

	<h2 style="text-align: center;">Housing Committee</h2> <h3 style="text-align: center;">7 February 2018</h3>
<b>Title</b>	<b>Draft Corporate Plan 2018/19 addendum</b>
<b>Report of</b>	Councillor Tom Davey
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Draft Corporate Plan 2018/19 addendum
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## Summary

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

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

## Officers Recommendations

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

### 1. WHY THIS REPORT IS NEEDED

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

### Corporate priorities

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

### Key activities

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

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

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

## Targets

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

## Next steps

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

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

## **2 REASONS FOR RECOMMENDATIONS**

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

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 There is no statutory duty to have a Corporate Plan but it is considered to be good practice to have a comprehensive business plan in place that ensures the council's vision for the future is clearly set out and transparent.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 The refreshed Corporate Plan 2018/19 addendum will be presented to the Policy and Resources Committee on 13 February 2018. Revisions to this will be communicated internally and with key stakeholders.

## **5 IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 This report invites Members to review the Corporate Plan 2018/19 addendum, including the relevant appendix setting out the *key activities* and *targets* for the Committee.

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

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

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

- 5.2.3 Barnet Homes receive a management fee consisting of a combination of HRA and General Fund revenue and capital resources. A four year efficiency savings target of £2.148m from the HRA was agreed by the Housing Committee and Barnet Homes are on track to deliver this by 2019/20.

### **5.3 Social Value**

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

### **5.4 Legal and Constitutional References**

- 5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.2 The Council's Constitution (Clause 15A, Responsibility for Functions, Annex A) sets out the terms of reference of the Housing Committee. This includes
- Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
  - To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
  - To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
  - To determine fees and charges for services which are the responsibility of the committee.

### **5.5 Risk Management**

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

### **5.6 Equalities and Diversity**

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

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

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

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

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

This is also what we expect of our partners.

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

## **5.7 Corporate Parenting**

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

## **5.8 Consultation and Engagement**

- 5.8.1 The Corporate Plan 2015-2020 and subsequent addendums have been informed by extensive consultation through the budget and business planning process, including reports to Council in March each year.
- 5.8.2 The consultation, which has been undertaken in the autumn of each year, has consulted on a combined package of the budget and Corporate Plan. In particular it has aimed to:
- Create a stronger link between strategy, priorities and resources
  - Place a stronger emphasis on commissioning as a driver of the business planning process
  - Focus on how the council will use its resources to achieve its Corporate Plan.

## **5.9 Insight**

Not applicable.

## **6 BACKGROUND PAPERS**

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

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