benchmarking 1 st Quartile	HM Benchmarking 1 st Quartile	2016/17 HM Benchmarking upper quartile at 12.21 days
Deliver efficient and effective services	Major Works % Satisfied Customers	KPI11	96.8% (Q1-Q2) Full Yr Target: 94%	95%	95%		
Deliver efficient and effective services	Average days FTE Sickness (rolling 12 months)	KPI12	11.6 Days (End Q2) Full Yr Target: 8.0	9.0	8.0		
Deliver efficient and	% Customers that Rate	KPI13	89% (Q1-Q2)	75%	78%	80%	

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
effective services	Leasehold Customer Service as 'Good'		Full Yr Target: 65%				
Deliver efficient and effective services	Overall satisfaction with estate services – tenants	KPI14	71% (Q1-Q2) Full Yr Target: 80%	80%	To be set following year 1		
Deliver efficient and effective services	Overall satisfaction with estate services – leaseholders	KPI15	73% (Q1-Q2) Full Yr Target: 50%	65%	To be set following year 1		

Customer Experience PIs

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Deliver efficient and effective services	% Customers that Rate Customer Service as 'Good' (email, face to face, phone)	CE001	93% (Q1-Q2) Full Yr Target: 89%	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC 91% (all LBB DUs Q4 2016/17)
Deliver efficient and effective services	% FOI Enquiries responded to in time	CE002	100% (Q1-Q2) Full Yr Target: 90%	90%	90%	90%	TBC 97% (all LBB DUs Q4 2016/17) TBC by LBB as these will be in line with LBB CEX target for all DUs
Deliver efficient and effective services	% Stage 1 & % Stage 2 Complaints completed in time	CE003	96% (Q1-Q2) Full Yr Target: 90%	90%	90%	90%	TBC 91% (all LBB DUs Q4 2016/17) TBC by LBB as these will be in

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
							line with LBB CEX target for all DUs
Deliver efficient and effective services	% VIPs / Members Enquiries responded to in time	CE004	100% (Q1-Q2) Full Yr Target: 98%	98%	98%	98%	TBC 99% (all LBB DUs Q4 2016/17) TBC by LBB as these will be in line with LBB CEX target for all DUs
Deliver efficient and effective services	Face to Face Wait Time (non-appointment)	CE005	7.8 Mins (Q1-Q2) Full Yr Target: 8	Suggest 7 minutes - need to confirm in line with LBB CEX target for all DUs	Suggest 7 minutes - need to confirm in line with LBB CEX target for all DUs	Suggest 7 minutes - need to confirm in line with LBB CEX target for all DUs	TBC
Deliver efficient and effective services	Face to Face Wait Time (appointment)	TBC	NEW	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	
Deliver efficient and effective services	% calls answered (Contact Centre, Housing Options, Mears, Leaseholder Services)	CE006	91% (Q1-Q2) Full Yr Target: 92%	93%	95%	95%	TBC 93.7% was upper quartile mark for 15/16
Deliver efficient and effective services	% emails responded to within 5 working days	NEW	October 2017: 37.5%	TBC by LBB as will be in line with LBB CEX target for all	TBC by LBB as will be in line with LBB CEX target for all	TBC by LBB as will be in line with LBB CEX target for	

Commissioning Priority	Outcome	PI Number	Current Performance & Target	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
				DUs	DUs	all DUs	
Deliver efficient and effective services	% Customers that Rate website as 'Good'	NEW	29.1% (Q1-Q2) Full Yr Target: 53.5%	55% or in line with LBB CEX target for all DUs			
Deliver efficient and effective services	% desk phones answered	NEW	80% (Q1-July) Full Yr Target: 95%	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	TBC by LBB as will be in line with LBB CEX target for all DUs	

Appendix 2: Joint Risks

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

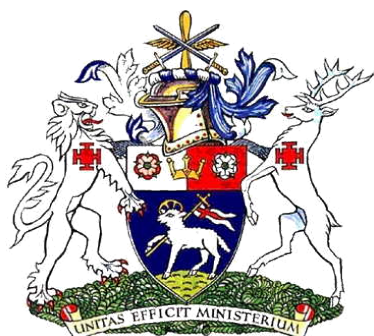
Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG003	Increase in demand for homelessness services	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	Strategic Lead Housing	Financial	<ul style="list-style-type: none"> - Homelessness prevention strategy - Ongoing project to look at further ways of reducing homelessness (Prevention work / Modular Temporary Accommodation) - Performance indicators and financial monitoring - Horizon scanning of legislation changes - professional memberships - in house lettings agency for procurement of PRS properties - Supply and demand modelling - Links to growth and regeneration operations board - Development pipeline - Out of borough acquisitions 	5	5	3	4	12	Increased	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
		than 6 weeks for families with children or pregnant women.			-Processes which prevent families and children being in B&B accommodation							

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			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

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AGENDA ITEM 9



Housing Committee

7 February 2018

Title	Draft Corporate Plan 2018/19 addendum
Report of	Councillor Tom Davey
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Draft Corporate Plan 2018/19 addendum
Officer Contact Details	<p>Alaine Clarke, Head of Performance and Risk Alaine.Clarke@barnet.gov.uk</p> <p>Hannah Chillingworth, Strategy Officer Hannah.Chillingworth@barnet.gov.uk</p> <p>Faisal Butt, Housing Commissioning Lead Faisal.Butt@barnet.gov.uk</p>

Summary

In March 2015, a five year Commissioning Plan was approved up to 2020, which set out the *key activities* and *targets* for the Housing Committee across its core areas of responsibility. All Theme Committees agreed a Commissioning Plan. Each year the Commissioning Plans are refreshed and an addendum published. This year the Commissioning Plans have been incorporated as part of the Corporate Plan 2018/19 addendum, as appendices.

This report sets out the draft Corporate Plan 2018/19 addendum, with the appendix for Housing Committee. The Corporate Plan 2018/19 addendum, with all Theme Committee appendices, will be considered by Policy and Resources Committee on 13 February 2018 before being ratified by Council on 6 March 2018

Officers Recommendations

That the Committee review the draft Corporate Plan 2018/19 addendum, including the *key activities* and *targets* for the Housing Committee, and recommend any changes prior to consideration of the Corporate Plan 2018/19 addendum by Policy and Resources Committee on 13 February 2017.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan was agreed by Council on 14 April 2015. It set the direction for the council up to 2020, including the *corporate priorities* and *targets* against which progress is measured. Each year the *corporate priorities* and *targets* are reviewed to ensure they remain focused on the things that matter most to the council; and these are published in an addendum to the Corporate Plan. Alongside this, each Theme Committee agreed a five year Commissioning Plan up to 2020, which set out the *key activities* and *targets* for its core areas of responsibility. These are also refreshed annually.
- 1.2 This year the Corporate Plan and Commissioning Plans have been streamlined into one document – the **Corporate Plan 2018/19 addendum (see Appendix A)**. The main body of the document has been slimmed down to focus on the council's *purpose*, *corporate priorities*, *staff values* and *financial position*. The *key activities* and *targets* for each Theme Committee (replacing the Commissioning Plans) have been set out in separate appendices (see Appendix F for the Housing Committee).

Corporate priorities

- 1.3 The *corporate priorities* for 2018/19 have been set out by Theme Committee, and include one *corporate priority* that falls under the remit of the Housing Committee. This is:
- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos and other potential hazards.

Key activities

- 1.4 In addition to the *corporate priority* above, the *key activities* have been reviewed, with the proposal that the Housing Committee focus on the following three *key activities* in 2018/19:
- **Tackling homelessness:** The Homeless Reduction Act (HRA) is expected to commence in April 2018 and The Barnet Group are preparing the implementation of the Act which will bring about significant change to whom and how local authorities must help to sustain and secure accommodation. The

HRAct will place much greater duties on the local authority to take reasonable steps to prevent or relieve someone's homelessness as long as they are eligible and are threatened with homelessness. This is to be done in the form of a Personal Housing Plan that will set out the agreed steps between the applicant and the Local Authority to find a solution to the applicants' homelessness. The Council will continue to refine its approach to the next phase of the acquisitions programme to help increase the delivery of affordable temporary accommodation units in London. Significant progress is expected by Opendoor Homes to deliver more than 320 units of affordable housing by 2020 with over a third of sites now with planning permission. The Council is also looking at developing a modular housing solutions which could deliver over 200 units of temporary accommodation next year.

- **Driving up the quality of the private rented sector:** The Council will be implementing its' new policy for issuing Civil Penalties under the Housing and Planning Act 2016, and reviewing the dataset for Homes in Multiple Occupation in the borough to support targeted enforcement action at non-licensed premises. Landlords will be monitored for compliance with their licence conditions on a risk basis.
- **Providing suitable housing to support vulnerable people:** The Government has recently consulted on a new funding model for supported housing from April 2020. The Council will prepare for the implementation of the final Government proposals once announced for the future funding of short term supported accommodation for vulnerable people in Barnet. In 2018/19 the new Extra Care Scheme at Moreton Close will be opened and plans will be progressed to build two additional extra care housing schemes. In addition Open Door Homes will make progress on delivering the next tranche of more than 320 affordable homes for rent on council land, of which at least 10% will be wheelchair accessible. The Council will also continue to operate a joint protocol between Children's Social Care and Housing Options which will ensure a joint assessment and where appropriate accommodating 16/17 year olds who are homeless into supported accommodation.

Targets

- 1.5 The suite of indicators for the Housing Committee has been reviewed in line with the *corporate priorities* and *key activities* for 2018/19 and condensed to ensure they remain focused on these. The proposed targets for 2018/19 (and any revisions to targets for 2019/20) have been presented in 'red' text (in Appendix F).

Next steps

- 1.6 Members are invited to review the *key activities* and *targets* in Appendix F and make any recommendations for changes prior to the **Corporate Plan 2018/19 addendum** being approved by the Policy and Resources Committee on 13 February 2018.

- 1.7 The Corporate Plan will continue to be monitored by Performance and Contract Management Committee on a quarterly basis and the Housing Committee will receive a progress report at least annually on the *key activities* and *targets*.

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 have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 The refreshed Corporate Plan 2018/19 addendum will be presented to the Policy and Resources Committee on 13 February 2018. Revisions to this 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 the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the *key activities* and *targets* for the Committee.

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 Corporate Plan 2018/19 addendum has been informed by the Medium Term Financial Strategy, which sets out the need to make savings of £40.795million. £17.695 million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are: £11.287m (2018/19) and £17.269m (2019/20) – totalling £28.556m.

- 5.2.3 Barnet Homes receive a management fee consisting of a combination of HRA and General Fund revenue and capital resources. A four year efficiency savings target of £2.148m from the HRA was agreed by the Housing Committee and Barnet Homes are on track to deliver this by 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 The Council's Constitution (Clause 15A, Responsibility for Functions, Annex A) sets out the terms of reference of the Housing Committee. This includes
- Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
 - To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
 - To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
 - To determine fees and charges for services which are the responsibility of the committee.

5.5 Risk Management

- 5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. All risks are reviewed on a quarterly basis (as a minimum) and the corporate risk register (comprising strategic and high level service/joint risks) is reported to Performance and Contract Management Committee as part of the Performance Monitoring Report.

5.6 Equalities and Diversity

- 5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.7 Corporate Parenting

5.7.1 The Council has developed a joint protocol between the Housing Options and Children's Care Leavers Service called 'Onwards and Upwards' to ensure that all eligible and relevant care leavers are placed in suitable accommodation when leaving care to fulfil our corporate parenting duties and allow a successful transition to independent living; to ensure that young people have a realistic expectation of what their housing options are when they leave care; and to reduce homelessness through developing young people's skills and having the right support in place to maintain their tenancies. The provision of discretionary funds for care leavers has also been improved to reduce the risk of homelessness and poor outcomes to those leaving care. In addition, the council has a joint protocol in place with Barnet Homes for responding to homelessness in 16-17 year olds, ensuring they are safe from harm and have somewhere to stay with an appropriate level of support whilst their needs are being assessed. There is a Youth Mediation Coordinator in place to support this process. Where possible, the aim is for children to stay at home if it is safe to do so – if a statutory assessment of needs is not required then consent will be sought to refer to the Multi Agency Safeguarding Hub (MASH) to enable early help options to be explored.

5.8 Consultation and Engagement

- 5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.
- 5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has 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 Corporate Plan.

5.9 Insight

Not applicable.

6 BACKGROUND PAPERS

- 6.1 The Corporate Plan 2015-2020, along with the addendums for 2016/17 and 2017/18 are available at <https://barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

DRAFT

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is 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, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, 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. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

Our job is to work together for residents and businesses to ensure:

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority is the Children's Services Improvement Plan, following our inadequate Ofsted inspection (see Appendix C).

- **Children's Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments

- Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
- Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.
- **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London's safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem solving cases.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council's financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

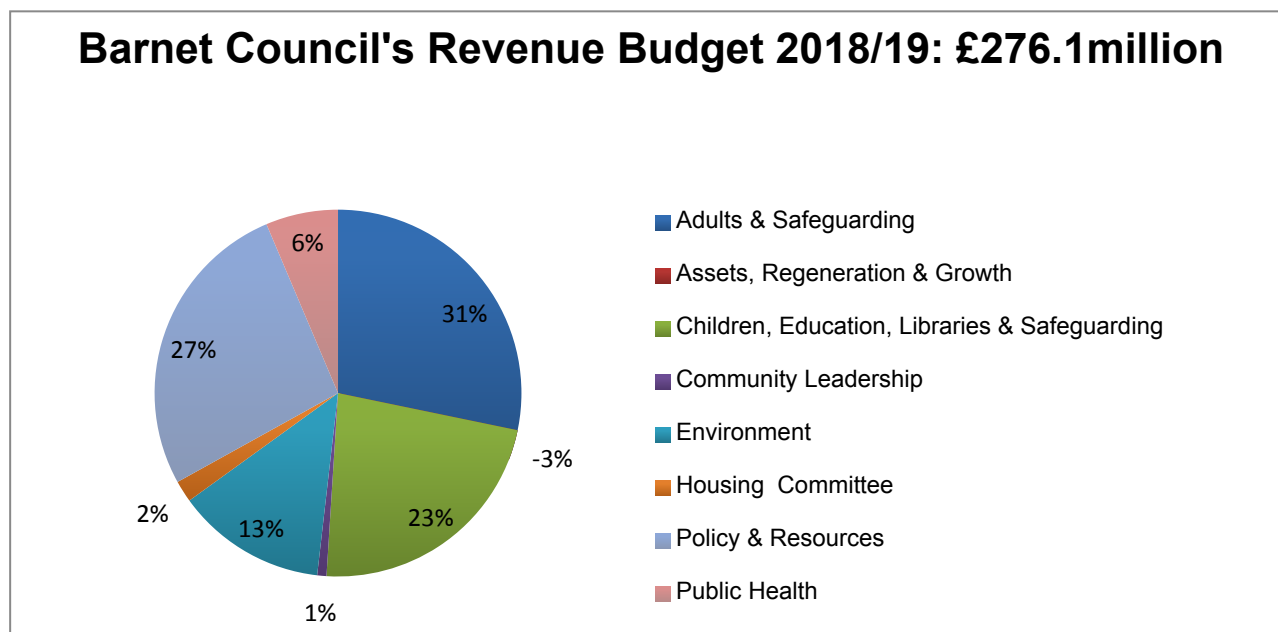
2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council's revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(2,980)	(4,917)	(7,897)
Assets, Regeneration & Growth	(2,355)	(2,308)	(4,663)
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	(5,590)
Community Leadership	0	(243)	(243)
Environment	(1,915)	(2,780)	(4,695)
Policy & Resources	(1,345)	(4,123)	(5,468)
Total	(11,287)	(17,269)	(28,556)

Appendix F: Housing Committee

Introduction

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. For all residents of the borough, whether they are council tenants, leaseholders, or private renters, we will continue to deliver efficient and effective housing services. We will also ensure that we support our older and disabled residents to continue to enjoy independent lives. Note that although matters relating to housing growth and delivery reports to the Assets, Regeneration and Growth Committee, the Housing Committee will receive information on affordable housing.

Key successes from 2017/18

Corporate priorities

- **Building compliance and fire safety**

Since June 2017 Barnet Homes have removed cladding from three tower blocks on the Granville Road estate in NW2, which had similar cladding panels as those on Grenfell Tower, and have identified a programme of fire safety enhancements in other tower blocks. The housing committee has committed £17.5m for this work. We have also made improvements to the monitoring and recording of health and safety compliance in our non-residential buildings, and are investing in fire safety works at Barnet House. In addition, we are investing in a specific programme to ensure that all recommendations from fire risk assessments undertaken in commercial units beneath council flats are fully implemented.

Additional priorities for this Committee

- **Tackling homelessness**

New mitigations have been put in place, focusing on early intervention, prevention, family mediation and reduction in the use of Temporary Accommodation (TA), delivered positive results. For example, 532 homeless preventions were achieved by the end of Q2 2017/18, against a target of 450. In addition, households in temporary accommodation reduced from 2,757 at the end of March 2017 to 2,675 at the end of Q2 2017/18. The new *Customer Ready* Team is in place to collect documentation ahead of customer interviews, to reduce the administrative burden on front-line officers. 325 households placed directly into private rented accommodation by the end of Q2 2017/18 against a target of 288. The provision of discretionary funds for care leavers has been improved to reduce the risk of homelessness and poor outcomes. To further increase affordable supply, 50 units will be purchased out of London, as part of the

second phase of the acquisitions programme. A total of 20 properties had completed and a further 24 properties were undergoing the conveyancing process, representing a total of £7.15million of the £8million capital budget committed by the end of Q2 2017/18.

- **Driving up the quality of the Private Rented Sector**

Between July 2016 and July 2017 (Year 1 of the Additional HMO Licensing Scheme) the target of 200 applications was exceeded, with 287 applications received and 204 additional HMO licenses issued. As at July 2017 there were 474 licensed HMOs in the borough, which is a 318% increase from the end of March 2016. The sale of the first long term empty property was purchased through Compulsory Purchase powers following extensive legal challenges, and the council's policy for Civil Penalties to be issued under the Housing and Planning Act 2016 was developed and endorsed.

- **Providing suitable housing to support vulnerable people**

The new Extra Care Housing Scheme at Moreton Close is on schedule for completion in 2018/19, and the second tranche of 40 council homes, including four wheelchair accessible homes, has been completed. Barnet Homes operates the Severe Weather Emergency Protocol during the winter months to accommodate rough sleepers during severe weather and also has a joint protocol in place with the council's care leaver's service 'Onwards and Upwards' to ensure that all eligible and relevant care leavers are placed in suitable accommodation when leaving care to fulfil the Council's corporate parenting duties and allow a successful transition to independent living; to ensure that young people have a realistic expectation of what their housing options are when they leave care; and to reduce homelessness through developing young people's skills and having the right support in place to maintain their tenancies.

Key activities for 2018/19

Corporate priorities

- **Building compliance and fire safety**

For 2018/19 the priority will be to implement the enhancements to tower block fire safety, and ensure that our commercial tenants understand their responsibilities in relation to keeping buildings safe.

Additional priorities for this Committee

- **Tackling homelessness**

Proposals to develop up to 200 units of factory-built temporary accommodation on a site in N11 will be explored. This proposal is dependent on the viability of the site and the resolution of contamination issues. The Qmatic appointment system will be installed to enable Housing Options to better manage demand by moving to an appointment-only service. Finally, Barnet Homes Housing Options team will be creating new referral pathways with partners to improve housing and support options for key customer cohorts.

- **Driving up the quality of the private rented sector**

The new policy for issuing Civil Penalties under the Housing and Planning Act 2016 will be implemented, and the dataset for HMOs in the borough will be reviewed to inform targeted enforcement action at non-licensed premises. We will also be monitoring compliance by landlords with their licence conditions on a risk basis.

- **Providing suitable housing to support vulnerable people**

In 2018/19 the new Extra Care Scheme at Moreton Close will be opened, and progress will be made on the next tranche of more than 320 homes for affordable rent to be delivered by Open Door Homes, of which at least 10% will be wheelchair accessible. Plans to build an additional two Extra Care housing schemes will be progressed. The Severe Weather Emergency Protocol and the joint protocol with Onwards and Upwards will continue to be implemented.

Indicators for 2018/19

Corporate priorities

- **Building compliance and fire safety**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
KPI	KPI EST 24b	Building Statutory Compliance with Civic Estate (comprising Mill Hill Depot, Hendon Town Hall, Colinghurst, Friary and Barnet House)	Pass	Pass	Pass	Pass (G)	Pass (G)	Pass	Pass
SPI	BH/	Percentage of scheduled fire risk assessment completed (council housing) on time	New for 2017/18	New for 2017/18	100%	New for Q3 2017/18	New for Q3 2017/18	100%	100%
SPI	BH/	Percentage of priority 0 and 1 fire safety actions completed on time	New for 2017/18	New for 2017/18	90%	New for Q3 2017/18	New for Q3 2017/18	90%	90%

Additional priorities for this Committee

- **Tackling homelessness**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI05	Delivery of affordable housing completions	375	NEW FOR 2017/18	112	68	113	294	TBC
CPI	Re/S17 (Annual)	Percentage of new homes that are affordable (net)	40%	Not reported	40%	Annual – not reported	Annual – not reported	40%	40%
SPI	BH/C4	Average re-let time for routine lettings	HM Benchmarking 1st Quartile 17.5 days)	13.53 days (Q4 16/17) (G)	14 days	14.8 days (G)	12.17 days (G)	12 days	HM Benchmarking 1st Quartile
SPI	BH/C8	Percentage of respondents very or fairly satisfied with repairs and maintenance	95% (96% in Perf Report)	99.2% (Q4 16/17) (G)	96%	99.5% (G)	98.00% (G)	96%	HM Benchmarking 1st Quartile
CPI	BH/S2	Number of homelessness preventions	900	972 (G)	1050	249 (G)	532 (G)	1110	1110
CPI	BH/C4 BH/KPI1	Numbers of households in Temporary Accommodation	2700	2757 (G)	2700	2,692 (G)	2,675 (G)	2600	2600
CPI	BH/KPI 9	Families with Children in Temporary Accommodation ¹	New for 2017/18	New for 2017/18	Monitor	65.1%	64.4%	Monitor	Monitor
SPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	500	646 (G)	575	157 (G)	328 (G)	625	625
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	150	149 (G)	175	149 (G)	174 (G)	200	200
SPI	BH/S4 BH/S3	Current arrears as a percentage of debit	3%	3.04% (G)	2.9%	3.23% (GA)	3.46% (R)	3.1%	Top 25%

¹ New indicator – target set as Monitor for 2017/18 whilst baseline identified

- Driving up the quality of the private rented sector

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	EH04A	Number of empty properties brought back into residential use	100	120 (G)	100	40	18	100	100
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Not less than 165	396 (G)	165	44	22	165	Category 1 hazards reduced in 165 properties
SPI	EH11 (Annual)	Number of accredited landlords	517 (based on 5% increase on 15/16 outturn)	627 (G)	658 (based on 5% increase on 16/17 outturn)	Annual – not reported	Annual – not reported	TBC at year-end (based on 5% increase on 17/18 outturn)	TBC at year-end (based on 5% increase on the 18/19 outturn)
SPI	EH10 (Annual)	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	191	244 (G)	264 (based on EOY 16/17)	Annual – not reported	Annual – not reported	TBC at year-end (Number of licensed premises is increased by 20 annually)	TBC at year-end (Number of licensed premises is increased by 20 annually)

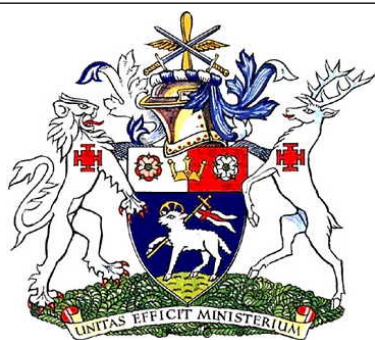
- Providing suitable housing to support vulnerable people

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
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Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	10%	11.5% (3 of 26 units) (G)	Monitor	0% (0 units)	0% (0 units)	10%	10%

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AGENDA ITEM 10



Housing Committee

7 February 2018

Title	Proposed monetary penalties for offences related to letting and property management agents.
Report of	Councillor Tom Davey
Wards	ALL
Status	Public
Urgent	No
Key	Yes
Enclosures	
Officer Contact Details	Emma Phasey Community Protection (Regulation) Group Manager Emma.Phasey@Barnet.gov.uk

Summary

This report seeks approval to impose monetary penalties for offences related to letting agents who fail to display their fees and other relevant information and for property management and letting agents who fail to join a redress scheme.

Officers Recommendations

1. That the Committee approve the London Borough of Barnet trading standards team to impose monetary penalties in relation to the Consumer Rights Act and The Redress Schemes for Lettings Agency Work and Property Management Work Requirement to Belong to a Scheme etc) (England) Order 2014.
2. That the Committee agree that any monetary penalties received in connection with the above offences be used to fund the cost of enforcing the legislation.

3. That the Trading Standards department be tasked to create a policy to be followed in relation to these penalties, in consultation with the Deputy Chief Executive and Chairman of this Committee'

1. WHY THIS REPORT IS NEEDED

- 1.1 Under Chapter 3 of the Consumer Rights Act 2015 it is now a legal requirement for all letting and managing agents in England and Wales to publicise details of their fees and other relevant information. The intention is that there should be full transparency to deter double charging to both the landlord and the tenant to enable tenants and landlords to shop around for the best deal.
- 1.2 The list of fees must be displayed in each of the agent's premises where they meet clients face to face, where it is likely to be seen by such persons. The information must also be published on the agent's website, if they have one.
- 1.3 It is the duty of every local weights and measures authority in England and Wales to enforce the provisions of this Act. The penalty for breaching the requirement is a monetary penalty, imposed by the enforcement authority, which must not exceed £5,000.
- 1.4 The Redress Schemes for Lettings Agency Work and Property Management Work Requirement to Belong to a Scheme etc) (England) Order 2014, came into force on 1 October 2014 requiring all letting and property management agents (subject to certain exclusions) to join one of three Government approved 'redress schemes'.
- 1.5 The Order has been made as part of the Government's proposals for improving standards in the private rented sector and is directly linked with Part 6 of the Enterprise and Regulatory Reform Act 2013.
- 1.6 Local Authorities are the enforcement authority for this order and have a duty to enforce it. The penalty for breaching the requirement to belong to a redress scheme is a monetary penalty, imposed by the enforcement authority, which must not exceed £5,000. Appendix 1 sets out the process for issuing the penalty. The recipient has a right of appeal in relation to this.
- 1.7 Government guidance states that a £5,000 fine should be considered the norm and that a lower fine should only be charged if the enforcing authority is satisfied that there are extenuating circumstances. It says it is up to the enforcing authority to decide what such circumstances might be, taking into account any representations received.
- 1.8 The trading standards team have been undertaking a number of projects in this area to ensure compliance with the above legislation. In most cases the relevant trader has become compliant with the requirements shortly after being contacted by the trading standards Team. However, this is not always the case and there are circumstances where the team are now required to start the formal process to issue a monetary fine to ensure compliance. Appendix 2

outlines a summary of the work undertaken in relation to helping these traders achieve compliance in the past 2 years.

- 1.9 Approval is being sought to enable the London Borough of Barnet to impose monetary penalties in relation to this legislation and to agree that in the first instance the maximum fine of £5000 should be considered.
- 1.10 Letting agent fees remains a priority for Government and in November 2017 the Draft Tenant Fees Bill was published seeking to prevent letting agents from charging any fee to tenants. If this is adopted as it currently stands this will give further powers to Trading Standards in relation to this area.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The London Borough of Barnet has a duty to enforce this legislation. The trading standard team has been working hard to bring all relevant traders into compliance. However there remain non-compliant traders in the Borough. Issuing notices in relation to monetary penalties will ensure that compliance is improved and non-compliance deterred.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Committee could decide not to authorise the issuing of the penalties. In these circumstances the trading standards team will be unable to fully enforce the legislation for which they have a statutory duty.

4. POST DECISION IMPLEMENTATION

- 4.1 All trading standards officers will be authorised to issue these penalty notices. However before issuing any such notice, clearance must be sought from the senior officer for the team.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Implementation of these penalties aims to raise standards in the Private Rented Sector, raising standards in turn increases sustainability. A sustainable and compliant private rental market will attract and retain economically active individuals and businesses.
- 5.1.2 Promoting compliance and tackling non-compliant behaviour by individuals and businesses contributes positively to creating places where people want to live, work and visit therefore supporting the objectives contained within the Corporate Plan. In particular, in relation to “Responsible Growth, Regeneration and Investment”

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

- 5.2.1 The cost of the additional enforcement will be met through the monetary penalties received where the legislation is breached.

5.3 Social Value

- 5.3.1 Having a well regulated and well run letting and property management agents will benefit tenants. It will also provide a level playing field for businesses

5.4 Legal and Constitutional References

- 5.4.1 The Local Authority has a duty to enforce both the Redress Schemes for Lettings Agency Work and Property Management Work Requirement to Belong to a Scheme etc) (England) Order 2014 and the Consumer Rights Act 2015. The relevant links to the legislation are found in the Background papers at the end of the report.

5.5 Risk Management

- 5.5.1 The trading standards team will work closely with HB Law other local authorities trading standards teams to develop best practice around these penalties to reduce the likelihood of a recipient successfully appealing their penalty.

5.6 Equalities and Diversity

- 5.6.1 Implementation of this legislation aims to protect and support vulnerable groups/families.

5.7 Corporate Parenting

- 5.7.1 N/A

5.8 Consultation and Engagement

- 5.8.1 Appendix 2 outlines the work that has already been undertaken in this area which has involved considerable engagement with the sectors involved.

5.8 Insight

- 5.8.1 None

6. BACKGROUND PAPERS

Consumer Rights Act 2015 - [Consumer Rights Act 2015](#)

Enterprise and Regulatory Reform Act 2013 - [Enterprise and Regulatory Reform Act 2013](#)

Statutory Instruments 2014 No. 2359 Housing, England, The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014 - [The Redress Schemes for Lettings Agency Work and Property Management Work \(Requirement to Belong to a Scheme etc\) \(England\) Order 2014](#)

Department for Communities and Local Government (DCLG) guidance for Local Authorities on The Redress Schemes for Lettings Agency Work and Property Management -
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/269451/The_Redress_Schemes_for_Lettings_Agency_work_and_Property_management_work.pdf

The Redress Schemes for Lettings Agency Work and Property Management Enforcement Process

Step 1: Notice of Intent

The enforcement authority must give written notice of their intention to impose a penalty, setting out:

- i) the reasons for the penalty;
- ii) the amount of the penalty; and
- iii) that there is a 28 day period to make written representations or objections, starting from the day after the date on which the notice of intent was sent.

This written notice must be served within 6 months of the date on which the enforcement authority is in the position to issue the fine (have gathered sufficient evidence and satisfied any internal requirements that a fine is appropriate).

It is up to each local authority to decide who should serve the notice. The enforcement authority may withdraw the notice of intent or reduce the amount specified in the notice at any time by giving notice in writing.

Step 2: Representations and Objections

The person who the notice of intent was served on has 28 days starting from the day after the date the notice of intent was sent to make written representations and objections to the enforcement authority in relation to the proposed fine.

Step 3: Final Notice

At the end of the 28 day period the enforcement authority must decide, having taken into account any representations received, whether to impose the fine and, if so, must require the penalty to be paid within 28 days, from the day after the day on which the final notice was sent. When imposing a fine, the enforcement authority must issue a final notice in writing which explains:

- i) why the fine is being imposed;
- ii) the amount to be paid;
- iii) how payment may be made;
- iv) the consequences of failing to pay;
- v) that there is a right to appeal against the penalty to the First-tier Tribunal and that any appeal must be made within 28 days after the imposition of the fine.

It is up to each local authority to decide who should serve the notice. The enforcement authority may withdraw the final notice or reduce the amount specified in the notice at any time by giving notice in writing.

Step 4: Appeals

If an appeal is lodged the fine cannot be enforced until the appeal is disposed of.

Appeals can be made on the grounds that:

- i) the decision to impose a fine was based on a factual error or was wrong in law;
- ii) the amount of the fine is unreasonable; or
- iii) that the decision was unreasonable for any other reason.

The First-tier Tribunal may agree with the enforcement authority's notice to issue a penalty or may decide to quash or vary the notice and fine.

Step 5: Recovery of the penalty

The penalty fines received by the enforcement authority may be used by the authority for any of its functions. If the lettings agent does not pay the fine within the 28 day period the authority can recover the fine on the order of the county court, as if payable under a court order.

Where proceedings are necessary for the recovery of the fine, a certificate signed by the enforcement authority's chief finance officer stating that the amount due has not been received by a date stated on the certificate will be taken as conclusive evidence that the fine has not been paid.

Summary of work undertaken in relation to Letting Agents in 2016/17 and 17/18 to date

In 2016/17 Letting Agents was identified as an emerging issue within Barnet.

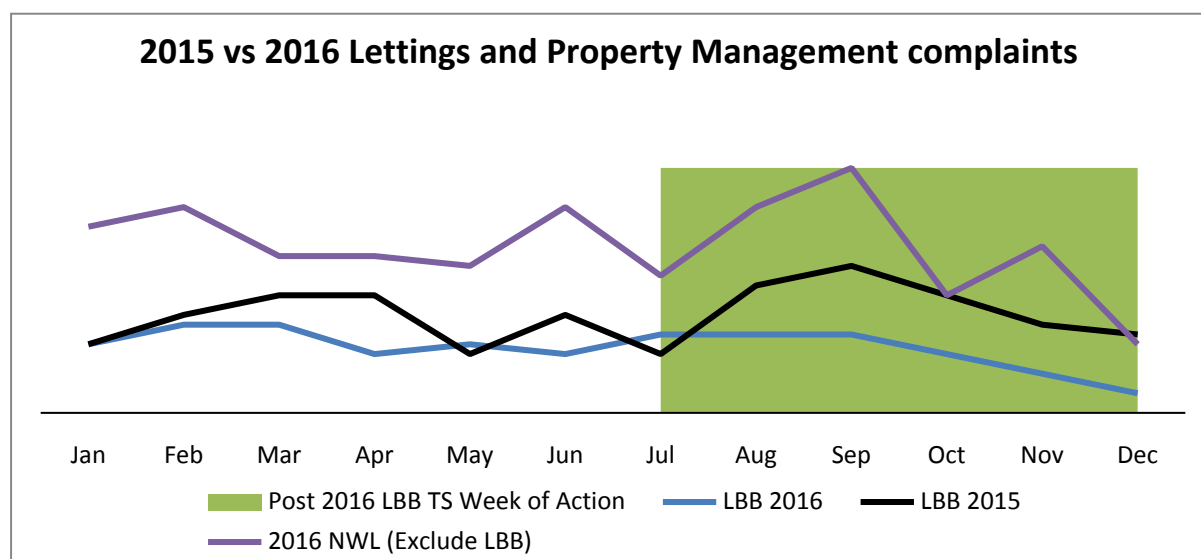
To tackle the increasing complaints the London Borough of Barnet trading standards team undertook a week long dedicated programme of targeted visits to letting agents at the end of June 2016.

The week coincided with the sentencing of Martin Marcus. Mr Marcus was prosecuted by the trading standards team for fraud related to his numerous letting agency companies. He was sentenced to 4 ½ years in prison.

The week of action achieved 100% compliance in relation to membership of redress scheme and fee information. This was one of the highest compliance rates seen across London. Prior to visiting a mail shot was sent to the traders advising them of their obligations and stating they would be visited in June.

The officers then made the initial visit and reiterated advice on how to become compliant, this was followed up with letters of increasing formality until the traders became compliant.

The week of action significantly impacted on levels of complaints. Particularity when compared with the previous years complaints and the rest of North West London¹.



The work on letting agents has continued into 2017. With any new letting agents that the team becomes aware of, being visited in the same way.

The difficulty facing the trading standards team is that some of these traders are ignoring the continual requests to become compliant, despite numerous attempts to engage they are not joining the redress scheme and or displaying their fees. Therefore there is substantial amounts of deposit money that is at risk as it is not being protected in the prescribed manner. Furthermore, by failing to display their fees the traders are preventing the consumers from making a fully informed transactional decision.

Therefore, the Trading Standards team are seeking approval to utilise the monetary penalties to be used as a last resort when continual attempts to achieve compliance have failed.

ⁱ North West London Boroughs are Enfield, Brent, Harrow, Haringey, Hillingdon and Ealing.

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**London Borough of Barnet
Housing Work Programme –
February 2018**

Contact: Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
2018/19			
Final Corporate Plan 2018/19 Addendum, alongside Annual Performance Report	To receive Final Corporate Plan 2018/19 Addendum, alongside Annual Performance Report	Deputy Chief Executive	Key
Fire Safety - Progress Update	To receive update (agreed at Housing Committee on 23/10 that an update should be submitted to forthcoming meetings of this Committee.	Deputy Chief Executive	Key