

MEETING

HOUSING COMMITTEE

DATE AND TIME

MONDAY 1ST APRIL, 2019

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

TO: MEMBERS OF HOUSING COMMITTEE (Quorum 3)

Chairman: Councillor Gabriel Rozenberg
Vice Chairman: Councillor Shimon Ryde BSc (Hons)

Daniel Thomas
Laithe Jajeh
Julian Teare

Thomas Smith
Paul Edwards
Ross Houston

Ammar Naqvi
Tim Roberts

Substitute Members

Rohit Grover
Geof Cooke

Richard Cornelius
Charlie O-Macauley

Anthony Finn
Kath McGuirk

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 **27 March 2019** at 10AM. Requests must be submitted to Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

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

Media Relations Contact: Gareth Greene 020 8359 7039

ASSURANCE GROUP

Please consider the environment before printing. The average Print Cost for this Agenda is £ 6.48 per copy.

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)	
7.	Quarter 3 2018/19 Housing Performance Report	13 - 28
8.	Housing Strategy	29 - 96
9.	Homelessness and Rough Sleeping Strategy	97 - 164
10.	Barnet Homes Delivery Plan 2019/20	165 - 216
11.	Committee Forward Work Programme The final items on the Work Programme for 2018/19 are the subject of reports to this meeting. A Work Programme for 2019/20 will be formulated and submitted to the next meeting of this Committee.	
12.	Any Other Items that the Chairman Decides are Urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE
<p>If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.</p> <p>You should proceed calmly; do not run and do not use the lifts.</p> <p>Do not stop to collect personal belongings</p> <p>Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.</p> <p>Do not re-enter the building until told to do so.</p>

This page is intentionally left blank

Decisions of the Housing Committee

14 January 2019

Members Present:-

AGENDA ITEM 1

Councillor Gabriel Rozenberg (Chairman)

Councillor Shimon Ryde (Vice-Chairman)

Councillor Daniel Thomas

Councillor Laithe Jajeh

Councillor Julian Teare

Councillor Thomas Smith

Councillor Paul Edwards

Councillor Ross Houston

Councillor Ammar Naqvi

Councillor Tim Roberts

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 27 November 2018 be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Houston (appointed Director for Barnet Group):

Agenda item 7 – Housing Performance Report;

Agenda Item 10 – Fire Safety;

Agenda Item 11 – Housing Revenue Account;

Agenda Item 12 – Annual Review of Council Dwelling Rents etc;

Agenda item 13 – Housing Delivery Plan.

Councillor Ryde (appointed Director for Barnet Group):

Agenda item 7 – Housing Performance Report;

Agenda Item 10 – Fire Safety;

Agenda Item 11 – Housing Revenue Account;

Agenda Item 12 – Annual Review of Council Dwelling Rents etc;

Agenda item 13 – Housing Delivery Plan.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. QUARTER 2 2018/19 HOUSING PERFORMANCE REPORT

This report provided an update on the Theme Committee priorities in the Corporate Plan 2018/19 Addendum for Quarter 2 (Q2) 2018/19, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

Members commented/asked questions as follows:

Homelessness preventions: the Chairman reported that this would look better in the 3rd quarter and that despite the burdensome introduction of the Homelessness Reduction Act, preventions were overall being maintained at the same level as previously.

- Officers reported that they were confident that targets would be met in terms of affordable housing delivery.
- Members commented on the initiative in Burnt Oak being very positive.
- Members were concerned about the impact of Universal Credit on rent arrears. Officers from Barnet Homes replied that rent arrears were decreasing and that prevention was essential. However, Universal Credit could still have an impact if rolled out as previously envisaged.
- There were some concerns about issues with planning consent, but this was improving.
- There were concerns about the number of people in temporary accommodation. Officers replied that several measures were being taken in this area and it was the number one priority for Barnet Homes.
- Members expressed some concerns about shops under flats in relation to safety. Officers gave an update on this.

RESOLVED that the report be noted.

.

8. PRIVATE SECTOR ENFORCEMENT PROPOSALS

Following on from the publication of the draft Housing Strategy, this paper set out proposals for expanding the existing approach taken by Barnet Council in relation to supporting responsible tenants and making sure that landlords provided safe accommodation.

The Chairman commented that this would lead to stricter licensing controls, tougher enforcement, more advice to tenants and landlords and more focus on data.

Members made the following comments/raised questions:

- Funding. Officers explained how this would be funded and monitored closely to ensure ongoing income generation.
- Members stressed the ongoing need to support the staffing requirements in this area.
- The Chairman gave an assurance that regular updates would be submitted to the Committee.
- Officers outlined how selective licensing worked.

RESOLVED that it be unanimously agreed to:

- **Approve reinvestment of income obtained through Financial Penalty Notices (FPNs) into increasing the amount and type of work undertaken by the Private Sector Housing Team;**
- **Subject to contractual agreement approve the creation of two additional posts for 23 months to undertake housing enforcement and HMO licensing activities;**
- **Subject to contractual agreement approve the creation of an additional post for up to 23 months to investigate the viability of Selective Licensing in Barnet;**
- **Delegate responsibility to approve additional staffing funded through FPN income to the Deputy Chief Executive.**

9. PRIVATE SECTOR HOUSING NEW FEE FOR 2019/20

This report sought to obtain approval for a proposed new fee for 2019/20 to support the Commissioning Business Plan, and delivery of the front-line service within the Private Sector Housing Team in Re.

It was unanimously agreed that:

RESOLVED that the Committee approve the new fee for 2019/20 as set out in Appendix A and refer the fee to Policy and Resources Committee to note.

10. FIRE SAFETY - PROGRESS UPDATE

This report provided an overview of progress with the council's response to the Grenfell Tower fire disaster, including replacement of cladding on council tower blocks at Granville Road, and improvements to fire safety in other council blocks.

In addition, the council had completed a review of private sector tower blocks in the borough and identified those with cladding, and sought information from owners in respect of action that they are taking to address this.

The Chairman stated that the Authority was making good on its promise to move beyond statutory requirements and towards best practice with a major programme of works.

Barnet Homes Officers outlined works in more detail regarding sprinklers etc.

Members raised issues/asked questions as follows:

- The importance of tracking those blocks owned by private landlords. Officers reported that the outcome of a tribunal for one privately owned block was being awaited. Officers also reported that new powers were being made available to Councils in this area.
- The Chairman clarified the additional measures referred to in the report with regard to leaseholders.
- Officers from Barnet Homes gave an update on Willow House.

It was unanimously agreed that:

RESOLVED that

1. That the committee notes the progress to date with high priority fire safety works including the positive progress in completion of replacing the cladding at Granville Road.
2. That the committee agrees a revised programme of fire safety works for council dwellings as set out in Appendix 1, to include:
 - Installation of sprinkler systems in high rise blocks with 10 or more floors and more than one stairwell
 - Installation of sprinklers to sheltered housing blocks and hostels
 - Replacement of composite fire doors
 - Works to low and medium rise blocks
3. That the Committee agrees that, subject to approval by Policy and Resources Committee, an additional £16.9m is allocated from the council's Housing Revenue Account to meet the full cost of the revised programme in 2. Above. This is in addition to the amount of £30m previously agreed, bringing the total amount to £51.9m, noting that £5m of the total will be in the form of government grant for the recladding of Granville Road High Rise Blocks.
4. That the Committee agrees that as set out in paragraph 1.4 of the report, where a leaseholder is not required to agree to the installation of a sprinkler and interlinked alarm system in their flat under the terms of their lease, that the installation will be offered at nil cost, with no requirement to pay annual maintenance charges for the first five years following installation. After five years the annual maintenance charges would be phased in over five years in 20% increments.

11. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN

This report provided an update of the 30-year Housing Revenue Account (HRA) Business Plan taking into account the removal of the HRA debt cap by the government on 29th October 2018, and the opportunities that this provides increase the supply of affordable housing in Barnet. The plan had also been updated to reflect progress since 2017 and to take account of the need for extra investment in fire safety measures.

It was also noted that with reference to 4.2 on page 73 of the agenda, that proposals would be submitted to ARG Committee in March, and not January as stated in the report.

RESOLVED

1. That the Committee approve the draft Housing Revenue Account Business Plan as attached in Appendix 1.

For: 6
Against: 0
Abstained: 4

2. That the Committee approve the proposal to enter into an agreement with the Greater London Authority on Right-to-Buy receipts as attached at Appendix 2.

For: 10
Against: 0
Abstained: 0

12. ANNUAL REVIEW OF COUNCIL DWELLING RENTS AND SERVICE CHARGES AND TEMPORARY ACCOMMODATION RENTS IN OUTER LONDON LOCAL HOUSING ALLOWANCE AREAS FOR 2019/20

The Committee received the report and addendum which detailed a replacement to Section 1.12 to 1.20 in respect of service charges and garages of the original report.

The report sought approval of proposed changes to council dwelling rents and service charges including temporary accommodation rents to take effect from April 2019.

RESOLVED

1. That the Committee approve the proposed rent decrease in line with Government policy for existing Council tenants as set out in paragraph 1.6 to take effect from 1 April 2019;

For: 10
Against: 0
Abstained: 0

2. That the Committee approves the proposed rent increases for temporary accommodation to the relevant outer London Local Housing Allowance rates as set out in paragraph 1.8 to take effect from 1 April 2019;

For: 6
Against: 0
Abstained: 4

3. That the Committee approves the proposed service charges and garage rents as set out in paragraph 1.12 to take effect from 1 April 2019;

For: 10
Against: 0
Abstained: 0

4. That the Committee approve the new charge for Fire Safety sprinkler systems as set out in paragraph 1.20 and that these are reported to Policy and Resources Committee for noting.

For: 10
Against: 0
Abstained: 0

13. HOUSING DELIVERY PLAN 2019/20

The development of the council's Corporate Plan and Medium Term Financial Strategy (MTFS) had been aligned to cover the next five years (2019-2024). A business planning paper was taken to Housing Committee on 10 October 2018 which set out these documents in draft, alongside the priorities for this Committee over the next five years (Appendix A). This included corporate priorities that the Committee was responsible for, as well as Committee specific priorities.

This paper set out an annual Delivery Plan for 2019/20 which showed specific actions for how the priorities for this Committee will be delivered over the next year, and how progress and performance will be measured. It also identified any risks to delivery. The plan would be refreshed on an annual basis. The committee would receive a performance report each quarter updating on progress, performance and risk against the priorities.

A final Corporate Plan and MTFS for 2019-2024 would go to Full Council on 5th March 2019 for approval.

The Deputy Chief Executive explained that the report put some "flesh on the bone" of the already agreed way forward. She highlighted that references to "foster carers" in the report should be read as including providers of supported lodgings.

Members welcomed the emphasis in the Plan of the importance of meeting the housing needs of care leavers, foster carers and providers of supported lodgings, which was an important element of the council's corporate parenting role.

RESOLVED that the Committee approve the Delivery Plan 2019/20 as set out in Appendix B.

For: 6
Against: 0
Abstained: 4

14. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED that the Work Programme be noted.

15. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 8.27pm

This page is intentionally left blank



Housing Committee

1 April 2019

Title	Quarter 3 2018/19 Housing Performance Report
Report of	Councillor Gabriel Rozenberg – Committee Chairman
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk

Summary

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

Officer Recommendations

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

1. PURPOSE OF REPORT

Introduction

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

Table 1: Housing Committee priorities for 2018/19

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

Budget forecasts

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

Table 2: Revenue forecast (Q3 2018/19)

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

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

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

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

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

Table 3: Capital forecast (Q3 2018/19)

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

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

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

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

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

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

Committee priorities

- 1.8 The update on Committee priorities includes performance and risk information as follows:
- Progress on activities
 - Performance of key indicators¹
 - High level risks from the Corporate Risk Register²

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

² The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk

- Strategic issues/escalations related to Theme Committee.

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

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

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

Building compliance and fire safety

1.10 An update on fire safety issues, including progress on implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was reviewed by Housing Committee on 14 January 2019. The paper is available online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

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

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

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

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

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

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

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

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

Tackling homelessness

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Driving up the quality of the private rented sector

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

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

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

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

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

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

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

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

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

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

Providing suitable housing to support vulnerable people

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

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

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

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

Contract indicators – by exception

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

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

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

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

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

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

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

Strategic issues/escalations

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

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

2 REASONS FOR RECOMMENDATIONS

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

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report provides an overview of performance for Q3, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.
- 5.1.2 The Q3 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.
- 5.1.4 Relevant council strategies and policies include the following:
- Corporate Plan 2015-2020
 - Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
 - Medium Term Financial Strategy
 - Performance and Risk Management Frameworks.
- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

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

5.3 Social Value

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

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

5.4 Legal and Constitutional References

- 5.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.4.2 Section 28 of the Local Government Act 2003 (the **LG Act**) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the LG Act.
- 5.4.3 The Council's Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Housing Committee include:
- (1) Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
 - (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
 - (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
 - (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

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

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

5.5 Risk Management

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

5.6 Equalities and Diversity

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

5.7 Corporate Parenting

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

5.8 Consultation and Engagement

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

5.9 Insight

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

6 BACKGROUND PAPERS

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

Housing Committee

AGENDA ITEM 8

1 April 2019



Title **Housing Strategy**

Report of [Cllr Gabriel Rozenberg](#)

Wards [All](#)

Status [Public](#)

Urgent [No](#)

Key [Yes](#)

Enclosures

[Appendix 1 – Draft Housing Strategy 2019-2024](#)
[Appendix 2 – Consultation Report](#)
[Appendix 3 – Summary EIA](#)

Officer Contact Details

Paul Shipway, Strategic Lead Housing
Paul.shipway@barnet.gov.uk

Summary

The council has developed a new draft Housing Strategy to take account of major changes in the housing sector and wider demographic and economic changes, including rising housing costs, a shift in tenure from owner occupation to private renting, the impact of the Grenfell Tower fire disaster and legislative changes. The draft Housing Strategy was approved for public consultation by Housing Committee on 10 October 2018. The consultation has now been completed and a revised draft is attached for the Housing Committee's consideration at appendix 1, along with a summary of the consultation outcomes at appendix 2.

Officers Recommendations

1. That the Housing Committee approves the revised draft Housing Strategy attached at appendix 1.

1. WHY THIS REPORT IS NEEDED

- 1.1 The council's Housing Strategy dates from 2015, and a number of changes have occurred since then which mean that the council's approach to housing needs to be reviewed and updated. These changes include:
- changes in Government Policy,
 - a new London Mayor with a new London Housing Strategy,
 - new legislation including the Housing and Planning Act 2016, and
 - the Homelessness Reduction Act 2017, and
 - the updated Homelessness Code of Guidance for Local Authorities.
- 1.2 The council's Homelessness Strategy also requires an update to take account of the Homelessness Reduction Act 2017 (HRA 2017). Barnet's Homelessness Strategy is currently a component of the Housing Strategy but it is proposed the two are separated to reflect the increased focus on tackling homelessness.
- 1.3 Officers have updated the evidence base that supports the Housing Strategy. A new Strategic Housing Market Assessment has been commissioned, setting out the level of demand for housing in the borough.
- 1.4 Since 2015, other significant events have impacted on Housing at a national level, including the EU referendum and the Grenfell Tower fire disaster.
- 1.5 Additionally, the council is in the process of updating the Local Plan, and the Assets, Regeneration and Growth Committee is preparing a Regeneration Strategy.
- 1.6 The Housing Committee considered the above matters in June 2018, and instructed council officers to prepare a new draft Housing Strategy based on the following themes:
- **Raising standards in the private rented sector.**
 - **Delivering more homes that people can afford.**
 - **Safe and secure homes.**
 - **Promoting independence.**
- 1.7 The Housing Committee approved for consultation a new draft Housing Strategy to cover the period 2019- 2024 on 10 October 2018, and agreed that a proposed final draft should be brought back for Housing Committee members to consider following a period of public consultation.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The draft Housing Strategy has been updated to take account of responses to a public consultation that took place between November 2018 and February 2019. The responses to the consultation were positive and it is recommended that the revised draft strategy is approved by the Housing Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Housing Committee could decide not to approve the revised draft housing strategy but at its meeting in June 2018 the Housing Committee instructed officers to prepare this, and subsequently approved the draft version for consultation in October 2018. The responses received during the public consultation about the proposed Strategy have been positive. Not revising or having such a Strategy is not recommended because the current one would not be reflective of the changes noted earlier in this report.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to approval by the Housing Committee, the revised Housing Strategy 2019-2024 will be published on the council's web site.
- 4.2 Progress against the Housing Strategy objectives will be monitored through the Barnet 2024 business planning process, which includes the Housing Committee's Housing Delivery Plan.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Housing Strategy contributes to the council's Corporate plan priority of ***ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents*** as follows:

- Increasing supply to ensure greater housing choice for residents
- Delivering new affordable housing, including new homes on council owned land
- Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme
- Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved

- 5.1.2 The Housing Strategy supports the vision in Barnet's Health and Well Being Strategy 2015-2020 "*To help everyone to keep well and to promote independence*", with specific proposals to promote independence amongst vulnerable groups, including older people, those with mental health issues, and care leavers.

- 5.1.3 A health impact assessment (HIA) of the draft Housing Strategy has been completed, and found that the majority of the proposals in the strategy would have a positive impact on the health and wellbeing of residents, with no negative impacts expected.

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

- 5.2.1 Activities and proposals in the Housing Strategy are planned to be funded through existing council budgets and plans

5.3 Social Value

5.3.1 Not applicable

5.4 Legal and Constitutional References

5.4.1 The Deregulation Act 2015 removed the power (in section 87 of the Local Government Act 2003) on the Secretary of State to require local housing authorities in England to produce a housing strategy. This does not prevent an authority from having such a strategy.

5.4.2 Section 333D of the Greater London Authority Act 1999 requires that any local housing strategy prepared by a local housing authority in Greater London must be in general conformity with the London Housing Strategy (the Mayor's strategy).

5.4.3 The council's Constitution, Article 7.5 - Responsibility for Functions, states that the Housing Committee is responsible *'for 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 the housing requirements of the Borough are not met if the Housing Strategy is not updated.

5.6 Equalities and Diversity

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- 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 broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil Partnership

- 5.6.3 Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.
- 5.6.4 A full equalities impact assessment has been completed for the Housing Strategy, and concluded that the overall impact of the Housing Strategy on the protected groups from the Equality Act 2010, as well as the Barnet Fairness Agenda, is positive.
- 5.6.5 There are a number of challenges related to housing in Barnet as described in the Housing Strategy, some of which disproportionately affect the protected groups due to their tendency to reside in the private rented sector. The strategy should improve this, which gives it a positive impact as a result. It is a minimal impact though because it will benefit all residents, rather than being targeted at the protected groups.
- 5.6.6 A summary version of the Equalities Impact Assessment is attached to this report as Appendix 3.

5.7 Corporate Parenting

- 5.7.1 Promoting independence is a central theme of the Housing Strategy. This includes ensuring that care leavers make a successful transition to independent living.

5.8 Consultation and Engagement

- 5.8.5 A public consultation on the draft Housing Strategy ran from 5 November 2018 to 11 February 2019.
- 5.8.6 The consultation primarily consisted of an online survey on Engage Barnet. Supporting documents were also available on Engage Barnet, allowing residents to view the draft strategy. 171 responses were received to the consultation, with high levels of support for the strategy which are summarised below:
- Across the five themes, the mean average agreement was 83.2%, which demonstrates the strong level of support for the strategy overall.
 - The draft strategy identified five main priorities for housing within Barnet. The consultation asked respondents whether they agreed with each priority, with options of strongly agree, tend to agree, tend to disagree, strongly disagree and don't know.
 - Support for all of themes was relatively high, with a large proportion of the respondents either tending to agree or strongly agreeing.
 - The most popular priority was tackling homelessness and safe and secure homes, which both received 89% tending to agree or strongly agreeing.
 - The other priorities still received high levels of support, with delivering more homes people can afford to buy or rent producing 83% agreement, raising standards in the private rented sector receiving 79% and promoting independence 76%.

- 5.8.7 In addition to the survey, presentations were made to the Barnet Homes Performance and Advisory Group, the Children's Partnership Board, the Youth Board and Health and Well Being Board, and a roadshow was also held in November 2018 for residents to meet the chair of the Housing Committee, and give their views on the strategy. This event had a focus around private renters, inviting attendees to share their experiences of residing in that sector.
- 5.8.8 A number of formal responses were received from a range of stakeholders, including developers, Public Health and the London Mayor.
- 5.8.9 The draft Housing Strategy has been updated to take account of the consultation response, and changes can be summarised as follows:
- Additional references to links with Health
 - Clearer references to draft London Plan housing targets
 - Clearer reference to corporate parenting responsibilities
 - Acknowledgement of role of Build to Rent in providing new homes
 - Ambition to become an age and dementia friendly borough
 - Acknowledgement that good neighbourhood design is also important to effectively promote independence of individuals with physical disabilities
- 5.8.10 More information about the consultation is attached to this report at Appendix 2.

5.8 Insight

- 5.8.1 The Housing Strategy was informed by an evidence base. A summary of the Housing Strategy evidence base was reported to the Housing Committee in June 2018.

6 BACKGROUND PAPERS

- 6.6 Housing Committee 10 October 2018 – Item 8 Housing Strategy 2019-2024
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4>
- 6.7 Housing Committee 21 June 2018 – Item 7 Housing Strategy -
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9486&Ver=4>
- 6.8 Housing Strategy (2015)
<http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategt.pdf>



This page is intentionally left blank

Barnet Housing Strategy 2019 – 2024

Draft March 2019



Introduction to the Housing Strategy and Homelessness and Rough Sleeping Strategy

Everybody needs shelter, but for more than two decades Londoners have found it ever harder to afford a roof over their heads. To a rising generation of Barnet residents, home ownership is a distant dream. Renting has become a way of life instead. Yet renting can be unpredictable and insecure. This challenge is at the heart of our new approach to housing in Barnet.

While most landlords are good, a persistent minority cut corners and exploit tenants. Barnet will insist on raising standards across the board. The Housing Strategy introduces the LEAD agenda: Licensing, Enforcement, Advice and Data. We will look to widen the scope of our existing licensing requirements, increase the pace of enforcement, strengthen advice for both landlords and tenants, and improve our evidence collection so that we can better understand the needs of the growing private rented sector. Responsible tenants expect a fair deal: we are on their side.

Complementing this plan is our Homelessness and Rough Sleeping Strategy. Together with our partner organisation Barnet Homes, we are dedicated to preventing homelessness from occurring, and we work to intervene at an early stage before issues build up. Too many Barnet families continue to live in temporary accommodation: through effective partnerships and innovative approaches we will bring that number down. Rough sleeping must be tackled through specialist staff who can get the right support to the most vulnerable.

In the medium term, Barnet needs more housing that is affordable, safe and secure. We have a development plan to meet demand and we call on developers and registered providers to work with us to get there. And in the wake of the Grenfell fire disaster, we have also put in motion the largest sustained investment in fire safety ever carried out in Barnet. Our integrated strategy is set out in the Housing Strategy 2019-24 and the Homelessness & Rough Sleeping Strategy 2019-24. These documents have been prepared alongside the draft Local Plan 2021 to 2036 which specifies our requirements for housing affordability.

Housing was once described as “the first of the social services”. That remains our vision in Barnet today. Everyone who contributes to the life of our borough should be able to afford to live here, in a home that is fit for the future.

Cllr Gabriel Rozenberg

March 2019

Housing Strategy 2019 – Executive Summary

The council last reviewed its Housing Strategy in 2015. The Strategy recognised that Barnet is a successful place where people want to live and work, with several challenges that needed to be met: a rising population, increasing demand for homes, financial constraints and the need to make our ambitious growth and regeneration plans a success.

A recent review of the evidence base that supports the Housing Strategy suggests a great deal of continuity with the trends which drove the 2015 strategy. The population is still increasing and housing demand remains high. The financial environment continues to be very challenging. In addition, it is as important as ever that our regeneration and growth plans are delivered in a responsible and sustainable manner.

There have also been significant changes which mean that our approach needs to be reviewed and updated. These include changes in government policy, a new London Mayor, and the passage of the Housing and Planning Act 2016 and the Homelessness Reduction Act 2017. The Grenfell Tower fire disaster in 2017 underlined the fundamental importance of fire safety, and the need to ensure that people living in social housing are not marginalised.

The Government has published its Green Paper, *a new deal for social housing*, which aims to rebalance the relationship between landlords and residents, tackle stigma and ensure social housing can act as a stable base and support social mobility.

The Government has also announced plans to fund the construction of one million new homes by 2020, with £2 billion additional funding for affordable housing and £1 billion for new council housing, and has published its rough sleeping strategy which aims to halve rough sleeping by 2022 and eliminate it by 2027.

The Mayor of London has published his London Housing Strategy and Draft London Plan, setting out plans to deliver 65,000 new homes across London each year and start building 90,000 new affordable homes by 2021. The Mayor also wants a better deal for private renters and to tackle homelessness and rough sleeping.

At the same time, the council is in the process of updating its Local Plan which will translate our housing priorities into a statutory planning policy framework and preparing a Regeneration Strategy that will help to implement the Local Plan and objectives of ongoing responsible and sustainable development and growth in Barnet.

Housing costs have risen unexpectedly fast when compared to median incomes and local housing allowance rates, creating an affordability gap which presents a real challenge for households seeking to buy or rent a home, as well as for the council's costs for providing temporary accommodation for homeless households.

The high cost of home ownership has also resulted in a tenure shift and a significant increase in the number of people in privately rented accommodation.

The council has therefore identified five themes that it believes the Housing Strategy needs to focus on. These are:

- 1) Raising standards in the private rented sector
- 2) Delivering more homes that people can afford
- 3) Safe and secure homes
- 4) Promoting independence
- 5) Tackling homelessness and rough sleeping in Barnet.

Raising standards in the private rented sector

The use of private rented sector accommodation has increased from 17% of households in 2001 to 26% in 2016. The loss of a private rented tenancy is the biggest reason for homelessness in Barnet.

Since 2015, the council has introduced an additional licencing scheme requiring all Houses in Multiple Occupation (HMO) to be licensed, and planning permission is now required for new small HMOs. Over the same period, the number of accredited landlords increased from 492 to 667, and Barnet Homes have recently established Bumblebee, a private lettings agency to provide a quality service for landlords and tenants.

It is important that the council supports responsible tenants and ensures that landlords provide a good quality offer. A fresh approach to the private rented sector will be adopted by the council, with a focus of **L**icensing, **E**nforcement, **A**dvice, and **D**ata. Our **LEAD** agenda will include consideration of the case for selective licencing, which means that all landlords in some areas would be required to obtain a licence, additional resources for the private sector enforcement team and improvements to the information and advice available to tenants on their rights and obligations.

Information and evidence held about the private rented sector will be improved to ensure that our approach is targeted to areas where it will be the most effective, and co-ordinated with other services such as health.

Delivering more homes that people can afford

The population in Barnet is expected to increase by 16% from 391,500 to 466,500 by 2041, and the recent Strategic Housing Market Assessment shows that there is a need to provide up to 3,060 new homes a year to accommodate this growth, and the draft London Plan includes a target of 3134 new homes for Barnet. The demand for homes generated by this population growth has resulted in average house prices increasing from £391,000 in 2014 to £545,000 in 2017, which is 15 times the median household income for Barnet.

Most rents in the borough are now higher than local housing allowances, and at £1350 a month, median rents in Barnet are higher than those across outer London.

Since 2011, over 10,000 new homes have been built in Barnet, including 2657 that are affordable. The council has established a pipeline of new homes on its own land, and the first 320 of these will be for affordable rent and are being delivered by the *Opendoor Homes*, a subsidiary of Barnet Homes. Good progress has been made on our estate regeneration schemes, where 2,400 new homes have been built and work at Stonegrove/Spur Road completed.

We will continue to explore innovative opportunities to accelerate the delivery of new homes through the Local Plan and our Regeneration Strategy, including making use of our land and assets and partnership with the Barnet Group. We will also aim to ensure that Barnet residents are prioritised for new homes in the borough.

Over the five years to 2021, we expect 12,255 new homes to be delivered across the borough with a further 9500 by 2026.

Safe and secure homes

The tragic fire at Grenfell Tower in June 2017 drew attention to the fundamental importance of fire safety, particularly in high rise blocks.

The council has acted quickly and decisively to put in place a £52m investment improvement programme in its own high-rise housing beyond regulatory compliance and deliver best practice in fire safety. ACM cladding on tower blocks at Granville Road has been removed and its replacement with a safe non-combustible system will be completed by October 2018.

The council has worked with other housing providers including housing associations and private owners to ensure the safety of all residents living in high rise flats.

The council will continue to work with Barnet Homes to complete the programme of fire safety works over the next two years, and work with the Government and other agencies such as the London Fire Brigade to ensure residents safety in the borough.

Promoting independence

Barnet's Health and Well Being strategy has the vision "*To help everyone to keep well and to promote independence*", and the council recognises the importance of housing in delivering this.

The older population in Barnet is set to increase significantly, with the number of people over 60 living in the borough expected to rise by 68% from 75,519 to 121,701. Good housing can help to support other council objectives, such as helping older and vulnerable people to live independently and the council has already put in place a programme of providing new extra care housing schemes in accessible

locations, the first of which at Ansell Court in Mill Hill was completed in January 2019.

The council already provides a range of housing options for vulnerable adults with a focus on helping people live as independently as possible. A key priority is to increase the number of people with mental health issues living in stable accommodation.

The council is aiming to be the most 'Family Friendly' borough in London by 2020. The key aim to achieving this is by focusing on developing families' resilience. We particularly recognise the need to deliver high quality services for young adults and care leavers through closer working with our partners to provide better housing options and to prevent youth homelessness. We have recently adopted protocols to avoid placing 16-17 year olds in temporary accommodation, and are working to develop a more effective housing pathway for care leavers as part of our corporate parenting responsibilities.

Tackling homelessness and rough sleeping in Barnet

Homelessness has continued to remain high with applications for assistance averaging 1,600 households a year since 2015, compared to 1,200 a year for the period 2012 – 2015. Barnet has successfully increased the number of people it prevents from becoming homeless from 870 in 2015/16 to 1,140 in 2017/18, and the number of households in temporary accommodation has fallen from a peak of 2,941 in March 2016 to 2,579 in 2018.

The Homelessness Reduction Act 2017 has introduced new duties for local authorities. In parallel with this Housing Strategy, the council has brought forward a detailed Homelessness and Rough Sleeping Strategy setting out how it will continue to tackle and prevent homelessness, with a focus on the following objectives:

- **Preventing homelessness.** Prevention remains the most effective way to manage homelessness. The council through Barnet Homes will support people to stay in their own homes or help them to find new homes by developing personal housing plans to better meet their housing needs.
- **Reducing the use of Temporary Accommodation (TA) and securing suitable accommodation.** The council aims to reduce the number of households living in TA significantly over the next five years by securing more affordable accommodation in the private rented sector at LHA levels alongside using our own surplus land and buildings to build more affordable housing in Barnet.
- **Establishing effective partnerships, working arrangements and support.** The council will improve the strategic focus of tackling homelessness in Barnet by establishing a Homelessness Forum with representation from all key partners to ensure a multi-agency approach is being taken to prevent homelessness by building more resilient communities across the borough.

- **Supporting Rough Sleepers to address their housing and other needs.**
The council will recruit specialist outreach workers to support rough sleepers into accommodation that better meets their needs.

Conclusion

Barnet's Housing Strategy sets out our approach to meeting the housing challenges facing the borough, with a focus on improving standards in the private rented sector, increasing the supply of homes that local people can afford, promoting independence and ensuring that homes are safe and secure.

1. Raising standards in the private rented sector

The council is determined to see standards in the private rented sector rise, for the benefit of residents across the borough. We will pursue a fresh approach to the private rented sector in Barnet with a focus on **L**icensing, **E**nforcement, **A**dvice and **D**ata. Our **LEAD** agenda will work with tenants, agents and landlords in the task of professionalising the business of renting homes.

Figures from the Office of National Statistics shows that more than a quarter of households in Barnet now rent their home from a private landlord, and this number is likely to rise as house prices remain beyond the reach of many people.

The council recognises that as more households rely on the private rented sector for a home, that it is important that the authority takes steps to ensure that responsible tenants are supported and that landlords provide a good quality offer. In view of this, the council has expressed its support for the Government's proposals to extend the minimum tenancy length to three years.

Poor housing conditions impact on the health and wellbeing of residents and this strategy sets out our plans to tackle sub-standard properties in the private rented sector.

The council has also supported the establishment of a private sector lettings agency, Bumblebee, delivered by The Barnet Group to provide a quality service for landlords and tenants.

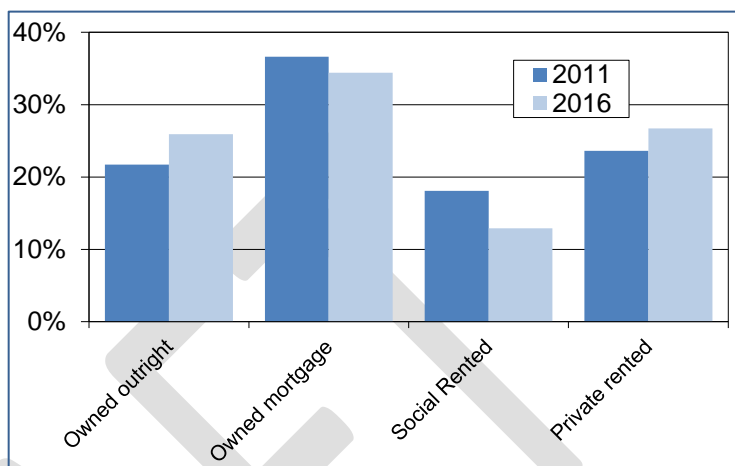
Licensing

Mandatory and Additional Licensing

Barnet has already introduced measures to improve quality in the private rented sector.

In 2016, following extensive consultation, the council introduced an Additional Licensing scheme for Houses in Multiple Occupation (HMO).

- Most privately rented properties occupied by people who do not form a single household now need a licence



Tenure change in Barnet source. ONS Annual Population Survey 2017

- The HMO licence requires the landlord to demonstrate that they are meeting their obligations and that arrangements are in place to ensure that the property is properly managed and maintained
- The introduction of the Additional Licensing Scheme was supported by the introduction of an article 4 direction requiring planning permission for new small¹ HMOs from May 2016.

The onus is now on landlords to inform the council if their property is in multiple occupation and to ensure that minimum standards are met in licensed premises. In our response, care is taken to try and ensure that the highest risk HMOs are prioritised.

Since the introduction of additional licensing, the number of HMOs licenced in the borough has increased from 194 to 948. But it is estimated that there are still over 3,000 HMOs that should be licensed under the scheme. Securing applications has been difficult and the council has agreed therefore to put more resources into maximising the number of HMOs licensed in the Borough, with the aim of increasing the number of HMO licences to 1150 during 2019/20.

Selective Licensing

As part of the strategy to improve standards in the private rented sector, the Council will consider the case for making use of a Selective Licensing Scheme in areas, where there is evidence of a higher prevalence of poor conditions in the private rented sector, persistent anti-social behaviour, high levels of deprivation, high levels of migration or high levels of crime.

Selective Licensing would require all landlords in a specified area to obtain a licence from the council and ensure that their property meets the required standards. To ascertain the feasibility of this approach requires a review of evidence and a detailed consultation exercise. The council will progress this work and decide whether to implement Selective Licensing during 2020.

Accreditation

In common with the rest of the country, the private rented sector includes many individual landlords each with relatively small portfolios. To ensure that landlords are fully aware of their responsibilities, the council encourages landlords to acquire formal accreditation through the London Landlords Accreditation Scheme (LLAS). For landlords with properties in poor condition, it is a condition of their HMO licence that they obtain LLAS accreditation within a timescale specified by the council.

¹ where between three and six unrelated people share basic amenities such as a kitchen or bathroom, larger HMOs have always required planning permission

The number of accredited landlords in Barnet has increased from 492 to 858 since 2015. The council will continue to promote LLAS and will also consider other ways in which best practise amongst landlords in Barnet can be improved.

Enforcement

The Housing and Planning Act 2016 extended the criteria for mandatory HMO Licensing, increasing the number of properties requiring a license. In addition, the Act introduced new powers for local authorities to deal with rogue landlords, including the power to issue civil penalties of up to £30,000 as an alternative to prosecuting landlords for failure to licence, and as an alternative to prosecuting a number of offences under the Housing Act 2004.

Case Study - The Council was made aware of an unlicensed, two-storey property following noise complaints from neighbouring residents.

Barnet's Enforcement Team found that nine different tenants under different letting agreements were sharing a single kitchen and bathroom, with no satisfactory means of fire escape or fire detection

One of the more dangerous lettings was formed by placing a partition in the kitchen which, in the event of a kitchen fire, would leave the tenant completely trapped.

After the District Judge had seen the photos of the undersized rooms, he concluded that the owner was aware that an HMO licence was required for the property and that the letting of undersized rooms was strictly prohibited.

The Act also enables applications to be made for Banning Orders preventing a person from being a landlord, engaging in letting agency work, and/or property management work, and creates a 'Rogue Landlord and Property Agent' database that local authorities must update following the making of a Banning Order, and may update following a conviction for a banning order offence.

Appropriate use of these powers will enable non-compliance, in relation to housing conditions in the private rented sector, to be addressed in a more effective way.

The council has implemented these new powers and penalty notices are

now being issued in line with the council's Development and Regulatory Services Enforcement Policy.

The council has agreed to put more resources into enforcement with the aim of improving standards in the private rented sector. This will enable the council to ensure that landlords comply with their statutory obligations and licence conditions.

Barnet, along with other London authorities, meets regularly with the Greater London Authority to discuss ways of improving standards in the private rented sector. The council has signed up to the Mayor of London's Rogue Landlord and Agent Checker, a new public online database to protect people privately renting homes in the Capital. As well as records on prosecutions and enforcement action, the database offers tenants a tool for the easy reporting of landlords whom they suspect of unscrupulous practices.

The council will also review the viability of assisting private tenants with obtaining Rent Repayment Orders.

Advice

The council currently provides support for private tenants through its Private Sector Housing Team, who can be contacted for advice if they are unable to resolve an issue with their landlord. The council's website includes information about the rights and responsibilities of tenants and landlords.

In addition, Barnet Homes provide advice and support to private tenants who are threatened with homelessness.

The council will review the quality of information for tenants and landlords provided via its website and will consider other improvements that could be made to the advice provisions available to private sector tenants, for example by improving access to the Private Sector Housing Team.

In addition, we will continue seek to ensure that all services work together to ensure that the impact housing can have on the health and well-being of private renters is addressed.

The council is also piloting a monthly drop in session for tenants and will review the effectiveness of this early in 2019/20.

Data

It is important that our approach to improving the private rented sector is supported by good quality data and information. An opportunity to improve the information held about the sector will be provided by the evidence gathered for the consideration of Selective Licencing.

Supported by funding from the Ministry for Housing, Communities and Local Government, the council, in partnership with CAPITA plc, are working on a project to use a new data analysis tool to assist in positive identification of licensable HMOs.

In addition, the council will review the data it already holds, consider whether there is additional information that it wants to collect on a regular basis. This might include mechanisms for tenants to provide feedback on their needs and concerns, such as an annual survey of resident satisfaction with their private sector rented accommodation.

Progress since 2015
<ul style="list-style-type: none">• Additional HMO licencing scheme for all HMOs implemented from July 2016• Article 4 direction requiring planning permission for new small HMOs in force from May 2016

<ul style="list-style-type: none"> • Number of accredited landlords increased from 492 (Mar 2015) to 838 (Dec 2019) • Number of HMOs licenced (mandatory scheme) increased from 151 (Mar 2015) to 455 (March 2018) • Number of HMOs licenced (additional scheme) since July 2016 – March 2019 455 • Private lettings agency <i>Bumblebee</i> established by Barnet Group to provide quality service for landlords and tenants • Signed up to the London Mayor's Rogue Landlord and Agent Checker
Next steps
<ul style="list-style-type: none"> • Investigate the casease for Selective Licencing – develop and review an evidence base during 2019/20 • Pilot the use of additional data analysis tools to assist in positive identification of licensable HMOs • Pilot a monthly tenant drop-in session • Increase the amount of housing related enforcement including proactively targeting areas in most need •
Targets
<ul style="list-style-type: none"> • Increased number of Houses in Multiple Occupation licensed to 1150 during 2019/20 • Reduce Category 1 hazards in private rented properties to Category 2 – 220 a year² • Increase number of Landlords accredited under LLAS – Increase to 900 during 2019/20

² or alternative remedial action taken for example Prohibition Order served

2. Delivering more homes that people can afford

Overview

In common with the rest of London, Barnet has seen significant increases in housing costs. Since 2014, the average house price in Barnet has increased from £391,000 to £545,000, and is now more than 15 times the borough median household income of £36,000. Barnet is a relatively expensive place with an average house price of £430,000 for Outer London as a whole.

Private sector rents have also increased and, at £1,350 a month, the median rent in Barnet is also relatively high when compared to the Outer London median of £1,295.

The council is committed to providing decent quality housing that buyers and renters can afford, prioritising Barnet residents.

Increasing Housing Supply

Part of the answer to making housing more affordable is to increase housing supply, to ensure that there are enough new homes to meet the needs of a population that is expected to increase from 391,500 in 2017 to reach 466,500 by 2041.

Since 2011, over 10,000 new homes have been built in Barnet, including 2,657 which are classified as “affordable” for rent or for sale. Our Housing Trajectory estimates that 35,000 new homes will be delivered over the next 15 years.

A recently commissioned Strategic Housing Market Assessment (SHMA) completed by Opinion Research Services, to provide an objective assessment of housing need in Barnet. The SHMA’s findings are that up to 76,500 new homes are needed in Barnet by 2041, including 17,600 affordable homes for rent and for sale. This equates to 3,060 new homes a year of which 704 are affordable as set out below

Dwelling Type	2016-2041	Annual	%
Market Housing	GLA		
1 Bedroom	3900	156	5%
2 Bedroom	13,900	556	18%
3 Bedroom	23,800	952	31%
4 Bedroom	14,200	568	19%
5+ Bedrooms	3,100	124	4%
Total Market Housing	58,900	2,356	77%
Affordable Housing			
1 Bedroom	2,500	100	3%
2 Bedroom	7,700	308	10%
3 Bedroom	4,800	192	6%
4 Bedroom	2,000	80	3%
5+ Bedrooms	600	24	1%
Total Affordable Housing	17,600	704	23%
Total Requirement	76,500	3,060	

Barnet SHMA 2018

The need for 3,060 new homes a year is very close to the draft London Plan target of 3,134 for Barnet, and the council's Local Plan, which is currently under review, will need to be comply with the London Plan. In addition, the National Planning Policy Framework (NPPF) (February 2019), uses a national standardised methodology that would require a target of 4,126, and it is unclear at this point how these differences will be resolved. It is, however, clear that Barnet's annual target for new homes will increase significantly from its' current level of 2,349, and the final target will be determined through the Local Plan process.

In addition, although the SHMA identifies a need for 704 affordable homes a year, or 23% of the total annual requirement, the council's new local plan will need take account of the draft London Plan which seeks 50% affordable homes across the Capital. In view of this, the council's new local plan will include a minimum affordable housing requirement of 35% on new schemes of 10 or more units, subject to viability (this is subject to the approval of the Policy and Resources Committee).

It is also necessary to recognise the need to prioritise larger family homes of three bedrooms or more in a market that is predisposed to provide smaller units. The 2018 SHMA supports this approach showing that more than half of the market housing need is for home with three or more bedrooms.

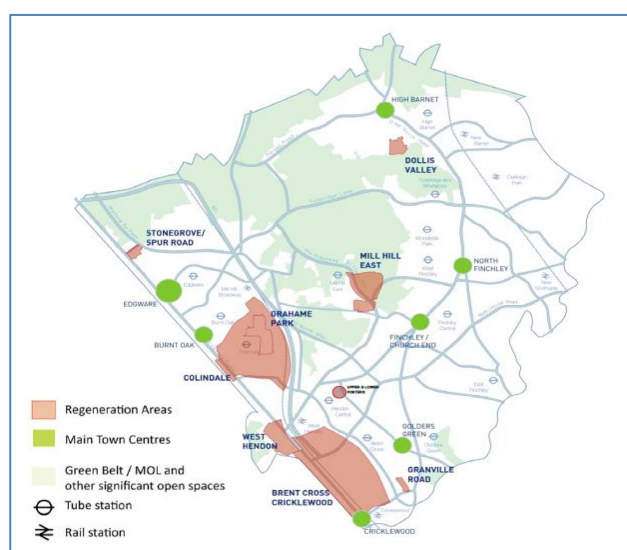
More information about the SHMA can be found in Appendix 1.

The council will also update its 2007 Supplementary Planning Document (SPD) for affordable housing. The SPD will update and clarify the council's approach to securing affordable housing from residential development through section 106 Agreements. Since 2007 there have been significant changes to the housing market as well as government policy on affordable housing accompanied by increased scrutiny of development viability.

Regeneration and Growth

Much of our housing growth will be delivered through our ambitious growth and regeneration plans. As well as our estate regeneration schemes which are all now underway, this includes the wider growth areas of Brent Cross/Cricklewood, Colindale and Mill Hill East. Our aim has been to focus growth on the parts of the borough that will benefit from regeneration and that have the capacity for growth, while protecting the qualities of the existing successful suburbs.

Substantially increasing the number of new homes to meet GLA and Government expectations for housing delivery in the borough will require additional areas for growth to be identified within our town



Barnet's Regeneration and Growth Areas

centres, as well as along our major transport corridors where public transport is most readily available. A new Regeneration Strategy and Delivery Plan will be prepared during 2019/20 setting out the council's ambitions beyond our current approach.

Estate Regeneration

Stonegrove/Spur Road has set the standard for our approach to neighbourhood regeneration. As the first regeneration project in the borough to be completed, the site has been reconnected with the surrounding area. Having replaced the ageing tower blocks on the Stonegrove/Spur Road estate, the new neighbourhood now boasts a modern church and parsonage and a community facility at its heart.

The development comprises of 999 homes, 480 of which are affordable, built to modern standards, high quality public open spaces and communal gardens.

The good design and affordable housing provision has been recognised with:

- receipt of Architectural Award and award nominations for excellent neighbourhood design;
- receipt of ongoing positive feedback from residents of their experience of living in a regenerated neighbourhood;
- a visit from Prime Minister Theresa May in November 2017, to commend Barnet Council for its record on building affordable homes; and
- shortlisting for the Inside Housing "Best affordable Housing Development" in November 2017.

The exemplary Stonegrove/ Spur Road development provides an inspiring place to live with a strong sense of place which gives residents both a stake and a sense of pride in their neighbourhood.

West Hendon - located to the south-west of the borough, the West Hendon estate sits between a section of the A5 Edgware Road and the Welsh Harp Reservoir, a Site of Special Scientific Interest.

With the ambition to create a thriving new neighbourhood, re-development is underway to replace existing poor-quality homes with over 2,000 high-quality houses, 25% of which will be affordable, surrounded by improved public space and transport links, thriving shops and businesses, a community centre and a new primary school.

Construction started in 2011 with 851 new homes built to date. A new interim hub provides residents access to a community space until a permanent facility is delivered at a later stage.

Planning consent has been achieved for a new landmark facility, the new Phoenix Canoe Club. This will fully exploit the benefits of the Welsh Harp as an asset for water sports and recreational activities.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

Dollis Valley estate was in decline for many years, isolated from services and the surrounding area, poorly designed and with poor transport. The renamed 'Brook Valley Gardens' provides a new integrated community, with existing sub-standard properties being replaced with new mixed tenure homes built to modern standards.

The emerging Brook Valley Gardens features new green spaces, a community centre and pre-school nursery. These facilities, complemented by programmes to fund local initiatives, strengthen the existing Underhill community and provide employment and training opportunities for local people.

The scheme will see the demolition of several system built blocks which will be replaced with 631 new mixed tenure homes, 40% of which will be affordable.

To date, 239 new homes have been built and a new 'Hope Corner' community centre with nursery school facilities was officially launched in 2016.

The council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

Grahame Park

Grahame Park in Colindale is Barnet's largest housing estate, built in the 1960s and 1970s. It originally comprised 1,777 houses all built around a central concourse.

Plans are underway to create a more outward looking neighbourhood with approximately 3,500 new mixed tenure homes, community facilities with accessible road, pedestrian and cycling networks.

Transformation of the estate is taking place over the next 20 years providing an improved layout and connection to the surrounding area, linking homes and services with other developments in Colindale.

To date 685 new homes have been built, of which 385 are affordable. A new 'City Square' (on Bristol Avenue) already plays host to a new Library, Centre for Independent Living, Barnet and Southgate College and a retail store. It will also soon see the completion of the Council's new offices providing accommodation for staff currently based at North London Business Park and Barnet House.

In January 2018, the Mayor of London gave direction to refuse the planning application for the 'Concourse' to provide approximately 1,000 new homes, new roads and open spaces and a major new community hub facility. A new planning application is being drawn up to take account of the Mayor of London's request for "like for like" replacement of the original social rented homes on the estate. We recognise that estate regeneration can be a disruptive process for residents, particularly those who have non-secure tenancies and are not entitled to a new

home on the estate. The council will seek to minimise disruption, by providing advice and support and by taking into account employment and education needs of families when making an offer of alternative accommodation to those who qualify.

Growth Areas

Brent Cross Cricklewood is one of the largest regeneration schemes in Europe.

With an investment of £4.5 billion, comprehensive re-development and phased improvements are planned to take place over the next 20 years. Proposals include a new town centre, a residential quarter, new waste transfer station and rail freight facilities as well as an expansion of the Brent Cross shopping centre.

This growth will be underpinned by a brand-new Thameslink railway station linking the existing and new neighbourhoods to central London in less than 15 minutes. The area will also be served by improved transport hubs including a new bus station and dedicated walking and cycling links.

Uniting the areas north and south of the North Circular, the redevelopment of Brent Cross Cricklewood will provide a vibrant place to live and work and contribute to the long-term prosperity of the borough.

The development of Brent Cross Cricklewood will deliver 7,500 new homes and up to 27,000 new jobs. At least 15% of new homes provided will be affordable in addition to the replacement homes for Whitefield Estate.

Given the scale of this development, the council has enacted Compulsory Purchase Order powers to enable assembly of land and property for development.

Colindale - with a potential for more than 10,000 new homes, Colindale will make the largest contribution to housing in the borough over the next 10 years. Already major mixed use residential schemes have been completed, totalling 4,084 homes built to date.

Redevelopment is focused on three key roads surrounding Colindale tube station in partnership with Transport for London (TFL), Colindale Avenue, Aerodrome Road and Grahame Park Way.

Housing growth will be served by improved public transport services and high quality open spaces. Plans for the reconfiguration of the Colindale tube station will provide enhanced capacity and step-free access to meet demand. Colindale Avenue will benefit from enhanced public spaces and mixed-use properties.

The new neighbourhood will be better connected with accessible, safe and attractive walking and cycling routes, connecting new and existing communities and links through to the tube station, bus stops and residential neighbourhoods.

Mill Hill East - the former Inglis Barracks site in Mill Hill is being redeveloped to provide new 2,240 affordable and market homes, a primary school, local shops, a

district energy centre and new parks and open spaces. Located on the edge of Mill Hill's conservation area, Millbrook Park is an exemplary Public Private Partnership creating a high quality new suburb at the heart of NW7. 300 new homes have already been delivered.

The Inglis Consortium of landowners, of which the council is a member, is involved in enabling site decontamination, building infrastructure and selling the serviced parcels of land. The Consortium deals with bids from developers taking into consideration price, design and credibility in the market place. The developers are then responsible for house building in line with planning consents.

Transport for London (TFL) programme

TFL have commitments to make use of their estate to help meet London wide targets for housing deliver, which includes several sites in Barnet in addition to Colindale; these include tube stations at High Barnet and Finchley Central³, and Edgware bus garage.

The council are working with TFL to ensure that this programme is delivered in Barnet in ways that align with our local priorities, and has recently applied for support from the Housing Infrastructure Fund.

The Finchley Central Station scheme proposes to secure an estimated £240m of investment into the borough through delivery of a sustainable, high-density development around the existing station, encapsulating principles of Good Growth and Healthy Streets promoted by the GLA.

The initial feasibility work undertaken by TfL has established potential for over 600 residential units, which will be supplemented by retail and commercial space.

Infill Regeneration Estates and Sites

Granville Road - situated at the southern end of the Borough, the 1960s housing estate currently consists of three tall tower blocks, as well as three lower rise blocks. The quality of the estate is generally poor and it includes large areas of under-utilised and unstructured land.

The aim of the scheme is to improve the estate environment and provide much needed new mixed tenure homes in a popular location.

Upper & Lower Fosters - built in the late 1960s, the Upper & Lower Fosters estate currently occupies 3.06ha and contains 211 existing homes. The estate is built to a relatively low density despite its proximity to Brent Street town centre, a local high street with good transport accessibility.

This presents an exciting development opportunity in a town centre setting to create additional affordable, market and extra care housing. The intention is to optimise the use of the currently underused land to develop about 200 new homes and includes the demolition of the existing sheltered housing, to be replaced by a new extra care development.

³ It should be noted that, at this early stage, no detailed proposals have been presented to the Council and any development would be dependent upon planning approval being granted

This pioneering scheme aims to showcase best practice in community participation within estate regeneration, and deliver an outstanding quality of architecture and urban design.

The planning application will be submitted Spring 2019, and delivery is expected to commence early Summer 2020.

Council Land Development Pipeline

The council owns surplus land and buildings across the borough that could be used to provide more housing and has embarked on a programme of developing these sites itself. By building mixed tenure housing on smaller council owned sites across the borough, the aim is to provide housing choices that meet the needs and aspirations of Barnet residents.

Through partnership working between The Barnet Group, and Regional Enterprise (Re), the current development pipeline includes building:

- new mixed tenure homes, with the affordable homes funded by private sales plus a return for the council
- new homes for affordable rent on existing council land
- extra care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care
- private housing for rent, and
- acquisition of housing for affordable rent and temporary accommodation

Subject to planning consent, there are 28 proposed schemes in the pipeline to be built by Open Door Homes, which is a registered provider established and owned by Barnet Homes. In total, these schemes will deliver 500 affordable homes for rent, including 179 extra care units. 10% of the newly built homes will be wheelchair accessible.

The council is considering ways to help Opendoor Homes establish itself, and this could include transferring ownership of some empty council homes to the organisation, to provide a capital base to support further development.

In addition, the council has recently agreed to transfer its' portfolio of properties acquired for use as temporary accommodation to Opendoor Homes, and to fund the purchase of 500 more homes for use as affordable temporary accommodation by Opendoor Homes.

The council has secured £8.7m grant funding from the Greater London Authority towards the delivery 87 new homes to be built on top of existing blocks of flats. These properties will be council homes for letting at London Affordable Rent.

Following the removal of the borrowing cap for the Housing Revenue Account, the council intends to build an additional 200 new affordable council homes for rent.

As part of maximising the value of the council's Estate, alongside more traditional developments in partnership with or by selling to private developers, the council will also explore offering long-leases for sites. Specialist developers can then bid for the lease, build-out the site and then hand back all assets to the council at the end of the lease period.

Acquisitions programme

Since 2016 the council has operated a programme of acquiring homes on the open market for use as an affordable form of temporary accommodation and some homes for affordable rent in London.

This approach has provided a way of making properties available more quickly, complementing our development programme, and has also provided a more cost-effective way of providing temporary accommodation.

Properties have been acquired in a number of areas, including within London and elsewhere including Luton and Bedford. So far about 150 dwellings have been purchased and the council has developed plans to acquire an additional 500 properties.

The council will continue to acquire properties either directly or via Opendoor Homes as part of its strategy for providing homes that people can afford, as well as providing a cheaper alternative to paying private owners to provide temporary housing.

The new freedoms afforded by the removal of the HRA debt cap means that the council is also planning to purchase properties on the open market for use as council housing.

Rent Policy

In 2015, a rent policy was established for new council homes that are delivered through the development pipeline, whereby rents are to be charged at 65% of market



Elmshurst Crescent, before, during and after construction.

rent. The council will adjust this policy to allow other rent levels to be charged for new council properties where this is a condition of grant; this means, for example, that if grant is received from the Greater London Authority, rents charged would be London Affordable Rents.

Low cost home ownership

The council recognises that for many the desire to own their own home has become increasingly difficult to achieve, particularly for first time buyers.

Although the Right to Buy was reinvigorated in 2012 with higher discounts to help more tenants buy their own home, the increase in house prices has meant that the number of Right to Buy sales has fallen more recently. The recently published Social Housing Green Paper raises the possibility of tenants being able to buy a share in their existing home if they cannot afford to purchase it outright.

In addition, the Government is consulting on allowing councils to use Right to Buy receipts to support the development of shared ownership as well as homes for affordable rent as at present.

Some 794 residents have been able to take advantage of the Help to Buy scheme in Barnet, 772 of whom were first time buyers. This was the highest number of households in London, where the average was 300 per borough.

Since 2011, 741 homes have been delivered in Barnet for shared ownership as well as 64 for other forms of low cost homeownership. The council will continue to work with developers to deliver more homes for low cost ownership as part of our growth and regeneration plans.

Build to rent

The council recognises the role that housing built specifically for private rent can play in meeting housing need, by widening housing choice and contributing to a faster build out of sites, particularly on larger schemes such as Brent Cross. Where Build to Rent is provided, the council will require an affordable housing contribution in the form of discounted market rent units at a genuinely affordable rent level in line with the draft London Plan.

Homes for local people

Barnet's Housing Allocations scheme sets out how we give higher priority for affordable rented homes to people who have a local connection with the borough of at least five years.

Shared ownership is prioritised for those living or working in Barnet which can only be sold to those living and working in the borough for the first three months after completion.

The London Housing Strategy sets out how the Mayor is working with developers and housing associations to make more new homes available to Londoners, following evidence that overseas buyers were purchasing significant numbers of homes costing between £200,000 and £500,000. This approach entails restricting sales of new homes to UK based buyers for homes of up to £350,000 in value for three months before they can be marketed overseas, with additional exclusivity for people living and working in London. The council intends to develop a similar approach in Barnet working with local developers.

Empty Properties

On-going pressure on the housing market means that it is important that the number of properties remaining empty in Barnet is kept to a minimum. This is also to the benefit of the property owners as their property would provide a rental income if it were made available for letting.

The council therefore aims to bring long term empty properties back into residential use. This may include long term vacant sites and redundant commercial units where there is the potential for conversion or redevelopment for housing purposes.

The council will assist empty property owners in bringing their property back into use through a combination of advice, and financial assistance in the form of Empty Property Grants. All Empty Property Grants will be administered in line with the council's Private Sector Housing Financial Assistance Policy. The council will gain nomination rights through this funding for homeless households.

In cases where the owner will not work with the council to bring a property back into residential use the appropriate enforcement action will be taken ranging from the service of minor works notices to Enforced Sale and Compulsory Purchase of the property.

All Compulsory Purchase Orders are approved through the follow democratic processes:

- Initial decision by the Empty Property Steering Group
- Decision in principal by the Housing Committee
- Ratification by Assets, Regeneration and Growth Committee
- Implementation of Notice to Treat or General Vesting Declaration approved by the Deputy Chief Executive

The council currently has seven properties at varying stages of the Compulsory Purchase Order process. All enforcement action will be completed in line with the London Borough of Barnet's Development and Regulatory Services Enforcement Policy.

Progress since 2015:

- 1,827 new homes built in 2015/16 and 2,230⁴ in 2016/17
- 257 affordable homes built in 2015/16, 474 in 2016/17 and 303 in 2017/18
- 40 new council homes completed
- Pipeline of 320 new affordable homes for rent being delivered by Open Door Homes on council land has commenced
- 100+ homes acquired on open market to provide affordable homes for homeless households
- Regeneration of Stonegrove/Spur Road Estate completed providing 999 new homes
- New homes completed on other regeneration estates:
 - Grahame Park - 685
 - West Hendon- 552
 - Dollis Valley – 164
- 569 empty properties brought back into use between April 2015 and March 2018
- Funding secured from the London Mayor for the delivery of 87 new homes on top of existing council blocks

Next steps

- Barnet's Local Plan translates housing priorities into planning policy and is progressed through statutory public consultation and examination before adoption in late 2020
- Continue to progress and develop plans for the delivery of new homes on council land, including completion of 320 affordable homes for rent delivered by Open Door Homes
- Continue with programme of acquiring properties on the open market via Opendoor Homes and directly funded by the Housing Revenue Account
- Develop new supplementary planning guidance on affordable housing
- Develop approach to prioritising new homes for local people with local developers
- Develop new Regeneration Strategy and delivery plan setting out our ambitions for increasing the housing supply and improving the borough as a place beyond our current programme

Targets

- 15314 new homes to be completed across Barnet by 2024 including 1000 new homes at Brent Cross/Cricklewood and 3527 in Colindale
- 500 new homes to be delivered through development pipeline by 2024
- Net new homes to be delivered on regeneration estates by 2024
 - Grahame Park - 600
 - West Hendon- 439
 - Dollis Valley – 36
 - Granville Road -111
- Bring 100 empty properties back into use each year
- Acquisition of additional homes for use as affordable temporary accommodation

⁴ Provisional figure pending publication of GLA Annual Monitoring Report summer 2018

- Acquisition of 80 homes funded by the HRA for use as council housing

DRAFT

3. Safe and secure homes

The council takes its responsibilities around fire safety very seriously, and the Grenfell Tower fire disaster in June 2017 highlighted the importance of ensuring that blocks meet best practice in fire safety measures and providing reassurance to residents that their homes are safe.

The council has acted decisively to ensure that the safety of residents is assured, providing significant additional investment in fire safety measures for council homes, and working closely with housing associations and private owners to ensure that they are dealing with any issues relating to their properties.

Council Housing

A £52 million prioritised programme of works required to move beyond legislative compliance to deliver best practice in fire safety for the council's high-rise blocks has been agreed and is now being implemented by Barnet Homes.

Barnet Homes are now reviewing fire safety in low and medium rise council homes.

Three blocks at Granville Road were identified as having been clad with Aluminium Composite Panels, which failed government fire safety tests. The council moved quickly to remove these panels and a non-combustible replacement cladding has now been fitted.



Cladding replacement works underway at Granville Road

Housing Associations

Approximately 7,000 homes in Barnet are managed by Housing Associations and these are regulated by the Regulator of Social Housing (RSH). As Registered Providers, they are required to carry out fire risk assessments and operate in a similar way to Barnet Homes in managing fire safety in relation to the housing they manage.

The council has received confirmation that housing associations with high rise blocks in the borough all have up to date fire risk assessments, and that a small number of these that failed government safety tests have been or are being dealt with.

Private Sector

In the case of privately owned high rise blocks, whilst Barnet is the planning authority for most new building works, the authority's building control service competes with the private sector for the building compliance work.

Owners are required to carry out fire risk assessments and spot checks are carried out by the London Fire Brigade. However, these are restricted to checking that fire doors, risers, and alarms are fully functional within the fabric of the building and therefore would not pick up faults in cladding systems or fire compartmentation outside the main structure.

Two high rise blocks in the private sector have been identified as having failed government tests for ACM cladding. The council's building control team have sought information from the owners of these buildings on remediation measures that they are taking.

To ensure compliance with a government direction on fire safety issued in May 2018, the council has carried out a review of cladding and fire safety in relation to high rise private residential buildings in the borough.

The Government has also issued an addendum to the Housing Health and Safety Regulations, which confirms local authority powers to take action against owners of high rise buildings in the private sector, and the council will make use of these where necessary.

Progress since 2015:
<ul style="list-style-type: none">• Additional funding of £52m agreed for fire safety improvements in council homes• Properties that fail government fire safety tests identified and mitigations confirmed with owners
Next steps
<ul style="list-style-type: none">• Implement programme of fire safety measures in council homes• Identify any measures that are required in relation to low/medium rise council homes• Continue to work with the government, the London Fire Brigade and property owners to improve fire safety in Barnet
Targets
<ul style="list-style-type: none">• 100% of scheduled fire risk assessments (council properties) completed on time• 90% of High Priority fire safety actions (council properties) completed on time

4. Promoting independence

Barnet's Health and Well Being strategy has the vision "*To help everyone to keep well and to promote independence*", and the council recognises the role that good housing can help to support this vision, such as helping older people and those with health and social care needs to live independently.

The council will promote the delivery of homes and places that meet the needs of older people and those with disabilities, as well as measures to support young people leaving care to make a successful transition to living independently.

Good quality, well designed housing can be further enhanced with the right assistive technology and the council has commissioned a specialist technology provider to increase the options available to residents.

Older People

The older population in Barnet is expected to increase significantly over the next 25 years, with the over 60 population expected to increase by 68% from 72,500 to 121,700 by 2041 and the over 85 population expected to increase by 130% from 8,600 to 19,800 during the same period.

As the older population increases, the number of those with limiting long term illnesses are also expected to rise from 13,000 in 2017 to 21,000 in 2025, whilst the number of those with dementia is predicted to rise from 4,000 to 7,400 over the same period.

The council's strategy is to make it easier for residents to plan ahead as they approach old age, and to ensure that those with higher care needs have a non-residential care choice when their own home no longer meets their needs.

Our ambition is to become an age friendly and dementia friendly borough, providing both homes and neighbourhoods, that will support people to live long, healthy, happy lives in their own communities.

Advice and Support

There are many sources of information, advice and support available to residents to promote their independence and wellbeing. This ranges from welfare benefits, housing and support services and health and wellbeing activities and can be accessed from a range of statutory services and local voluntary and community sector providers.

Housing Options for older people

Many of our older residents own their own homes and through our planning policy we work with the private sector to ensure that new homes are accessible and offer the right alternatives for older people.

All new homes in the borough are required to meet Part M of the 2015 Building Regulations⁵ which sets out requirements for ensuring that new homes are accessible and adaptable, meaning that many of them will be suitable for people as they grow older in a borough that is well connected with good transport and easily accessible amenities. In addition, 10% of new homes should be suitable for wheelchair users. For residents in older housing stock, disabled facilities grants provide a facility for adapting homes for those with disabilities.

In addition, the council has identified a need for additional supported housing and is increasing the supply of extra care housing as an alternative to residential care homes, providing a more flexible and affordable approach that can help older people live more independent lives for longer.

Barnet Homes has recently completed building a new 53-unit extra care scheme at Ansell Court (formerly Moreton Close NW7). This scheme has been designed with a focus on the needs of people living with dementia to meet the growing need for these services. Sites for two more extra care schemes have been identified and construction on these is expected to start in 2019, providing a further 125 properties.



Ansell Court under construction

Adults with health and social care needs

As more young people with complex needs reach adulthood, there is a national and local drive to help them to live as independently as possible within the community. This places significant pressure on ensuring appropriate housing and support services are available to meet their requirements. The council has addressed this by commissioning (in 2017) a wide range of accommodation and support service providers for adults with health and social care needs including those with complex needs. These services support residents progress towards independent living through integrated care and support plans and clear move-on pathways. The council has commissioned care and support providers who have a strong track record of work with housing providers. The following options are available to adults assessed under the Care Act⁶:

Support at home	Support to live independently, sustain tenancies or other living arrangements through visits and help from a support worker
------------------------	---

⁵ 90% of new dwellings should comply with Building Regulation M4(2) – ‘accessible and adaptable dwellings’ and 10% should meet M4(3) – ‘wheelchair user dwellings’

⁶[What the Care Act says - barnet.gov.uk](http://www.barnet.gov.uk/care-act)

Neighbourhood networks	Live independently, develop social skills and build community support networks within neighbourhoods - for adults with learning disabilities.
Supported living (low/medium/high needs)	Supported housing that is person centered and tailored to meet the care support needs of individuals; supporting independence, reducing risk of admission to hospital or residential/nursing homes.
Supported living for young adults	Support to develop independent living skills and transition for young people with learning disabilities and/or autism.
Specialist step down mental health support	Accommodation-based support to enable people with mental ill health to be safely discharged from hospital back to the community, avoiding re-admission and supporting continued recovery.
Supported Living (Complex disabilities)	Provides a well-coordinated combination of social care and clinical support for people with complex disabilities and health needs to maintain good health and independence.
'Crash pad' (Home Instead)	The aim of this service for people with learning disabilities and/or autism is to avoid a breakdown of living and support arrangements. It provides temporary additional care and support at home or assistance with a move to other suitable accommodation for a short period, if needed.
Sheltered Plus	Additional overnight support is provided in some sheltered housing schemes to enable older people to remain independent and within their own homes.
Extra Care housing	Designed specifically to ensure older people and those with disabilities can live independently, extra care housing schemes provide on-site 24-hour care and support. Residents have their own self-contained flats with secure tenancies benefit from on - site services and communal facilities and services.
Shared Lives	Care and support within a families and local communities.

Mental Health

Adults with severe and enduring mental illness face high rates of unemployment, social isolation, poorer physical health and insecure housing arrangements. Approximately a quarter of people with physical illness develop mental health problems as stress causes depression and anxiety. In 2015 there were 56,333 people aged 18-64 with a mental health problem and we expect the numbers to increase. By 2025 there are projected to be 65,280 people with a mental health condition in Barnet.

Mental illness can be caused by, or exacerbated by, an unsettled living situation. Mental health services are focusing on enablement to support people who develop mental health problems to have a good quality of life: greater ability to manage their own lives, stronger social relationships, a greater sense of purpose, the skills they need for living and working, improved chances in education, better employment rates and a suitable and stable place to live.

The council is working to ensure housing advice and support is person-centred, offering an individual approach that recognises the person's own skills and strengths and promotes choice. It not only needs to focus on the security of accommodation, but to utilise prevention services that can enable a person to retain their home, such as debt counselling, cleaning and repair services and other support available to them.

Physical Disability

The council recognises the need for homes which can offer level access for wheelchair users and those with decreased mobility. In addition to our local new build standards (see above) a number of wheelchair accessible homes will be provided on council owned land as part of our development pipeline, including 32 new fully accessible wheelchair properties currently planned.

Technology in the home can assist and promote greater independence. Our 'assistive technology' provider is working closely with the council to develop and innovate technology that will enable young people with complex needs and disabilities to live safely and with confidence.

Assistive technology:

- Increases independence and confidence
- Provides reassurance to family, friends and carers
- Supports carers
- Ensures quick response when help it is needed

Good neighbourhood design is also important to effectively promote independence of individuals with physical disabilities, and we will seek to ensure that new development in the borough accommodates of the needs of wheelchair users and those with decreased mobility.

Disabled Facility Grants (DFGs) and Adaptations

Disabled residents, and residents with a disabled child, may apply for help towards the cost of adaptation of their home, whether it is owner-occupied or rented from a housing association or private landlord. The grant must be for somebody who is disabled and where an adaptation is necessary and appropriate to meet the person's needs and practicable. How much a resident gets depends on an assessment of their income. The council runs its own scheme for council tenants who require adaptations to their homes.

Learning Disability and Autism

Demand for good quality housing is increasing and more specialist housing with support and technology is required to meet the needs of residents with learning disabilities and those with autism, enabling people to live independently. The Council has worked closely with health to move people with learning disabilities and autism with complex needs from hospitals. The Homestead (CrashPad) scheme has successfully supported a small number of clients for short periods and keeping them out of hospital.

Through our new accommodation and support pathway we are now working with our providers to ensure that people with learning disabilities and autism can be supported to further independence.

Case studies: Barnet Mencap

Barnet Mencap provides several supported housing schemes in the borough through Equality Housing.

Equality Housing is a supported housing project for people with learning disabilities. They aim to give people a chance to successfully live independently in the community by providing them with the skills they will need. This could be for people living in one of their 3 shared houses, their own flat or in the family home. People use their Personal Budgets to pay for services.

Sherrick House is a respite centre and enables people with learning disabilities and carers have the chance to take a break from each other and at present they support people with learning disabilities aged 18 plus.

Young People

The Council is aiming to be the most 'Family Friendly' borough in London by 2020. The key aim to achieving this is by focusing on developing families' resilience. This will require universal services to build resilience and provide important protective factors. We also recognise the need to deliver high quality services for young adults through closer working with our partners to provide better housing options and to prevent youth homelessness.

Housing options for young adults

A joint protocol between Family Services and Barnet Homes has already been agreed to ensure the needs of young homeless people aged 16-17 are met. The priority will be to try and maintain the young person in the family home by providing support unless it is unsafe for them to do so. When homelessness cannot be prevented young people will be explained the options open to them and suitable accommodation placements will be sort with the aim of avoiding the use of temporary accommodation.

The numbers of young people aged 16 -17 who are approaching as homeless has significantly dropped in the last year with 28 applying for support in 2017/18. Family

mediation work has played a key role in this as has good working relationships with Family Services.

Barnet Foyer, run by Centrepont, provides 24 bed spaces of supported accommodation for 16-21 year olds who are homeless with low to medium support needs. Barnet Homes and Family Services refer clients into the Foyer. Officers at the Foyer provide floating support to young residents, and advisors assist young residents with employment and education support. Barnet Homes' close working with Barnet Foyer and Housing Needs Officers' successful mediation work has reduced placements into temporary accommodation for young people aged 16-24.

Care Leavers

The Housing Options Team work closely with leaving care services to ensure that the transition of care leavers to independence is coordinated and provides the best possible start in their new home.

For those young people who go into care there is a risk that when they move into independent living that they are not able to cope and they struggle to sustain their tenancies. To support this transition, and to help limit the risk of homelessness in the future, Barnet Homes provides a training flat to Family Services so that care leavers have an assessment of how they can cope living independently. There are also partnership meetings between Barnet Homes and Onwards and Upwards, with dedicated officers working together to support the needs of care leavers in their homes.

Barnet Homes sit on the Corporate Parent Officers Group to ensure that processes are in place that support care leavers into suitable accommodation when their placements come to an end. A key objective is to ensure that appropriate accommodation options are worked through with care leavers well in advance of their 18th birthday, minimising the possibility of them being placed into temporary accommodation.

The number of children leaving care is will increase significantly by 2020, making it a priority for the council to ensure that appropriate housing options and support are in place to cater for this.

Progress since 2015:
<ul style="list-style-type: none">• New Extra Care Housing Scheme at Ansell Court completed• New protocol in place to ensure needs of young homeless people are met• Significant reduction in the number of young people becoming homeless as a result of family mediation• New contracts with housing and support providers
Next steps

- Progress plans for 2 more extra care sheltered schemes at Cheshire House and Stag House, to provide a total of 125 new homes
- Work with supported housing providers to increase step down opportunities for those ready to live more independently
- Contribute to advice on universal housing provision so that opportunities to develop housing that supports health and well-being are taken up
- Ensure that suitable housing options are identified for care leavers

Targets

- Optimise use of new extra care housing
- Review and refresh our Housing and Accommodation commissioning plan
- Reduce number of care leavers in temporary accommodation

5. Tackling homelessness and rough sleeping in Barnet

The Homelessness Reduction Act 2017 is one of the largest changes to housing and homeless legislation in recent times. With this, all local authorities have a duty to prevent homelessness for all residents, regardless of their priority need status. To address this significant change in legislation and to ensure homelessness in Barnet receives a more strategic focus the council has developed a separate Homelessness and Rough Sleeping Strategy, which is summarised in this section.

Barnet's Homelessness and Rough Sleeping Strategy 2019-2024 sets out the council's priorities to prevent homelessness and stresses the importance of working in partnership to address the wide range of issues that can be linked to homelessness.

The aims of the Strategy are:

- Preventing homelessness
- Reducing the use of temporary accommodation and securing suitable accommodation for those who are, or may become homeless
- Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again
- Supporting rough sleepers to address their housing and other needs

Priority 1: Preventing homelessness

Over 2,500 households a year approach the council for housing advice, and the number is projected to increase as a result of rising housing costs, the impact of welfare reform and population growth. Early intervention seeks to prevent homelessness. Actions include:

- Maximising the provision of appropriate advice and support to those at risk of homelessness, and intervening at as early a stage as possible.
- Establishing specialist teams to provide tailored advice to different household such as singles, families and vulnerable adults underpinned by the integration of the tenancy sustainment team to prevent homelessness.
- Providing all households with a personal housing plan to better address their individual housing and support needs.

Priority 2: Reducing the use of temporary accommodation and securing suitable accommodation for those who are, or may become homeless

The council's first priority is to prevent homelessness occurring. Where homelessness cannot be prevented, we will provide emergency temporary accommodation whilst we assist households in finding a settled housing solution. Actions include:

- Expanding the remit of the 'Temporary Accommodation Team' to work closely with households in TA to establish accommodation solutions that will enable them to move into long term housing.

- Work with partners to increase the supply of affordable housing in Barnet as well as using our own surplus land and buildings to build additional affordable housing.
- Procure more properties at LHA rates in the private rented sector.

Priority 3: Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them becoming homeless again

The council wants to improve the support available to households who could be at risk of becoming homeless in the future. In order to do this, the council will invite key partners to sit on its Homelessness Forum. Through this Forum, partners will oversee the delivery of a joint action plan which will look at tackling the underlying causes of homelessness and rough sleeping in Barnet. Actions include:

- Working with partners to improve the strategic focus of tackling homelessness in Barnet by establishing a Homelessness Forum with representation from all key partners.
- Improve resilience against homelessness through strengthened partnership working arrangements and developing clear referral pathways to provide early intervention to households at risk of homelessness.
- Support vulnerable adults, victims of domestic abuse, young adults and care leavers at risk of homelessness and those impacted by welfare reform by commissioning additional support through the Welfare Reform Task Force and other partners to better address the housing and support needs.

Priority 4: Supporting rough sleepers to address their housing and other needs

The number of people sleeping rough on any one night in Barnet has steadily reduced over the past five years. But more work is required to get more entrenched rough sleepers off the streets, address their needs and help them into secure accommodation. Rough sleepers may experience a range of multiple and complex needs which are often not addressed by single services. Actions include:

- Recruiting specialist staff to oversee all rough sleeping cases in Barnet and to work closely with partners to support individual rough sleepers
- Increasing outreach and floating support for rough sleepers
- Work with partners such as Homeless Action in Barnet to provide advice and support to rough sleepers around health, benefits, education and employment.

Progress since 2015:

- Homelessness preventions have increased from 1,017 in 2015/16 to 1,140 in 2017/18.
- Formation of a Welfare Reform Task Force to work closely with households affected by welfare reform to minimise the risk of homelessness having supported over 1,100 households in a variety of ways over the last 3 years.
- Increasing the effectiveness of out private rented sector procurement strategy, including the launch of the let2Barnet team and landlord incentive scheme for private sector landlords, so that the number of affordable private sector lettings to homeless households increased from 492 in 2015/16 to 649 in 2017/18.

Next steps

- Sustain tenancies and keep more households in current accommodation
- Support more households into better employment opportunities through the Welfare Reform Task Force to make them more resilient to market changes.
- Reduce the number of households in TA by providing more sustainable housing solutions
- Increase the supply of affordable housing by making better use of our surplus land and assets
- Procure more affordable accommodation in the private rented sector.
- Set up a homelessness forum to drive the strategic response with partners to tackling homelessness at a local level.
- Recruit specialist staff to oversee all rough sleeping cases in Barnet and to work closely with partners to support individual rough sleepers to address their housing and other needs.

Targets

- Prevent 6,000 households at risk from becoming homeless by 2024.
- Reduce the number of households in temporary accommodation from 2,759 to 1,750 by 2024.
- Establish a Homelessness Forum which will meet 4 times a year to monitor progress against Homelessness and Rough Sleeping Strategy action plan with the aim of achieving at least 80% of targets annually.
- Procure 9 temporary accommodation units specifically for entrenched rough sleepers with complex needs and 19 units of accommodation for rough sleepers and low to medium support needs.

Appendix 1– Strategic Housing Market Assessment

Along with other boroughs comprising the West London Alliance, a partnership with Ealing, Brent, Hammersmith and Fulham, Harrow, Hillingdon and Harrow, Barnet commissioned Opinion Research Services (ORS) to prepare a Strategic Housing Market Assessment (SHMA).

The SHMA used secondary data and seeks to provide evidence of the need and demand for housing based on demographic projections over a 25-year period from 2016 to 2041. This includes a consideration of market signals, the balance between market and affordable housing and the needs for different types and sizes of housing, including the need for family housing and for households with specific needs.

The SHMA takes account of a similar London wide exercise undertaken by the Greater London Authority (GLA), and of the introduction of a standard methodology for housing market assessments recently introduced by the Government.

The basis of both methodologies is household projection data, although the Government and GLA take different projections as their starting point.

The SHMA produced for Barnet and the other members of the West London Alliance uses the GLA projections as these inform the London Plan, which borough Local Plans are required to comply with. However, issues with the validity of the GLA demographic data are highlighted by ORS. These issues relate to conflicts between total household projections and household type projections. This essentially means that the same number of people will need to be accommodated in a higher number of smaller dwellings or a lower number of larger dwellings, depending on the scenario.

Market Signals

The SHMA methodology considers a number of market signals which give an indication of the balance between the demand for and supply of dwellings and uses this information to make an adjustment to the level of baseline need based on demographic projections. For Barnet, the following market signals suggest that the housing market is under slightly more pressure than other parts of London, suggesting that an uplift of 20% on the baseline housing need shown in the table below would be reasonable:

- The increase in lower quartile house prices over the previous 5 years has been greater than for Greater London
- Average monthly rents have increased, although by less than for Greater London
- Affordability is worse than for Greater London
- The percentage of overcrowded households has increased by more than for Greater London

- Housing delivery relative to stock has increased by more than for Greater London

The overall housing need for Barnet once the adjustment for Market Signals is taken into account is 76,481 for the period 2016 to 2041, or 3,060 a year based on the GLA household projections. However, this figure reduces to 49,968 or 2,000 a year if the concerns identified by ONS are accounted for.

The following table sets out the methodology used for the SHMA by ORS to establish housing need in Barnet.

Stage	GLA Central Trends	GLA "Housing Types" scenario
Demographic starting point: CLG household projections 2016-41	68,905	
Difference between CLG and GLA	-7,019	-28,473
Baseline household projections based on GLA data 2016-41	61,886	40,432
Allowance for transactional vacancies and second homes	+1,848	+1,208
Housing need based on household projections taking account of local circumstances and vacancies and second homes	63,734	41,640
Adjustment for suppressed household formation rates. Concealed families and homeless households with allowance for vacancies and second homes	1,128 + 34 = +1,162	
Baseline housing need based on demographic projections	64,896	42,802
In response to market signals	20%*63,734 =12,747 -1,162 =+11,585	20%*41,640 =8,328 -1,162 =+7,166
Full Objectively Assessed Need for Housing 2016-41	76,481	49,968
Annual Requirement	3060	2000

Affordable Housing Need

Based on evidence of current unmet need for affordable housing and the future household projections, the analysis has identified that the overall housing need should include 1,128 households to take account of concealed families and homeless households that would not be captured by the household projections. When the unmet needs from existing households living in unsuitable housing were also included, the analysis established there to be 8,769 households in need of affordable housing in 2016 in Barnet.

Based on the household projections, the SHMA has established the balance between the future need for market housing and affordable housing. Overall, there will be a need to provide additional affordable housing for 17,445 households (17,600 dwellings), which represents 23% of the total need of 76,481. This would

provide for the current unmet needs for affordable housing in addition to the projected future growth in affordable housing need. Furthermore, any losses from the current stock (such as demolition or clearance, or sales through Right to Buy) would increase the number of affordable dwellings needed by an equivalent amount.

The following table provides a summary of the assessed need for affordable housing identified in the SHMA.

Barnet				
	Low Cost Rent	Intermediate		TOTAL
Size	Can't afford London Living rent	Able to afford London Living Rent but unable to afford affordable rent	Able to afford "Affordable rents"	
1 bedroom	2,090	20	380	2,500
2 bedrooms	5,890	450	1,330	7,700
3 bedrooms	3,740	520	570	4,800
4 bedrooms	1,570	280	170	2,000
5+ bedrooms	440	80	50	600
Total	13,700	1,400	2,500	17,600

This page is intentionally left blank

Barnet Housing Strategy 2019-2024

Consultation Report

March 2019

Contents

1. Aim of the consultation	3
2. Methodology	4
3. Demographics of respondents	5
4. Summary of key findings	7
5. Formal responses	13
6. Social media	15
7. Roadshow	16
8. Conclusion	17

1. Aim of the consultation

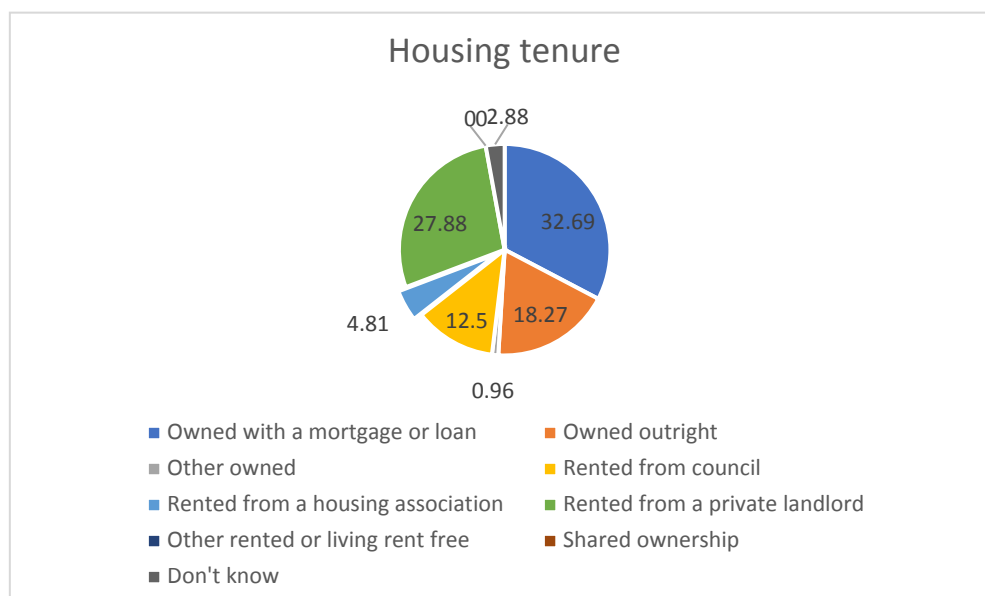
- 1.1 Barnet Council is introducing a new strategy to improve housing and tackle homelessness in the borough over the next five years. This strategy sets out our plans for managing housing in Barnet.
- 1.2 The main themes of the Housing Strategy are:
 1. to improve standards in privately rented housing,
 2. deliver more affordable homes,
 3. ensure housing is safe and secure.
 4. promote independence,
 5. tackling homelessness and rough sleeping,
- 1.3 As part of this process, a consultation was held to seek residents' feedback on the strategy document.
- 1.4 The Housing Strategy consultation ran for three months, from 5th November 2018 to 11th February 2019, alongside the Homelessness and Rough Sleeping Strategy consultation. It primarily consisted of an online survey on Engage Barnet. Supporting documents were also available on Engage Barnet, allowing residents to view the draft strategy on there.
- 1.5 There were 172 responses received through this, with paper copies also made available on request. Paper copies of the strategy were also handed out at the Barnet House Customer Contact Centre and uploaded onto Engage Barnet.
- 1.6 Formal responses were also received from partners, including both external developers as well as departments and boards from within the council.
- 1.7 A response was also received from the Mayor of London and the GLA.
- 1.8 A roadshow was also held in November at Colindale Library for residents to meet Councillor Rozenberg, the chair of the Housing Committee, and give their views on the strategy. This event had a particular focus around private renters, inviting attendees to share their experiences of residing in that sector.

2. Methodology

- 2.1 The questionnaires were available on the council's consultation webpage 'Engage Barnet', while paper copies were available on request.
- 2.2 The questionnaires asked respondents how much they agreed with different priorities of the strategy, involving both the overarching five themes as well as individual priorities within those themes.
- 2.2 In total, 172 responses were received through Engage Barnet.
- 2.3 There were also open-ended, free text boxes which allowed respondents to add in what they thought was missing from the strategy as a whole and the individual themes within it.
- 2.4 The consultation was well publicised through the council's social media channels, primarily on Twitter where the council has over 16,000 followers. It also featured prominently on the council's website.
- 2.5 The consultation was also advertised in the Barnet Homes resident magazine *atHome*, which is distributed to 15,000 homes.
- 2.6 The strategy was publicised on social media, primarily Twitter and Facebook, with frequent tweets and Facebook posts encouraging participation.

3. Demographics of respondents

- 3.1 Most of the 172 respondents were residents of Barnet (80.3%), while others responded as a Barnet business (1.2%), both as a Barnet business and a resident (0.6%) or a voluntary or community organisation (2.9%). 9% of respondents were out of borough.
- 3.2 The housing tenure of respondents is shown below, with a good balance between housing tenures as no single tenure was about 33% of respondents.



- 3.3 The council is also required by the Equality Act 2010 to have due regard to ensuring people are treated fairly and particularly in relation to those with protected characteristics - age, disability, ethnicity, gender, gender reassignment, marriage/civil partnership, pregnancy, maternity, religion/belief and sexual orientation.
- 3.4 There was a good range of ages within respondents, with no group higher than 20.8% (45 – 54-year olds). There was a relatively low number of 18 – 24-year olds reached (4.0%), however this was partially addressed by presenting the strategy to the council's Youth Board and receiving a consultation response from them.
- 3.5 The results for gender showed that 49.5% of respondents were female and 36.6% male, while 13.9% preferred not to say.
- 3.6 Disability was well balanced, as 14% of respondents considered themselves to have some form of disability, matching the 14% of Barnet residents that have a long-term health problem or disability as identified by the 2011 Census.

- 3.7 The largest ethnic group amongst respondents was White British (41.0%) but this is lower than the proportion in the wider Barnet population. Other large groups included Asian/Asian British – Indian (10%), white – any other (9%) and white – Irish (3%).
- 3.8 Religion was also similarly balanced, with Christianity the largest group at 33.7% of respondents, followed by prefer not to say (21.4%), no religion (20.4%) and Muslim (8.2%).
- 3.9 Sexual orientation showed that most respondents were heterosexual (68.4%), with a large portion also preferring not to say (23.5%), followed by bisexual (3.1%) and gay (3.1%). No respondents identified as lesbian.

4. Summary of key findings

- Across the five themes, the mean average agreement was 83.2%, which demonstrates the strong level of support for the strategy overall.
- The draft strategy identified five main priorities for housing within Barnet. The consultation asked respondents whether they agreed with each priority, with options of strongly agree, tend to agree, tend to disagree, strongly disagree and don't know.
- Support for all of themes was relatively high, with a large proportion of the respondents either tending to agree or strongly agreeing.
- The most popular priority was tackling homelessness and safe and secure homes, which both received 89% tending to agree or strongly agreeing.
- The other priorities still received high levels of support, with delivering more homes people can afford to buy or rent producing 83% agreement, raising standards in the private rented sector receiving 79% and promoting independence 76%.

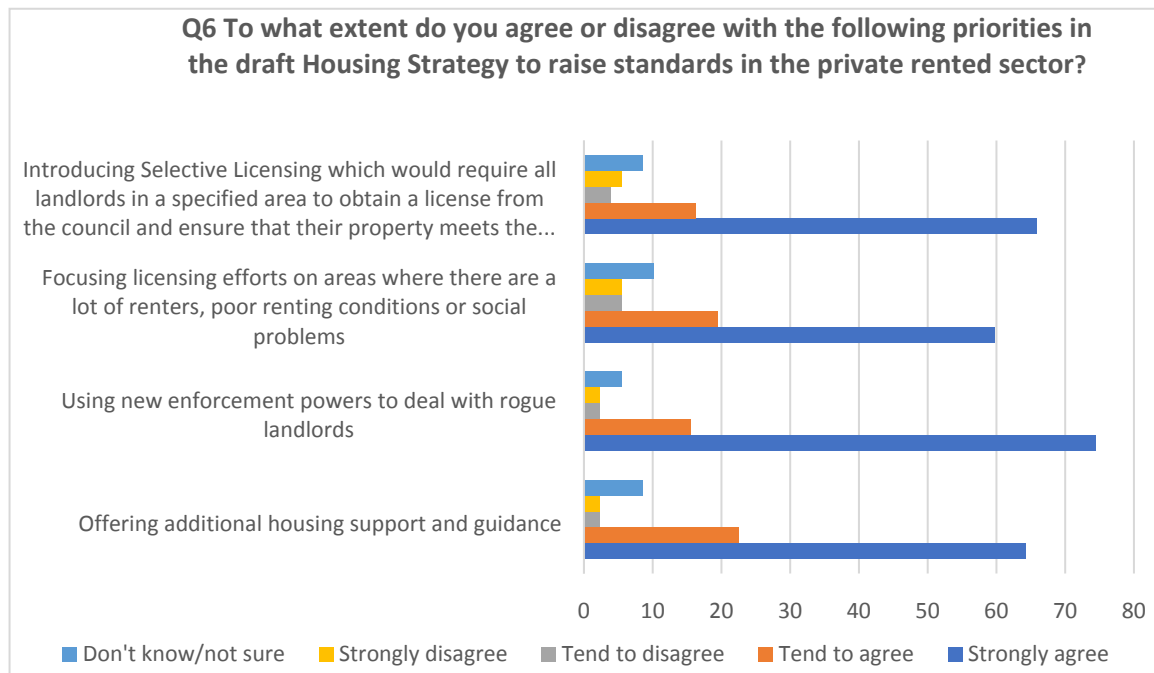
Free text responses

- Respondents were also given the opportunity at the end of every chapter, and for the strategy as a whole, to write in anything they felt was missing or any point they particularly wanted to emphasise. This produced a range of responses, with a number of key words and phrases emerging repeatedly. These are summarised in the word cloud below.
- The top 5 phrases were:
 1. **Affordability** – respondents stressed the importance of affordable housing, highlighting the need for both quality and quantity.
 2. **Homelessness** – there was concern expressed about homelessness, particularly the number of Barnet residents in temporary accommodation.
 3. **Local people** – this referred to respondents who wanted developments to prioritise local people and ensure that those with a connection to Barnet were considered first.
 4. **Infrastructure** – replies emphasised the need to ensure that infrastructure, such as schools, road and hospitals, can cope with increased housing delivery.
 5. **Social housing** – many replies were supportive of social housing as a way of meeting housing need.



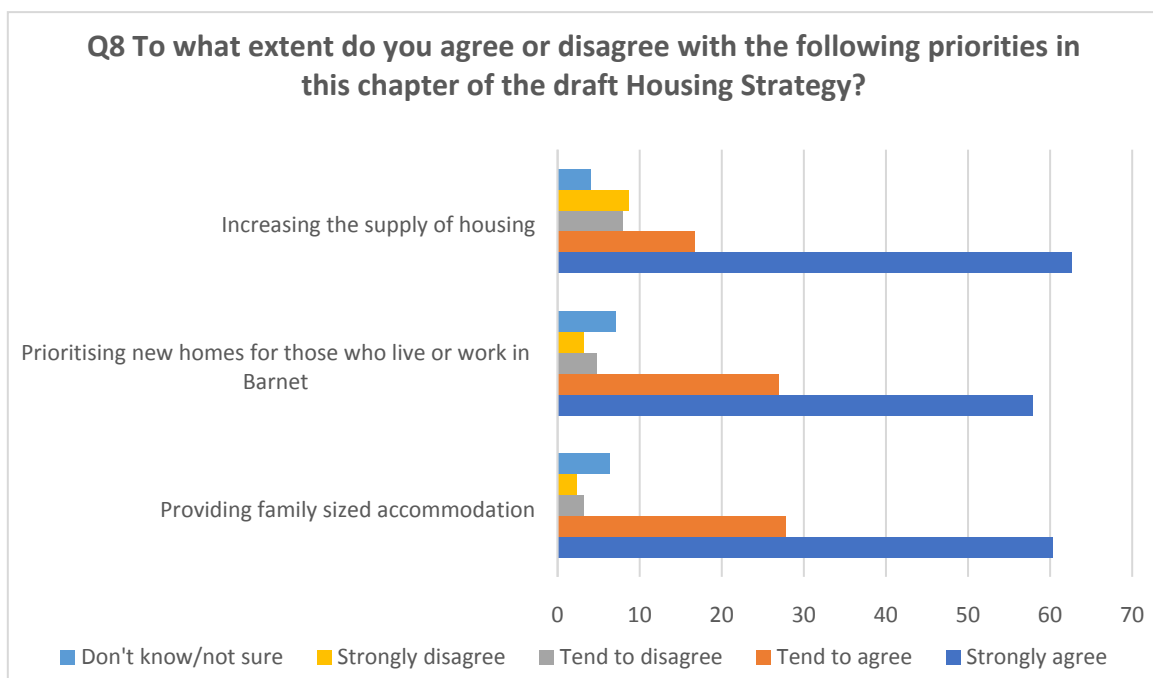
- There was also support expressed for the provisions around the private rented sector, with comments raised about the conditions within that sector and a desire for action to go even further than the strategy sets out, including suggestions of a rent cap or borough-wide licensing.
- Other comments included concern over infrastructure and whether it could cope with all the new housing being built to meet the priorities of the strategy, while others expressed their preference for affordable housing to be made more accessible to those on low incomes.

Raising standards in the private rented sector



- Respondents were asked to assess their views on specific policies within this priority in this section.
- The responses showed a strong support for these policies, particularly using new enforcement powers to deal with rogue landlords, which 89.9% of respondents either tended to agree or strongly agreed with.
- There was clear support for all the priorities in this chapter, all receiving at least 79% agreement and low numbers disagreeing.
- A number of additional comments were added, including suggesting extending licensing to all private rented accommodation in the borough and a cap on private rents.

Delivering more homes people can afford to buy or rent



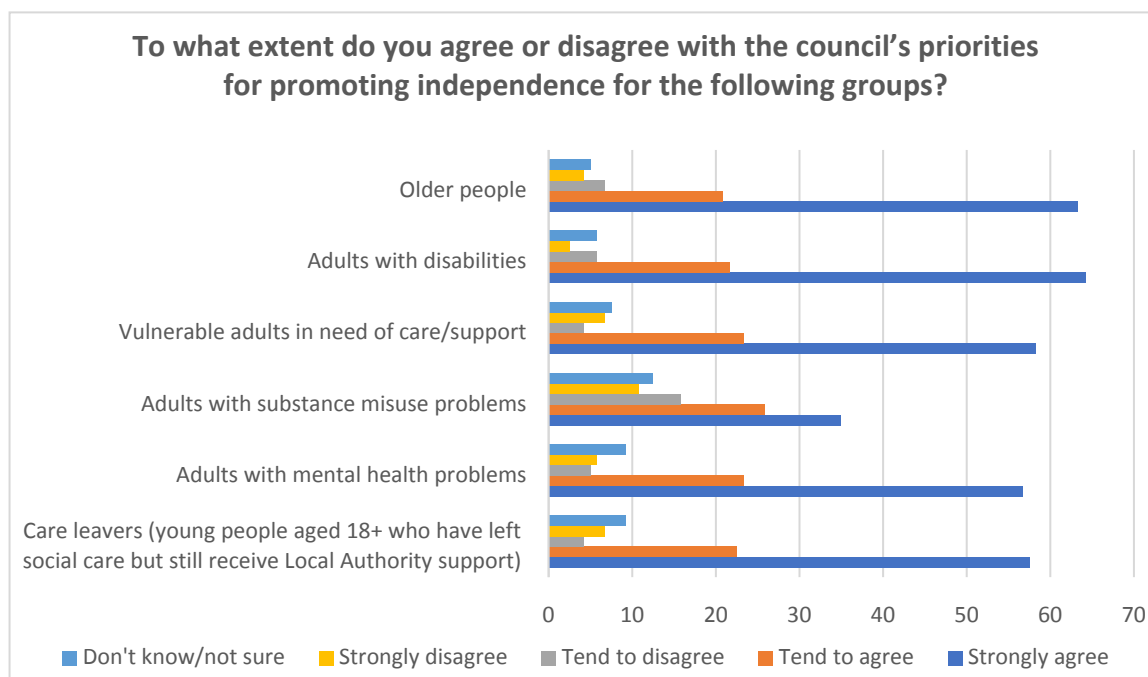
- Again, respondents were asked their views on more specific policies within this theme.
- There was also significant support for the priorities of this chapter, as summarised by the chart above. Providing family sized accommodation received 88.1% tending to agree or strongly agreeing, while increasing the supply of housing was supported by 89.4% of respondents.
- Free text responses emphasised the importance of community spaces when delivering housing, particularly parks and community centres.
- Another response stressed the importance of ensuring that housing of all tenure was affordable.

Safe and secure homes

- The questions for this chapter asked respondents if there was anything more the council could do to make residents feel safe and secure in their homes.
- 43 responses were received to this question, highlighting two key issues to be considered -
 - A recurring answer was closer working with the tenants of social housing to hear their concerns and address them proactively before any issues arise.
 - Another suggested using private sector licensing to ensure properties are safe, while neighbourhood safety was also raised as a concern for a number of respondents.

Promoting independence

- In



this chapter, respondents were asked to assess how much they agreed with the council's priorities for different vulnerable groups.

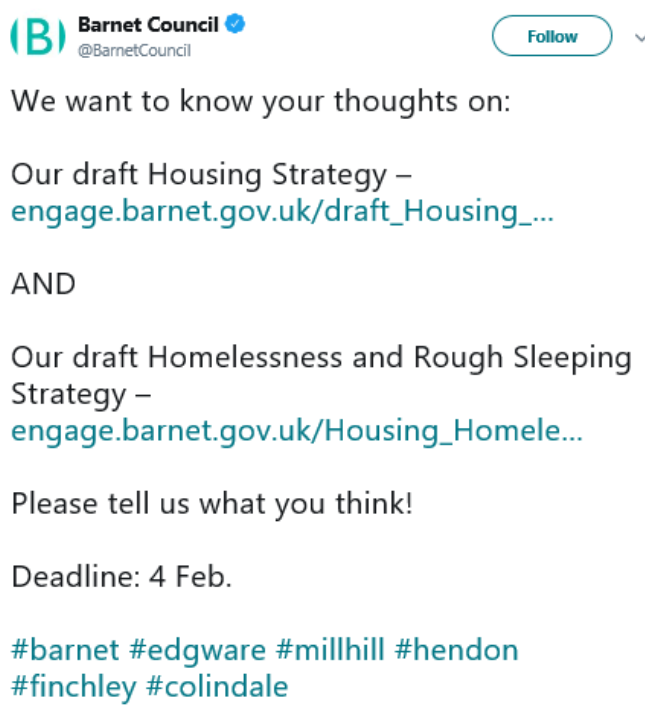
- Respondents were supportive of the priorities of the promoting independence chapter, although this did vary slightly between different groups.
- 85.9% of respondents were supportive of the council's priorities around adults with disabilities, while just 60.8% agreed with those for adults with substance misuse problems.
- The free text comments emphasised the importance of mental health support, with the recommendation that the council provide more information on housing options for those struggling.

5. Formal responses

- 5.1 A number of formal responses to the strategy were received, including from developers that are partnered with the council and internal departments and boards within the council.
- 5.2 One developer supported the principles of increasing the housing supply to meet affordability but wanted the housing targets in the strategy to reflect the increased figures in the draft London Plan.
- 5.3 Another developer wanted an explicit reference to the build to rent market, due to their belief that it is an asset class.
- 5.4 Internal boards and departments represented the views of a number of key stakeholders.
- 5.5 Barnet Council's Family Services department's highlighted the need to be clearer with regards Corporate Parenting responsibilities towards care leavers, and the need to ensure that affordable housing options are available for care leavers.
- 5.6 Barnet Council Public Health had a number of suggestions around the link between housing and health, for example targeting selective licensing in the private rented sector where housing stock is older and the health risks associated are higher.
- 5.7 The strategy was also presented to the council's Youth Board, made up of seven 11 to 18-year olds from the borough. Their main feedback was around ensuring housing was affordable, while they were also keen to stress that bedrooms should be of a good size and access to green space should be considered an important part of housing development.
- 5.8 Additionally, there was a response from the Barnet Council Labour group, who provided two recommendations for the strategy. They suggested:
- Adopting a 50% target for affordable homes across developments
 - Develop new council homes at a maximum rent of 50% of market rates, scrapping the 65% rent policy
- 5.9 The Mayor of London was supportive in his response to the strategy, highlighting the similarity with the central themes of his London Housing Strategy. He provided some suggestions for the strategy, such as resident ballots on regeneration estates and compliance with housing targets, including on affordability.
- 5.10 A key stakeholder group that was engaged with was the Barnet Homes Performance Advisory Group, a number of Barnet Homes leaseholders and renters. They were presented with the strategy and expressed overall support for the themes involved.
- 5.11 They also suggested some suggestions of how to enforce the provisions, particularly in terms of rogue landlords. These included prominent advertising of the reporting system in *atHome* magazine.
- 5.12 These recommendations have been considered and will be reflected in the final strategy document.

6. Social Media

- 6.1 A key part of the consultation involved social media, in order to allow the council to reach residents who may not use the traditional channels of Engage Barnet.
- 6.2 Though this means that the council holds less data about who it is making the comments, it still allowed for increased engagement with the strategy.
- 6.3 The consultation was frequently advertised on Twitter, with tweets such as below.



- 6.4 There were also regular Facebook posts, with 'boosts' used as a form of targeted advertising to ensure more residents saw about the surveys and had an opportunity to respond. One example of this took place on the 30th January and reached 6,214 people, leading to 156 'post clicks'.
- 6.5 The comments that people made on social media were also recorded, with 30 comments noted from the various posts.
 - 6.5.1 These involved a number of suggestions, with particular concern about the size of rooms and houses in general featuring prominently.
 - 6.5.2 There was also concern about affordability within the borough, a theme which emerged consistently throughout the consultation.

7. Roadshow

- 7.1 A roadshow was held on 21st November as part of the consultation. This involved a two-hour session which allowed residents to give their views on the strategy to Councillor Rozenberg, chair of Barnet Council's Housing Committee.
- 7.2 This session was focused around private renters due to the increased focus on raising standards in this sector.
- 7.3 8 residents attended the session and gave their views at Colindale library.
- 7.4 Feedback focused on the fact that those on low incomes often struggle to access the private rented sector and efforts to improve that sector should aim to do so while ensuring accessibility for those on low incomes.
- 7.5 There was also an issue raised about how those reliant on income support or benefits often end up in the lower end of the private rented sector, due to the lower rents, but this is often poor quality.
- 7.6 These comments have been reviewed and fed back into the strategy.

8. Conclusion

- 8.1 The findings from the consultation overall show a strong support for the priorities of the Housing Strategy.
- 8.2 All four priorities received at least 76% agreeing or strongly agreeing, with the references to affordability and standards in the private rented sector in the free text boxes emphasising this further.
- 8.3 Within each theme, the specific policies also received strong support. Respondents seem confident that these are the right ways to achieve the overall priorities.
- 8.4 The only area where agreement was slightly lower was on whether respondents support the council's priorities on promoting independence for those with substance misuse issues, which 60.8% supported.
- 8.5 The consultation also highlighted a number of additional suggestions which will feed into the strategy document and be considered.
- 8.6 The internal boards and teams that were presented to were also generally supportive, with additional suggestions and areas of focus, often around their key stakeholders, mentioned.
- 8.7 We thank all those who took the time to respond to the Housing Strategy survey, commented on social media or came along to our roadshow event.

This page is intentionally left blank

Appendix 3 - Housing Strategy EIA (Summary)

Equality Strand	Affected?	Affected how?	Actions to mitigate impact
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Home ownership is skewed towards older groups and away from younger ones, who rely on rented accommodation.	Improving housing affordability and renting conditions through the LEAD agenda.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Often require accessible housing and in some cases additional support.	Ensuring new homes are accessible and adaptable.
3. Gender re-assignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The council does not collate data on this.	The council may consider collating more data.
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	May require family-sized units rather than single bedroom ones.	The council is aiming to become the most 'Family Friendly' borough by 2020, including recognising the need for bigger houses.
5. Race/Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	BAME groups are over-represented in the private rented sector and under-represented in home ownership.	The focus on affordability should improve access to home ownership.
6. Religion/Belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific housing needs identified.	
7. Gender/Sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The largest single priority group for homelessness is lone female parents.	The welfare reform task force provides support, while the allocations policy prioritises single parents with young children.
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The council does not collate data on this and does not expect any housing impact.	The council may continue more data collection in future.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Single people are more likely to live in a House of Multiple Occupancy than those who are married.	The strategy ensures that all HMOs in the borough require a license.
10. Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers are more likely to be unemployed or economically inactive than the general population.	The drive for affordability should help carers, especially those who are economically inactive.
11. People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	MIND found a strong link between mental health and housing, as issues with either can exacerbate the other.	The council's Allocation Scheme can apply a mental health discretion.
12. Some families and lone parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Lone parents are disproportionately likely to live in social housing.	The council recognises the need to provide larger family homes (three bedrooms plus).
13. People with a low income	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The average house price in Barnet is 15x the median income, while average rents are around £1,400 a month.	The push for affordability, both in renting and in buying, should help.
14. Unemployed people	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Up to June 2018, Barnet had an unemployment rate of 4.6%, which can increase the risk of homelessness.	BOOST and the Welfare Reform Task Force can offer support around claiming benefits, budgeting and digital support.
15. Young people not in employment,	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young people not in employment, education or training are at more	BOOST is helping to get young, unemployed individuals into work.

<i>education or training</i>		risk of becoming homeless.	
------------------------------	--	----------------------------	--

1. Please give full explanation for how the overall assessment and outcome was decided.

The overall impact of the Housing Strategy on the protected groups from the Equality Act 2010, as well as the Barnet Fairness Agenda, is positive. This is based on the evidence in the table above and the evidence base for the strategy.

There are a number of challenges related to housing in Barnet, some of which disproportionately affect the protected groups due to their tendency to reside in the private rented sector. The strategy should improve this, which gives it a positive impact as a result. It is a minimal impact though because it will benefit all residents, rather than being targeted at the protected groups.

	<p style="text-align: right;">Housing Committee AGENDA ITEM 9</p> <p style="text-align: center;">1 April 2019</p>
<p style="text-align: right;">Title</p>	<p>Homelessness and Rough Sleeping Strategy</p>
<p style="text-align: right;">Report of</p>	<p>Cllr Gabriel Rozenberg</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 –Homelessness and Rough Sleeping Strategy 2019-2024</p> <p>Appendix 2 – Consultation Report</p> <p>Appendix 3 – Summary Equality Impact Assessment</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Faisal Butt, Lead Commissioner - Housing Faisal.Butt@Barnet.gov.uk</p>

Summary

The council has developed a new Homelessness and Rough Sleeping Strategy to take account of major changes in the housing sector and legislative changes, including the Homelessness Reduction Act 2017. The draft Homelessness and Rough Sleeping Strategy was approved for public consultation by Housing Committee on 10 October 2018. The consultation has now been completed and a revised draft is attached for the Housing Committee's consideration at appendix 1, along with a summary of the consultation outcomes at appendix 2.

Officers Recommendations

1. That the Housing Committee approves the revised Homelessness and Rough Sleeping Strategy attached at appendix 1.

1. WHY THIS REPORT IS NEEDED

- 1.1 The council's Housing Strategy dates from 2015, and a number of changes have occurred since then which mean that the council's approach to housing needs to be reviewed and updated. These changes include:
- changes in Government Policy,
 - a new London Mayor with a new London Housing Strategy,
 - new legislation including the Housing and Planning Act 2016, and
 - the Homelessness Reduction Act 2017, and
 - the updated Homelessness Code of Guidance for Local Authorities.
- 1.2 The council's Homelessness Strategy also requires an update to take account of the Homelessness Reduction Act 2017 (HRA 2017). Barnet's Homelessness Strategy is currently a component of the Housing Strategy but it is proposed the two are separated to reflect the increased focus on tackling homelessness and rough sleeping.
- 1.3 Officers have updated the evidence that supports the Homelessness and Rough Sleeping Strategy. A review of homelessness in Barnet was carried out, assessing the levels and patterns of homelessness in the borough and to help identify gaps in knowledge and services.
- 1.4 Since 2015, other significant events have impacted on Housing at a national level, including the EU referendum and the Grenfell Tower fire disaster.
- 1.5 Additionally, the council is in the process of updating the Local Plan, and the Assets, Regeneration and Growth Committee is preparing a Regeneration Strategy.
- 1.6 The Housing Committee considered the above matters in June 2018, and instructed council officers to prepare a new draft Homelessness and Rough Sleeping Strategy based on the following themes:
- **Preventing** Homelessness.
 - **Reducing** the use of temporary accommodation and securing accommodation for people who are homeless.
 - **Establishing** effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again.
 - **Supporting** rough sleepers to address their housing and other needs.
- 1.7 The Housing Committee approved for consultation a new draft Homelessness and Rough Sleeping Strategy to cover the period 2019 - 2024 on 10 October 2018, and agreed that a proposed final draft should be brought back for Housing Committee members to consider following a period of public consultation.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The draft Homelessness and Rough Sleeping Strategy has been updated to take account of responses to a public consultation that took place between November 2018

and February 2019. The responses to the consultation were positive and it is recommended that the revised draft strategy is approved by the Housing Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Housing Committee could decide not to approve the revised draft Homelessness and Rough Sleeping Strategy but at its meeting in June 2018 the Housing Committee instructed officers to prepare this, and subsequently approved the draft version for consultation in October 2018. The responses received during the public consultation about the proposed Strategy have been positive. Not revising or having such a Strategy is not recommended because the current one would not be reflective of the changes noted earlier in this report.

4. POST DECISION IMPLEMENTATION

- 4.1 Subject to approval by the Housing Committee, the revised Homelessness and Rough Sleeping Strategy 2019-2024 will be published on the council's web site.
- 4.2 Progress against the Homelessness and Rough Sleeping Strategy objectives will be monitored through the Barnet 2024 business planning process, which includes the Housing Committee's Housing Delivery Plan.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Homelessness and Rough Sleeping Strategy contributes to the council's Corporate plan priority of ***ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents*** as follows:

- Increasing supply to ensure greater housing choice for residents
- Delivering new affordable housing, including new homes on council owned land
- Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme
- Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved

- 5.1.2 The Homelessness and Rough Sleeping Strategy supports the vision in Barnet's Health and Well Being Strategy 2015-2020 "*To help everyone to keep well and to promote independence*", with specific proposals to promote independence amongst vulnerable groups, including older people, those with mental health issues, and care leavers.

- 5.1.3 A health impact assessment (HIA) of the draft Homelessness and Rough Sleeping Strategy has been completed, and found that the majority the proposals in the strategy would have an overall positive impact on the health and wellbeing of residents.

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

Sustainability)

- 5.2.1 Activities and proposals in the Homelessness and Rough Sleeping Strategy are planned to be funded through existing council budgets and plans

5.3 Social Value

- 5.3.1 Not applicable

5.4 Legal and Constitutional References

- 5.4.1 The Homelessness Act 2002 requires all local authorities to carry out a review of homelessness in the borough every five years (from the date of publication of the previous homelessness strategy) and then to produce a strategy based upon this evidence base.
- 5.4.2 Section 333D of the Greater London Authority Act 1999 requires that any local housing strategy prepared by a local housing authority in Greater London must be in general conformity with the London Housing Strategy (the Mayor's strategy).
- 5.4.3 The council's Constitution, Article 7.5 - Responsibility for Functions, states that the Housing Committee is responsible *'for 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 the housing requirements of the Borough are not met if the Homelessness and Rough Sleeping Strategy is not updated.

5.6 Equalities and Diversity

- 5.6.1 Section 149 of the Equality Act 2010 sets out the Public-Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - 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 broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex

- Sexual orientation
- Marriage and Civil Partnership

5.6.3 Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.

5.6.4 A full equalities impact assessment has been completed for the Homelessness and Rough Sleeping Strategy (summarised in appendix 3), and concluded that the overall impact of the Homelessness and Rough Sleeping Strategy on the protected groups from the Equality Act 2010, as well as the Barnet Fairness Agenda, is positive.

5.6.5 There are a number of challenges related to housing in Barnet as described in the Housing Strategy, some of which disproportionately affect the protected groups due to their tendency to reside in the private rented sector. The strategy should improve this, which gives it a positive impact as a result. It is a minimal impact though because it will benefit all residents, rather than being targeted at the protected groups.

5.7 Corporate Parenting

5.7.1 Establishing effective partnerships, working arrangements and support to those who are or used to be homeless is a central theme of the Homelessness and Rough Sleeping Strategy. This includes supporting care leavers who are at risk of homelessness.

5.8 Consultation and Engagement

5.8.1 A public consultation on the draft Homelessness and Rough Sleeping Strategy ran from 5 November 2018 to 11 February 2019.

5.8.2 The consultation primarily consisted of an online survey on Engage Barnet. Supporting documents were also available on Engage Barnet, allowing residents to view the draft strategy. 166 responses were received to the consultation, with high levels of support for the strategy which are summarised in below:

- Across the four themes, the mean average agreement was 92%, which demonstrates the strong level of support for the strategy overall.
- The draft strategy identified four main priorities for homelessness within Barnet. The consultation asked respondents whether they agreed with each priority, with options of strongly agree, tend to agree, tend to disagree, strongly disagree and don't know.
- Support for all of themes was relatively high, with a large proportion of the respondents either tending to agree or strongly agreeing.
- The most popular priority was preventing homelessness, which received 93.8% tending to agree or strongly agreeing.
- The other priorities still received high levels of support, with establishing effective partnerships, working arrangements and support producing 92.5% agreement, supporting rough sleepers to address their housing and other needs receiving 91.8% and reducing the number of households in temporary accommodation 90.4%.

- 5.8.3 In addition to the survey, presentations were made to the Barnet Homes Performance and Advisory Group, the Children's Partnership Board, the Youth Board and Health and Well Being Board.
- 5.8.4 A number of formal responses were received from a range of stakeholders, including Homelessness Action in Barnet, Public Health and Family Services.
- 5.8.5 The draft Homelessness and Rough Sleeping Strategy has been updated to take account of the consultation response, and changes can be summarised as follows:
- Additional references to links with Health and Wellbeing
 - Clearer references to corporate parenting responsibilities
 - Acknowledgement of partnership working with key partners on a Pan London and local level to prevent homelessness and reduce rough sleeping.
 - Additional references to other themes in the Housing Strategy including improving standards in the private rented sector.
 - Clarification of services available to rough sleepers and agreement to develop an annual action plan to reduce rough sleeping in Barnet.
- 5.8.6 More information about the consultation is attached to this report at Appendix 2.

5.7 Insight

- 5.7.1 The Homelessness and Rough Sleeping Strategy was informed by a review of homelessness in Barnet. A summary of this review was reported to the Housing Committee in June 2018.

6 BACKGROUND PAPERS

- 6.8 Housing Committee 10 October 2018 – Item 10 Homelessness and Rough Sleeping Strategy 2019-2024
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4>
- 6.9 Housing Committee 21 June 2018 – Item 7 Housing Strategy -
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9486&Ver=4>
- 6.10 Housing Strategy (2015)
<http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategt.pdf>

This page is intentionally left blank

London Borough of Barnet

Homelessness and Rough Sleeping Strategy

2019-2024

(March 2019)



Foreword

Everybody needs shelter, but for more than two decades Londoners have found it ever harder to afford a roof over their heads. To a rising generation of Barnet residents, home ownership is a distant dream. Renting has become a way of life instead. Yet renting can be unpredictable and insecure. This challenge is at the heart of our new approach to housing in Barnet.

While most landlords are good, a persistent minority cut corners and exploit tenants. Barnet will insist on raising standards across the board. The Housing Strategy introduces the LEAD agenda: Licensing, Enforcement, Advice and Data. We will look to widen the scope of our existing licensing requirements, increase the pace of enforcement, strengthen advice for both landlords and tenants, and improve our evidence collection so that we can better understand the needs of the growing private rented sector. Responsible tenants expect a fair deal: we are on their side.

Complementing this plan is our Homelessness and Rough Sleeping Strategy. Together with our partner organisation Barnet Homes, we are dedicated to preventing homelessness from occurring, and we work to intervene at an early stage before issues build up. Too many Barnet families continue to live in temporary accommodation: through effective partnerships and innovative approaches we will bring that number down. Rough sleeping must be tackled through specialist staff who can get the right support to the most vulnerable.

In the medium term, Barnet needs more housing that is affordable, safe and secure. We have a development plan to meet demand and we call on developers and registered providers to work with us to get there. And in the wake of the Grenfell fire disaster, we have also put in motion the largest sustained investment in fire safety ever carried out in Barnet. Our integrated strategy is set out in the Housing Strategy 2019-24 and the Homelessness & Rough Sleeping Strategy 2019-24. These documents have been prepared alongside the draft Local Plan 2021 to 2036 which specifies our requirements for housing affordability.

Housing was once described as “the first of the social services”. That remains our vision in Barnet today. Everyone who contributes to the life of our borough should be able to afford to live here, in a home that is fit for the future.

Cllr Gabriel Rozenberg

March 2019

Contents

1. Homelessness and Rough Sleeping Strategy 2019 – Executive Summary
2. Background
3. National and Regional Homelessness Context
 - Homelessness Reduction Act 2017
 - Greater London Authority
 - North London sub-regional Housing Partnership
4. Review of Homelessness in Barnet
5. Tackling and Preventing Homelessness in Barnet
 - **Objective 1:** Preventing homelessness
 - **Objective 2:** Reducing the use of temporary accommodation and securing accommodation for people who are homeless
 - **Objective 3:** Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again
 - **Objective 4:** Supporting rough sleepers to address their housing and other needs
6. Delivering the Homelessness and Rough Sleeping Strategy
7. Action Plan

Appendix 1: Relationship between the homelessness and other council strategies
Appendix 2: Partnership working diagram

1. Homelessness and Rough Sleeping Strategy 2019 - Executive Summary

Through this strategy, the council aims to tackle all forms of homelessness and rough sleeping in Barnet. This includes those owed a statutory duty and also those who are single, sleeping on the streets, or in other transient arrangements, such as sleeping on a friend's sofa. Our approach to formulating this Homelessness and Rough Sleeping Strategy complies with the obligations explained in the Homelessness Reduction Act 2017 and Homelessness Act 2002.

The council's statutory homelessness service, including the provision of temporary accommodation, is delivered by Barnet Homes, our Arm's Length Management Organisation. Many of the actions set out in this strategy are commissioned by the council and delivered by Barnet Homes.

In order to formulate this strategy, we carried out a 'Review of Homelessness' in Barnet. The review assessed the levels and patterns of homelessness, and identified gaps in knowledge and services.

The Review found that:

- The number of households approaching the council for housing advice and assistance has remained high, however overall homelessness applications and acceptances fell by a third over the past five years as the Barnet Homes Housing Options Service continued to successfully prevent more households becoming homeless every year.
- The most common reason for applying to the council as homeless was eviction from private rented accommodation, followed by eviction by friends or family and then breakdown of a relationship.
- The council through Barnet Homes has implemented a number of initiatives and more effective ways of working together that have been very successful in securing appropriate accommodation and support for people who are homeless or at risk of homelessness by successfully procuring and discharging its duty into private rented accommodation.
- The council needs to continue to increase the supply of affordable housing to meet housing need.
- The council with Barnet Homes needs to work more strategically with partners to tackle and prevent homelessness in Barnet.
- Further work with partner and referral agencies is required to improve the end to end support available to people who are homeless or threatened with homelessness, to improve their resilience and better tackle the underlying causes of homelessness across multiple services and sectors.
- The number of people sleeping rough on any one night in Barnet has steadily reduced over the past five years. But more work is required to get more entrenched rough sleepers off the streets, address their needs and help them to secure accommodation.

The Review is set out in detail in section 4.

Based on these findings, the Homelessness and Rough Sleeping Strategy identifies four strategic objectives and associated actions to address the issues identified in the Homelessness Review, as summarised below:

1. Preventing homelessness

- Barnet Homes will improve advice and early support to prevent a target of 6,000 at risk households from becoming homeless by 2024.
- By reviewing and remodelling the Barnet Homes Housing Options Service, Barnet Homes will provide tailored support to different households such as singles, families and vulnerable adults underpinned by the integration of the tenancy sustainment team to prevent homelessness.
- All eligible and homeless households approaching the council through Barnet Homes for assistance will be provided with a personal housing plan to better address their individual housing and support needs.
- A review of debt collection processes will be carried out across the council to ensure agencies are working together to maximise support to customers on low incomes, debt or those impacted by changes to their benefit entitlements.

2. Reducing the use of temporary accommodation and securing suitable accommodation for those who are, or may become homeless

- By 2024, reduce the number of households living in temporary accommodation by over a third, from 2,759 to a target of 1,750. The Barnet Homes Temporary Accommodation Reduction Team will work to move more households into longer term suitable accommodation.
- Barnet Homes will build on the success of its Private Sector Team (let2barnet), to procure a further 3,000 properties to discharge our homelessness duty directly into the private rented sector by 2024.
- The council will use its own surplus land and buildings to deliver an additional 500 affordable homes by working closely with Barnet Homes and other key partners to maximise the delivery of social housing across the borough.

3. Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again

- The council will improve the strategic focus of tackling homelessness in Barnet by establishing a Homelessness Forum. This Forum will have representation from all key partners, ensuring that a multi-agency approach is being taken to prevent homelessness in the borough.
- The council will work with partners to help households improve their resilience against homelessness for example by working together on providing, employment, welfare and mental health support at the same time.
- The council will support vulnerable adults, victims of domestic abuse, young adults and care leavers at risk of homelessness and those impacted by welfare reform by commissioning a community outreach and mental health floating support service. This service will support people to maintain and maximise their independence and wellbeing.

4. **Supporting rough sleepers to address their housing and other needs**

- Barnet Homes will recruit specialist staff to increase outreach and support provided to rough sleepers.
- Accommodation will be procured specifically for entrenched rough sleepers and for those with low to medium support needs.
- Barnet Homes will work with partners to provide advice and support to rough sleepers around health, benefits, education and employment and support those ready for independent living to move into longer term accommodation, with additional support provided to help them sustain their tenancy.

A range of actions have been identified for the council and Barnet Homes, along with other organisations involved with tackling homelessness. Specific actions have been included for people who are more at risk of homelessness. Actions contained in this Strategy take consideration of how the council discharges its homelessness functions. Also considered are the functions exercised by the council's Family and Adult Social Care services. The strategy promotes working across organisations and policy boundaries, to ensure social inclusion and equality of access to services.

2. Background

Barnet is the most populous borough in London with a population that is projected to increase from 391,000 in 2017 to reach 466,000 by 2041. This growth is not expected to be spread evenly across the borough, with areas of development expecting to more than double their populations. The largest increase in the population is expected to be those in the age group 65+, with growth rates near three times of those ages 0-15 and 16-64. Much of this growth will be migration into the borough, from other areas of the UK and internationally which is expected to make up 52% of the increase in population.

Barnet is also a very diverse borough, with 39% of the population being Black and Minority Ethnic (BAME) and over half of all 0-4 years olds from BAME backgrounds. This is lower than the Outer London average of 43% and much lower than neighbouring Brent where 65% of the population are BAME. However, Barnet's proportion of Other, Other Asian, Chinese ethnic groups is larger than neighbouring boroughs. Barnet also provides a home to the largest Jewish population in the country.

In Barnet, home ownership has fallen over the last ten years with more people renting as it becomes increasingly difficult for residents to buy their own homes because of increasing prices and a reducing supply. This trend is set to continue and by 2025 half of the borough may live in privately rented accommodation. As house prices have increased, so have rent levels. The average monthly cost of rent has increased by 25% between 2011 and 2017. Barnet has rent levels higher than the average for Outer London and almost twice that of the average in England. The average rent in the borough is projected to increase by between 3% and 4.5% in each of the next five years, as demand continues to outstrip supply. Over the past five years there has been an increase of around 4% on average in each year.

In Barnet, high rents and relatively high levels of benefit receipt have combined to mean a larger impact of welfare reform than in other areas of the country. These changes affect households in work as well as those out of work. Most significant are the changes to Local Housing Allowance have limited the amount of housing benefit tenants in the private rented sector can receive (9,000 households with an average loss of £55 a week) and the overall cap on benefits affecting 700 households losing an average of £50 a week.

The impact of homelessness is broad and far reaching. The right home is an important factor in a person's health and wellbeing, not only does good housing help a person stay healthy, it also impacts on their ability to sustain a job, care for their family, contribute to their community and better manage their health. It is clear that preventing homelessness has obvious benefits not only for people's housing outcomes, but for reducing health inequalities and improving quality of life.

A recently commissioned Strategic Housing Market Assessment (SHMA) provides an objective assessment of housing need in Barnet and shows that 17,600 affordable homes are needed by 2041. This equates to 704 affordable homes a year.

Barnet's previous homelessness strategy was included in the 2015 Housing Strategy and set the aims of enabling families to remain close to support networks and in more settled accommodation. This was achieved by;

- Increasing focus on early intervention and homelessness prevention measures, such as tenancy sustainment, youth mediation and domestic abuse support services. Homelessness preventions have increased from 832 in the year 2013/14 to 1,140 in 2017/18.
- Formation of a Welfare Reform Task Force to work closely with households affected by welfare reform to minimise the risk of homelessness having supported over 1,100 households in a variety of ways over the last three years.
- Increasing the effectiveness of Barnet Homes private rented sector procurement strategy, including the launch of their let2Barnet team and landlord incentive scheme for private sector landlords, so that the number of affordable private sector lettings to homeless households increased from 328 in 2013/14 to 649 in 2017/18.

draft

3. National and Regional Homelessness Context

The Homelessness Reduction Act 2017 is one of the largest changes to housing and homeless legislation in recent times. With this, all local authorities have a duty to prevent homelessness for all residents, regardless of their priority need status. One of the key elements is that authorities have a duty to assist those who are threatened with homelessness within 56 days. The authority must also clarify what actions are to be taken when someone applies for assistance.

The Homelessness Act 2002 requires all local authorities to carry out a review of homelessness in the borough every five years (from the date of publication of the previous homelessness strategy) and then to produce a strategy based upon this evidence base. The homelessness review should assess:

- The levels, and likely future levels, of homelessness in the borough.
- The activities which are carried out for any of the following purposes;
 - Preventing homelessness in the housing authority's district
 - Securing that accommodation is or will be available for people in the district who are or may become homeless; and
 - Providing support for people in the district who are homeless or who may become at risk of homelessness; or who have been homeless and need support to prevent them becoming homeless again; and,
- The resources available to the housing authority, the social services authority for the district, other public authorities, voluntary organisations and other persons for the activities outlined above.

The government have also published a Rough Sleeping Strategy recently with the aim of assisting 6,000 vulnerable people off the streets by providing rapid specialist assessment and support.

Backed by £100 million of funding, the strategy sets out the next steps towards achieving their aim of supporting everyone off the streets and into a home, and to end rough sleeping entirely by 2027. It sets out a three-pillared approach:

- Prevention – understanding the issues that lead to rough sleeping and providing timely support for those at risk
- Intervention – helping those already sleeping rough with swift support tailored to their individual circumstances
- Recovery – supporting people in finding a new home and rebuilding their lives.

This system has prevention at its heart, focusing on stopping people from becoming homeless in the first place and providing them with the right support to find work and live independently.

Longer term, those sleeping rough will be rapidly housed and offered comprehensive support to ensure their specific needs are addressed so that they can move into suitable long term accommodation at the earliest opportunity.

Regional Context

The homelessness review and strategy must align itself with regional strategies, which in the case of Barnet is the Mayor of London's Housing Strategy. The most recent Housing Strategy was published in June 2018, and is currently awaiting approval by the Secretary of State. This focused on reducing the number of rough sleepers in London, increasing the amount of affordable homes and improving the private rented sector. The key components from the strategy are:

- Greater collaboration to increase the number of people in the private rented sector.
- Allowing local authorities to combine their buying power.
- Increase the housing supply for homeless households.
- Increased funding from the GLA to help tackle the problem.

North London sub-regional Context

The council is committed to working with neighbouring boroughs to compare and review current housing need and homelessness practises, and identify opportunities for coordination and efficiencies wherever beneficial.

Barnet's commitment to such practices is demonstrated through its consistent participation at sub regional meetings, coordinated by the North London Housing Partnership, a strategic umbrella organisation that brings together housing and homelessness managers working within the following six North London local authorities: Barnet, Camden, Enfield, Haringey, Islington and Westminster.

The group meets monthly with partners where Homelessness Prevention and Housing Needs service heads and managers share best practice, review services and discuss opportunities for coordination around homelessness and housing needs issues. Additional areas include:

- Joint Rough Sleeper Leads Group: a quarterly meeting whereby the borough Rough Sleeper Commissioning leads, Community Safety and voluntary agency stakeholders (i.e. commissioned outreach team managers) meet to share knowledge, learning and best practice on rough sleeping matters, identify areas for coordination and joint working, and oversee sub regional rough sleeping projects.
- Supply and Policy Group – a quarterly meeting for Temporary Accommodation and Housing Policy managers to discuss and coordinate work plans.
- Directors Board – a quarterly meeting for Housing Directors from each borough to provide a strategic steer and oversight for sub regional working.

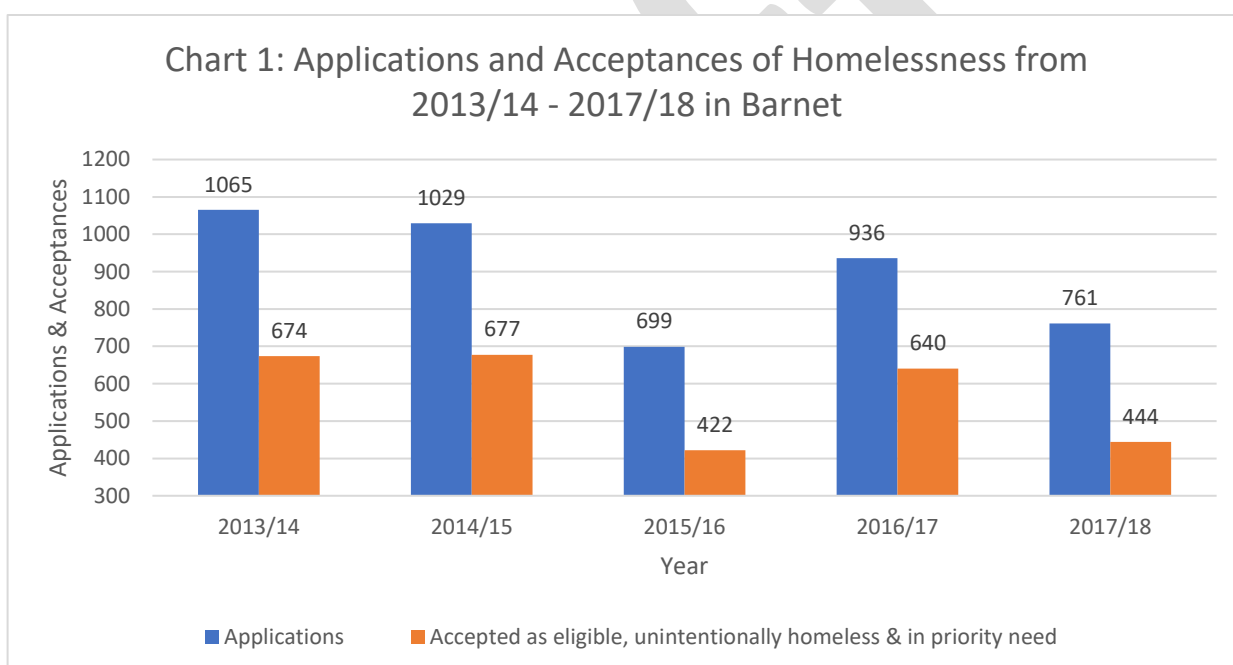
Local Strategies

A diagram representing the relationship between the Homelessness and Rough Sleeping Strategy and other key council strategies can be found in Appendix 1.

4. Review of Homelessness in Barnet

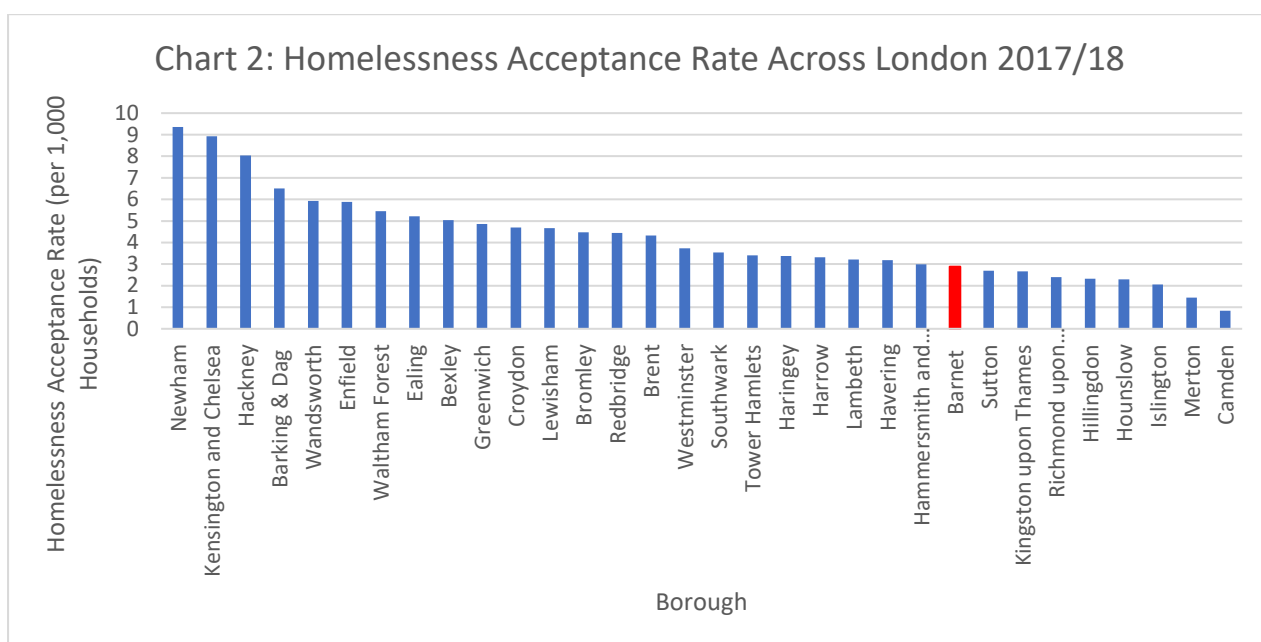
The depth and scope of this review has contributed to a robust and holistic understanding of the key challenges facing the borough. It has enabled us to sensibly predict future pressures and to determine what measures ought to be put in place. It has endorsed our current direction of travel. Our overall approach has been to educate, consult widely and gather evidence to inform a new strategy and delivery plan.

Levels of Homelessness: The number of people to whom the local housing authority has accepted the main homelessness (housing) duty varied during the past five years as shown in Chart 1, and has overall reduced by around a third from 674 in 2013/14 to 444 accepted cases in 2017/18. There was an increase in homelessness acceptances in 2016/17 due to a backlog of cases from 2015/16 that were resolved in the following calendar year. There was also a reduction in the number of homelessness applications and acceptances in 2017/18 due to an increased focus by the service on prevention activity.



The majority of homeless applications (58%) resulted in the council accepting the main homelessness (housing) duty compared to 51% for England.

Barnet has the largest population of all London boroughs. To understand the levels of homelessness in relation to the population density, the rate of homelessness acceptances per 1,000 households has been calculated. In Barnet, the rate is 2.88 persons per 1000 population. As shown in Chart 2, this is a lower rate than in two-thirds of London boroughs.



Homelessness acceptances in Barnet by household type: In 2017/18 over one third of households accepted as homeless in Barnet were lone parent families, with most being lone females. This has been the largest group in each of the past five years. Apart from female lone parents with dependent children and “other household groups”, the number of households that have been accepted in each category has remained stable over the past five years.

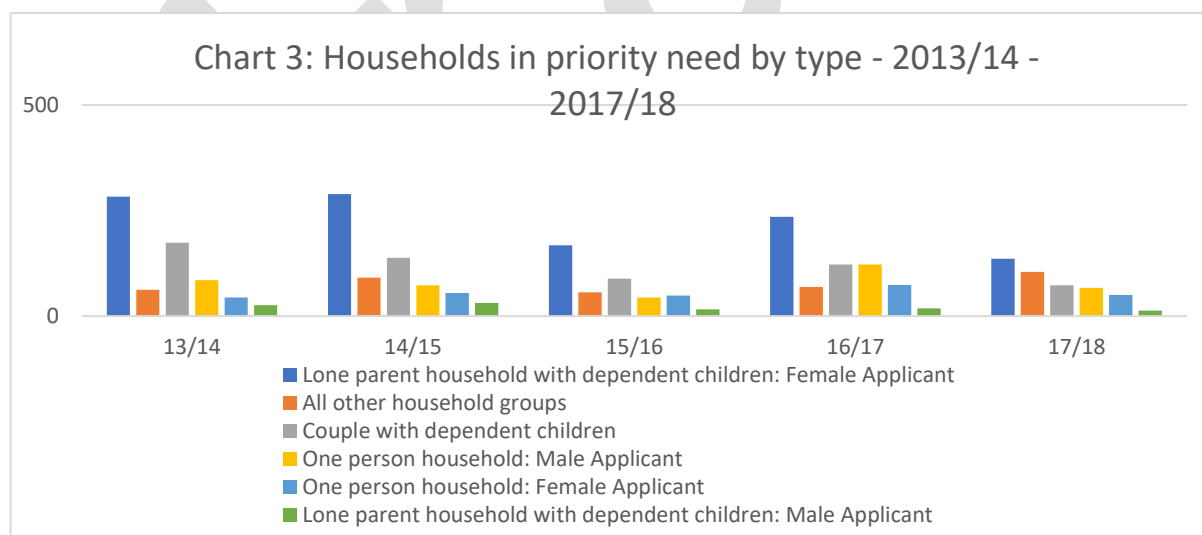
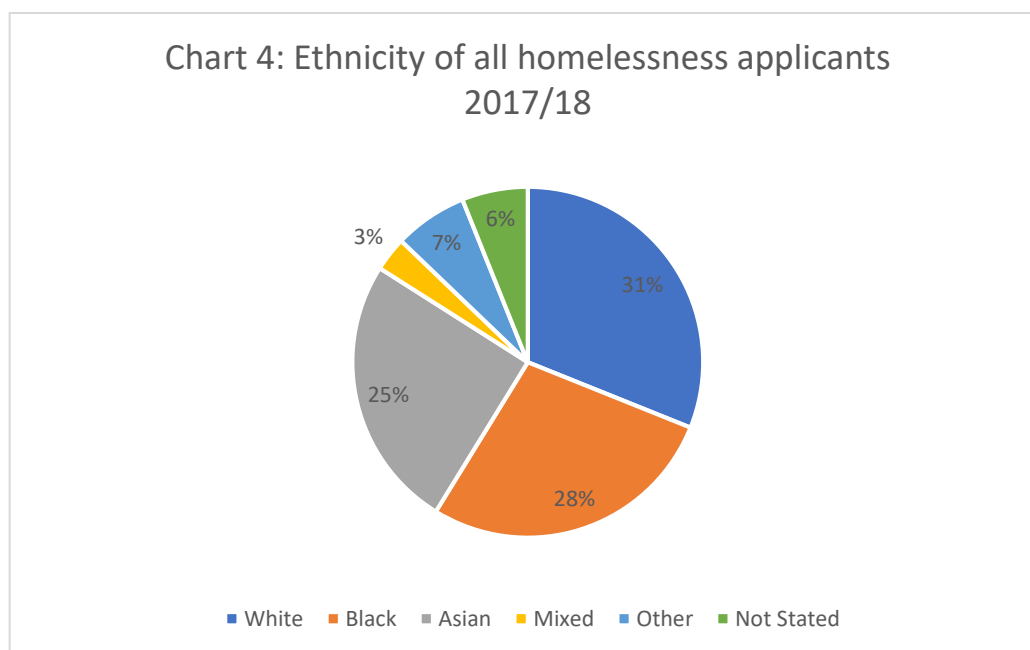


Chart 3 shows that there are more single males being accepted as homeless in Barnet than lone females in each of the past five years, with the exception on 2015/16. The reason for this is not captured in a way that allows meaningful analysis to be carried out. As part of the requirements of the Homelessness Reduction Act, capturing more detailed information is mandatory and going forward the council will use this to help better inform its understanding and inform our approach to tackling homelessness amongst this group.

Demographic breakdown of homelessness acceptances: In 2017/18, 69% of those accepted as homeless were between the ages of 16 and 44 years old, and 95% of all applicants were working age (16-59). Most applicants are under 45 and there are relatively few applications from older people. This over representation of the younger age groups is not unique to Barnet, with a similar national trend recorded.

Chart 4 shows the ethnic breakdown of those who are accepted as homeless.

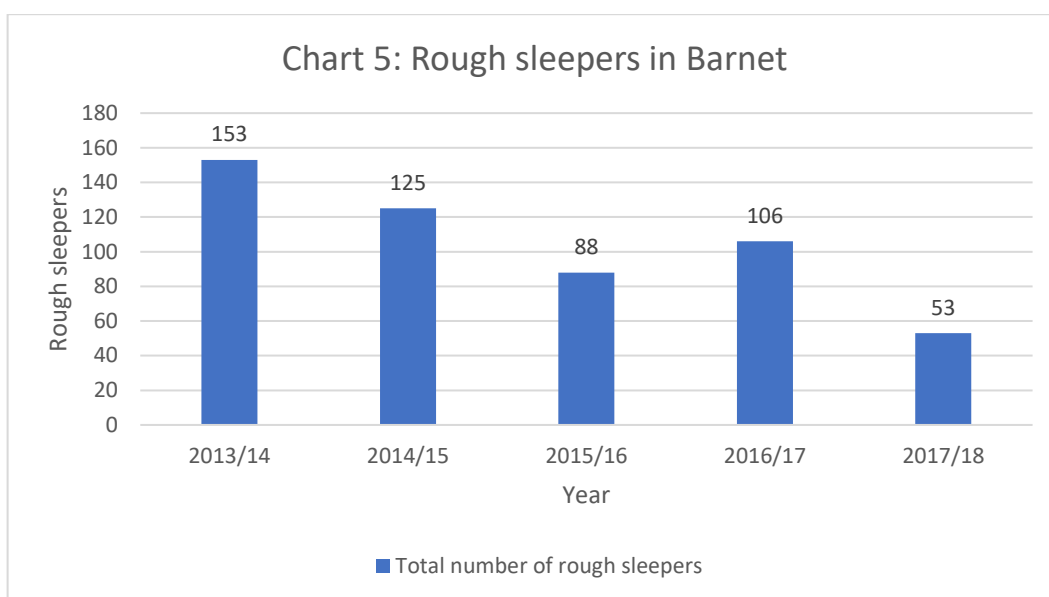


Comparing Chart 4 against the borough's ethnic profile, the ethnic groups of those that submit homelessness applications and are accepted as homeless is different from the overall make-up of the borough. Here, White ethnic groups are underrepresented with Black and Minority Ethnic (BAME) overrepresented. BAME groups make up 63% of those accepted as homeless but only account for 39% of the overall population of the borough.

This data shows that, in Barnet, some groups are more at risk of becoming homeless than others. The most at-risk groups are those that are single parents with dependent children, ethnic minorities and those who are under 45. This is a trend reflected at a national level.

Rough sleepers: In 2013/14, there were 153 rough sleepers in Barnet¹ as seen in Chart 5. As the borough has worked with neighbouring boroughs and the Government to reduce rough sleeping in Barnet, this has also reduced by over two thirds over the past five years, and at the last count 53 individuals were sleeping rough in the borough. The definition of rough sleeping provided by the MHCLG is widely recognised as being too narrow and does not capture the full extent of rough sleeping. The definition means that local authorities cannot include verified rough sleepers staying in night shelters on the night of the rough sleeper estimate or count, including rough sleepers sleeping in Barnet's Winter Night Shelter. Therefore, it is likely that the number of rough sleepers in Barnet is higher.

¹ This information about people seen rough sleeping is derived from the Combined Homelessness and Information Network (CHAIN), a multi-agency database recording information about rough sleepers and the wider street population in London - <https://data.london.gov.uk/dataset/chain-reports>



Reason for becoming homeless: The largest single reason for becoming homeless in 2017/18 was 'termination of a shorthold tenancy', as shown in Table 1. This accounted for just over a fifth of all homelessness applications. Over each of the past five years, this has been the largest single reason. The second biggest includes households no longer able to stay with friends or relatives. In 2017/18, nearly one third of stated reasons for homelessness were categorised in the 'Other' category. The number of households with this as the reason for homelessness has doubled since last year. The reason for this sudden increase remains unclear, however we do believe this can be partially explained for some vulnerable clients because of alcohol abuse, debts, drug misuse, mental health, loss of employment and/or loss of benefits. As part of the requirements of the Homelessness Reduction Act capturing this information is mandatory and going forward the council will collect this to help better inform its understanding.

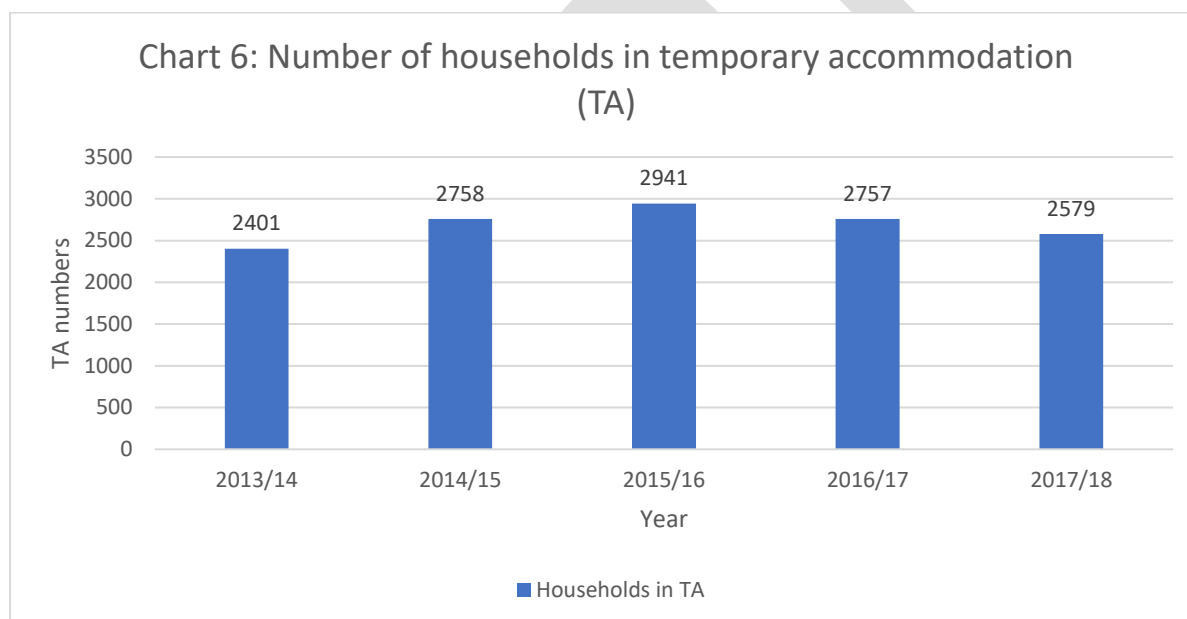
Reason for becoming homeless	13/14	14/15	15/16	16/17	17/18
Other reason (e.g. homeless in emergency, sleeping rough or in hostel, returned from abroad)	47	87	46	67	135
Loss of accommodation due to termination of assured shorthold tenancy	238	208	111	181	97
Other relatives or friends no longer willing or able to accommodate	79	81	46	81	43
Violence	44	49	29	52	40
Loss of accommodation due to reasons other than termination of assured shorthold tenancy	100	103	56	73	32
Parents no longer willing or able to accommodate	94	72	82	109	31
Rent arrears on private sector dwellings	36	22	22	19	24
Left other institution or LA care	5	16	11	30	22
Left hospital	15	5	7	14	7
Left prison/on remand	3	2	2	4	4
Non-violent breakdown of relationship with partner	7	3	2	0	3
Rent arrears on local authority or other public sector dwellings	0	8	1	3	3
Harassment	0	6	1	1	1

Rent arrears on registered Provider dwellings	0	3	0	6	1
Loss of accommodation due to requirement to leave accommodation provided by Home Office as asylum support	3	8	5	0	1
Mortgage arrears	2	4	0	0	0
Left HM-Forces	1	0	1	0	0
Total applicant households	674	677	422	640	444

Table 1: Reasons for Homelessness

As the loss of a private rented tenancy is the main cause of homelessness, our focus is on sustaining current housing where practical and preventing housing problems escalating to crisis point. This usually means sustaining existing tenancies in the private rented sector. Despite the difficulties with securing private rented accommodation, the sector has a crucial role in the prevention of homelessness. 48% of the successful preventions in 2017/18 involved securing alternative private rented accommodation.

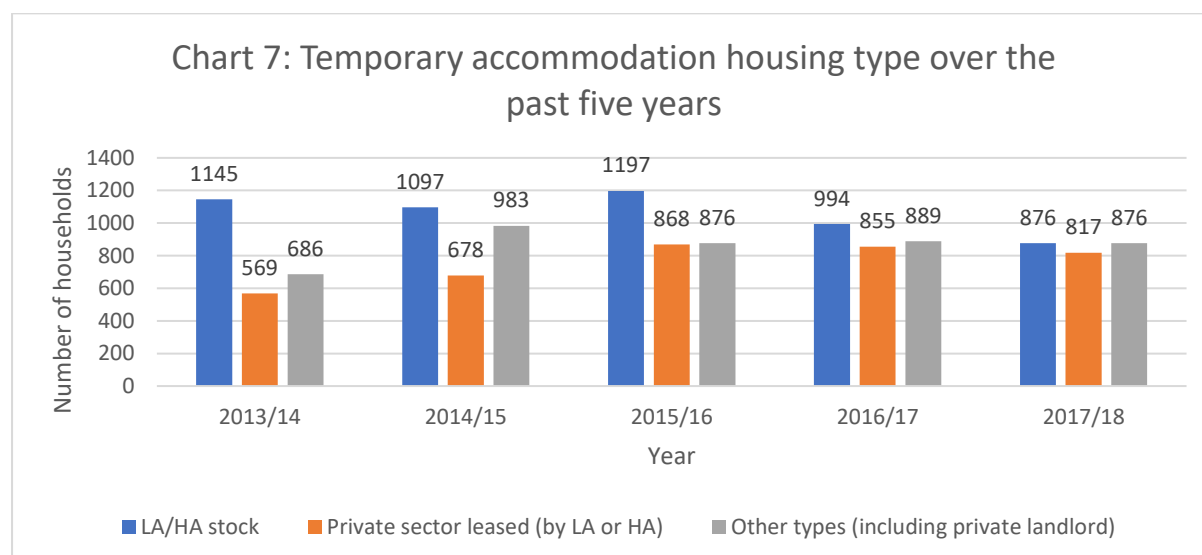
Activities to securing accommodation for people who are homeless: At the end of 2017/18, there were 2,579 households in temporary accommodation (TA). Chart 6 shows over the last five years the number of households in TA has increased from 2,401 in 2013/14 to 2,941 in 2015/16, and since reduced by over 10% to 2,579 households at the end of 2017/18.



The decline in households in TA, after the 2015/16 peak is in part due to the success of Barnet Homes let2barnet Team. The team secures long term temporary accommodation at Local Housing Allowance rates which is of a good quality. The team have been successful in procuring around 500 units or more of private rental accommodation every year since 2015/16 which has allowed the council to discharge its homelessness duty more effectively.

Chart 7 shows that between 2013/14 and 2017/18, the number of households living in TA on the councils' regeneration estates (classified as non-secure tenants) has reduced by 25% as the development of the regeneration schemes have progressed. In 2013/14 there was 1,145 households living in TA on council regeneration estates. This reduced to 876 at

the end of 2017/18. As schemes progress, there is less TA available, leading to a reduction in the supply of affordable TA in borough. This has led to the increase in the number of households being placed in private rented sector at a higher cost to the council. Consequently, the number of households housed in private sector and other TA has increased from 569 units in 2013/14 to 817 units in 2017/18, costing significantly more (£3m+ per annum) than what can be recouped by the council through the benefit system. The cost pressure generated is discussed in more detail in the resources section of the strategy.



Social Housing: Chart 8 shows in 2017/18 404 council properties became available to let, a decline of just over 200 from the previous year. All bedroom sizes saw a decline in the number of lettings in 2017/18, with a significant reduction in the availability of one-bedroom units. This was generally due to less turnover in the stock as tenants stayed longer in existing accommodation.

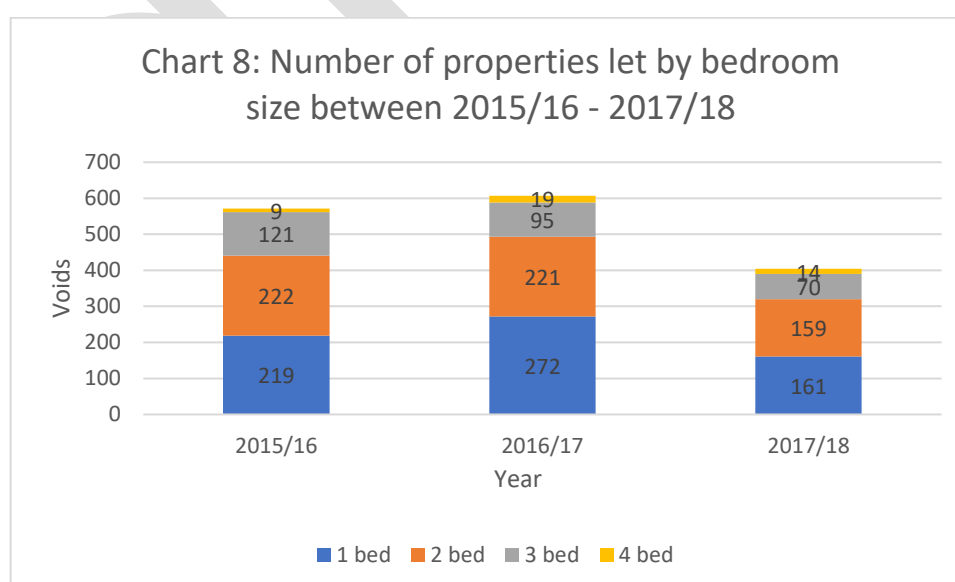
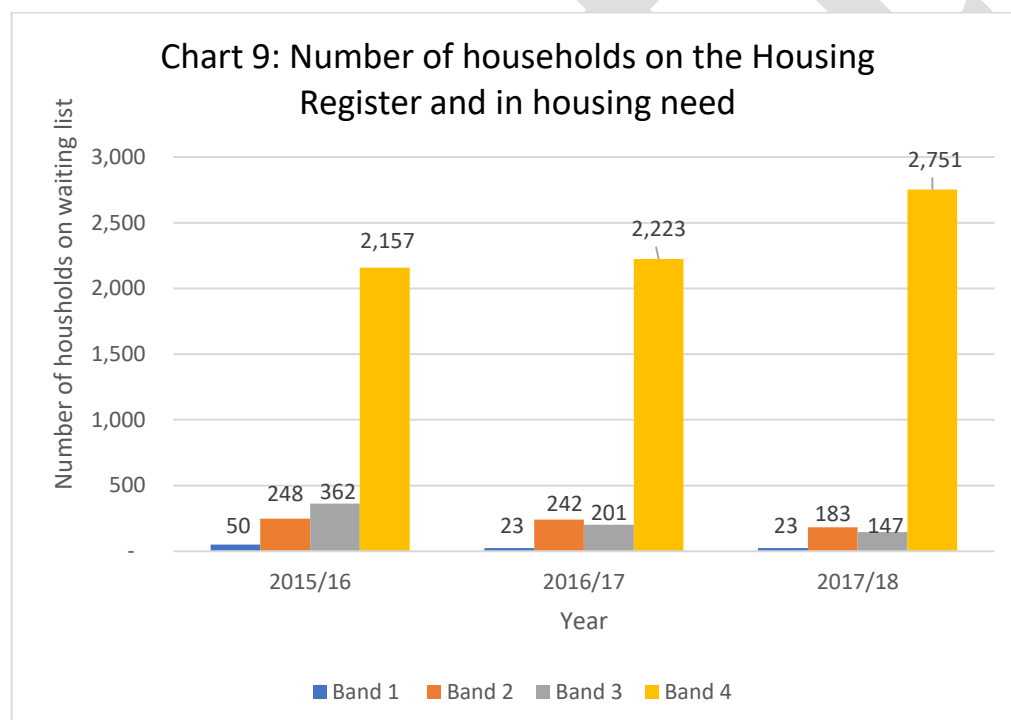


Chart 9 shows Barnet currently has over 3,100 households registered as being in some form of housing need (as at 1st April 2018). The chart below shows a comparison between

the number of households on the register across the different bands in each of the past three years. Due to a change in IT systems and data integrity issues, the data available only goes back three years and not the preferred five.

Band 1 deals with those with an urgent need to move and represents a relatively small number of households who are provided accommodation as quickly as possible. Households in Bands 2 and 3 have seen a decrease in the overall number of households waiting for social housing as they receive more priority and therefore have successfully been allocated housing.

The number of households allocated Band 4 status was stable in 2015/16 and 2016/17, but increased significantly in 2017/18. This is due to a large number of homeless households lacking a local connection of 5 years or being housed in suitable long term temporary accommodation (as set out in the council's Allocations Policy), a strong property market, a competitive private rental sector and an increase in cases presenting with housing related debt.



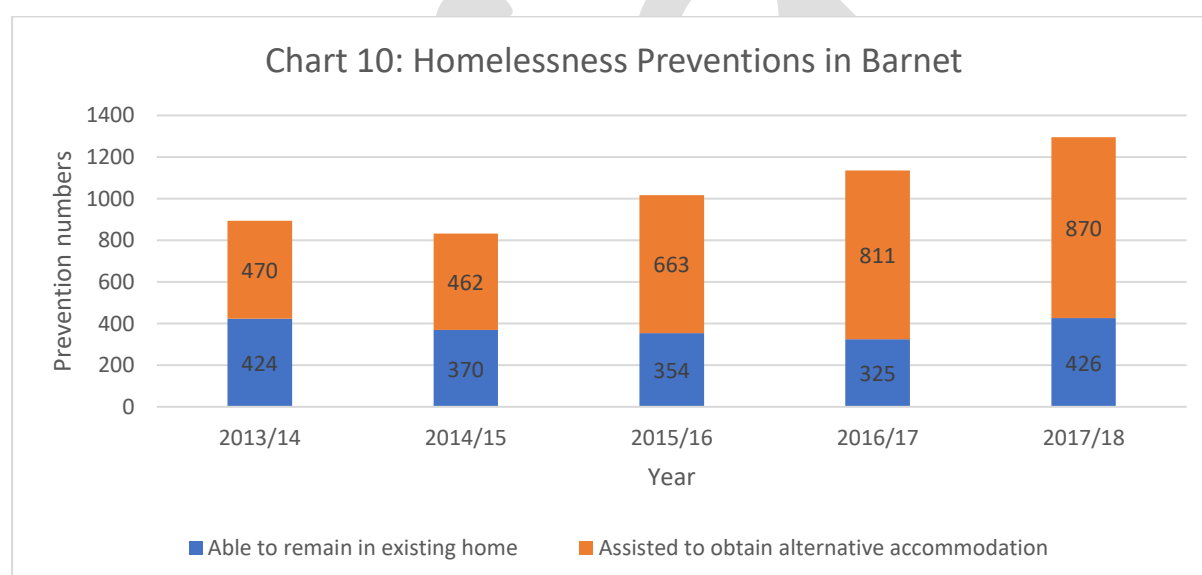
5. Tackling and Preventing Homelessness in Barnet

Objective 1 - Preventing Homelessness

The Homelessness Reduction Act aligns with Barnet council's efforts to prevent homelessness. The new prevention duty ensures that holistic homelessness assessments are completed earlier – providing greater opportunity for early intervention to resolve an applicant's housing need. Holistic assessments consider the needs of every household member including children and including those with disabilities, and recommendations from these assessments consider all household members.

In its broadest terms, a 'homelessness prevention' is where the council takes positive action to provide housing assistance to a household who has approached the council and considers themselves to be at risk of homelessness in the near future, and as a result the household is able to either remain in their existing accommodation or obtain alternative accommodation, providing a solution for at least the next six months. Objective 3 in this strategy looks at building household resilience to tackle the underlying causes of homelessness and thus minimise the risk of homelessness materialising.

Prevention performance: Chart 10 shows that in 2017/18, 1,296 households were prevented from becoming homeless. This included 426 households who were supported to remain in their existing home, and 870 households who were supported to obtain alternative accommodation. The council's continued focus on preventing homelessness has resulted in a steady increase in preventions since 2014/15.



As shown in Table 1, the main causes of homelessness in Barnet are the loss of a private rented tenancy, eviction from family or friends' accommodation, and violence or the threat of violence respectively. The section below presents effective approaches for preventing homelessness caused by these issues.

Loss of private rented tenancy: Barnet Homes' Tenancy Sustainment Team works with households to try to keep them in their current home, or to help them move to alternative accommodation if staying is not an option. The Team provides a high standard of housing

advice to households around complex landlord and tenant disputes, disrepair, mortgage and rent arrears and welfare benefits. The team negotiates with landlords, and where staying is not an option, helps households to find accommodation in the private rented sector or where appropriate to access other accommodation.

Mr J was an assured shorthold tenant, living in a block of flats, and he approached Barnet Homes for help when his landlord sought possession of his accommodation. The landlord intended to complete major renovation works at the block, and insisted that Mr J vacate his property to allow this to take place. On top of this, the landlord actively harassed Mr J - threatening to send in builders to carry out works without making provision for Mr J to move elsewhere. Barnet Homes' Tenancy Sustainment Team intervened; after ensuring an end to the harassment and working to prevent the eviction, the Team negotiated with the landlord to provide alternative accommodation for Mr J within the same block. At the same time, the Team put Mr J forward for sheltered accommodation - on the grounds of Mr J's disability.

As a result of these efforts, Mr J secured two genuine housing options; the landlord agreed to offer Mr J a short-term license within the same block, and an offer of sheltered accommodation became available. Mr J chose the latter, and has since moved into sheltered accommodation.

Eviction from family or friends' accommodation: In these cases, trained mediation officers engage with family and friends to seek resolution to the issues causing the eviction and refer to other support services to help build better relationships. There is often the misconception from applicants that they need to go into temporary accommodation before

A single woman with low level mental health problems had been living at the family home all her life. She provided written notice from her parents stating that things at home were becoming more and more tense and unstable, and that they were asking her to leave. The Housing Needs Team arranged a meeting with her and her parents at the family home to discuss her housing options. The property was a large five bedroom house occupied by the customer, her parents and two lodgers. Her parents described the situation and stated that they were getting to the point where they were unable to cope. While speaking to the family altogether there were many issues that the daughter stated had caused her frustrations which her parents were unaware of. The parents questioned why she hadn't told them about them before and she stated she felt uncomfortable talking about such things to her parents as she felt they might be ashamed of her. They told her that this would be the furthest thing on their minds and were happy that the issues were being discussed in the open. The daughter and parents however still felt that she should have her own place. The daughter was 31 years old and was in receipt of Personal Independence Payments, and was therefore exempt from the single room rate for Housing Benefit. The family were unaware of this and were very happy with this new information as their daughter could find her own place to live. After Barnet Homes provided support and information to find a property, the parents were happy to keep their daughter at home while she looked for her own place and were happy to assist with paying the deposit.

they can access social housing. Barnet Homes' Housing Needs Officers explain the realities of housing in Barnet and that many people face long periods in Temporary Accommodation and may never access social housing. These difficult conversations help families to understand the choices that are available to them.

Violence or the threat of violence: Good quality advice is key to preventing homelessness and helping households to make informed decisions on the choices available to them. The Domestic Abuse One Stop Shop is an excellent example of how quality advice at the right time can lead to better outcomes for victims of domestic abuse. Coordinated by Barnet Homes, the One Stop Shop brings together a range of specialists in one place to enable close partnership working and a range of choices around housing, refuge places, Sanctuary safety measures, legal advice and support. The council also participates in the 'Pan-London Housing Reciprocal Agreement', which is a housing pathway for people with a social housing tenancy in London who are at high risk of harm where they live and includes those suffering from domestic abuse, other types of violence against women and girls (such as sexual violence and exploitation), gang related crime, serious youth violence, hate crime and other serious reasons relating to community safety.

Care Leavers: It is important that Children in care are appropriately prepared and supported to live independently and do not find themselves unnecessarily homeless and living in temporary accommodation due to the lack of suitable accommodation available upon them reaching adulthood (18+). The council will increase the supply and range of housing options available for care leavers, in particular for those ready to move into independent living, by working closely with colleagues in Family Services to develop a 'Placement Programme' to better meet care leavers housing and other needs.

Promoting resilience: Despite their strong track record in preventing homelessness, Barnet Homes' Housing Options Team has over 2,500 households a year approaching them for housing advice and assistance. This number is projected to increase because of rising housing costs, the impact of welfare reform and population growth. To prevent homelessness, supporting households to become more resilient to economic changes will be key through helping households access better employment and more affordable housing options.

Despite the approaches above, there are instances where a household has made themselves homeless intentionally - for example by wilfully not paying their rent or by refusing a reasonable offer of accommodation from Barnet Homes that results in the housing duty being discharged. To avoid this duty from being discharged, it is important that work is completed earlier to ensure that households access the right advice and support from partners at an earlier stage.

There are also households that are not eligible for housing assistance under the Act due to their immigration status. Where this is the case, advice will be given on their housing options, and if there are vulnerable members in the household such as dependent children or adults with significant mental or physical health needs, referrals will be made to Family Services and Adult Social Care. Family Services will assess whether they owe any duties to the household under section 17 of the Children Act 2004 and Adult Social Care taking into account sections 22-23 of the Care Act 2014.

The council through Barnet Homes aims to prevent around 6,000 households from becoming homeless between 2019 and 2024 by:

- Establishing dedicated teams to provide targeted support to singles and families, preventing on average 1,200 households every year from becoming homeless.
- Providing specialist advice and support through the Barnet Homes Tenancy Sustainment Team to enable more households to remain within their accommodation. This will include a 'Personal Housing Plan' developed with 100% of applicants to address their individual needs.
- Being clear on the advice on the different accommodation options available which may include placements outside the borough and in some cases London where properties are more affordable.
- Commissioning a review of debt collection across the council to ensure agencies are working together to provide maximum support to customers and provide support for households on low income, debt, or impacted by benefit changes through the Barnet Homes Welfare Reform Task Force. This will include reviewing the Discretionary Housing Payments Policy to better support households at risk of becoming homelessness.
- Improve multi-agency working between housing and partners to ensure care leavers at risk of homelessness are identified early and appropriate action taken to improve their outcomes and success into adulthood by providing advice and support for example through ongoing money management and tenancy support.

Objective 2 - Reducing the number households living in Temporary Accommodation and securing sufficient accommodation for those that are at risk and those that are homeless

Temporary accommodation (TA) can include housing available in the short term on our own regeneration estates; short-term housing leased from private landlords; or hostels and hotels.

Temporary accommodation in Barnet is initially provided as interim emergency accommodation in properties whilst a homelessness application is assessed. After assessment, longer term suitable accommodation – including long term TA - is provided to households where a homeless duty has been accepted. However, due to the shortage of this accommodation, Barnet Homes also procures self-contained flats rented from private landlords on a nightly basis or for a fixed term, which is known as block-booked TA.

Despite an increase in the number of successful prevention cases, and reduction in homelessness acceptances over the past five years, the number of households in TA is reducing but remains high at 2,579 households at the end of 2017/18. There is a shortage of temporary accommodation generally and it is difficult for the council to find affordable, suitable temporary accommodation within Barnet. Most temporary accommodation is in the private sector, and some of it is located outside the borough. This is mainly due to a strong property market operating in London where demand has outstripped supply, a freeze on Local Housing Allowance rates and the rise in private rents which has not kept pace with wage inflation. This has meant that the Council has had to procure more expensive temporary accommodation for households approaching the Council as homeless. TA volumes are provided in Table 2 below.

Table 2: Households in TA (monthly)				
Period	Total TA	Long Term TA	Block booked TA	Nightly paid TA
End 2017/18	2579	1716	619	244

To support customers to move from TA into longer term accommodation, Barnet Homes set up a 'Temporary Accommodation Team'. Since April 2016, this team has reduced numbers in TA by 14 units per month on average. This year, to avoid new placements into

A single mother of one, Ms B approached Barnet Homes for assistance as she faced eviction from her private rented accommodation. To prevent her becoming homeless, Barnet Homes had to place Ms B into emergency temporary accommodation. However, this studio property was both expensive and small for Ms B and her child.

Barnet Homes' Accommodation Solutions Officer took on the case, to move Ms B on into more suitable long-term accommodation. At her interview, Ms B informed the Officer that she had family in another borough. The Officer located a suitable property in that borough that was both affordable and larger than the studio, and Ms B was happy to accept this option. Barnet Homes supported Ms B with the move by assisting with removals, paying for travel and ordering a bed and sofa for the new property.

TA, Barnet Homes have piloted an 'Accommodation Solutions Project' and secured additional placements into the private rented sector and council stock. The council continue to monitor average length of time in TA, and we are moving on households who have spent longest in TA into longer term housing.

The great difficulty of securing good quality temporary accommodation in London, particularly at prices within the Local Housing Allowance (LHA) cap, has created a significant financial burden for the council. Providing more housing that people can afford will be important in helping to reduce the number of households living in TA.

The council agreed a Temporary Accommodation Placements Policy in 2016. This will mean placing households out of borough and in some cases, out of London in more affordable locations, subject to criteria. We have to take these steps and will do so in a fair and sensitive way, mitigating the potential impact on homeless households as effectively as we can and working closely with household members to ensure this.

Ms M is a single mother with 2 children. She faced eviction from her private rented property because the landlord could no longer afford the mortgage payments. Ms M approached Barnet Homes for assistance. Because Ms M has limited income, she could not afford another private rented property within Barnet, or within many areas of London. Barnet Homes' Accommodation Solutions Officer took on the case, and sought to resolve Ms M's housing issue and to avoid the need for emergency temporary accommodation. The Accommodation Solutions Officer located a suitable, affordable property for Ms M in another town where Ms M has family. Ms M has accepted the property, and Barnet Homes is paying for the removals and supporting Ms M with the move. Due to the Officer's efforts, Ms M has not needed emergency temporary accommodation.

In order to reduce the use of temporary accommodation the council will need to increase the supply of all forms of private and affordable housing available across the borough.

With the loss of private rented accommodation still one of the largest drivers of homelessness in Barnet, it is important that the council supports responsible tenants and ensures that landlords provide a good quality offer. A fresh approach to the private rented sector will be adopted by the council as detailed in our Housing Strategy, with a focus of **Licensing, Enforcement, Advice, and Data**. Our **LEAD** agenda will include consideration of the case for selective licencing, which means that all landlords in some areas would be required to obtain a licence, additional resources for the private sector enforcement team and improvements to the information and advice available to tenants on their rights and obligations. By improving housing conditions, we hope to prevent the risk of homelessness materialising.

On-going pressure on the housing market means that it is important that the number of properties remaining empty in Barnet is kept to a minimum. This is also to the benefit of the property owners as their property would provide a rental income if it were made available for letting. Improving standards in the private rental market alongside bringing more empty properties back in to use would help increase the supply of housing available to households at risk of homelessness in Barnet.

Our overall aim is to reduce the number of households in Temporary Accommodation by a third from 2,579 in 2018/19 to 1,750 by 2024.

We aim to do this by:

- Expanding the remit of the Barnet Homes Temporary Accommodation Reduction Team to help move more households directly into suitable long-term accommodation, avoiding new placements into TA and consequently reducing the overall number of households in TA by 150 units each year.
- Work with Family services to develop alternative pathways for some care leavers to ensure they are placed in suitable accommodation, such as supported lodgings rather than temporary accommodation by supporting the development of their 'Placement Programme'.
- Making greater use of assured shorthold tenancies in the private sector to discharge homelessness duty by Barnet Homes procuring 600 properties in the rental market at LHA levels every year.
- Working with The Barnet Group and its subsidiary Opendoor Homes to build an additional 500 units of affordable housing by 2024 by making better use of council assets to build more affordable housing in Barnet.
- Using our own surplus land and buildings across the borough to provide more housing. Our current development pipeline includes building:
 - new mixed tenure homes, with the affordable homes funded by private sales
 - new homes for affordable rent on existing council land
 - extra care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care
 - private housing for rent, and
 - acquisition of housing for affordable rent and temporary accommodation
- Acquiring homes on the open market for use as an affordable form of temporary accommodation and some homes for affordable rent in London. The council has plans in place to acquire an additional 300 properties all of which will be in London. The council will continue to acquire properties as part of its strategy for providing homes that people can afford, as well as providing a cheaper alternative to paying private owners to provide temporary housing.
- The council will assist empty property owners in bringing their property back into use through a combination of advice, and financial assistance in the form of Empty Property Grants. All Empty Property Grants will be administered in line with the council's Private Sector Housing Financial Assistance Policy. The council will gain nomination rights through this funding for homeless households.

Objective 3 - Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again

Homelessness is caused by a complex interplay between a person's individual circumstances and adverse 'structural' factors outside their direct control. These may include unemployment, poverty, lack of affordable housing, domestic abuse and so on. These problems can build up over years until the final crisis moment when a person becomes homeless.

Tackling these problems is a complex business and normally requires supporting the individual or household in trouble to build their resilience in order to prevent them reaching a crisis point and being at risk of homelessness. Support includes helping them into employment, providing advice, counselling, training or provision of alternative accommodation where appropriate.

The council wants to improve the support available to these households who could be at risk of becoming homeless in the future. We strongly believe that all partners have a role to play in preventing homelessness and addressing the underlying issues that are the root cause of homelessness such as poverty, unemployment, poor physical and mental health, and family breakdown. In order to do this, the Council will invite key partners to sit on its **Homelessness Forum** (see Appendix 2). Through this Forum, partners will oversee the delivery of a joint action plan which will look at tackling the underlying causes of homelessness and rough sleeping in Barnet.

Through the Homelessness Forum the council and Barnet Homes will aim to:

- Using predictive analytics to identify people at greatest risk of becoming homeless and directing resources to improve resilience of identified households.
- Improve resilience against homelessness through strengthened partnership working arrangements.
- Work with key agencies to make it easier for them to refer people to the Housing Options Service by developing clear referral routes to and from partners.
- Meet public bodies on a quarterly basis to measure progress on the duty to refer.

The Homeless Reduction Act introduces a duty to refer households who are threatened with homelessness to housing options services. This duty is placed on defined public bodies who include, social care, Job Centre Plus, prisons, youth offending, probation and hospitals. Barnet Homes already has some good working relationships with these organisations and sits on a range of partnership boards and groups. To facilitate the duty to refer Barnet Homes has procured the software that enables referrals to be made via an on-line portal. A dedicated email address dutytorefer@barnet.gov.uk will give directions to the portal. The duty to refer will lead to closer worker relationships and will help early intervention work to prevent homelessness whilst also fostering better understanding of the issues facing partner organisations.

Vulnerable adults, victims of domestic abuse, younger adults and households impacted by benefit changes tend to be at higher risk of homelessness. Working holistically with agencies in these areas will help the council take a more strategic approach to tackling

homelessness in Barnet. Key to preventing the duty from being discharged in the first place is ensuring households access the right advice and support from partners at the right time, and the Forum will bring better understanding and focus of the need for early intervention and the realities of available housing supply.

Vulnerable Adults

The council funds a short-term support service that works with people who have housing related needs. The service helps to maintain accommodation by proving support that promotes independence and empowerment. The council also has a contract with Citizens Advice Barnet and Homeless Action in Barnet who provide both general advice and advice for people with support needs and disabilities. The most common enquiries relate to benefits, housing and debt.

Ms H had been living in supported accommodation for over four years due to a combination of physical and mental health vulnerabilities. After consistently making good progress and complying with the terms of her tenancy, she was nominated to move on to independent accommodation. Due to her mobility issues, Ms H requires a ground floor property with level access shower. As these properties are in short supply, Barnet Homes' Support Officer facilitated the necessary adaptations to an existing property; this included installing level access shower facilities and levelling out the front door step.

The Support Officer negotiated for a reduced notice period from the previous accommodation to prevent any rent arrears, and she supported Ms H to make a dual Housing Benefit claim and negotiated to have her council tax payment covered. Ms H's new accommodation is fully decorated and she has received furniture vouchers to outfit her home.

The council and Barnet Homes will aim to support Vulnerable Adults by:

- Working with Adult Social Care services to ensure the provision of floating support for households with health and housing related support needs is appropriately commissioned and is helping to keep them independent and sustain their tenancies.
- Increase the provision of supported and wheelchair accessible housing to meet demand, particularly for those with mobility needs.
- Enable residents to move through supported housing pathways in a planned way will prevent homelessness and avoid the use of temporary accommodation.
- Commissioning a new community outreach and mental health floating support service to better enable people to maintain and maximise their independence and wellbeing.

Substance Misuse and Mental Health

We know that substance misuse and poor mental health can be causes of homelessness and are often reported in people who are long term rough sleepers. There are a range of services commissioned by the local authority and Barnet CCG that offer a range of mental

health and substance misuse services. As we know, there isn't a single intervention that can tackle homelessness, therefore improved partnership working with these services and wider health services will help to:

- Identify the risk of homelessness among people who have poor health, and prevent this.
- Minimise the impact on health from homelessness among people who are already experiencing it.
- Enable improved health outcomes for people experiencing homelessness so that their poor health is not a barrier to moving on to a home of their own.

Domestic Abuse (DA)

Domestic abuse is one of the biggest reasons why victims (mostly women) become homeless. A range of services are offered to victims of domestic abuse by the council and Barnet Homes, which helps keep victims and their children safe. Service include the provision of four refuges in the borough, the Domestic Abuse One Stop Shop which is a weekly drop-in service for male and female victims and for those at risk of domestic abuse, and the Barnet Sanctuary Scheme which enables survivors to remain in their homes by providing extra security measures to make homes safe and secure. These schemes involve partnership working between Barnet Homes, Solace Women's Aid, Victim Support, Solicitors, Police, Fire Brigade amongst others to keep victims of domestic abuse safe. The Council also commissions the Solace Advocacy and Support Service to provide an Independent Domestic Abuse Advisory Service. The service provides independent advice, information and advocacy support to victims of domestic abuse.

Ms G was living with her daughter and ex-partner. She attended the Domestic Abuse One Stop Shop and was supported so she could flee her violent ex-partner. The following week she was offered accommodation.

A very emotional Ms G recently came in to the One Stop Shop to leave a letter of thanks for the members of staff who supported her. She informed her that her daughter is thrilled to have her own bedroom for the first time. Ms G has already found a neighbour in the block who is helping her settle in. Her daughter is due to start her new school in September.

Ms G writes, *"I don't have enough words to describe the outstanding service that One Stop Shop has provided me and my daughter during this hard process. Thanks to them I have felt safe and confident. Thank[s] to their support I'm being able to have a safe place to live and have all the support to go forward with my life."*

The council and Barnet Homes will support victims of domestic abuse by:

1. Adopting a "no wrong door" approach; meaning staff can identify issues relating to DA through improved screening, and take a more systematic approach to help meet the victim's needs.
2. Continue to deliver advice and support for survivors and those at risk of domestic abuse at the Domestic Abuse One Stop Shop, refuges, through the Barnet

Sanctuary Scheme and through the Multi Agency Risk Assessment Conferences (MARAC).

3. Continue to award the highest priority within its allocation scheme to victims of domestic abuse and where appropriate move them into alternative accommodation.

Youth Homelessness

All young adults leaving the care of the local authority are provided with detailed housing options advice and are supported into suitable accommodation. Family mediation for young people at risk of parental exclusion, including those aged 16/17 years old helps them and their families to resolve problems using trained housing needs officers. There is a joint protocol between housing and Family Services which sets out the approach which officers take to safeguard young people with the aim of returning them home when safe to do so. When homelessness cannot be prevented young people will be explained the options open to them and suitable accommodation placements are sort with the aim of avoiding the use of temporary accommodation.

Barnet Family Services fund Centrepont to run Barnet's Foyer. They provide 24 bed spaces of supported accommodation for 16-21 year olds who are homeless with low to medium support needs. Barnet Homes also refer clients into Barnet Foyer. Officers at the Foyer provide key worker support to young residents and advisors assist young residents with advice on employment and education; provide support plans which include financial management; support with access to health and other appointments and help with benefits and access to charitable bursaries. The service also includes counselling. Barnet Homes' close working with Barnet Foyer & Housing Needs Officers' successful mediation work has reduced placements into temporary accommodation for young people 16-24.

Homeless Action in Barnet also support young adults (aged 18-29) through their day centre which provides direct services to single people who are or at risk of homelessness and often refer young adults into the North London YMCA.

Vulnerable young adults (19+) that have higher needs or are highly vulnerable due to drugs/alcohol and gang's affiliations are supported through specifically commissioned services provided by the council, Community Safety, Family Services as well as the Adults and Public Health Teams. The teams work closely with Barnet Homes staff and external agencies to support individuals with their housing and other related needs.

Care Leavers

The Housing Options Team work closely with leaving care services to ensure that the transition of care leavers to independence is coordinated and provides the best possible start in their new home.

For those young people who go into care there is a risk that when they move into independent living that they are not able to cope and they struggle to sustain their tenancies. To support this transition, and to help limit the risk of homelessness in the future, Barnet Homes provides a training flat to Family Services so that care leavers have an assessment of how they can cope living independently. There are also partnership meetings between Barnet Homes and Onwards and Upwards, with dedicated officers working together to support the needs of care leavers in their homes.

Barnet Homes sit on the Corporate Parent Officers Group to ensure that processes are in place that support care leavers into suitable accommodation when their placements come to an end. A key objective is to ensure that appropriate accommodation options are worked through with care leavers well in advance of their 18th birthday, minimising the possibility of them being placed into temporary accommodation.

To further support care leavers, the council offers 'council tax relief' to care leavers up to age 25 for their first two years of independent living. Care leavers experiencing financial difficulties after the initial period will also be eligible for relief. Financial help is also available to care leavers living outside of Barnet. This is help care leavers to better sustain their tenancies and not become homeless due to financial difficulties when living in a more independent setting.

The number of children leaving care is expected to increase significantly by 2020, making it a priority for the council to ensure that appropriate housing options and support are in place to cater for this.

The council and Barnet Homes will continue to work closely with Family Services to ensure a continued focus remains on young adults at risk of homelessness by:

- Improving the provision of family mediation to provide a more tailored service for young people (18-24) who are at risk of becoming homeless and continue to operate protocols to ensure 16-17 year olds and care leavers facing homelessness receive appropriate support and avoid placements into temporary accommodation.
- The Council will ensure suitable housing options are identified in time for care leavers to avoid them going into temporary accommodation by increasing the supply and range of housing available for care leavers, in particular for those ready to move into independent living.
- There is a recognition that homelessness can have an impact on children/young people's mental and/or physical health. Ways to strengthen support for homeless families in temporary accommodation will be reviewed with the intention of providing support where necessary.
- The council through Barnet Homes and other partners will provide support to people in deprived areas with a focus on employment, income maximisation and housing sustainment. The teams are based in Burnt Oak and Cricklewood and comprise staff from Barnet Homes, Barnet Council Job Centre and Future Path. There are extensive partner networks also offering support through BOOST, including Shelter, MIND and Citizens Advice Bureau (CAB). The BOOST team will focus on supporting more young adults into education, employment and training programmes.

Welfare Reform

The Barnet Homes Welfare Reform Task Force was established in August 2013 to support residents who are affected by welfare reform. The team is made up of staff from Jobcentre Plus, the Housing Benefit service, the Barnet Homes housing needs service, welfare benefits advisers and the voluntary sector. The team have been effective at engaging with residents affected by the Benefit Cap and helping them move into work and more

affordable accommodation. The Task Force successfully engaged with 96 per cent of Barnet residents affected by the Benefit Cap (around 3,700) and helped a third into work.

Since 2013 the team have supported 36% of impacted households effectively so that they are no longer capped. The team have used Discretionary Housing Payments strategically, as an incentive to change behaviours. Together these teams have supported 1,171 into work between April 2015 and July 2018.

Universal Credit Live Service has been available for single claimants since 2015 and the full digital service has been available in Hendon and Barnet Job Centres since 16th May 2018. The council worked with Barnet Homes to support those moving onto Universal Credit by providing Personal Budgeting Support, Digital Support and to help manage the benefit cap. In July 2018 there were 2,558 people in Barnet claiming UC and it is estimated that there will be almost 30,000 claiming Universal Credit once roll out is complete. The council is aiming to support over 1600 people in 2018/19 to manage the transition to Universal Credit, find work and sustain their tenancy.

Table 3 shows the support that has been provided to residents by the team over the past three years.

Support offered	2015/16	2016/17	2017/18
Supported to move into affordable housing	60	70	116
Homelessness prevention	88	89	132
Supported into employment	115	165	182
Supported to manage Universal Credit	181	288	245
Awarded Discretionary Housing Payments	850	1,027	1,185
Supported to claim correct benefits	74	130	169

Table 3: Number of households supported in different ways by the Welfare Reform Task Force

The Barnet Homes Welfare Reform Task Force aims to prevent homelessness and support households impacted by welfare reform by:

- Developing information pathways with partner organisations to determine which households are impacted by the Benefit Cap and are receiving Universal Credit, and establish a baseline to enable setting of targets up to 2024.
- Provide advice and support around benefits, debt advice and employment - including from Welfare Reform Taskforce, BOOST, and the Discretionary Housing Payments Team.
- Engaging with individuals who are impacted by the Benefit Cap and are receiving Housing Benefit in order to improve outcomes for households at risk of homelessness.

Objective 4 - Supporting rough sleepers to address their housing and other needs

There has been a reduction in the number of visible people sleeping rough in Barnet, as recorded by St Mungo's, who collate this information on behalf of the Greater London Authority, over the last five years.

With more rough sleepers from Central and Eastern European countries, the Government has been focussed on working with agencies on supporting reconnections. It remains too early to determine the impact of the UK deciding to vote to leave the EU in terms of rough sleeping.

Rough sleepers may experience a range of multiple and complex needs which are often not addressed by single services. Greater partnership working will be required to understand how their needs could be met.

There are currently several support services that help single homeless people and those with complex needs. However, many rough sleepers may not be able to access those services due to eligibility.

Mr P is a single man with substance misuse and mental health issues who had been sleeping rough for more than 3 years. In the past, Mr P had refused to engage with support workers or with medical services, or to access support from the Homeless Action in Barnet Day Centre. Although he had previously lived in accommodation provided by Barnet Homes, Mr P did not want to re-approach Barnet Homes for additional support.

However, the support workers at Thames Reach built a positive working relationship with Mr P. They persuaded Mr P to re-approach Barnet Homes, and they accompanied him to his housing appointment. Thanks to their efforts, Mr P accepted an offer of in-borough accommodation in May 2018. Moreover, even though Thames Reach can close cases after a client has been housed, due to Mr P's high level of need, Thames Reach continue to provide Mr P with intensive support around substance misuse and accommodation issues. As a result, Mr P continues to make progress; he has started to engage with medical services, and he has entered volunteering.

The following support is currently available to rough sleepers:

- **Homeless Action in Barnet (HAB)** is a day centre that provides significant support alongside a range of services to around 700 clients annually which includes access to GPs, tenancy support, care of address, meals, washing facilities, access to drug and alcohol support. Rough sleepers must have a local connection to Barnet to access the support. Barnet Homes provides a grant of £30,000 per annum towards the running of the day centre and commissions a support worker for the Foundation Project (Friern Barnet Hostel). The Project houses 19 clients in 3 shared houses (owned by Barnet Council) who are mostly rough sleepers with the aim of helping them secure more settled accommodation by offering a key worker to help address their support needs.
- **Together in Barnet (TiB)** is a charity run night shelter for rough sleepers in Barnet. The night shelter runs from October to March each year. 15 venues, currently all churches, synagogues and mosques, with the help of lots of volunteers, provide

dinner, bed and breakfast for rough sleepers referred to them by HAB. A significant number of clients using the shelter have no recourse to public funds.

- The **Assessment Bed Protocol** is an agreement Barnet Homes has with certain agencies in the borough allowing them to refer customers who do not appear to be in priority need to be accommodated for 15 days. This allows for them to engage with relevant support services and facilitates a move-on to more settled accommodation. To be accommodated under this agreement, customers must be eligible for assistance and have a local connection to the borough.
- **Thames Reach** are a street homeless organisation that verify rough sleepers and provide support through night time outreach (Street Link) to move rough sleepers on to more settled accommodation (<https://www.streetlink.org.uk/>).
- Under the **Severe Weather Emergency Protocol** (SWEP), all rough sleepers including those who are ineligible for assistance can access accommodation when temperatures drop below zero degrees with the main referral point being made through HAB.
- **Outreach Barnet** is a support service currently being delivered by Notting Hill Genesis through HAB. They provide housing related support to enable people to maintain their tenancy or to find more suitable accommodation and also support people who are in danger of losing their home.
- The **North London Rough Sleeper Leads Group** is a joint initiative between Barnet, Westminster, Haringey, Islington and Enfield, to deliver partnership working to reducing rough sleeping. From this group, **St Paul's Staging Post** and **Hope Worldwide** initiatives were developed to increase the number of bed spaces for rough sleepers in the area. St Paul's Staging Post is a 7 bed Hostel in Islington that provides assessment beds for 28 days, and Hope Worldwide procures accommodation in the private rented sector and provides support to rough sleepers
- No Second Night Out was first adopted in London before being rolled out in London and has proven effective in reducing the number of times seen more than once on the streets.

Further funding for reducing rough sleeping in Barnet

The council with Barnet Homes support successfully placed a joint bid as part of the North London Housing Partnership, which sits above the North London Rough Sleeper Leads Group, to the Government's controlling migration fund. Barnet, along with Haringey and Enfield, are disproportionately affected by 'encampments' where groups of Central and Eastern European migrants create temporary structures to live in, while funding cash-in-hand work from outside big box retailers on the A406. Thames Reach has recently completed some research to better understand this group and found that:

- The majority of them are Romanian males aged between 18 and 50 years old, who come to work in the UK and send money home. They are often working in the 'grey economy' and do not pay taxes.
- Many of those in encampments have previously held legitimate employment and lived in accommodation which they lost when they lost their job.
- This group does not have significant support needs, and would be willing and able to take up legitimate work and end rough sleeping if appropriate help was available to help them find a job and a place to stay.

The proposal submitted is based on the findings from this research, which recommends that individuals living in encampments could be provided with an offer of support in order to assist them to legitimise their status in the UK by accessing regularised employment and low cost shared accommodation. The funding has been used to fund two new post holders to work across those North London boroughs:

- *An Employment and Outreach Link Worker* to a) identify and sign employers who need entry level posts with an emphasis on those who provide 'tied accommodation', and b) support clients to complete CVs and match them with employer vacancies. These roles are likely to be in recycling, warehouse work, agriculture, construction or food preparation.
- *An Accommodation and Outreach Link Worker* who will work within the private rented sector to identify suitable low-cost shared room accommodation and identification of hostel/ backpacker accommodation to move people sustainably off the streets.

This year, Barnet Homes has been awarded £190,556 by the government to reduce rough sleeping in the borough. The award will fund a dedicated Rough Sleeper Coordinator to bring together existing service provision and produce a targeted approach to help some of the most entrenched rough sleepers. In addition to this, funding was provided for three outreach and floating support workers to engage with rough sleepers and help them transition from the streets into temporary accommodation and then longer-term housing options. Alongside the funding, Barnet Homes will continue to work closely with Homeless Action in Barnet who the council recognise as a key partner to help support the reduction of rough sleeping in Barnet.

To support the transition, personal budgets will be provided to rough sleepers to help with deposits and more simple items such as haircuts, clothes and medical treatment. The Ministry has funded the costs of three temporary accommodation units to help move rough sleepers with limited welfare options off the streets and into a supported accommodation setting where future options such as getting into legitimate work or supporting them to return home can be addressed.

A provisional funding allocation of £270,396 for 2019/20 has been made by the government which will allow for a complex mental health support worker to be recruited to provide additional support. The recruitment process has started for these roles and it is hoped that successful candidates will be in post during 2019/20.

The council and Barnet Homes aim to reduce rough sleeping by 2024 by:

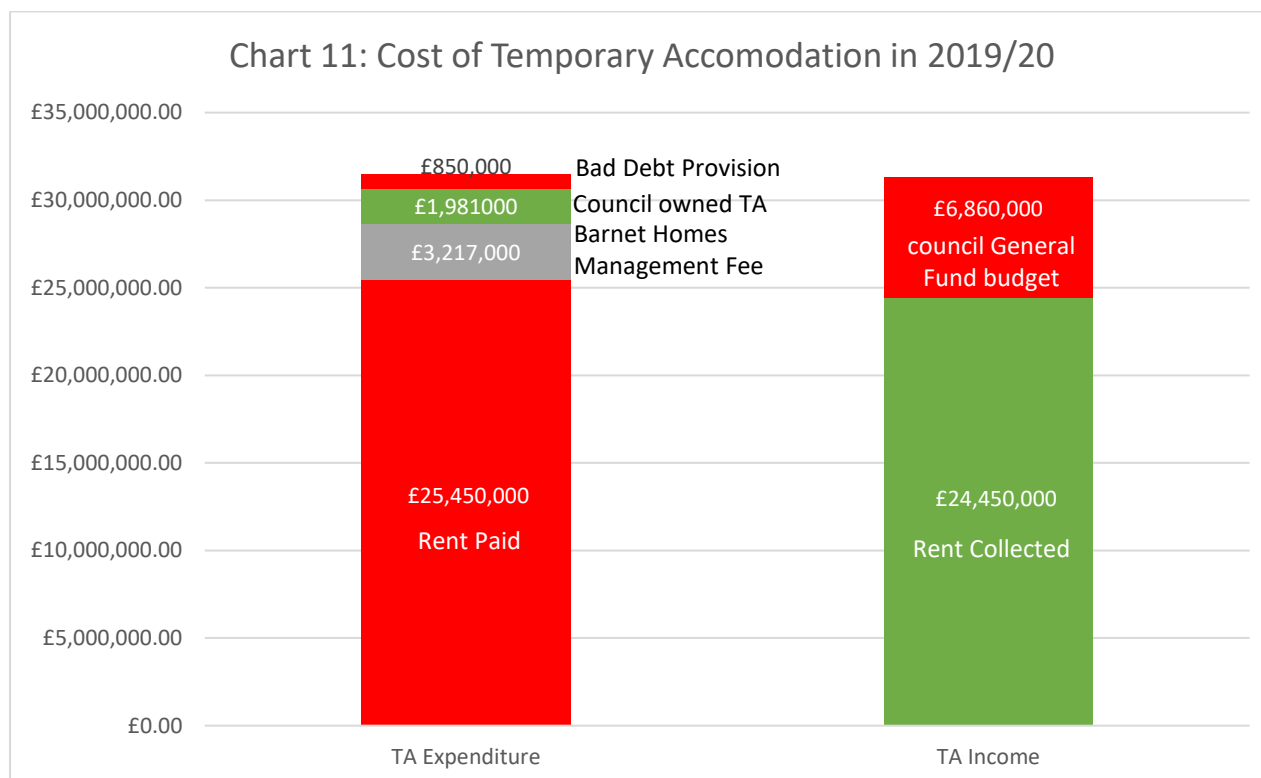
- Recruiting specialist staff to oversee all rough sleeping cases in Barnet and to work closely with partners to support individual rough sleepers.
- Increasing outreach and floating support for rough sleepers.
- Creating new housing pathways for hospital discharge and prison discharge to tackle repeat rough sleeping.
- Supporting rough sleepers who are ready for independent living to move into longer-term accommodation and to sustain their tenancy.
- Develop and monitor an Annual Rough Sleeping Plan to reduce rough sleeping across the borough.

- Ensure all rough sleepers have a full assessment of health needs, are supported to be registered with a GP and have access to primary care services in Barnet.
- Working with Community Safety to develop a communications plan for rough sleeping which will inform partners and concerned members of the public on how they can help. This will include clear procedures for reporting rough sleeping via Street Link which will be publicised on the councils and Barnet Homes websites.
- Working with partners such as HAB to provide advice and support to rough sleepers around health, benefits, education and employment.
- Setting up a task and targeting group with partners to focus on the most entrenched rough sleepers.
- Conducting four rough sleeping counts in 2018/19 to better understand the pattern and locations of rough sleepers. The responses will feed into the targets for the number of rough sleepers that are moved off the streets and into more settled accommodation.
- Work more closely with services such as the Parking and Green Spaces Teams to provide outreach support across rough sleeping hot spots in Barnet.
- Procure 9 temporary accommodation units specifically for entrenched rough sleepers with complex needs.
- Deliver 19 units of accommodation through the Foundation Project for rough sleepers with low to medium support needs.

6. Delivering the Strategy

Resources

The net General Fund financial resources available for funding of homelessness services provide for staffing, the provision of accommodation, incentives and commissioned services from 2019/20 are shown in Chart 11 below.



The base budget includes provision for the procurement of private sector properties to prevent homelessness, avoid placements into TA or to discharge the council's housing duty. The council acknowledges that some of the approaches and activity proposed in this strategy are subject to the ongoing availability of resources which will be agreed through the council's budget setting process on an annual basis and consequently inform the annual action plan that will be delivered.

Each year local authorities receive a separately identified sum that is not ring-fenced from the Ministry of Housing, Communities and Local Government (MHCLG) in respect of homeless prevention activities. The new Flexible Homelessness Support Grant (FHSG) came in from 1 April 2017 and is a replacement of funding that was given to source and manage temporary accommodation for homeless individuals and their families. The funding has been allocated according to a formula which reflects relative homeless pressures. The council was awarded £3.4m in 2017/18, £3.2m in 2018/19 and £4.2m in 2019/20. Although the majority of the grant is allocated to paying for the management of TA, the flexibility of the grant allows the council to spend some of the grant to fund additional mitigations to help prevent homelessness.

The FHSG in Barnet has been used to train officers in family mediation to support households approaching as a result of parental, family or friends eviction, setting up a TA

reduction project to work with households who have been in TA long term on accommodation solutions appropriate to meet the needs of that households and initiating a customer ready model building the capacity of specialist officers to deliver more prevention work alongside directly procuring more private rented accommodation.

Local authorities receive an annual grant settlement from the Department for Work and Pensions (DWP) with the aim of helping housing benefit recipients whose benefit award does not cover their full rent costs. In recent years, both the allocation and expenditure of Discretionary Housing Payments (DHP) has become more targeted around mitigating the impacts of the Government's welfare reform policies, although awards are not strictly limited for this purpose.

Barnet Council's DHP award for 2017/18 was £1.7m with 1,366 claims paid. The social sector size criteria affecting council and housing association tenants accounted for 75 claims paid, 490 related to the benefit cap and 278 to reform of LHA. There were 85 claims paid that related to two or more welfare reforms and 438 claims paid were not related to welfare reform. Barnet Council's DHP award for 2019/20 is £1.7m.

Equality and Health Impact Assessment

An equality and health impact (EIA) assessment has been carried out on this strategy. The overall impact of the Homelessness and Rough Sleeping Strategy on the protected groups from the Equality Act 2010, as well as the Barnet Fairness Agenda, is positive.

Conclusion

The Homelessness Reduction Act 2017 is one of the largest changes to housing and homeless legislation in recent times. By working more effectively with our partners we will provide a greater variety of housing options and pathways to households to prevent them becoming homeless. Delivering homes people can afford will be fundamental to managing demand and through the Housing, Homelessness and Regeneration Strategies we will work to increase the supply of affordable housing in Barnet.

The delivery of the strategy requires close working between the council, Social Care, Public Health, Homeless Action in Barnet, the community and voluntary sector, housing associations and Barnet Homes. Social landlords are under a duty to assist local authorities with their homelessness functions. They are expected to play an active role in the delivery of the strategy. Throughout the duration of this strategy, the local authority will seek to build stronger relationships between departments and agencies, by establishing a Homelessness Forum to foster a multi-agency commitment to deliver the strategy. The council will be especially keen to ensure involvement from housing associations and the voluntary sector, along with co-operation with a wide range of public authorities. The council will also confer with people who have lived experience of homelessness, to get their views about what works, any barriers to service and any suggestions for improvements.

Progress towards tackling homelessness and achieving the objectives of this strategy will be reported to the council's Housing Committee. Annual delivery plans will have clear

responsibilities for tackling homelessness, linked to senior officers, and progress will be discussed at the Housing Partnership Board.

This document presents high level actions and measures to be delivered over the lifetime of this strategy. A more detailed action plan will be developed and monitored by the Homelessness Forum on a regular basis.

draft

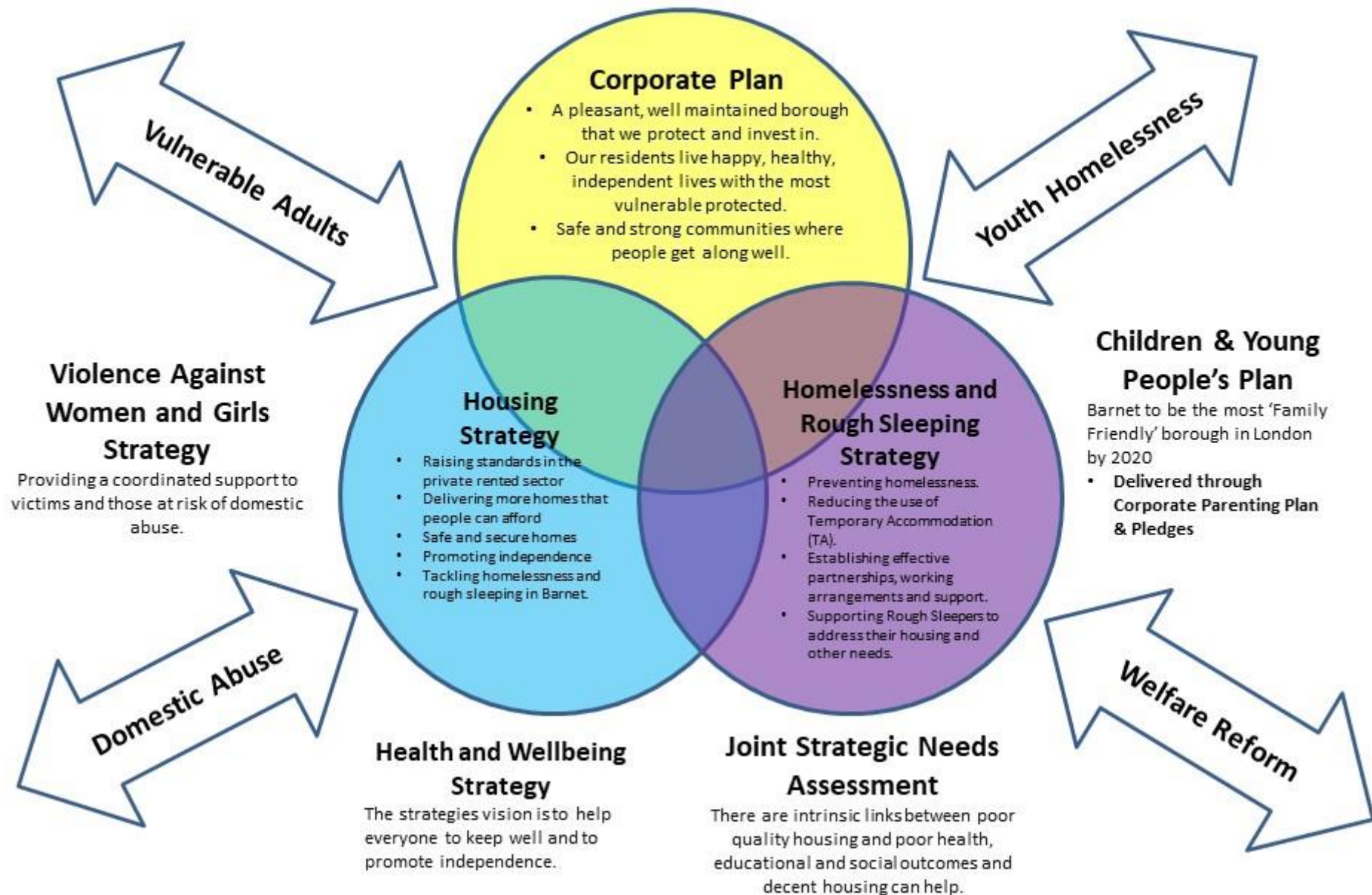
7. Action Plan

<p>Preventing Homelessness</p>	<ul style="list-style-type: none"> • Establishing dedicated teams to provide more targeted support to singles and families, preventing on average 1,200 households every year from becoming homeless. • Providing advice and support from a specialist Barnet Homes 'Tenancy Sustainment Team' to enable more households to remain within their accommodation. This will include a 'Personal Housing Plan' developed with 100% of eligible and homeless applicants to address their individual needs. • Being clear on the advice on the different accommodation options available which may include placements outside the borough and in some cases London where properties are more affordable. • Commissioning a review of debt collection across the council to ensure agencies are working together to provide maximum support to customers and provide support for households on low income, debt, or impacted by benefit changes through the Barnet Homes Welfare Reform Task Force. This will include reviewing the Discretionary Housing Payments Policy to better support households at risk of becoming homelessness. • Improve multi-agency working between housing and partners to ensure care leavers at risk of homelessness are identified early and appropriate action taken to improve their outcomes and success into adulthood by providing advice and support for example through ongoing money management and tenancy support.
<p>Reducing the use of temporary accommodation and securing accommodation for people who are homeless</p>	<ul style="list-style-type: none"> • Expanding the remit of the Barnet Homes Temporary Accommodation Team to help move more households directly into suitable long-term accommodation, avoiding new placements into TA and consequently reducing the overall number of households in TA by 150 units each year. • Work with Family services to develop alternative pathways for some care leavers to ensure they are placed in suitable accommodation such as supported lodgings rather than temporary accommodation by supporting the development of their 'Placement Programme'. • Making greater use of assured shorthold tenancies in the private sector to discharge homelessness duty by Barnet Homes procuring 600 properties in the rental market at LHA levels every year. • Working with The Barnet Group and its subsidiary Opendoor Homes to build an additional 500 units of affordable housing by 2024 by making better use of council assets to build more affordable housing in Barnet. <ul style="list-style-type: none"> ➢ Using our own surplus land and buildings across the borough to provide more housing. Our current development pipeline includes building: <ul style="list-style-type: none"> ➢ new mixed tenure homes, with the affordable homes funded by private sales ➢ new homes for affordable rent on existing council land ➢ extra care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care ➢ private housing for rent, and ➢ acquisition of housing for affordable rent and temporary accommodation • Acquiring homes on the open market for use as an affordable form of temporary accommodation and some homes for affordable rent in London. The council has plans in place to acquire an additional 300 properties all of which will be in London. The council will continue to acquire properties as part of its strategy for proving homes that people can afford, as well as providing a cheaper alternative to paying private owners to provide temporary housing. • The council will assist empty property owners in bringing their property back into use through a combination of advice, and financial assistance in the form of Empty Property Grants. All Empty Property Grants will be administered in line with the council's Private Sector Housing Financial Assistance Policy. The council will gain nomination rights through this funding for homeless households
	<ul style="list-style-type: none"> • Using predictive analytics to identify people at greatest risk of becoming homeless and directing resources to improve resilience of identified households.

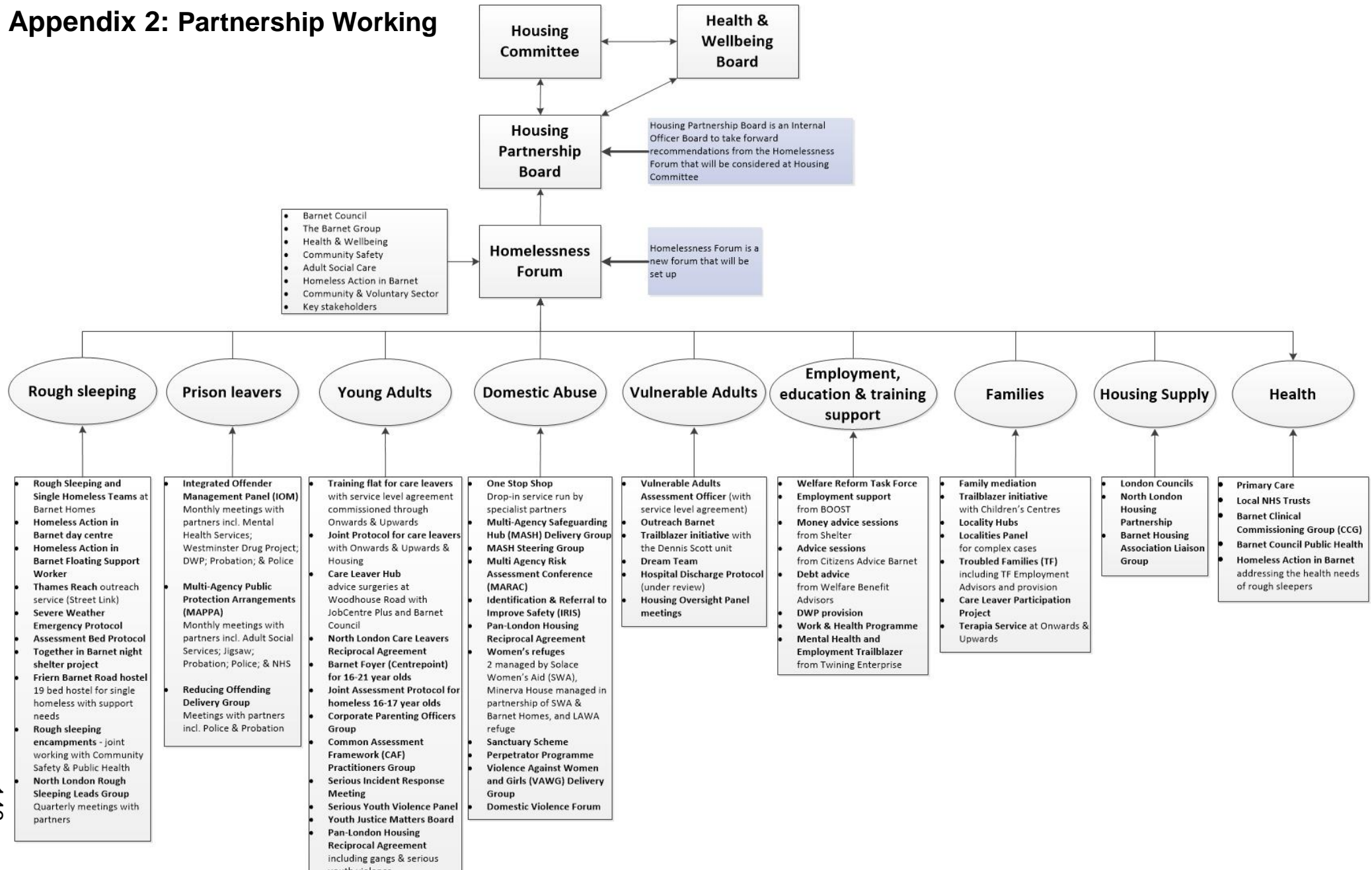
<p>Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve resilience and reduce the risk of them from becoming homeless again</p>	<ul style="list-style-type: none"> • Improve resilience of households against homelessness through strengthened partnership working arrangements. • Work with key agencies to make it easier for them to refer people to the Housing Options Service by developing clear referral routes to and from partners. • Meet public bodies on a quarterly basis to measure progress on the duty to refer. • Working with Adult Social Care services to ensure the provision of floating support for households with health and housing related support needs is appropriately commissioned and is helping to keep them independent and sustain their tenancies. • Increase the provision of supported and wheelchair accessible housing to meet demand, particularly for those with mobility needs. • Enable residents to move through supported housing pathways in a planned way will prevent homelessness and avoid the use of temporary accommodation. • Commissioning a revised community outreach and mental health floating support service to better enable people to maintain and maximise their independence and wellbeing. • Adopting a “no wrong door” approach; meaning staff are able to identify issues relating to DA through improved screening, and take a more systematic approach to help meet the victim’s needs. • Continue to deliver advice and support for survivors and those at risk of domestic abuse at the Domestic Abuse One Stop Shop, refuges, through the Barnet Sanctuary Scheme and through the Multi Agency Risk Assessment Conferences (MARAC). • Continue to award the highest priority within its allocation scheme to victims of domestic abuse and where appropriate move them into alternative accommodation. • Improving the provision of family mediation to provide a more tailored service for young people (18-24) who are at risk of becoming homeless and continue to operate protocols to ensure 16-17 year olds and care leavers facing homelessness receive appropriate support and avoid placements into temporary accommodation. • The Council will ensure suitable housing options are identified in time for care leavers to avoid them going into temporary accommodation by increasing the supply and range of housing available for care leavers, in particular, for those ready to move into independent living. • There is a recognition that homelessness can have an impact on children/young people’s mental and/or physical health. Ways to strengthen support for homeless families in temporary accommodation will be reviewed with the intention of providing support were necessary. • The council through Barnet Homes and other partners will provide support to people in deprived areas with a focus on employment, income maximisation and housing sustainment. The teams are based in Burnt Oak and Cricklewood and comprise staff from Barnet Homes, Barnet Council Job Centre and Future Path. There are extensive partner networks also offering support through BOOST, including Shelter, MIND and Citizens Advice Bureau (CAB). The BOOST team will focus on supporting more young adults into education, employment and training programmes. • Developing information pathways with partner organisations to determine which households are impacted by the Benefit Cap and are receiving Universal Credit, and establish a baseline to enable setting of targets up to 2024. • Provide advice and support around benefits, debt advice and employment - including from Welfare Reform Taskforce, BOOST, and the Discretionary Housing Payments Team. • Engaging with individuals who are impacted by the Benefit Cap and are receiving Housing Benefit in order to improve outcomes for households at risk of homelessness.
---	--

<p>Supporting rough sleepers to address their housing and other needs</p>	<ul style="list-style-type: none"> • Recruiting specialist staff to oversee all rough sleeping cases in Barnet and to work closely with partners to support individual rough sleepers. • Increasing outreach and floating support for rough sleepers. • Creating new pathways for hospital discharge and prison discharge to tackle repeat rough sleeping. • Supporting rough sleepers who are ready for independent living to move into longer-term accommodation and to sustain their tenancy. • Develop and monitor an Annual Rough Sleeping Plan to reduce rough sleeping across the borough. • Ensure all rough sleepers have a full assessment of health needs, are supported to be registered with a GP and have access to primary care services in Barnet. • Working with Community Safety to develop a communications plan for rough sleeping which will inform partners and concerned members of the public on how they can help. This will include clear procedures for reporting rough sleeping via Street Link which will be publicised on the councils and Barnet Homes websites. • Working with partners such as HAB to provide advice and support to rough sleepers around health, benefits, education and employment. • Set up a task and targeting group with partners to focus on the most entrenched rough sleepers. • Conducting four rough sleeping counts in 2018/19 to better understand the pattern and locations of rough sleepers. The responses will feed into the targets for the number of rough sleepers that are moved off the streets and into more settled accommodation. • Work more closely with services such as the Parking and Green Spaces Teams to provide outreach support across rough sleeping hot spots in Barnet. • Procure 9 temporary accommodation units specifically for entrenched rough sleepers with complex needs. • Deliver 19 units of accommodation through the Foundation Project for rough sleepers with low to medium support needs.
--	---

Appendix 1: Relationship to other Council strategies



Appendix 2: Partnership Working



Barnet Homelessness and Rough Sleeping Strategy 2019-2024

Consultation Report

March 2019

Contents

1. Aim of the consultation	3
2. Methodology	4
3. Demographics of respondents	5
4. Summary of key findings	6
5. Formal responses	12
6. Social media	13
7. Barnet House Customer Contact Centre	14
8. Conclusion	15

1. Aims of the consultation

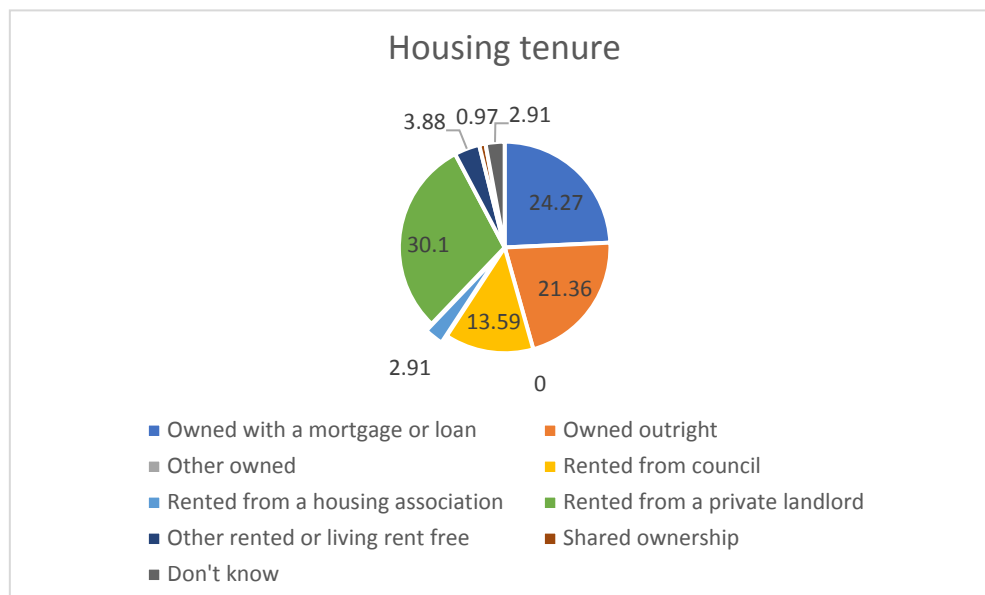
- 1.1 Under the Homelessness Act 2002, all local authorities have to carry out a review of homelessness every five years.
- 1.2 Barnet Council has put forward its first Homelessness and Rough Sleeping Strategy, which had previously been part of its Housing Strategy.
- 1.3 The main themes of the strategy are:
 1. Preventing homelessness
 2. Reducing the number of households in temporary accommodation and securing sufficient accommodation for those who are at risk or homeless
 3. Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them becoming homeless again
 4. Supporting rough sleepers to address their housing and other needs
- 1.4 As part of this process, a consultation period of three months was held to seek residents' feedback on the strategy document.

2. Methodology

- 2.1 The questionnaires asked respondents how much they agreed with different priorities of the strategy, involving both the overarching 5 themes as well as individual priorities within those themes.
- 2.2 There were also open-ended, free text boxes which allowed respondents to add in what they thought was missing from the strategy as a whole and the individual themes within it.
- 2.3 The Homelessness and Rough Sleeping Strategy was consulted on over a three-month period from 5th November 2018 to 11th February 2019.
- 2.4 166 responses were received on Engage Barnet in that time. Respondents were able to read the strategy online through Engage Barnet, while paper copies were available on request.
- 2.5 Service users of Barnet's homelessness service were consulted at Barnet House Customer Contact Centre. 44 responses were collected this way during the consultation period, with paper copies handed out and uploaded onto Engage Barnet, allowing for good representation of some of the key stakeholders that the strategy will impact.
- 2.6 Alongside the Housing Strategy, which was consulted on over the same period, the strategy consultation was advertised on social media – primarily Twitter and Facebook. It was also advertised on Barnet's website, as well as in Barnet Homes' resident magazine *atHome*, which goes to 15,000 homes.
- 2.7 The strategy was also presented to various internal boards, who gave formal responses to the strategy on behalf of the groups or interests they represent. Other formal responses were also received from key partners of the council.

3. Demographics of respondents

- 3.1 The majority of respondents were doing so as a Barnet resident (83.1%), while others responded as a Barnet business (1.3%), a voluntary or community organisation (4.4%) or a public-sector organisation (3.8%). 5.6% of respondents were non-residents or out of borough.



- 3.2 The council is also required by the Equality Act 2010 to have due regard to ensuring people are treated fairly and particularly in relation to those with protected characteristics- age, disability, ethnicity, gender, gender reassignment, marriage/civil partnership, pregnancy, maternity, religion/belief and sexual orientation.
- 3.3 Age was well balanced amongst respondents, with the largest group 35 to 44-year olds (26.2% of respondents). However younger people aged 18 to 24 were slightly underrepresented at 4.7% and 16 to 17-year olds even more so at 0.9%.
- 3.4 The gender of respondents was higher amongst females (56.1%) than males (35.5%).
- 3.5 Additionally, the majority of respondents were heterosexuals (75.0%) compared to 5.2% identifying as gay, 2.1% as bisexual and 1.0% as lesbian.
- 3.6 24.8% of respondents identified as having a disability.
- 3.7 The main ethnicity that responded was White British (46.7%), with strong representation from Black British (5.6%) and Black African (3.7%) groups as well.
- 3.8 Moreover, the main religious group of respondents was Christian (30.8%), while a lot of respondents selected no religion (36.5%) or Muslim (10.6%).

4. Summary of key findings

- The mean average support for the priorities of the strategy was 92%.
- The strategy identified these four themes as priorities for homelessness in rough sleeping in Barnet over the next five years, all of which received very strong support from respondents.
- Respondents were asked whether they strongly agreed, tended to agree, tended to disagree, strongly disagreed or didn't know for each priority.
- The most popular priority was preventing homelessness, which 93.8% either tended to agree or strongly agreed on.
- Establishing effective partnerships, working arrangements and support was also popular with 92.5% agreeing, while supporting rough sleepers to address their housing and other needs (91.8%) and reducing the number of households in temporary accommodation (90.4%) also received strong backing.

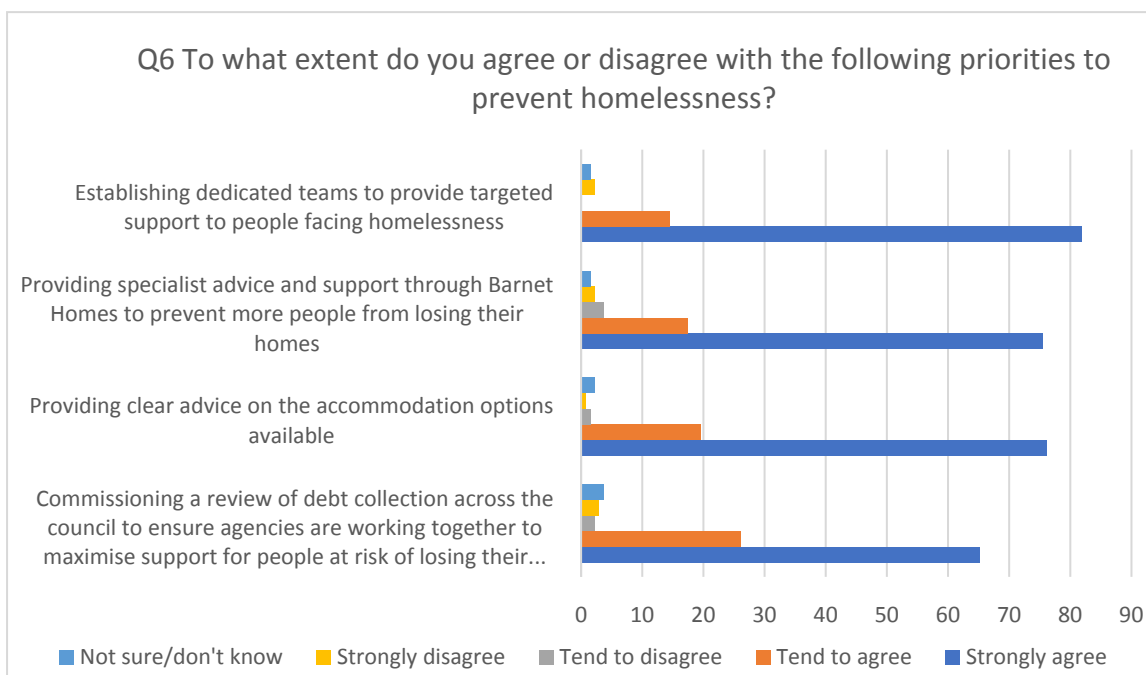
Free text responses

- At the end of every chapter and for the strategy as a whole, there were free text boxes which allowed respondents to input what they felt was missing from the strategy or any point they felt was particularly important to emphasise.
- 30 respondents chose to give a further response on the strategy as a whole, while 41 had a comment on the overarching themes.
- The word cloud below summarises these, which had the following phrases as the most common responses:
 - Affordable** – respondents stressed the need for affordable housing in the borough as a means of preventing homelessness.
 - Health needs** – a number of replies expressed concern over the health of rough sleepers, arguing that the council should do more to ensure that these are met.
 - Reduce numbers in temporary accommodation** – a recurring theme was a desire to reduce the numbers in temporary accommodation, which respondents felt worked in the short-term but longer-term housing was needed.
 - Debt support** – the impact of debt as a cause of homelessness was raised.
 - Empty space** – respondents were concerned about the number of empty properties in the borough while there were homeless people, suggesting the council take an active role in re-purposing these spaces to house the homeless.



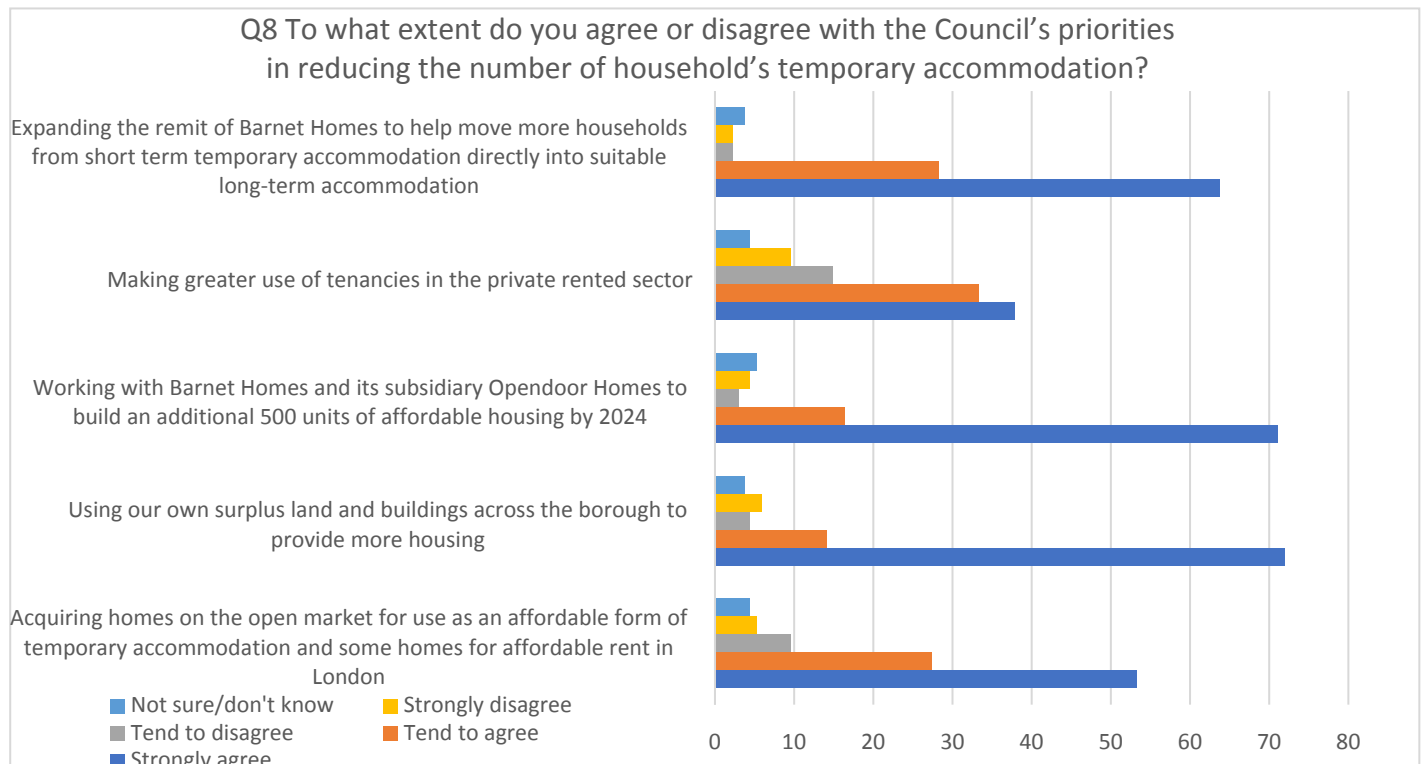
- Other responses emphasised the importance of the Homelessness Action in Barnet Centre, which provides practical support while people search for accommodation. There was also a reinforcement of the need for addressing health and other social needs, which makes up a chapter of the strategy.
- Some of the replies thought the council could do more in terms of outreach for rough sleepers, while there was also concern about out of borough placement when re-housing rough sleepers.

Preventing homelessness



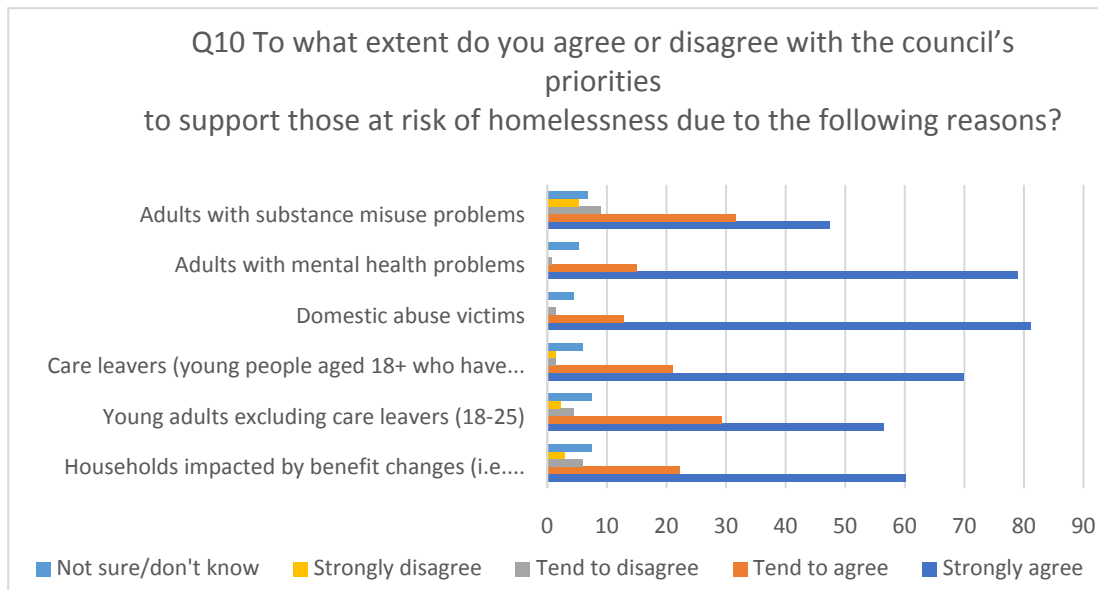
- The chapter on preventing homelessness received strong support on the overarching priorities section and this was similarly reflected in the more specific policies.
- All four of the priorities had at least 90% either tending to agree or strongly agreeing, with establishing dedicated teams to provide targeted support receiving 96.4% support.
- Free text comments showed concern about private sector tenancies as a cause of homeless and a desire to do more to prevent people becoming homeless from this route.

Reducing the number of households in temporary accommodation and securing sufficient accommodation for those who are at risk or homeless

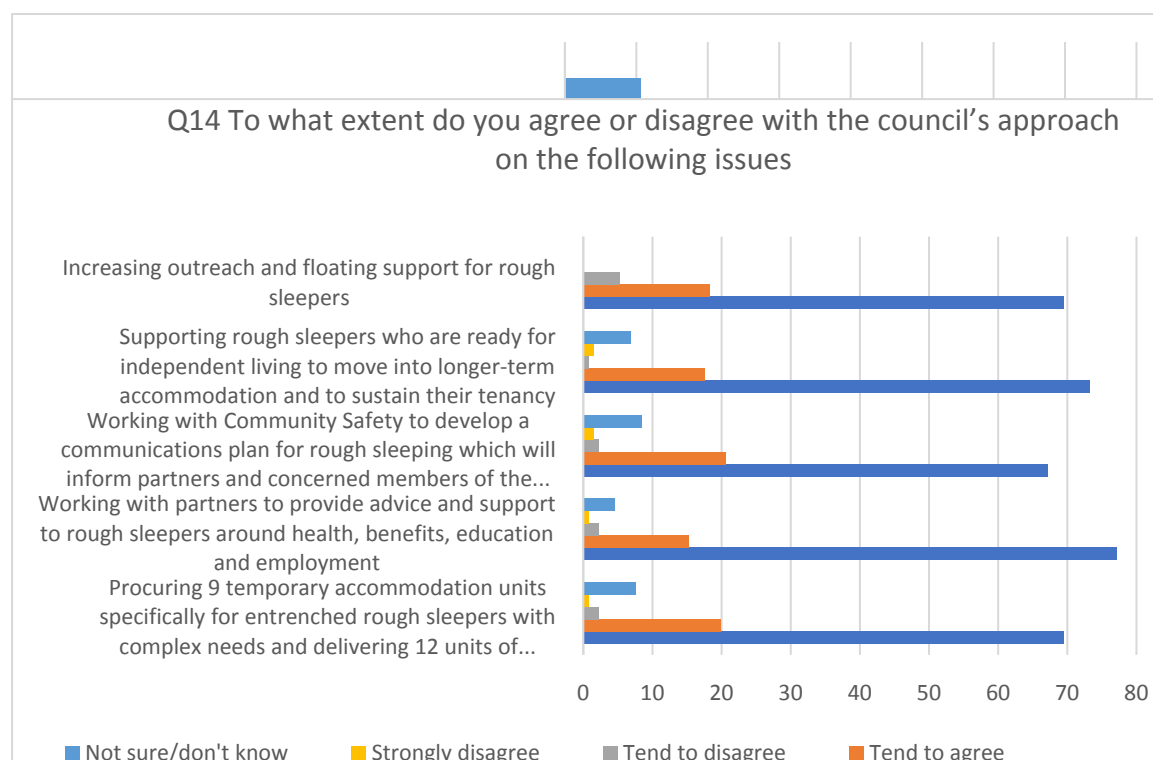


- Reducing the number of households in temporary accommodation was a well-received priority in the strategy and was also mentioned in the free text boxes, emphasising its importance to residents.
- The individual policies within this chapter were similarly popular for the most part, with expanding the remit of Barnet Homes to move more households into longer-term accommodation receiving 91.9% support.
- Making greater use of tenancies in the private rented sector had 71.1% tending to agree or strongly agreeing.

Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them becoming homeless again

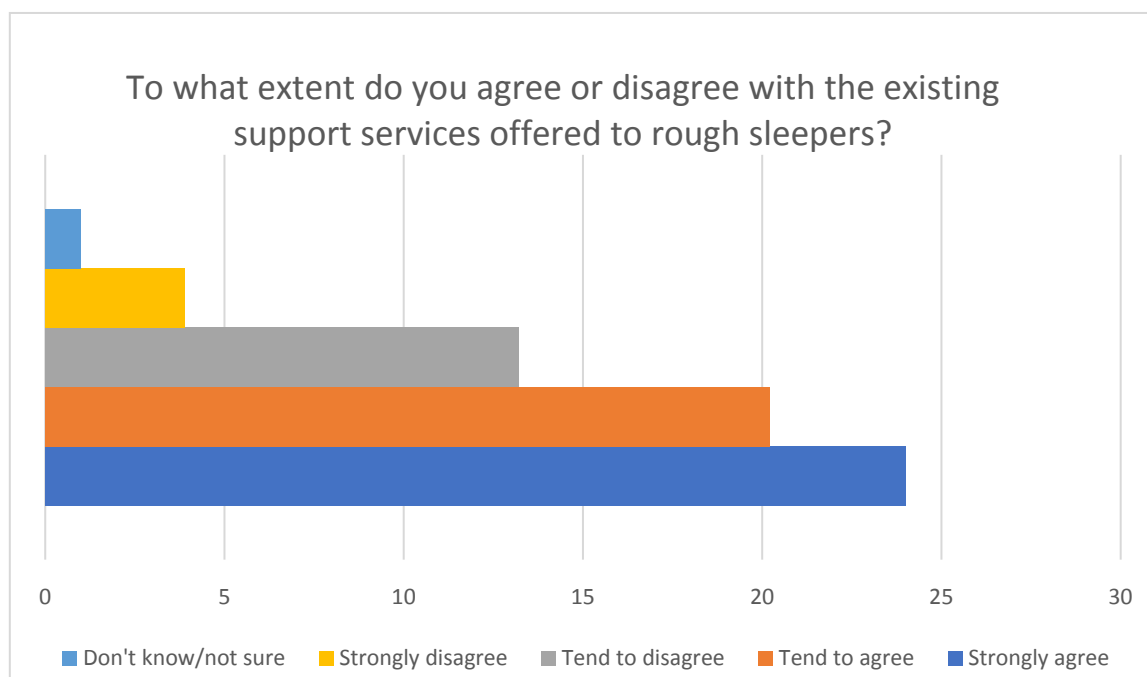


- The questions on this chapter demonstrated some possible areas for improvement for the council that will feed back into the strategy. When asked if they agreed or disagreed that the council works well with different partner organisations, only 50.8% either tended to agree or strongly agreed.
- While only 26.5% disagreed in either form, it demonstrates why this needs to be a priority of the strategy moving forward.
- There was, however, strong support for the council's priorities relating to the vulnerable groups listed in the table above.



Supporting rough sleepers to address their housing and other needs

- This chapter of the strategy also raised areas for improvement, as just 44.2% agreed with the existing support services offered to rough sleepers. Again, there was strong support for the individual priorities of the chapter, with all five priorities receiving at least 82% agreeing.
- There were also a number of free text responses (30) which had a range of suggestions, including extending support services to ensure that rough sleepers can receive support on any day or at any time.



5. Formal responses

- 5.1 Several formal responses were received as part of the consultation from a range of partners, both within and outside of the council. These were generally positive but did also give areas of guidance and possible additions to the strategy.
- 5.2 Homelessness Action in Barnet, a key partner in offering support and assistance to rough sleepers while looking for accommodation, were keen to emphasise their partnership with the council and the work they carry out in supporting homeless clients in the borough.
- 5.3 A number of internal boards were presented to and gave feedback, including the Health and Wellbeing Board/the council's Public Health team. They were keen for an additional priority emphasising health and wellbeing, stressing that all rough sleepers should have a full assessment of health needs and be registered with a GP. They were also enthusiastic about closer working in future to stress the importance of the link between homelessness and health.
- 5.4 Barnet Council's Family Services department wanted more mention of corporate parenting and reference to youth homelessness and inter-borough initiatives around it, for example on gangs.

- 5.5 The Barnet Council Safeguarding Adults Board and Children’s Partnership also had a number of recommendations, including strong local leadership in the Homelessness Forum and closer co-operation with social care departments when dealing with those with complex needs.

6. Social Media

- 6.1 The consultation was advertised online through social media, which formed a central part of the consultation approach. This allowed for wider engagement and with different demographic groups to those who might traditionally engage through Engage Barnet.

- 6.2  **Barnet Council**    The consultation was advertised through a series of tweets and Facebook posts, as exemplified below. The council has over 16,000 twitter followers.
- We want to know your thoughts on:
- Our draft Housing Strategy –
engage.barnet.gov.uk/draft_Housing_...
- AND
- Our draft Homelessness and Rough Sleeping Strategy –
engage.barnet.gov.uk/Housing_Homele...
- Please tell us what you think!
- Deadline: 4 Feb.
- [#barnet](#) [#edgware](#) [#millhill](#) [#hendon](#)
[#finchley](#) [#colindale](#)

- 6.3 There were also regular Facebook posts, with 'boosts' used as a form of targeted advertising to ensure more residents saw about the surveys and had an opportunity to respond. One example of this took place on the 30th January and reached 6,214 people, leading to 156 'post clicks'.
- 6.4 Comments from social media were also recorded, with 11 recorded comments about the Homelessness and Rough Sleeping Strategy.
- 6.5 Feedback included comments about the lack of social housing as a cause of homelessness, with a number of respondents keen to see more social housing in the borough.

7. Barnet House Customer Contact Centre

- 7.1 As part of the consultation, paper copies of the surveys were handed out at the Barnet House Customer Contact Centre, the place where residents go to make a homelessness claim or have a meeting about their housing options.
- 7.2 This allowed for more service users to give their feedback and these surveys were then uploaded onto Engage Barnet.
- 7.3 In total, there were 44 surveys filled out this way over the consultation period.
- 7.4 Many of these respondents used their own experiences to inform their views on the strategy, which gives a new perspective to the consultation period.

8. Conclusion

- 8.1 The consultation generally received very positive responses, with the main priorities well received by the respondents.
- 8.2 All four of the main priorities received at least 90% support, which represents an extremely positive reaction.
- 8.3 The specific policies of each theme were also well supported, which suggests the council is correct in its approach to addressing the identified issues.
- 8.4 There were areas for improvement for the council from the surveys, primarily around how well it works with partner organisations and the level of support it offers to rough sleepers is.
- 8.5 Both of these questions received lower rates of agreement, with quite a large share unsure.
- 8.6 The suggestions from the surveys, as well as the ideas from internal boards and formal responses, will feed back into the final strategy document.
- 8.7 We thank all those who took the time to respond to our surveys, both online and at the Barnet House Customer Contact Centre, as well as those who submitted formal responses.

This page is intentionally left blank

Appendix 3: Homelessness and Rough Sleeping Strategy

Summary Equality Impact Assessment

Equality Strand	Affected?	Affected how?	Actions to mitigate impact
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Younger residents are more at risk of homelessness than older residents.	Barnet Homes will improve the remit of the family mediation service to provide a more tailored service for younger people at risk of homelessness. A joint protocol is now in operation for 16-17 year olds at risk of homelessness between Housing Options and Family Services. Support for care leavers is provided through Family Services Onwards and Upwards team. The Council is also increasing the supply of affordable housing by using its own assets to develop more affordable housing across the borough.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	There is a shortage of housing in Barnet that is adapted for those with disabilities, especially for wheelchair accessibility.	The strategy has identified the need to procure more wheelchair accessible, affordable temporary accommodation to better meet housing needs. There are number of wheelchair accessible units available at the Council's Friern Barnet Hostel.
3. Gender re-assignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Stonewall found no adverse impact of gender on homelessness, and Barnet Homes does not collate data on this.	The council will aim to improve its data collection on this issue to capture more detailed information.
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	In 2017/18, Barnet had 6 applicants who were pregnant and each was provided with appropriate accommodation.	Under the Homelessness Act 2002, Pregnant Women or those with children are classed as a 'priority need' group and are supported with their Homelessness Applications where appropriate by the Housing Options Team.
5. Race/Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Higher proportion of BAME groups applying and being accepted as homeless (63%) than in the general population (39%).	BOOST (Burnt Oak Opportunity Support Team) helps people find work which enables households to access a wider range of housing options in Barnet.
6. Religion/Belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Barnet Homes does not collect data on the religion or belief of clients submitting a homelessness application.	The council will aim to improve its data collection on this issue to capture more detailed information.
7. Gender/Sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The largest single homelessness priority need groups is attributed to single female applicants with a dependent child.	A range of services are offered to single parent households on a low income by the Council which include welfare and benefits advice, support through locality hubs and referrals into key agencies.
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Barnet Homes does not collect data on sexual orientation in homelessness applications.	The council will aim to improve its data collection on this issue to capture more detailed information.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	In 2017/18, over one-third of households accepted as homeless in Barnet were lone parent families, most being lone females.	The Council has set up a dedicated team to provide targeted support for singles and families. There is also discretion offered in the council's Housing

			Allocation Scheme for community contribution for eligible single parent households.
10. Carers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		The council will aim to improve its data collection on this issue to capture more detailed information.
11. People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	During 2017/18, there were 30 households who submitted a homelessness application with mental health being a priority of need, all of whom were suitably accommodated.	A complex mental health support worker has been recruited to provide support.
12. Some families and lone parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Lone parents are at a greater risk of becoming homeless.	The Welfare Reform Task Force works with lone parents through strategic use of Discretionary Housing Payment and signposting to locality hubs and other organisations as well as helping individuals get into better paid employment opportunities.
13. People with a low income	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Those on low incomes are more likely to be at risk of homelessness.	To support this group, both BOOST and the Welfare Reform Task Force offer support with claiming benefits, securing better employment and offer training on budgeting and digital support.
14. Unemployed people	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		To support this group, both BOOST and the Welfare Reform Task Force offer support with claiming benefits, securing employment and offer training on budgeting and digital support.
15. Young people not in employment, education or training	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young people, especially NEETs, are at greater risk of becoming homeless.	BOOST is increasing the support offered to help young, unemployed individuals.

1. Please give full explanation for how the overall assessment and outcome was decided.

The overall impact of the strategy on protected groups under the Equality Act 2010, as well as Barnet's Fairness Agenda, is positive. The outcome of this assessment is based on the above table and the in-depth evidence base. The Homelessness Reduction Act places new duties around homelessness prevention on local authorities to provide advice and assistance at an earlier stage. Under legislation previously in place, those not deemed to be in "priority need" of assistance could only access advice and support. The Act has changed this, with anyone at risk of becoming homelessness within 56 days now provided with a housing plan and those homeless and eligible with accommodation. The Homelessness and Rough Sleeping Strategy sets out how Barnet will address changes in legislation and reduce homelessness whilst benefitting residents.

Housing Committee

AGENDA ITEM 10

1 April 2019



Title **Barnet Homes Delivery Plan 2019/20**

Report of Cllr Gabriel Rozenberg

Wards All

Status Public

Urgent No

Key Yes

Enclosures Appendix 1 – Barnet Homes Delivery Plan 2019/20

Officer Contact Details Paul Shipway, Strategic Lead Housing
Paul.shipway@barnet.gov.uk
 Elliott Sweetman, Group Director of Operations & Property, The Barnet Group
Elliott.Sweetman@barnethomes.org

Summary

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

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and secure homes
- Promoting independence

Barnet Homes are also a key partner for the Council in delivering against the following key themes in the Homelessness and Rough Sleeping Strategy:

- Preventing Homelessness
- Reducing the use of temporary accommodation and securing

- accommodation for people who are homeless
- Establishing effective partnerships, working arrangements and support to improve resilience for those who are, or used to be homeless, to prevent them from becoming homeless again
- Supporting rough sleepers to address their housing and other needs

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

The Barnet Homes 2019/20 delivery plan at appendix 1 provides information as to the outcomes achieved in 2018/19 against each of the Housing Committee's priorities as at quarter 3 2018/19, along with setting out the commitments, challenges, risks and key performance measures and targets for the 2019/20 year.

Officers Recommendations

- 1. That the committee note and approve the Barnet Homes 2018/19 Delivery Plan attached at appendix 1.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Housing Committee approved the Heads of Terms for the 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. The Housing Committee will also provide ongoing oversight of performance against commitments and outcomes.

2. REASONS FOR RECOMMENDATIONS

- 2.1 As evidenced in the delivery plan, Barnet Homes' performance in 2018/19 against Housing Committee priorities has been to a high level across a range of commitments and key indicators. In terms of core housing management services, this can be further evidenced by continued positive results in relation to comparative performance on both cost for delivering services and tenant satisfaction through industry benchmarking.
- 2.2 The delivery plan sets out a series of challenging commitments and targets for the 2019/20 year which will continue to support the Council to deliver against its corporate plan and Housing Committee outcomes and priorities.

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 Subject to Committee approval, Barnet Homes' performance against the delivery plan will be monitored by the Committee throughout 2019/20.
- 4.2 As outlined in section 1.2 above, an annual review of the delivery plan will be completed ahead of the 2020/21 financial year and a revised version again 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, tackling and preventing homelessness, delivering new affordable homes and supporting the Council to address the financial challenges it faces. 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 As outlined in the plan itself, Barnet Homes outcome commitments for 2019/20 have been developed for the specific purpose of supporting the Council to deliver its Corporate Plan and Housing Committee priorities.
- 5.1.3 Barnet Homes is also involved in complementary policy agendas. Community development work is an important part of the housing portfolio, for example; activities such as implementation of new homelessness legislation, Welfare Reforms, work to promote digital inclusion, and integral involvement in 'Love Burnt Oak' and BOOST initiatives contribute to better outcomes for residents, more sustainable tenancies and reduced rent arrears. They also have an overall positive impact on other service areas within the Council and the local community and economy.

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 incorporate both existing pressures and the Council's planned savings programme. These projections and detail of Barnet Homes initiatives to address the pressures over the period up to 2023/24 are also set out in appendix 1, section 6. A summary is shown in the table below:

PSR Savings and Impact

	2019/20	2020/21	2021/22	2022/23	2023/24	Total savings (All years)
	£000	£000	£000	£000	£000	
Savings proposals	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Pressures	560	755	500	0	0	1,815
Overall Savings	(688)	(114)	(1,140)	(1,660)	(1,237)	(4,839)

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- 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 broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil Partnership

5.6.3 Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.

5.6.4 A full equalities impact assessment has been completed for both the Housing Strategy and Housing Allocations Policy. These findings are 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.

5.6 Corporate Parenting

5.6.1 Promoting independence is a central theme of the Housing Strategy. Barnet Homes work closely with relevant Council departments in order to ensure that care leavers make a successful transition to independent living.

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.

6.0 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
Housing Committee 7 February 2018	Item 9 – Barnet Homes 2018/19 Delivery Plan	https://barnet.moderngov.co.uk/documents/s44846/Barnet%20Homes%202018-19%20Delivery%20Plan.pdf

Barnet Homes

2019-20 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 Delivery Plan.
Document author	Elliott Sweetman, Group Director of Operations & Property, The Barnet Group
Document holder	Geraldine Edwards, Commercial Performance and Development Manager, London Borough of Barnet

Version control	
Document production date	
Document update	Annually

Clearance process	
DU approver	Date:
Elliott Sweetman, Group Director of Operations & Property, The Barnet Group	20 March 2019
Commissioner approver	Date
Stephen McDonald, Director of Growth, London Borough of Barnet	20 March 2019

Contents

1. Introduction	3
2. Delivering the Barnet Corporate Plan	3
3. Outcomes 2019-2024	5
4. Commitments for 2019-20	8
5. Benchmarking	12
6. Finances	13
7. Dependencies	18
8. Customers and Relationship Management	22

9. Risks and challenges	29
10. Governance arrangements	30
11. Additional Governance	31
Appendix 1: Outcomes, KPIs and Pls	34
Appendix 2: Risks	40

1. Introduction

This Delivery Plan sets out the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It relates to the fourth year of the ten-year Management Agreement with Barnet Homes from April 1st 2019.

As a subsidiary of The Barnet Group (TBG) and having been in existence since 2004, Barnet Homes has developed a respected brand nationally and a strong track record for delivering quality and innovative services at low cost. Like all Council's, Barnet are facing a difficult financial climate with increasing demand on services, less money to spend, and uncertainty about future funding.

As outlined in this plan, Barnet Homes are committed to working with the Council to face those challenges head on and as such, 2019/20 represents another exciting year in the history of Barnet Homes in which it will:

- Ensure the safety and security of residents by continuing to deliver a £53m programme of fire safety improvements to the Council's housing stock
- Deliver the fifth year of the agreed efficiency plan, whilst maintaining top quartile benchmarking performance in terms of housing management costs and tenant satisfaction
- Continue work on developing 345 new affordable homes through registered provider subsidiary Opendoor Homes
- Start onsite with the development of its second extra care facility of 50 homes and commence a development programme of 87 new Council homes
- Commence a programme of acquiring up to 600 homes to increase the supply of affordable homes for homeless applicants
- Continue tackling and preventing homelessness whilst responding to the requirements of the Homelessness Reduction Act, and objectives of the new Homelessness and Rough Sleeping Strategy
- Deliver a comprehensive review to develop a new target operating model in order to ensure our customers are at the centre of all we do, whilst optimising efficiency of service to meet our financial challenges

2. Delivering the Barnet Corporate Plan

2.1. The Council's Corporate Plan known as Barnet 2024, has been recently refreshed to reflect the priorities of the administration. The three outcomes for the borough, as

set out in the Corporate Plan, focus on place, people and communities:

- 1) A pleasant, well maintained borough that we protect and invest in
- 2) Our residents live happy, healthy, independent lives with the most vulnerable protected
- 3) Safe and strong communities where people get along well

The key corporate priority for the housing committee relates to outcome 1 above and is:

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

2.2. Housing Committee context and priorities

Barnet Council has developed new Housing and Homelessness and Rough Sleeping Strategies for 2019 – 2024 to take account of major changes in the housing sector and wider demographic and economic changes including; rising housing costs, a shift in tenure from owner occupation to private renting, welfare reforms, the impact of the Grenfell Tower fire disaster and legislative changes such as the Homelessness Reduction Act.

As a result, the key strategic priorities for the Housing Committee in respect of the Housing Strategy are outlined below:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and secure homes
- Promoting independence

In relation to the Homelessness and Rough Sleeping Strategy, the key themes incorporated are outlined below:

- Preventing Homelessness
- Reducing the use of temporary accommodation and securing accommodation for people who are homeless
- Establishing effective partnerships, working arrangements and support to improve resilience for those who are, or used to be homeless, to prevent them from becoming homeless again
- Supporting rough sleepers to address their housing and other needs

3. Outcomes 2019-2024

3.1. The Housing Committee has set a number of key outcomes to be achieved by 2024

Corporate Priority	How the Council will deliver this by 2024
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> Increasing supply to ensure greater housing choice for residents Delivering new affordable housing, including new homes on council owned land Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved
Raising Standards in the Private Rented Sector	<ul style="list-style-type: none"> Introducing a selective licensing scheme for landlords where the evidence supports the need for it Improving the quality of advice and information available to private tenants Targeting enforcement and monitoring of properties that require a licence
Safe and secure homes	<ul style="list-style-type: none"> Providing additional investment in fire safety measures for council housing Working with private owners and housing associations to ensure buildings are safe Taking enforcement action to bring empty properties back into use
Developing housing fit for our future population	<ul style="list-style-type: none"> Delivering a pipeline of new extra care facilities that provide additional support to help people remain independent Ensuring 10% of new homes are wheelchair accessible Ensuring the Local Plan supports delivery of the right homes in the right places
Tackling and preventing homelessness and rough sleeping	<ul style="list-style-type: none"> Reducing the use of temporary accommodation Focusing on prevention of homelessness Maintaining effective multi-agency and voluntary sector partnerships, including strengthening links between housing and health Supporting rough sleepers to address their housing and other needs

3.2. The table below outlines Barnet Homes contribution to the above priorities achieved in 2018/19:

Corporate Priority	Outcomes achieved in 2018/19
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<p>Completion of 35 new homes for affordable rent through Opendoor Homes with a further 194 new homes currently on site.</p> <p>Top quartile industry results for the cost of delivering; housing management, repairs & maintenance and estate services.</p>
Raising Standards in the Private Rented Sector	<p>Compliance and quality inspections completed for 81% of all our current temporary accommodation (TA) properties.</p> <p>10 empty properties brought into use through the Council's Empty Homes Initiative.</p>
Safe and secure homes	<p>Following the tragic fire at Grenfell Tower, North Kensington, in June 2017 Barnet Homes and LBB have reviewed their approach to fire safety. Through the Housing Committee a commitment has been made to move towards a “best practice” approach to fire safety in high rise blocks.</p> <p>A comprehensive programme of fire safety works to be delivered over 6 years has been agreed with LBB. During 2018/19 Barnet Homes have:</p> <ul style="list-style-type: none"> • Completed the removal and replacement of cladding systems to 3 tower blocks and secured £5m funding from the government towards the cost of these works • Undertaken high priority works to towers on the Whitefields Estate • Undertaken high priority works to high rise blocks on the Grahame Park Estate • Surveyed all high-rise blocks (with 6 or more floors) and developed a comprehensive programme of other works • Developed an approach towards fire safety for medium and low rise properties • Completed all block fire risk assessments on time • Completed all high priority actions resulting from fire risk assessments on time
Developing	Completion of new 53 home extra care facility at Ansell Court

housing fit for our future population	<p>in Mill Hill and planning consent achieved for further 50 home extra care scheme at Stag House in Edgware.</p> <p>22 Care Leavers were housed into social housing with 6 more moves expected in quarter 4.</p> <p>A 1 bedroom “Training Flat” for Care Leavers has been provided by Barnet Homes, with 1-2-1 support provided by the Onwards & Upwards team.</p> <p>1 to 1 advice surgeries held by the Welfare Reform Taskforce and Barnet Homes at Onwards & Upwards’ offices in Woodhouse Road.</p>
Tackling and preventing homelessness and rough sleeping	<p>- Responded to the requirements of the Homelessness Reduction Act by:</p> <ul style="list-style-type: none"> • Implementing the new ‘Jigsaw’ case management database. • Completing the new H-CLIC quarterly data returns to the Ministry of Housing, Communities and Local Government. • Training staff in new IT systems and the new legal framework. Additional staff recruited to support the new burdens resulting from the Act. <p>- Reducing Temporary Accommodation - over 2 years, Barnet Homes have achieved:</p> <ul style="list-style-type: none"> • An 11% reduction in total households in temporary accommodation, from Jan 2017; 2833 to Jan 2019; 2532. • A 41% reduction in the average time spent by households in emergency temporary accommodation from Jan 2017; 63.3 weeks to Jan 2019 37.2 weeks. <p>- Preventing Homelessness:</p> <ul style="list-style-type: none"> • By the end of January 2019, 922 prevention outcomes were achieved against a target of 920. This strong performance should be seen in the challenging context of the roll-out of Universal Credit (UC) and new administrative pressures from the Homelessness Reduction Act. • Successful funding bid for £147,000 to sustain the

	<p>Minerva House women's refuge to the end of 2019/20.</p> <ul style="list-style-type: none"> - Assisting households to move into affordable private rented properties: <ul style="list-style-type: none"> • By end of January 2019, Barnet Homes have procured 569 private rented properties for homeless applicants, against a target of 520. - Acquired 90 properties on behalf of LBB for use as temporary accommodation. - Developed plans to transfer assets from the Council to Barnet Homes registered provider subsidiary to reduce the use of temporary accommodation and increase the supply of affordable private rented homes - Reducing rough sleeping: <ul style="list-style-type: none"> • Successfully bid for £190k of funding for 2018/19 through the Governments Rough Sleeper Initiative. • Funding used to set up a Rough Sleeper Team, consisting of a Coordinator and three Rough Sleeper Support Workers. • By January 2019, the Rough Sleeper Team had completed 3 rough sleeper counts/estimates; had moved 4 entrenched rough sleepers into temporary accommodation (TA) and were supporting more than 30 rough sleepers who are in TA to prevent a return to rough sleeping.
--	---

4. Commitments for 2019-20

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>Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents</i>			

Deliver TBG Opendoor Homes development programme	345 new affordable rent homes	<p>Planning consent achieved for Basing way open space.</p> <p>Full Opendoor Homes and microsite programme on site</p> <p>Completion of 72 new homes in total by March 2019</p> <p>Onsite with the remaining 279 homes by March 2019</p>	<p>TA cost avoidance for LBB</p> <p>On lending benefits to LBB</p> <p>Homelessness dividend to LBB</p>
Build new homes for rent, including on top of existing council housing blocks	87 new Council homes	<p>Start on site for Burnt Oak Broadway flats - 18 new homes</p> <p>Consultation completed on all schemes.</p> <p>Outline Business Case agreed for remaining 69 new home programme.</p>	<p>TA cost avoidance for LBB</p> <p>Positive use of GLA grant</p>
Acquire new Council owned homes in the Borough including larger units	100 newly acquired units	Develop plans to deliver a programme of acquisitions of 100 units within the borough. This will include acquisition of larger homes, buyback of ex-council stock and section 106 units.	<p>TA cost avoidance for LBB</p> <p>Delivering new assets into the Housing Revenue Account</p>
<i>Raising Standards in the Private Rented Sector</i>			
Deliver a Temporary Accommodation Property Compliance Programme	Improved standards of properties used for temporary accommodation.	Deliver a rolling programme of compliance inspections to temporary accommodation units.	Raised standards for TA units procured.
<i>Safe and secure homes</i>			

Deliver fire safety improvement programme to Council properties	Delivery of £53m fire safety improvement programme	Commence installation of sprinklers and interlinked alarm systems to 7 high-rise blocks Complete type 3 Fire Risk Assessments to all blocks of flats Replacement of Manse Masterdor Composite doors	Increased levels of safety and security for residents
Deliver fire risk assessment programme to Council properties	Delivery of Fire Risk Assessment programme	100% of scheduled fire risk assessments completed (council housing) on time 90% of priority 0 and 1 fire safety actions completed on time	High levels of safety and security for residents
<i>Developing housing fit for our future population</i>			
Develop additional Extra Care Housing schemes	Commence building work on new extra care scheme (Stag House) to help people remain independent	Vacant possession of Stag House achieved by LBB Property Services Tendering undertaken and contractor selected Start on site for 50 home scheme	LBB Adults & Communities savings achieved
Delivery of wheelchair accessible units	Ensuring 10% of all new homes developed across the borough are wheelchair accessible	6 wheelchair accessible homes via the development pipeline	LBB Adults & Communities savings achieved

Improve accommodation options for care leavers	Work with care leavers to ensure they are provided with appropriate accommodation and support.	<p>Increase the provision of shared supported housing for Care Leavers through use of existing Council stock.</p> <p>Continue to provide the "Training Flat" to enable Care Leavers to experience independent living prior to their transition into longer term housing.</p>	<p>LBB Adults & Communities savings achieved</p> <p>Reducing tenancy failure and costs associated with eviction and rent arrears.</p>
<i>Tackling and preventing homelessness and rough sleeping</i>			
Acquisitions of properties for use as temporary accommodation by Opendoor Homes supported by loan from Council	Acquire 500 additional properties	<p>Acquisition of 500 new affordable homes over the next 5 years to increase the supply of affordable homes for homeless applicants</p> <p>75 new affordable homes are expected to be acquired in 2019/20</p>	LBB savings achieved.
"Trickle" transfer Council homes to Opendoor Homes	Proposals for "trickle" transfer of 900 council homes to Opendoor Homes	<p>Business case prepared</p> <p>Policy & Resources Committee & Housing Committee approval achieved</p> <p>Implementation 01/04/2020</p>	LBB savings achieved.

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 (local authorities and ALMO's) across London on a wide range of cost and quality measures.

The results for the 2017/18 financial year were published in January 2019, once again evidencing good 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 st of 20	Top Quartile
Repairs & Maintenance & Void Property Refurbishment	1 st of 20	Top Quartile
Estate Services	1 st of 20	Top Quartile

The following table shows the biennial overall tenant satisfaction with Barnet Homes as a landlord score from November 2018 and the corresponding benchmarking result:

2018 Tenant Survey Result	Benchmarking Ranking	Benchmarking Quartile Result
77%	4 th of 16	Top Quartile

*due to frequency in which landlords in the peer group complete star compliant surveys this is an aggregated view combining the 3 year period from 2016/17 to 2018/19 and using the most recent survey result for each.

6. Finances

6.1. Barnet Homes Management Fee 2019/20

	Year 2018-19	Efficiency Savings	Year 2019-20
1 - FUNDED BY CAPITAL			
Capitalised Salaries	1,100,000		1,100,000
2 - FUNDED BY Housing Revenue Account (HRA)			
Barnet Homes Core Management Fee HRA	16,481,813	(860,000)	15,621,813
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
Grounds Maintenance SLA	202,000		237,000
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)
Inflationary increase	250,000	383,449	633,449
2 a Total BH excluding Housing Options	23,562,019	(476,551)	23,120,468
Housing Options Service Level Agreement (HRA)	151,711		151,711
Housing Options HRA Mgmt Fee	1,121,282		1,121,282
2 b Total Housing Options	1,272,993		1,272,993

Total Barnet Homes HRA Management Fee	24,835,012	(476,551)	24,393,461
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
3 Total Housing Options GF Mgmt. Fee	3,324,275		3,324,275
4. Total Barnet Homes Management Fee Capital HRA + GF	28,160,287	(476,551)	27,717,736

6.2. Housing Revenue Account Capital Programme

Capital Programme Description	Budget 2018/19	Draft Budget 2019/20
	£'000	£'000
Main Programme (as HRA Business Plan)		
Major Works (exl Granville Road)	5,496	3,334
Regeneration	1,366	990
Misc - Repairs	2,706	2,204
M&E/GAS	5,406	6,395
Voids and Lettings	3,677	4,005
HRA Fire Safety Programme	12,000	14,622
Sub-Total	30,651	31,550
New Builds:		
New Affordable Homes (First phase)	0	
Ansell Court (formerly Moreton Close)	6,069	205
Development Pipeline – Stag House	1,300	135
Stag House (Extra-Care)		500
Burnt Oak Broadway Flats	61	4,921
Extra Care Pipeline- Cheshir	360	34,655
Sub-Total		

	7,790	40,416
Grand-Total	38,441	71,966

6.3. General Fund Capital Programme

Capital Programme Description	Budget 2018/19	Draft Budget 2019/20
	£'000	£'000
Alexandra Road	1	0
Chilvins Court		60
Empty Properties (managed by RE)	1,843	2,000
Investment in Modular Homes (Pinkham Way)	182	1,294
Sub-Total	2,026	3,354
Acquisitions:		
Direct Acquisition (Out of Boroughs)	26,000	14,000
Sub-Total	26,000	14,000
New Builds:		
Micro Sites (Phase 1)	2,625	2,033
Micro Sites (Phase 2)		3,667
Tranche 3 Open Door	13,000	57,103
Mixed Tenure (Hermitage Lane)	346	277
Other Mixed Tenure Sites - Tranche 1	0	400
Sub-Total	15,971	63,480
Grand-Total	43,997	80,834

6.4. Temporary Accommodation/Housing Needs and Resources Budget

2018/19 Original budget		6,859
Inflation		67
2018/19 Base budget		6,926

2019/20 budget adjustments:		
Savings	(1,248)	
Pressure – TA	500	(748)
2019/20 Approved budget		6,178

Priority Spending Review (PSR) – agreed actions and impacts

In order to address the budget gap between 2019 and 2024 a range of savings and / or income generation proposals have been developed by Barnet Homes and approved by the Housing and Policy and Resources Committees:

- The lack of affordable housing in the borough has resulted in a financial pressure for the council associated with the cost of providing privately sourced temporary accommodation. It is proposed that significant savings will be delivered by increasing the supply of more affordable housing options through a programme of acquisitions and building of new affordable homes for rent.
- Properties already acquired by the council for use as temporary accommodation will be transferred to Opendoor Homes along with any associated borrowing. In addition, it is proposed that a new programme of 500 acquisitions will be progressed via Opendoor Homes supported by a loan of £163m from the council. Savings will be delivered as the cost of financing the portfolio will be managed by Opendoor Homes, who will also pay a premium of 1.24% on loans from the council. In addition, it is expected that Opendoor Homes will benefit from additional borrowing capacity to support the development of more affordable housing.
- 89 new homes will be built by Opendoor Homes on council land, which as well as offsetting the cost of temporary accommodation that would otherwise have to be used, will also provide an annual premium to the council. In addition, 87 new council homes will be built supported by a grant from the Greater London Authority and borrowing within the Housing Revenue Account. Together, these programmes will provide an additional 176 new affordable homes in Barnet alongside the 320 new affordable homes currently being built by Opendoor Homes.
- Plans are also being considered for transferring some council homes to Opendoor Homes as they become empty. Opendoor Homes will charge a rent set at 65% of market rents and will pay an annual premium of £2,000 to the council for each property, transferred. In addition, it is

expected that Opendoor Homes will benefit from additional borrowing capacity to support the development of more affordable housing. This proposal will be considered in more detail at the June 2019 Housing Committee.

- The proposals have the potential to deliver a net saving of £4.84m once forecast pressures that take account of the increasing costs of temporary accommodation are taken into account, whilst delivering an additional 676 affordable homes.

Table of PSR initiatives & impacts

£'000	2019/20	2020/21	2021/22	2022/23	2023/24	Total
H1 -500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan from Council	(161)	(568)	(821)	(834)	(681)	(3,065)
H2 - Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes	(1,025)	49	50	51	53	(822)
H3 - Additional 89 homes for affordable rent built by Opendoor Homes	0	0	(158)	(162)	(5)	(325)
H4 - Build 87 new council homes for rent on top of existing council housing blocks	0	0	(111)	(115)	(4)	(230)
H5 - Increase some temporary accommodation rents to Local Housing Allowance	(62)	0	0	0	0	(62)
H6 - Trickle transfer of 950 council homes to Opendoor Homes	0	(350)	(600)	(600)	(600)	(2,150)
Total Savings	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Pressures	560	755	500	0	0	1,815
Total Savings Net	(688)	(114)	(1,140)	(1,660)	(1,237)	(4,839)

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"> • Anti Social Behaviour, Multi Agency Risk Assessment Conference, Multi Agency Public Protection Arrangements 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
Customer Support Group	<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 	<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

	provision / Telephones – out of hours support (as our provision by Mears is linked via the LBB phone network) <ul style="list-style-type: none"> • Facilities support for Barnet House • Accommodation for The Barnet Group 	
Family Services	<ul style="list-style-type: none"> • Safeguarding 	<ul style="list-style-type: none"> • Suitable accommodation for children leaving care
HB Public 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) • Possession Claims Online (PCOL) administration • 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
R^e	<ul style="list-style-type: none"> • Environmental Health - partnership working to deal with environmental nuisance. 	<ul style="list-style-type: none"> • Support for empty homes initiative landlord accreditation and HMO registration

	<ul style="list-style-type: none"> • Planning • Building control • Regeneration team – progress of scheme, amendments to phasing plans etc (also linked to the LBB appointed development partners) • Development – Planning, Highways, Building Control, other professional services 	<ul style="list-style-type: none"> • Progressing Planning Permissions for development plans • Specialist regeneration related expertise relating to existing residents • Joint working to support development pipeline objectives
Street Scene	<ul style="list-style-type: none"> • Ground maintenance on housing land • Refuse collection and recycling on housing estates • Refuse consumables (bins) • Responsive tree works • Planned tree works including tree surveys • 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 • Street lighting on some housing estates 	
Finance	<ul style="list-style-type: none"> • HB Public 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) 	

	<ul style="list-style-type: none"> • Housing benefit • LBB payments system (suggest check with rents team as not sure if this actually sits with us of LBB) • Post room services (collection and sorting of incoming mail, collecting, franking and posting outgoing mail) • 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
--	--	---

8. Customers and Relationship Management

8.1. Market, contract and relationship management

The Council has in place a 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 (DU). 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	Mears Group plc.	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 £1m per annum	Start – July 2012 End – July 2022	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements
Major Electrical Installation Works	Lovell Partnerships trading as – Morgan Sindall	Delivery of cyclical electrical testing and replacement works to housing stock	Circa £1.3m per annum	Start - March 2012 End – March 2022	In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements
Key TA providers	London Rentals Ltd, Rent Connect Ltd	Provision of interim temporary accommodation	Both circa £1.1m per annum	On-going framework suppliers	In-house contract management
Other TA providers	Apex Housing, BTC, Elliot Leigh, London Online, Southgate Properties, Woodhouse	Provision of interim temporary accommodation	Each between £0.8-1m per annum	On-going framework suppliers	In-house contract management

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
	Estates				
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	TBC	None
Electric and Gas Supplies	Via Monarch (consultant) most with Opus	Supply of electric to communal areas mostly in blocks	£700,000 per annum. Supplier renewed	June 2017 for Opus, consultant needs review	None
ERM (Electrical Rising Mains)	Vallectric, Raytell and WG Wigginton and others	To complete ERM works won under individual tenders	Scheme by scheme basis	Each scheme tendered and managed by WSP (consultant)	In-house contract management team managing in-line with contractual terms (JCT)
Adaptations	Effectable Construction	To carry out works for	£700k to £1m per	1 st April 2016 for 3	In-house contract

Critical contracts to be managed by DU	Provider(s)	Scope / aim of contract	Cost	Start of contract (and end date if agreed)	Monitoring arrangements
	Services Ltd	adaptations such as level access showers, grab rails etc	annum	+1 years	management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements

8.2. Welfare Reform

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

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

- Under-occupation charge – a reduction in Housing Benefit up to a maximum of 25% for having a spare bedroom(s)
- Freezing of Local Housing Allowance rates – so recipients are unable to keep pace with private sector rent rises
- Benefit Cap – no household in London can receive more than £442 per week or £23,000 a year from benefits
- Universal Credit – six working age benefits including Housing Benefit rolled into one monthly payment paid directly to the claimant

Around 500 council tenants had been affected by the under-occupation charge.

Whilst there have been few tenants impacted by the Benefit Cap because social rents are lower, there has been an impact on households placed in temporary accommodation where rents are higher.

The multi-agency Welfare Reform Task Force works to prevent homelessness for residents in private rental sector who are affected by the Benefit Cap. Through our leadership and participation in the Task Force we have successfully supported more than 3,000 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.

The team comprises staff from Barnet Homes, Barnet Council's Discretionary Housing Payments Team, Department of Work & Pensions (DWP) JobCentre Plus and Future Path Development.

DWP information shows Barnet to be 5th in London and in the top 10 areas nationally for the number of capped people.

May 2018 saw a large-scale increase in the number of Barnet Homes tenants claiming Universal Credit (UC) as the full service rolled out across Barnet. Task Force in conjunction with Rental Income Team have been delivering support with claiming UC and budgeting/managing direct payments to landlords. As of December 2018, around 580 tenants were in receipt of UC an increase of 93% on the previous year (40).

Our approach has been to closely track claimants, deliver outreach work 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.

In the first three quarters of 2018/19 Task Force had helped 1,141 residents with budgeting and digital support

Our expertise in partnership working and delivering multi-agency projects such as the Welfare Reform Task Force led to significant roles for the Group in other successful Council-commissioned initiatives such as BOOST. BOOST is an intensive place-based multi-agency employment and advice brand based in Burnt Oak and Childs Hill. As of December 2018 BOOST had signed up more than 2,000 local residents and assisted more than 650 into work. Initial evaluation showed that 40% of those clients assisted into work by BOOST Burnt Oak were Barnet Homes tenants.

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 2018, 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 contacting the right person, 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 speed of completing repairs and maintenance work

For our leaseholders:

- Improving the quality and value for money of the work delivered and recharged, such as major works, repairs and maintenance and estate based services
- The quality and speed of responses to enquiries, particularly those relating to major works programmes
- 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 (incorporating Barnet Homes) 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 overarching aims of our approach are to deliver services that are responsive to customers' needs wherever practicable, to advance equality of opportunity for individuals and communities, and to create a working environment that is inclusive for all colleagues.

The Barnet Group's equalities objectives:

- To promote equality of opportunities and minimise disadvantage for employees, 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 and the capability of our systems to support informed strategy and policy development, and service delivery development, refinement and improvement;
- To undertake Equality Impact Assessments of significant legislative changes, service reviews, projects, and relevant policy updates programmed for 2019/20, 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:

- 53% of our lead tenants are aged over 50
- 18% identify themselves as disabled
- 34% are Black, Asian or Minority Ethnic (BAME)
- 76% have been a tenant for over 5 years, and 30% for over 20 years
- 30% of our customers are leaseholders

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

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

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

9. Risks and challenges

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

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

All joint risks will be monitored regularly through 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 LBB/Barnet Homes risks and Barnet Homes risks with a rating of 12 or more as at March 2019 are listed in the table in appendix 2.

10. Governance arrangements

Governance arrangements are contained within the 10 year management agreement schedule 2 and are as outlined below:

10.1. Contract Governance

	Attendees	Frequency	Nature	Escalation / Reporting Route
Housing Committee	Members: Chair of Housing Committee and committee members Barnet Homes: Senior representative (as requested) Council: Deputy Chief Executive Officer, Strategic Lead - Housing	<i>Quarterly</i>	Public scrutiny of the performance of the Council with opportunity to discuss performance challenges with relevant directors (as required)	Referrals to other committees, including Assets Regeneration and Growth and Policy and Resources (as required)
Challenge Sessions	Members: Leader of Council, Housing Committee Chair Barnet Homes: Senior representative (as requested)	<i>As and when</i>	Scrutiny of PSR related initiatives and/or performance	None
Council Management Team	Barnet Homes: Senior representative Council: Executive team and other Delivery Unit Directors	<i>Quarterly</i>	Council wide scrutiny	Intervention levels are agreed by this group. This will include potential for special measures.
Performance & Contract Review meetings	Barnet Homes: Senior Operations & Property and Finance Managers Council: Contract Manager CSG Finance Manager Strategic Lead Housing	<i>Monthly</i>	Scrutiny of performance against management agreement and budgets	Commercial Director Housing Partnership Board Housing Committee
Housing Partnership Board	Barnet Homes: Senior management Council: Commissioning Director Contract Manager	<i>Quarterly</i>	Reviews overall objectives, priorities, outcomes and performance Agrees change	Commercial Director Housing Committee

	Attendees	Frequency	Nature	Escalation / Reporting Route
	Commissioning and Strategic Housing Leads Re/CSG: Finance and Housing Leads		control requests and variations Resolves disagreements	
Strategic Housing Board	The Barnet Group: Chair Barnet Homes: Executive Officers Council: Chair of Housing Committee Strategic Director Commercial Director/ Partnership Relationship Manager Commissioning Directors Head of Finance	<i>As and when</i>	Agree key objectives and strategic direction Considers growth and new opportunities Reviews progress against Five Year Business Plan Resolves strategic disputes	Housing Committee Strategic Commissioning Board

11. Additional Governance

	Attendees	Frequency	Nature	Escalation / Reporting Route
Barnet Homes Scrutiny	The Barnet Group Board Barnet Homes Board The Barnet Group Audit & Risk Committee Barnet Homes Performance Advisory Group	Quarterly Quarterly Quarterly Bi-monthly	Internal and external and resident scrutiny of performance, budgets and risk.	Council nominated board members
Development Programmes	LBB/TBG Affordable and Extra Care Project Boards. Barnet Homes Board Opendoor Homes Board TBG Growth and Development 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 10 year management agreement between Barnet Homes and Barnet Council. The process can 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.
- 12.2 The Contract Manager shall consider each and any request for a change they receive in accordance with Schedule 7 and in doing so will assess the anticipated impact of the requested Change on the Fee and Barnet Homes' performance of the Services. If the anticipated impact is considered by the Contract Manager to be minimal, the Contract Manager shall be entitled to consider the request for a Change. If the anticipated impact is not considered by the Contract Manager to be minimal or if the Contract Manager cannot approve a request for a Change with minimal anticipated impact within 15 working days, the Contract Manager shall refer any such request for a Change to the Housing Partnership Board to be considered at their next meeting.

Appendix 1: Outcomes, KPIs and PIs

The following Indicators are reported to the Quarterly Housing Committee

Combined Corporate & Housing Committee Delivery Plan Indicators:

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 Target	2019/20 Target	Benchmarking / Notes
Safe and secure homes	Scheduled fire risk assessment completed (council housing) on time	100%	100%	100%	Frequency Monthly / Quarterly
Safe and secure homes	Priority 0 and 1 fire safety actions completed on time	100%	90%	90%	Frequency monthly / Quarterly Some flexibility required on target due to nature of actions (requiring residents to respond)
Tackling and preventing homelessness and rough sleeping	Number of homelessness preventions	800	1150 (full year)	1150	Cumulative – Quarterly targets: Q1 286, Q2 574, Q3 862, Q4 target 1150
Tackling and preventing homelessness and rough sleeping	Overall number of households in Temporary Accommodation	2526	2600 (full year)	2400 (full year)	Quarterly targets: Q1 2500, Q2 2475, Q3 2450, Q4 2400
Tackling and preventing homelessness and rough sleeping	Households in Emergency Temporary Accommodation	289	200	200	Quarterly targets: Q1 250, Q2 225, and Q3 & Q4 200
Tackling and preventing homelessness and rough sleeping	Households placed directly into the private rental sector	524	625	625	Cumulative Targets: Q1 156, Q2 312, Q3 468, Q4 625

Other Indicators (feeding into Quarterly report)

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling and preventing homelessness and rough sleeping	Families with Children in TA	1499	-	-	-	Tracker indicator
Safe and secure homes	Average re-let time for routine lettings	14.47	12.00 by year end	16 days	14 days	<p>As at end of Q2 18/19 Housemark benchmarking shows that Barnet remains best in London quarter on quarter for the past 2 years. The next best performer at Q2 was Tower Hamlets at 19.32 days.</p> <p>The increase in target is based on a decision to allow longer periods to let sheltered housing units in order to ensure appropriate outcomes for those residents.</p> <p>Frequency Monthly / Quarterly</p>
Safe and secure homes	HRD Accommodation Arrears as a percentage of Debit	3.62% (target – 3.50%)	3.1%	3.3%	3.4%	<p>Target amended in line with the forecast of Universal Credit demand and expected impacts against mitigations.</p> <p>Frequency Monthly / Quarterly</p>
Safe and secure homes	Repairs Survey % Satisfied Customers	98.5%	96%	96%	96%	<p>This is an existing contractual target.</p> <p>Frequency Monthly / Quarterly</p>

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Tackling and preventing homelessness and rough sleeping	Length of stay in Current Emergency Temporary Accommodation (ETA) (weeks)	37.6 weeks	-	-	-	Tracker indicator
Tackling and preventing homelessness and rough sleeping	Number of families with children living in Bed and Breakfast for more than 6 weeks	0	0	0	0	Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	59.2%	-	-	-	Tracker indicator
Safe and secure homes	Number of tenancy failures (evictions and abandonments)	12 (target – 27)	35 (full year)	35 (full year)	35 (full year)	To retain the current number due to unknown impacts of Universal Credit. Cumulative – Quarterly targets: Q1 9, Q2 18, Q3 27, Q4 35
Safe and secure homes	Temporary Accommodation arrears as a percentage of debit	6.05% (target – 6.45%)	5.1%	5.2%	5%	Target marginally amended to allow for current year position, increasing affordability challenges and likely impacts of service review. Frequency Monthly / Quarterly
Safe and secure homes	% of Annual Service Charge and Arrears Collected	99.7%	102%	102%	102%	Frequency Monthly / Quarterly

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Safe and secure homes	Total No' of completions	27	N/A	35 (full year)	169 (full year)	Cumulative - Quarterly targets: Q1 6, Q2 13, Q3 19, Q4 35
Safe and secure homes	% Reality Checks achieving 3 or 4 Stars	100%	95%	95%	95%	Frequency Monthly / Quarterly
Safe and secure homes	% Properties with Current Landlord Gas Safety Record	100%	100%	100%	100%	Frequency Monthly / Quarterly
Safe and secure homes	% First Time Fix	92.2%	92%	92%	92%	Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	% of homeless appeals completed on time	100%	95%	95%	95%	Frequency Monthly / Quarterly

KPI / Operational & Transactional

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Safe and secure homes	Average end to end time for Completed Major Adaptation Jobs	15.6 weeks	22 weeks	20 weeks	20 weeks	Frequency Monthly / Quarterly Assessment of pipeline suggests this target is appropriate.
Safe and secure homes	Average re-let time for Major Works Lettings	53.19 days	35.00 days	40 days	40 days	Target reflects current performance and known pipeline of major works with significant structural issues. Housemark only benchmark annually and at end of 17/18 Barnet was best in London.

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
						Based on 17/18 benchmarking top quartile would be 40 days. Frequency Monthly / Quarterly
Safe and secure homes	Void Satisfaction with Lettings Process	100%	95%	95%	95%	Frequency Monthly / Quarterly
Safe and secure homes	% Gas Repair Satisfied Customers	96.7%	92%	93%	94%	This is a contractual target. Frequency Monthly / Quarterly
Safe and secure homes	No of new ASB cases per 1k properties	2.2 (Target - 10)	10	7	6	Frequency Monthly / Quarterly
Safe and secure homes	Major Works % Satisfied Customers	97%	94%	95%	95%	Frequency Monthly / Quarterly
Safe and secure homes	Average days FTE Sickness (rolling 12 months)	8.9 days	9 days	8 days	8 days	Frequency Monthly / Quarterly
Safe and secure homes	% Customers that Rate Leasehold Customer Service as 'Good'	92.8%	75%	90%	90%	Increased target. Frequency Monthly / Quarterly
Safe and secure homes	Overall satisfaction with estate services – tenants	89.2%	80%	85%	88%	Increased target. Frequency Monthly / Quarterly
Safe and secure homes	Overall satisfaction with estate services – leaseholders	89.5%	65%	70%	75%	Increased target, however current year collection methodology not providing robust data. The methodology is being changed for 19/20 to align better with the measure for tenants. Frequency Monthly / Quarterly

Customer Experience Pls

Commissioning Priority	Outcome	Q3 2018/19 Performance	2018/19 target	2019/20 target	2020/21 target	Benchmarking / Notes
Safe and secure homes	% Customers that Rate Customer Service as 'Good' (email, face to face, phone)	93.8% (Target - 89%)	89%	89%	TBC by LBB as corporate indicator	Frequency Monthly / Quarterly
Safe and secure homes	% FOI Enquiries responded to in time	100% (Target – 90%)	90%	90%	90%	Frequency Monthly / Quarterly
Safe and secure homes	% Stage 1 & % Stage 2 Complaints completed in time	90.6% (Target - 90%)	90%	90%	90%	Frequency Monthly / Quarterly
Safe and secure homes	% VIPs / Members Enquiries responded to in time	100% (Target – 98%)	98%	98%	98%	Frequency Monthly / Quarterly
Safe and secure homes	Face to Face Wait Time (appointment)	4.38 (Target – 5)	5 mins	5 mins	TBC by LBB as corporate indicator	Frequency Monthly / Quarterly
Safe and secure homes	% calls answered (all call centres)	90.9% (Target – 93%)	93%	93%	93%	Frequency Monthly / Quarterly
Safe and secure homes	% emails responded to within 5 working days	79.3% (Target – 95%)	95%	95%	TBC by LBB as corporate indicator	Full responses to emails, not just acknowledgement. Frequency Monthly / Quarterly
Safe and secure homes	% Customers that Rate website as 'Good'	31.4% (Target – 40%)	40%	45%	TBC by LBB as corporate indicator	Frequency Monthly / Quarterly

Appendix 2: Risks

The following joint risks have been assigned a rating of 12 or more as at March 2019:

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
TBG002	Viability of the Housing Revenue Account business plan	As a result of external pressures on the Housing Revenue Account (HRA) including rent reduction, levy and welfare reform could lead to the HRA business plan becoming unviable which results in an inability to meet statutory responsibilities for managing and maintaining the stock, reduction in service which in turn has an impact on residents, requirement for further savings and efficiencies.	Strategic Lead Housing	Financial	<p>'1. Controls include the HRA Business Plan model, and support from Savills. There is an internal joint team made up of LBB, BH, and CSG Finance. We also have links with other Boroughs, through the North London Housing Partnership.</p> <p>2. There is an agreed 4 year efficiency savings plan, and an action plan relating to current activity (the timeframe for this is TBC). - Please advise</p> <p>3. Other controls include income collection performance, the</p>	4	4	3	4	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
					<p>Housing Partnership Board, and the Welfare Reform task force.</p> <p>4. HRA Business plan model and support procured from Savills to enable assessment of capacity in the HRA</p>						

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk		Residual Risk			Response Option
						(without controls)		(with controls in place)			
						Impact	Likelihood	Impact	Likelihood	Risk Score	
TBG003	Increase in demand for homelessness services impacting on housing general fund budget	As a result of increasing costs and continued high demand, this may lead to costs of temporary accommodation increased resulting in cost pressure for the Housing General Fund.	Strategic Lead Housing	Financial	1. 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 -Processes which	5	5	3	4	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
					prevent families and children being in B&B accommodation - Tracking impact of Homelessness Reduction Act from April 2018 - MHCLG visits/inspections assessing HRAct preparedness and compliance PSR process to deliver savings of 2.2 million 2. Continue to monitor impact of homeless reduction act Control						

The following Barnet Homes risks have been assigned a rating of 12 or more as at March 2019:

								Current risk rating	Target risk rating

Ref	Corresponding strategic objective	Risk description and effects	Risk owner	Controls in place to mitigate risk	Response (transfer / treat / tolerate / terminate)	Further actions to be taken	Start date	End date	Prob	Impact	Score (25 highest)	Prob	Impact	Score (25 highest)
FD 1	Service Delivery	BARNET HOMES is committed to large and increasing efficiency targets (£2.1m to March 2020). Response to Grenfell may mean increased pressure on Council's HRA funds and therefore increased efficiency targets for TBG.	TBG Director of Resources	2018/19 budget (prior to addition of further efficiency targets) viable. SMT/Executive review of savings opportunities to recover next year's budget.	Treat	Instigate revised approach to Digitisation (revised savings in draft budget, December 18). Define and monitor key milestones for projects and monitor via Exec meetings. Model new growth income, draft budget to December 2018 board. Joint work with LBB on modelling of the HRA business plan, supported by Savills. Subject to LBB Committee approval, trickle transfer option to be developed. Negotiate future increase/decrease in management fee with LBB.	Nov-18	Mar-19	4	4	16	3	4	12

This page is intentionally left blank