

HOUSING COMMITTEE

Commissioning Plan 2015 – 2020

2017/18 addendum & targets

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

1. CONTEXT FOR COMMISSIONING PLAN

Delivering quality services

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

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

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

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

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

Responsible growth, regeneration and investment

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

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

Building resilience in residents and managing demand

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

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

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

Transforming local services

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

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

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

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

Promoting community engagement, facilitating independence and building community capacity

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

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

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

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

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

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

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

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

3. CORPORATE PLAN PRIORITIES

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

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

Fairness

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

residents to stay independent for as long as possible

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

Responsibility

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

Opportunity

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

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

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

4. VISION FOR HOUSING

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

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

5. COMMISSIONING PRIORITIES

Summary

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

Housing Strategy

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

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

Housing Supply and Affordable Homes

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

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

Tackling Homelessness

Homelessness and use of emergency accommodation minimised.

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

Suitable housing to support vulnerable people

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

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

Quality in the Private Rented Sector

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

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

6. KEY SUCCESSES IN PAST YEAR

Housing supply and affordable homes

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

Tackling homelessness

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

to access housing in the private rented sector.

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

Suitable housing to support vulnerable people

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

Quality in the Private Rented Sector

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

7. STRATEGIC PARTNERSHIPS

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

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

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

8. TRANSFORMATION PROGRAMME

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

Key benefits

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

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

Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Growth & Regeneration Portfolio		
Barnet Homes Management Agreement	£150,000	Saving of £2.148m (Project closed)
Empty Properties	£147,000	More emphasis in early intervention and prevention will lead to a reduction in Temp Accommodation budget pressures
Temporary Accommodation	Funded from existing service budgets	
Adults Portfolio		
Housing & Support projects	Funded from existing service budgets	Savings in social care budgets through reduced use of expensive residential care
Your Choice Barnet		
Assistive Technology for care support		
Total	£297,000 ¹	

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

9. INDICATORS FOR 2017/18

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

Key:

CPI = Corporate Plan Indicator

SPI = Commissioning Plan Indicator

Responsible growth, regeneration and investment (Opportunity)

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

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

DELIVER EFFECTIVE AND EFFICIENT SERVICES

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

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

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

Building resilience in residents and managing demand (Fairness)

TACKLING HOMELESSNESS - Homelessness and use of emergency accommodation minimised.

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

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

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

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

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

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

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

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