

	<h2>Housing Committee</h2> <h3>27 June 2016</h3>
<p style="text-align: right;">Title</p>	<p>Housing Commissioning Plan - 2016/17 addendum</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director, Growth and Development</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Housing Commissioning Plan - Annual Report 2015/16 Appendix B: Housing Commissioning Plan - 2016/17 addendum</p>
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Summary

In June 2015, the Housing Committee approved a five-year Commissioning Plan for the period 2015-20, which sets out the Committee’s priorities and outcome performance measures across its core areas of responsibility – including increasing the housing supply, sustaining quality in the private rented sector, tackling homelessness and delivering effective and efficient services. All Theme Committees agreed five-year Commissioning Plans.

This report provides an update on the Housing Committee Commissioning Plan for 2015/16 (Appendix A) and presents refreshed targets for 2016/17 in an addendum to the Commissioning Plan (Appendix B).

Recommendations

1. That the Committee note progress against the Housing Committee Commissioning Plan in 2015/16 (Appendix A)
2. That the Committee review and approve the addendum to the Housing Committee Commissioning Plan for 2016/17 (Appendix B).

1. WHY THIS REPORT IS NEEDED

1.1 The council's **Corporate Plan** 2015-20 was agreed by full Council in April 2015. It sets the strategic priorities and direction for the council to 2020 and targets against which progress is measured. These targets will be refreshed for 2016/17 and will be presented to Full Council in April for agreement. The Corporate Plan is structured around the council's priorities of:

- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces.
- **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services.
- **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver.
- **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.

1.2 Last year, each Theme Committee agreed a five year Commissioning Plan covering the period 2015-20. Commissioning plans set out the strategic priorities and outcome performance measures for each Committee, with targets to be refreshed annually. On 29 October 2015, following consultation, the Housing Committee agreed its five-year Commissioning Plan, which set out the following priorities:

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

- 1.3 As we move into the second year of delivery of these Plans, each Theme Committee will be asked to agree a 2016/17 addendum to their plans, which sets out the Quarter 4/End of Year position against 2015/16 targets and refreshed targets for 2016/17. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the Housing Committee Commissioning Plan for 2016/17 is provided at Appendix B.
- 1.4 Following the Chancellor's Autumn Budget Statement in November 2015 and the provisional Local Government Funding Settlement in December 2015, the council's overall budget forecast to 2020 worsened slightly. The refreshed 2016/17 targets, therefore, reflect the need for the Committee to make a more significant contribution to the council's overall savings in the next four years than previously anticipated.

Summary of Quarter 4/End of Year position against commissioning intentions and 2015/16 targets

- 1.5 On **housing supply and the delivery of affordable housing**, the Housing Strategy was agreed in October 2015 and provides the framework for increasing the supply of affordable housing, subject to viability, within the borough. 256 affordable homes were recorded as being completed at the end of 2015/16. The total number of housing completions will be verified later in the year when it is reconciled with data from the Greater London Authority (GLA).
- 1.6 This was the first year of the GLA's 2015 to 2018 Affordable Homes Programme. Higher levels of affordable completions can be expected in the later years when more schemes will actually be built out. A recent report by BNP Paribas on the delivery of affordable homes by London borough from 2009 to 2015 found that Barnet had delivered 5,029 affordable homes- only Tower Hamlets, Newham and Southwark had delivered more¹. The Policy and Resources Committee is responsible for the borough's Local Plan and affordable housing target. The Local Plan is being reviewed later in the year.
- 1.7 The council is also on track to deliver 40 additional homes on HRA land. By the end of March 2016, all six sites were progressing with two completed, 18 homes were completed and occupied by the end of May 2016 (Green Lane, Brent Place and Wade Court) with another 4 completed and awaiting highways work before being occupied (Bedford Road). The remaining 18 homes are due to be completed by June 2016 (Tarling Road and Haldene Place).
- 1.8 On **housing needs service and tackling homelessness**, a new 10 year Management Agreement for the provision of Housing Services was agreed by Barnet Homes and the council following a robust 'Challenge Process' in 2015.

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

The agreement came into effect on 1 April 2016 and includes a comprehensive register of services provided. Barnet Homes have a Temporary Accommodation Action Plan to maximise prevention, manage demand, and increase affordable supply. Since the action plan was implemented at the beginning of 2015/16, the number of homelessness preventions has increased to 905 (up 73 on last year) and the numbers in temporary accommodation has reduced to 251 (compared with 455 last year). To further optimise homelessness prevention activity in 2016/17, additional specialist tenancy sustainment resource is being brought in.

- 1.9 On **sustaining quality in the private rented sector**, the council is performing significantly above the 60% target on compliance with licencing requirements for Houses with Multiple Occupation (HMOs) at 80%. Consultation on proposals for an extended scheme of licencing HMOs has been completed, and proposals for implementation of the scheme were agreed by Housing Committee in February 2016. The scheme is scheduled to go live from July 2016.
- 1.10 On **providing suitable housing to support vulnerable people**, an Accommodation Strategy for vulnerable adults is in development; and projected need across client groups has been produced. Market shaping work will take place in Quarter 1 2016/17 to facilitate market engagement in a new accommodation offer. For children leaving care, a joint protocol between Barnet Homes and the Onwards and Upwards team has been in place since May 2015, which clarifies roles in relation to housing referrals and support. A training flat for use by care leavers is available at a Barnet Homes hostel and the Service Level Agreement for this was renewed in September 2015. Barnet Homes attends bi-weekly surgeries to provide care leavers with housing advice at the Onwards and Upwards offices in North Finchley

Further information is available in Appendix A.

Summary of 2016/17 priorities and targets

- 1.11 Key priorities in 2016/17 include more emphasis on homelessness prevention to manage demand for services. This is reflected in a new target on Barnet Homes placing households into the private rented sector and minimising the number of tenancy failures and evictions from council accommodation by increasing the use of tenancy sustainment.
- 1.12 A further emphasis for 2016/17 is on providing effective and efficient services as this is a key objective in the Housing Strategy. Targets have been included around average re-let times for routine voids and the percentage of satisfied repairs services customers.

Next steps

- 1.13 The proposed addendum to the Housing Committee Commissioning Plan, including refreshed targets for 2016/17, is set out in Appendix B. Members are invited to review and agree the document.

- 1.14 Following agreement, the Committee will receive a progress report during the year against the Commissioning Plan and associated in-year targets. The Committee will be asked to agree refreshed targets for 2017/18 in March 2017 and this process will continue through to 2020.
- 1.15 Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan and the performance of both internal and external Delivery Units. The 2016/17 addendums to the Commissioning Plans will enable Performance and Contract Management Committee to focus on the key areas of performance for different service areas.

2 REASONS FOR RECOMMENDATIONS

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

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4 POST DECISION IMPLEMENTATION

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

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2016/17 enclosed at Appendix B.

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

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

5.2.2 The Commissioning Plan has been informed by the council's Medium Term Financial Strategy, which sets out the need to make savings of £81m by 2020.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

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

5.4.2 The [council's Constitution, in Part 15 Annex A, Responsibility for Functions, states](#) the functions of the Housing Committee include (amongst other responsibilities):

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

5.5 Risk Management

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

5.6 Equalities and Diversity

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

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

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

- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.
- 5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- 5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:
- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.
- 5.6.10 The Housing Strategy, on which the Commissioning Plan is modelled, included an equalities impacts assessment which found that there was a positive impact for all residents.

5.7 Consultation and Engagement

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

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

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

5.7.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 has been undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 None.

