

**MEETING**

**HOUSING COMMITTEE**

**DATE AND TIME**

**MONDAY 19TH OCTOBER, 2015**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF HOUSING COMMITTEE (Quorum 3)**

Chairman: **Error! No document variable supplied.,**  
Vice Chairman: **Error! No document variable supplied.**

**Councillors**

Shimon Ryde  
Melvin Cohen  
Val Duschinsky

Ross Houston  
Adam Langleben  
Kath McGuirk

Bridget Perry  
Tim Roberts

**Substitute Members**

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

**Andrew Charlwood – Head of Governance**

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

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 4
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
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5.	Public Questions and Comments (if any)	
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### **FACILITIES FOR PEOPLE WITH DISABILITIES**

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### **FIRE/EMERGENCY EVACUATION PROCEDURE**

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# Decisions of the Housing Committee

29 June 2015

Members Present:-

AGENDA ITEM 1

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

Councillor Melvin Cohen	Councillor Kath McGuirk
Councillor Val Duschinsky	Councillor Bridget Perry
Councillor Ross Houston	Councillor Tim Roberts
Councillor Adam Langleben	

## 1. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 27 April, 2015 were agreed as a correct record and signed by the Chairman.

## 2. ABSENCE OF MEMBERS

None.

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

Councillors Langleben, Roberts, Houston, Ryde and Cohen declared non-pecuniary interests.

## 4. REPORT OF THE MONITORING OFFICER (IF ANY)

There was not a report.

## 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked, together with the published answers were provided with the agenda papers and circulated at the meeting. Verbal responses were given to supplementary questions at the meeting.

## 6. MEMBERS' ITEMS

The following items were considered:

### 1. Member's Item in the name of Cllr Adam Langleben: Loss of social rented homes on council regeneration estates (data from ARG)

I request that the Housing Committee discuss the impact on housing need in the borough of the net loss of 827 social rented homes on Barnet's regeneration estates,

including how many of these homes will be replaced with new homes for social rent in other locations across the borough.

**RESOLVED** that the item be noted.

**2. Member's Item in the name of Cllr Kath McGuirk: Update on operation of the incentives scheme for private sector landlords**

I request that the committee be provided with a briefing about the operation of the incentives scheme for private sector landlords over the lifetime of the scheme, including how much money has been paid to private sector landlords, how many landlords have been paid incentives and how often, how many properties have been involved in the scheme and what impact the scheme has had on the number of lettings over time.

**Resolved that a report be submitted to a future meeting of this Committee, comparing Barnet on a 'like for like' basis with other similar boroughs.**

**3. Member's Item in the name of Cllr Ross Houston: Housing Allocations – Review of one offer policy**

I request that the committee be provided with an update on the operation of the one offer only policy in the council's housing allocations scheme – it has been more than 6 months since the introduction of the policy and there have been high profile examples where the policy has come under scrutiny (Sweets Way for example).

**RESOLVED that the policy be reviewed to compare the impact of a one offer policy, against a two offer policy.**

**4. Member's Item in the name of Cllr Tim Roberts: Homelessness**

I request that the committee be provided with a briefing on the number of homeless acceptances each year since 2010, the tenure and location where each case has been re-housed (in borough, out of borough, out of London), and the number of households currently in long term temporary accommodation and in emergency accommodation.

**Resolved that a briefing note be circulated on this matter.**

**7. HOUSING STRATEGY**

The Committee received this report and a number of questions from Jasmine Parsons (circulated as an addendum, including questions and responses). She was also permitted 3 minutes for public comments.

It was noted that the average increase of approximately 9%, referred to in the last paragraph of page 23 of the agenda, was incorrect and should refer to 7%.

Officers were given authority to make minor changes to typographical errors etc.

During debate, the following amendments were moved:

- i) Where Council estates and properties are redeveloped, a like for like property be offered as a starting point, so not to lose social homes for rent.

Upon being put to the vote, votes were recorded as follows:

For	4
Against	5
Abstention	0

The amendment was lost.

- ii) The Council revises its official target from 40% to 50% on all new estates.

Upon being put to the vote, votes were recorded as follows:

For	4
Against	5
Abstention	0

The amendment was lost.

Following debate, four Members of the Labour Group moved that the item be referred to Council. The reason for the referral was due to the lack of aspiration in the Housing Strategy in terms of new build.

**RESOLVED that the item be referred to Council.**

## **8. HOUSING RENTS POLICY**

Five Members of the Conservative Group requested that the report be referred to Council as it could not be approved in its own right, without the Housing Strategy being agreed in the first instance.

**RESOLVED that the item be referred to Council.**

## **9. COMMISSIONING AND DELIVERY OF HOUSING SERVICES AND THE MANAGEMENT OF THE BARNET HOUSING STOCK**

The Committee received the report.

It was noted that the £3.6 billion quoted was incorrect and should read £3.6million and that there was not a break clause, just a refresher.

**RESOLVED that:**

1. **The Committee note the outcome of the review of housing services, provided by Barnet Homes and agree the provisional Heads of Terms for a new 10 year management agreement, commencing 1<sup>st</sup> April 2016;**

2. **Authority for developing and finalising the Heads of Terms be delegated to the Commissioning Director, Growth and Development in consultation with the Chair of the Housing Committee;**
3. **The authority for developing and agreeing the new 10 year management agreement with Barnet Homes be delegated to the Commissioning Director, Growth and Development in consultation with the Chairman of the Housing Committee; and**
4. **That authority is delegated to the Commissioning Director, Growth and Development, in conjunction with the Chair of the Housing Committee and thereafter, in consultation with HB Public Law, to authorise sealing of the Management Agreement.**

#### **10. BARNET HOMES EFFICIENCY SAVINGS**

The Committee received the report.

**RESOLVED that a package of efficiency savings from the Housing Revenue Account (HRA) of £2.85m, as opposed to £4.2m, to be delivered through Barnet Homes be approved.**

#### **11. TENANCY STRATEGY REVIEW**

The Committee received the report.

**RESOLVED that the changes to the Local Tenancy Strategy as set out at paragraph 1.7 be approved.**

#### **12. COMMITTEE FORWARD WORK PROGRAMME**

**RESOLVED that the Work Programme be noted.**

#### **13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 8.26pm



	AGENDA ITEM 6a
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Member’s Item – Councillor Houston</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Paul Frost – Governance Team Leader <a href="mailto:paul.frost@barnet.gov.uk">paul.frost@barnet.gov.uk</a> – 0208 359 2205

<h3>Summary</h3>
The report informs the Housing Committee of a Member’s Item and requests instruction from the Committee.

<h3>Recommendations</h3>
1. That the Housing Committee’s instructions are required on whether to bring a detailed report to a future meeting

**1. WHY THIS REPORT IS NEEDED**

1.1 Councillor Houston has requested that a Member’s Item be considered on the following matter:

“To ask for an update on the scrutiny of / engagement with Housing Associations by the council, and in particular on the future role of the Housing Committee.”

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Committee are requested to give consideration to the Member's Item and provide instruction as to whether they wish to receive a detailed report on the issue raised at a future meeting.

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

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies, such as the Health and Wellbeing Strategy, and the Barnet Joint Strategic Needs Assessment.

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

- 5.2.1 None in the context of this report.

### **5.3 Social Value**

- 5.3.1 Members Item's provide an avenue for Members to request Officer reports for discussion within a Committee setting at a future meeting.

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

- 5.4.1 The Council's Constitution (Meeting Procedure Rules, Section 6) notes that a Member (including Members appointed as substitutes by Council will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a Committee or Sub-Committee on which s/he serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.3.2 There are no other legal references in the context of this report.

### **5.5 Risk Management**

- 5.5.1 None in the context of this report.

### **5.6 Equalities and Diversity**

- 5.6.1 Member's Items allow Members of a Committee to bring a wide range of

issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

**5.7 Consultation and Engagement**

5.7.1 None in the context of this report.


**5.8 Insight**

5.8.1 The process for receiving a Member's Item is set out in the Council's Constitution, as outlined in section 5.4 of this report. Members will be requested to consider the item and determine any further action that they may wish in relation to the issues highlighted within the Member's Item.

**6. BACKGROUND PAPERS**

6.1 E-mail to Governance Officer dated 7 October 2015.

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	AGENDA ITEM 6b
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Member’s Item – Cllr Langleben</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Paul Frost – Governance Team Leader <a href="mailto:paul.frost@barnet.gov.uk">paul.frost@barnet.gov.uk</a> – 0208 359 2205

<h3>Summary</h3>
The report informs the Housing Committee of a Member’s Item and requests instruction from the Committee.

<h3>Recommendations</h3>
1. That the Housing Committee’s instructions are required on whether to bring a detailed report to a future meeting

**1. WHY THIS REPORT IS NEEDED**

1.1 Councillor Langleben has requested that a Member’s Item be considered on the following matter:

“To ask for an update on the Council's forward plans for all remaining council housing / council estates in the Borough built in the 1960s and 1970s as well as a list of all such assets, including their most up to date land values.”

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Committee are requested to give consideration to the Member's Item and provide instruction as to whether they wish to receive a detailed report on the issue raised at a future meeting.

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

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies, such as the Health and Wellbeing Strategy, and the Barnet Joint Strategic Needs Assessment.

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

- 5.2.1 None in the context of this report.

### **5.3 Social Value**

- 5.3.1 Members Item's provide an avenue for Members to request Officer reports for discussion within a Committee setting at a future meeting.

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

- 5.4.1 The Council's Constitution (Meeting Procedure Rules, Section 6) notes that a Member (including Members appointed as substitutes by Council will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a Committee or Sub-Committee on which s/he serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.3.2 There are no other legal references in the context of this report.

### **5.5 Risk Management**

- 5.5.1 None in the context of this report.

### **5.6 Equalities and Diversity**

- 5.6.1 Member's Items allow Members of a Committee to bring a wide range of

issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

**5.7 Consultation and Engagement**

5.7.1 None in the context of this report.

**5.8 Insight**


5.8.1 The process for receiving a Member's Item is set out in the Council's Constitution, as outlined in section 5.4 of this report. Members will be requested to consider the item and determine any further action that they may wish in relation to the issues highlighted within the Member's Item.

**6. BACKGROUND PAPERS**

6.1 E-mail to Governance Officer dated 7 October 2015.

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	AGENDA ITEM 6c
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Member’s Item – Cllr McGuirk</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Paul Frost – Governance Team Leader <a href="mailto:paul.frost@barnet.gov.uk">paul.frost@barnet.gov.uk</a> – 0208 359 2205

<h3>Summary</h3>
The report informs the Housing Committee of a Member’s Item and requests instruction from the Committee.

<h3>Recommendations</h3>
1. That the Housing Committee’s instructions are required on whether to bring a detailed report to a future meeting

**1. WHY THIS REPORT IS NEEDED**

1.1 Councillor McGuirk has requested that a Member’s Item be considered on the following matter:

“To ask for an update on the Government's plans to extend Right To Buy to Housing Associations and the impact on housing in the Borough.”

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Committee are requested to give consideration to the Member's Item and provide instruction as to whether they wish to receive a detailed report on the issue raised at a future meeting.

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

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies, such as the Health and Wellbeing Strategy, and the Barnet Joint Strategic Needs Assessment.

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

- 5.2.1 None in the context of this report.

### **5.3 Social Value**

- 5.3.1 Members Item's provide an avenue for Members to request Officer reports for discussion within a Committee setting at a future meeting.

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

- 5.4.1 The Council's Constitution (Meeting Procedure Rules, Section 6) notes that a Member (including Members appointed as substitutes by Council will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a Committee or Sub-Committee on which s/he serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.3.2 There are no other legal references in the context of this report.

### **5.5 Risk Management**

- 5.5.1 None in the context of this report.

**5.6 Equalities and Diversity**

- 5.6.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

**5.7 Consultation and Engagement**

- 5.7.1 None in the context of this report.

**5.8 Insight**

- 5.8.1 The process for receiving a Member's Item is set out in the Council's Constitution, as outlined in section 5.4 of this report. Members will be requested to consider the item and determine any further action that they may wish in relation to the issues highlighted within the Member's Item.

**6. BACKGROUND PAPERS**

- 6.1 E-mail to Governance Officer dated 7 October 2015.

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	AGENDA ITEM 6d
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Member's Item – Cllr Tim Roberts</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Paul Frost – Governance Team Leader <a href="mailto:paul.frost@barnet.gov.uk">paul.frost@barnet.gov.uk</a> – 0208 359 2205

<h3>Summary</h3>
The report informs the Housing Committee of a Member's Item and requests instruction from the Committee.

<h3>Recommendations</h3>
1. That the Housing Committee's instructions are required on whether to bring a detailed report to a future meeting

**1. WHY THIS REPORT IS NEEDED**

1.1 Councillor Roberts has requested that a Member's Item be considered on the following matter:

“To ask for the council's response to Genesis' statement about not building affordable or social housing for rent following the emergency budget announcements on housing / the housing bill. Does this affect the Grahame Park development, and have the council spoken to them about it?”

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Committee are requested to give consideration to the Member's Item and provide instruction as to whether they wish to receive a detailed report on the issue raised at a future meeting.

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

- 3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies, such as the Health and Wellbeing Strategy, and the Barnet Joint Strategic Needs Assessment.

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

- 5.2.1 None in the context of this report.

### **5.3 Social Value**

- 5.3.1 Members Item's provide an avenue for Members to request Officer reports for discussion within a Committee setting at a future meeting.

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

- 5.4.1 The Council's Constitution (Meeting Procedure Rules, Section 6) notes that a Member (including Members appointed as substitutes by Council will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a Committee or Sub-Committee on which s/he serves. Members items must be within the term of reference of the decision making body which will consider the item.

- 5.3.2 There are no other legal references in the context of this report.

### **5.5 Risk Management**

- 5.5.1 None in the context of this report.

**5.6 Equalities and Diversity**

- 5.6.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

**5.7 Consultation and Engagement**

- 5.7.1 None in the context of this report.

**5.8 Insight**

- 5.8.1 The process for receiving a Member's Item is set out in the Council's Constitution, as outlined in section 5.4 of this report. Members will be requested to consider the item and determine any further action that they may wish in relation to the issues highlighted within the Member's Item.

**6. BACKGROUND PAPERS**

- 6.1 E-mail to Governance Officer dated 7 October 2015.

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	AGENDA ITEM 7
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Strategic Engagement with Registered Providers (RPs)</b>
<b>Report of</b>	Strategic Lead, Housing
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key Decision</b>	No
<b>Enclosures</b>	Appendix 1- Strategic Engagement with Registered Providers Appendix 2- Barnet Annual Performance Review 2014/15
<b>Officer Contact Details</b>	Paul Shipway, <a href="mailto:paul.shipway@barnet.gov.uk">paul.shipway@barnet.gov.uk</a> , 020 8359 4924 Chloe Horner, <a href="mailto:chloe.horner@barnet.gov.uk">chloe.horner@barnet.gov.uk</a> , 020 8359 4775 Helen Phillips, <a href="mailto:helen.phillips@barnet.gov.uk">helen.phillips@barnet.gov.uk</a> 020 8359 4861 Nicola Bird, <a href="mailto:nicola.bird@barnet.gov.uk">nicola.bird@barnet.gov.uk</a> 020 8359 4862

<h3>Summary</h3>
<p>Registered Providers are key partners for the Council in delivering on the Housing Strategy objectives to increase the housing supply, including affordable housing. As the providers of accommodation for 7,000 households in the borough, Registered Providers also have a key part to play in assisting tenants affected by welfare reforms, providing training and employment opportunities, and providing effective neighbourhood management. In addition to this, the Council has completed an annual performance review of the major Registered Providers operating in the borough.</p>

<h3>Recommendations</h3>
<p>1. That the Committee note the report attached at Appendix 1.</p>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 At the meeting of 27 April 2015, the Housing Committee resolved that a report be prepared for consideration by the Committee, with a view to a more strategic engagement with Registered Providers.
- 1.2 There are 55 Registered Providers managing over 7,000 homes in the borough, of which 18 have more than 100 units each. The main Registered Providers in Barnet providing over 65% of the 7,000 homes are Family Mosaic, Genesis, Home Group, Metropolitan Housing, Network Stadium and Notting Hill Housing Trust.
- 1.3 The report on the review of strategic engagement with Registered Providers is contained in **Appendix 1**. Registered Providers are important partners to the Council in the delivery of the Housing Strategy objectives to “increase the housing supply” and “delivery of homes that people can afford”. In addition to this, Registered Providers can assist tenants affected by welfare reforms, provide training and employment opportunities and provide effective neighbourhood management.
- 1.4 Also contained in **Appendix 2** is an annual performance report for 2014/15. The review presents an analysis of the performance of nine Registered Providers over housing management and housing development activities.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 The attached reports highlight that the Council generally works effectively and strategically with Registered Providers in the borough.

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

- 3.1 The Communities and Local Government Committee is holding an inquiry into the viability and sustainability of housing associations. This inquiry will look at the proposed extension of Right to Buy and how this and a number of other government measures may impact on the ability of housing associations to build and develop. The outcomes of the inquiry will have to be considered by the Council as it continues to develop its work with Registered Providers.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Council will continue to engage with Registered Providers to deliver the Council's strategic objectives.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 Registered providers contribute to the strategic objectives in the Corporate Plan 2015 to 2020 in the following ways:

*“The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:*

- *“Of opportunity, where people can further their quality of life”*- by working in partnership with the Council on delivering on the Council’s ambitious regeneration programme which provides more affordable homes and improvements to infrastructure.
- *“Where people are helped to help themselves, recognising that prevention is better than cure”* – by providing housing through nomination agreements for the Council’s applicants for rehousing. A stable, safe and affordable home helps households to be able to regain control in their lives.
- *“Where responsibility is shared, fairly”* – by helping households affected by welfare benefit reforms to access skills and employment opportunities so that they are less reliant on the state.

5.1.2 Barnet’s Joint Strategic Needs Assessment 2015 to 2020 highlights the fact that there is a long term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. Registered Providers are providing more affordable homes to help meet the demand.

## **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 Within the Strategic Planning and Regeneration team there is 1 part time (18 hours per week) Housing Association Liaison Officer responsible for liaison and monitoring and benchmarking with Registered Providers which is already being funded.

5.2.3 The reduction of the Overall Benefit Cap (as part of the Government’s reform of welfare) to £23,000 in London from November 2016 means that some households living in housing association, particularly affordable rented properties, may not be able to afford the rents charged. The Council will continue to work with Job Centre Plus and Barnet Homes in the Welfare Reform Taskforce to assist households affected by the cap, including those living in affordable rented properties, either by entering employment or securing more affordable accommodation elsewhere.

5.2.4 Registered Providers are reviewing their development plans following the Government’s decision to reduce social rents including affordable rents by 1% per year until 2019/20.

## **5.3 Social Value**

5.3.1 Social Value is not applicable as this is not a Service Contract.

## **5.4 Legal and Constitutional References**

- 5.4.1 Constitution, Part 3, Responsibility for Functions, Appendix A – sets out the terms of reference of the Housing Committee which includes:
- Housing Strategy (incorporating Homelessness Strategy)
  - 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
  - Commissioning of Environmental Health
  - Promote the better integration of privately rented properties into the Borough's framework;
  - All matters related to Private sector Housing including Disabled Facility Grants
  - Housing licensing and housing enforcement.
- 5.4.2 Specifically the Housing Committee may submit budget proposals to the Policy and Resources Committee relating to the Committee's budget for the following year in accordance with the budget timetable.
- 5.4.3 Registered Providers are regulated by the Homes and Community Agency (HCA). The performance framework includes "Economic" standards such as governance and financial viability and value for money and "Consumer" standards such as tenant involvement and empowerment.

## **5.5 Risk Management**

- 5.5.1 Registered Providers have a major role to play in accelerating housing development in Barnet and a reduced capacity for them to develop is a key risk that will impact on the Council's ability to provide the new homes to meet the demand from a growing population. The Government's recent announcement on reducing rents by 1% every year until 2019/20 will have an impact on the business plans of providers and their ability to build more affordable homes. Providers have already started to review their plans for future house building to ensure that they are sustainable.
- 5.5.2 A range of options are being considered by providers to extend their capacity to develop, including through cross subsidy from more market oriented projects – involving both properties to rent and for sale. Larger providers are also working in partnership with other associations (including smaller associations who had borrowing capacity) and particularly with local authorities to speed up development and to achieve best value for the resources they were committing.
- 5.5.3 Following Government announcements of proposals to extend the Right to Buy to housing association tenants, Registered Providers are expected to enter into a voluntary agreement with the Government to offer their tenants the Right to Buy.
- 5.5.4 These issues will have an impact across the country and this is one of the reasons why Parliament has announced a review of the role of registered providers in light of the changes highlighted above.

## **5.6 Equalities and Diversity**

- 5.6.1 Pursuant to section 149 of the Equality Act 2010 (“the Act), The Council has a duty to have ‘due regard” to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act, advancing equality of opportunity between persons with a protected characteristic and those without, and foster good relations between persons with protected characteristics and those without.
- 5.6.2 The protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership but to a limited extent.
- 5.6.3 The HCA requires Registered Providers to meet the tenant involvement and empowerment standard which provides expectations over equalities.
- 5.6.4 Registered providers are key partners in the delivery of the Council’s Housing Strategy 2015 to 2025. A full Equalities Impact Assessment has been completed and the Strategy will have an overall positive impact on all sections of Barnet’s community. For example:
- Action by registered providers to prevent homelessness and assist households affected by the overall Benefits Cap will assist households who are generally more diverse and deprived than the population as a whole. They are more likely to be younger, from a diverse range of backgrounds, and single families with children.
  - Much of the new housing, including the affordable housing to be delivered by the Registered Providers will be in the west of the borough on the regeneration estates where the most deprived and Black and Minority Ethnic communities are overrepresented in comparison to other areas of the borough.
  - Specialist housing will be provided for vulnerable people, for example older people and other adults with long-term conditions to ensure that there is a choice of tenure and support and an ability to plan ahead for the future to avoid expensive care costs where possible.

## **5.7 Consultation and Engagement**

- 5.7.1 Registered providers are regulated the Homes and Communities Agency (HCA) who have published a set of standards including one for tenant involvement and empowerment.
- 5.7.2 The Tenant Involvement and Empowerment standard requires registered providers to ensure that their tenants are given a wide range of opportunities to influence and be involved in the management and maintenance of their homes.
- 5.7.3 More information about how local registered providers are performing in relation to the Tenant Involvement and Empowerment Standard can be found in section 8 of the performance report attached as **Appendix 2**.

## 5.8 INSIGHT

5.8.1 Insight data has not been used in this report.

## 6. BACKGROUND PAPERS

6.1 Relevant previous papers are listed in the table below.

Housing Committee, 27 October 2014	Decision Item 9- Housing Strategy	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=7936&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=7936&amp;Ver=4</a>
Housing Committee. 27 April 2015	MMembers Item: RESOLVED that a report be prepared for consideration by the Committee, with a view to more strategic engagement with Registered Providers	<a href="http://barnet.moderngov.co.uk/documents/s22785/Cllr%20Houston%20-%20Engagement%20with%20Registered%20Providers.pdf">http://barnet.moderngov.co.uk/documents/s22785/Cllr%20Houston%20-%20Engagement%20with%20Registered%20Providers.pdf</a>
Housing Committee. 27 April 2015	Decision item 10- Summary of Feedback Following Consultation on Draft Housing Strategy	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=7938&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=7938&amp;Ver=4</a>
Housing Committee 29 June 2015	Decision item 7- Housing Strategy.	<a href="http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategt.pdf">http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategt.pdf</a>

# Appendix 1: Review of Strategic Engagement with Registered Providers

## 1. Introduction

Registered Providers (RPs), also referred to as Housing Associations, manage more than 7000 homes in Barnet and are responsible for the delivery of the majority of new affordable homes in the borough. As such, RPs are important partners in helping the Council to achieve its strategic housing objectives, in particular increasing the housing supply, delivery of homes that people can afford, tackling homelessness and delivery of high quality services.

This report provides an overview of the role that RPs play in the delivery of new affordable homes, supporting residents affected by welfare reform, providing support for training and employment initiatives and neighbourhood management.

RPs will also be affected by housing reforms that are due to be implemented through the forthcoming Housing Bill and an overview of these is provided.

The report also provides an overview of how the Council currently engages with RPs both at a local and regional level and information on how RPs are regulated.

Finally, the report includes the outcome of an annual performance review of the larger RPs in the borough, which is included in full as Appendix 2.

## 2. Overview of Registered Providers in Barnet

There are 55 Registered Providers managing over 7,000 homes in the borough, of which 18 have more than 100 units each. The main Registered Providers in Barnet providing over 65% of the 7,000 homes are Family Mosaic, Genesis, Home Group, Metropolitan Housing, Network Stadium and Notting Hill Housing Trust. In addition to this, Barnet Homes as an Arms-Length Management Organisation (ALMO) manages 14,000 tenanted and leasehold homes on behalf of the Council.

Registered Provider	Number of rented homes in Barnet
Genesis	1,283
Notting Hill Housing	797
Family Mosaic	754
Home Group	680
Metropolitan	664
Network Stadium	275
Catalyst	219
Origin	98
One Housing Group	96
Barnet Homes	10,200

In addition to the RPs listed above, there are a number of smaller RPs providing housing and services for particular groups of residents in the borough. These include Agudas Israel Housing Association providing homes for orthodox Jewish families, Older Women Cohousing providing homes for women aged over 50 (in

## Appendix 1: Review of Strategic Engagement with Registered Providers

partnership with Hanover Housing Association) and Birnbeck Housing Association providing housing and support for people with Autistic Spectrum Disorders. Other RPs operating in the borough include Christian Action, Asra, Paradigm and IDS. The chief executive of Christian Action is the chair of Barnet Housing Association Liaison Group.

### 3. Delivery of new affordable homes

Registered Providers are the main providers of new affordable homes in the borough, having built 1,042 affordable homes since April 2012, including 523 for social rent, 268 for affordable rent and 248 for shared ownership/low-cost home ownership.

As shown in the table below there are currently five large regeneration schemes operating in the borough and in each case the Council is working in partnership with an RP to deliver new affordable homes, both for rent and shared ownership/low-cost homeownership.

Regeneration scheme	Registered provider	Affordable homes provision
Brent Cross/Cricklewood	TBC	1,300 homes by 2026/27
Dollis Valley	L&Q	250 homes 2019/20
Grahame Park	Genesis	1,439 homes by 2026/17
Stonegrove & Spur Road	Family Mosaic	389 homes by 2017/18
West Hendon	Metropolitan	543 homes by 2026/27

In addition to the regeneration schemes, there are major developments in Millbrook Park providing 324 affordable homes by 2026/27 and in Colindale providing 1,797 new homes by 2020/21. The major developments in Colindale are Beaufort Park, Peel Centre and the British Library Site.

A standard nomination agreement is in place for all social rent and affordable rented housing in which all providers are expected to give at least 50% of lettings for the local authority to allocate to (non-family sized accommodation) and 75% for family sized accommodation (2 bedroom or above). Higher levels of nominations have been and will continue to be negotiated on individual schemes either built on Council land or funded through S106 agreements, typically these will be 100% nominations of all lettings.

RPs are an important source of accommodation for the Council to use to meet its housing duties. In 2014/15 the Council received 780 opportunities to let from RPs which Barnet Homes was able to allocate to housing applicants. This compares with 271 council secure lettings and 300 private rented sector lettings.

The Greater London Authority (GLA) has set an affordable homes programme for 2015/18 which includes 680 affordable homes in Barnet, to be built by RPs.

For affordable rented homes built by RPs and funded through the GLA programme, 5% of homes will be let on a pan-London basis and 10% on larger



## **Appendix 1: Review of Strategic Engagement with Registered Providers**

strategic sites (over 150 units). In addition, 10% of the homes built will be retained for nominations by the RP.

The Council works effectively with RPs on the delivery of affordable homes, particularly on the regeneration schemes and where formal Section 106 agreements are in place.

### **4. Welfare Reform**

RPs have an important role to play in terms of Welfare Reform. The main focus of Welfare Reform is to assist people into work and RPs and local authorities have an important role to play in working with their tenants to increase their skills and opportunities in the workplace.

Barnet's Welfare Reform Task Force is a joint team which includes Housing Officers and Welfare Benefits Advisors from Barnet Homes, Job Centre Plus Advisors, Housing Benefit Advisors and coaches from Future Path. Genesis Housing Association was on the steering group that set up the Task Force. Since 2013, the Task Force has helped 1,400 Barnet residents affected by Welfare Reform, of this amount 7% are tenants of RPs. The Task Force have assisted in finding work, moving into more affordable homes and advice on benefits and support.

RPs have been working with their tenants affected by welfare reform to help them moving into more affordable housing that meets their needs or alternatively assisting them in seeking employment and training. The Benefit Cap will be reduced to £23,000 in London from autumn 2016. The lower cap may mean that more tenants of RPs will see their benefits capped. The Task Force will continue to work with RPs to assist affected households to find work or secure more affordable accommodation, including 18 to 21 year olds affected by the new housing benefit restrictions.

Universal Credit commenced in Barnet in March 2015 for new single applicants. The Department of Work and Pensions (DWP) has held training/partnership sessions with Registered Providers. Further information on how RPs are assisting their tenants in preparing for Universal Credit, including financial inclusion and digital inclusion, can be seen in the Performance Review, Appendix 2.

### **5. Training and employment**

Given the fact that the Benefit Cap is intended to encourage people to get into work, most RPs now have dedicated employment and training teams in place to provide training for employment, job brokerage and apprentice services for tenants. However some providers do not provide locally based skills and employment training to their tenants in Barnet but offer support run from other locations for example in central London.

The Council has a Skills and Development team creating opportunities for RPs to meet local businesses and provide opportunities for local residents to be employed. A Construction Business event attended by RPs was held to

## **Appendix 1: Review of Strategic Engagement with Registered Providers**

understand the employment and training requirements of regeneration developments in the borough and to work together to ensure that local residents are best equipped to maximise on the employment opportunities that will become available.

An example of this is Workfinder where job brokerage and advice is available. This has been successful in NW9 and is to be developed in High Barnet and Edgware. Promotion of this will be through the Housing Association Liaison Group.

The Council has been working with RPs in delivering the Construction Training Initiative through offering on-site training on construction sites. This initiative offers training opportunities on all significant new developments where there is affordable housing. The initiative is administered by Notting Hill Housing Trust who have established links with local colleges and covers several boroughs in North West London to allow the trainees to move between sites.

### **6. Neighbourhood management**

The Housing and Community Agency Neighbourhood and Community Standard require Registered Providers to keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They should work in partnership with their tenants and other providers and public bodies where it is effective to do so.

One example is where there have been several RPs managing housing schemes in locations adjoining each other. To facilitate community cohesion, fun days for the residents and joint neighbourhood management meetings have taken place to facilitate partnership working.

The Council also assist with linking RPs and other agencies such as Victim Support providing local Neighbourhood Justice Panels to reduce rates of re-offending.

### **7. Forthcoming housing reforms**

The Government has made a number of announcements on further housing reforms and changes to rent policy that will have an impact on RPs. Social housing rents will reduce by 1% a year for four years from April 2016. This will apply to both social and affordable rented homes but not apply to shared ownership homes. It is projected that this would result in a 12% real terms reduction in average rents by 2020/21 and help to reduce the overall housing benefit bill. The projected loss in rental income will be significant as many RPs will not be able to charge the rents they had made provision for in their business and development plans; therefore, this will impact on their ability for some RPs to deliver new developments.

Registered Providers have reached agreement with the Government on a voluntary scheme to extend the Right to Buy for housing association tenants.

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The Council will work with RPs and developers to understand the likely implications of this change and others in the forthcoming Housing Bill as more details become available.

### 8. How the Council Engages with Registered Providers

The following table shows how the Council and Re currently engage with and manage the performance of RPs.

<b>Current Engagement/ Monitoring</b>	<b>Frequency</b>	<b>What's Involved</b>	<b>Engagement/ Performance</b>
<b>Annual Performance Review</b>	Annually	Standard review issued to each larger/ developing registered provider. Included in this review is a meeting with various staff to talk through issues in Barnet.	Engagement and performance
<b>Barnet Housing Association Liaison Group meeting</b>	Twice a year and ad hoc if required	All RP's in Barnet are invited, chaired by CEO of local RP. Agenda includes briefing from GLA, Welfare Reform and any other relevant items.	Engagement
<b>Development Meetings</b>	Minimum once per year	Individual meetings between larger developing RP's and Re to discuss current developments and future development plans in Barnet.	Engagement
<b>Barnet Housing Association Nomination Group</b>	Minimum once per year	Lettings staff from all RP's in Barnet invited, Barnet Homes and Re. Agenda items are varied but include up to date issues/ concerns regarding lettings/nominations.	Engagement
<b>Nominations Newsletter</b>	Quarterly	Newsletter written by Re and Barnet Homes.	Engagement
<b>General meetings/ Visits</b>	Ad hoc	Ad hoc meetings and visits to RP's on areas of mutual concern and information sharing i.e. Welfare Reform, Universal Credit, Rents	Engagement
<b>Housing Forum</b>	Ad hoc	LBB, Re and RP's and other stakeholders to discuss housing policy issues such as Housing Strategy.	Engagement
<b>Consultation on changes in Policy and</b>	Ad hoc	LBB consult with RP's on various policies and strategies this can be done via liaison	Engagement

## Appendix 1: Review of Strategic Engagement with Registered Providers

<b>Strategies</b>		groups, forums and email consultation.	
<b>Monitoring of lettings returns.</b>	Collected quarterly and recorded as an annual PI.	RP's provide details of lettings for each quarter to confirm that RP's have met nomination agreements. Results are verified.	Monitoring.
<b>Development Data</b>	Throughout the year	Re is in regular contact with each developing RP to discuss start on site dates, completion dates and monitoring the S106 affordable housing elements. Completion statistics are recorded as monthly KPI.	Engagement and performance.

### 9. Regulation of Registered Providers

From April 2012 the HCA has been responsible for maintaining the register of Registered Providers, and for setting out the regulatory framework within which they must operate. The Regulatory Framework includes both the regulatory standards which providers must meet, and the way in which the Regulator carries out its functions in assessing these.

The Council offers tenants of RPs general advice on how to address any concerns they have regarding their landlord. This includes taking up the issue direct with the provider and advice on the Housing Ombudsman.

In order to assist councillors in addressing concerns raised direct to them by residents, a contact list is available which provides contact details of each Registered Provider operating in Barnet. This is currently being updated.

### 10. Regional Engagement

The Council engages with RPs on a regional basis through quarterly meetings with the GLA. This is largely focused around housing development and related issues. This gives both parties the opportunity to raise concerns with about individual Registered Providers.

More informal engagement with RPs is through informal networks at conferences and housing events, Sub Regional Meetings and London Councils.

### 11. Conclusion

RPs are key partners for the Council in delivering on the Housing Strategy objectives to increase the housing supply, including affordable housing. As the providers of accommodation for 7,000 households in the borough, RPs also have a key part to play in assisting tenants affected by welfare reforms, providing

## **Appendix 1: Review of Strategic Engagement with Registered Providers**

training and employment opportunities, and providing effective neighbourhood management.

In order to continue to work effectively and strategically with RPs, the Council will do more to communicate on housing delivery on sites identified by the providers and also build more partnership working on training and employment.

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## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### Introduction

This review presents an analysis of the performance of Registered Providers (RPs). The report is divided into two sections. Section A looks at management performance and Section B considers development performance. The report focuses on nine registered social landlords in Barnet including the estate regeneration schemes in Barnet.

In the year 1 April 2014 to 31 March 2015 there were nine Registered Providers with significant stock levels either currently developing or planning to develop general needs homes in Barnet.

The nine Registered Providers, Barnet Homes and their General Needs stock levels in Barnet are shown below.

Registered Provider	Number of rented homes in Barnet
Genesis	1,283
Notting Hill Housing	797
Family Mosaic	754
Home Group	680
Metropolitan	664
Network Stadium	275
Catalyst	219
Origin	98
One Housing Group	96
Barnet Homes	10,200

A full breakdown of types of stock can be seen in **appendix 1**.

In addition, we have also monitored the following Estate Regeneration Schemes in Barnet:

The three regeneration schemes in Barnet and the number of homes completed on these estates to date are shown below.

Scheme	Registered Providers	Stock No
Grahame Park	Genesis	413
Stonegrove	Family Mosaic	217
West Hendon	Metropolitan	105

Each year the Council reviews the performance of partner Registered Social Landlords to assess whether they can demonstrate they meet standards in management and performance.

The expectations of our partners require regular liaison meetings and submissions of annual performance returns specific to Barnet. In areas of poor performance the Council will continue to work with the Registered Provider to improve.

For this period we will be focussing on the following areas of activity:-

**Section A will focus on:-**

## **Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15**

1. HCA Regulatory Judgements
2. Rent levels for assured and affordable tenancies in Barnet
3. Rent Arrears
4. Rent Increases
5. Nominations offered to LBB
6. Welfare Reform
7. Arrears
8. Repairs

Where Registered Providers performance indicators are directly comparable to Barnet Homes' data, we have also shown Barnet Homes' performance.

### **Section B will focus on:-**

1. Development Opportunities
2. GLA Affordable Housing Programme 2011–15
3. GLA Affordable Housing Programme 2015-18

## **Section A: Management Performance**

### **1. Regulatory Judgements**

The Housing and Regeneration Act 2008 established the regulator of social housing. The Act also sets out the statutory framework within which the Regulator must operate. This framework enables the Regulator to register and regulate providers of social housing. Providers of social housing registered with the Regulator are known as "Registered Providers". Only registered providers will be regulated.

From April 2012 the HCA has been responsible for maintaining the register of registered providers, and for setting out the regulatory framework within which they must operate. The Regulatory Framework includes both the regulatory standards which providers must meet, and the way in which the Regulator carries out its functions.

The focus of activity is on governance, financial viability and value for money as the basis for robust economic regulation; maintaining lender confidence and protecting taxpayer's money. Providers are assessed on a scale from G1/V1 to G4/V4, where G1/V1 means the provider meets the requirements and G4/V4 means the provider does not meet the requirements. Please refer to appendix 2 for a definition of each scale.

The following table shows the results summary for the regulatory judgements for the nine RSLs.



## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

Registered Provider	Governance	Viability
Catalyst	G1	V1
Family Mosaic	G1	V1
Metropolitan	G2	V2
One Housing Group	G1	V2
Notting Hill Housing	G1	V1
Network Housing (includes Network Stadium)	G2	V1
Home Group	G1	V1
Genesis	G1	V1
Origin	G1	V2

### 2. Rent Levels

#### Social Rents

Social Rent is low cost rental accommodation that is typically made available at rent levels that are set in accordance with the rent component of the Tenancy Standard on the basis of the Rent Influencing Regime guidance. Rent policy is subject to the tenancy standard and, social rent levels should be calculated according to a formula based on relative property values and relative local earnings.

The following table shows the average weekly net assured rents (i.e. exclusive of service charges) charged in 2014/15.

Registered Provider	Bedsit £	1 bed £	2 bed £	3 bed £	4 bed £	5 bed £	6 bed £
Genesis	98.6	109.04	128.44	143.86	157.03	171.00	
Family Mosaic		102.52	123.42	140.04	153.34	160.85	
Metropolitan	90.69	112.98	134.14	146.30	162		
One Housing Group		134.94	135.18	145.55	157.44		
Catalyst		110.06	123.95	143.80	161.52		167.42
Notting Hill Housing	86.77	105.71	123.77	138.23	151.96	153.75	170.10
Network Stadium	100.14	117.23	125.86	140.32	155.84	132.85	151.82
Home Group	92.73	103.44	122.00	142.00	141.67		
Origin		107.23	134.79	144.55	156.35		
Barnet Homes	75.23	87.92	100.64	114.94	128.16	146.18	160.03

The table below shows the average weekly service charge for 2014/15 for flats.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

Registered Provider	bedsit	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed
Genesis	£11.31	£16.06	£21.81	£22.02			
Family Mosaic		£8.37	£12.29	£13.51	£17.57		
Metropolitan	£17.78	£16.32	£17.53	£15.53	£12.85		
One Housing Group		£6.87	£6.87	£6.87	£5.58		
Catalyst		£60.41	£32.72	£36.92			
Notting Hill Housing	£4.17	£9.50	£8.83	£4.60	£6.62	£4.16	
Network Stadium		£20.00	£11.87	£8.91	£2.48		
Home Group	£9.15	£9.57	£7.41				
Origin		£9.09	£12.92	£14.14	£13.72		
Barnet Homes	£4.77	£6.25	£5.56	£2.22	£0.88	£0.15	

Registered Providers with high levels of stock on new high density schemes will have a higher average service charge. In addition, Catalyst has a particularly high service charge for 1 bed units as this includes their extra care scheme.

The following table shows the average weekly net assured rents for flats and houses and service charges (SC) for flats charged for new developments in Barnet in 2014/15.

Development	bedsit	1bed	2bed	3bed	4bed	5bed	6bed
Genesis Grahame Park rent	£98.92	£112.43	£122.28	£140.94	£156.61	£170.10	
Genesis Grahame Park service charge	£11.30	£18.06	£23.73	£15.88			
Family Mosaic Stonegrove rent		£104.61	£124.68	£142.07	£155.27	£157.57	
Family Mosaic Stonegrove service charge		£14.96	£14.73	£10.70			
Metropolitan West Hendon rent		£109.15	£134.87	£151.98			
Metropolitan West Hendon service charge		£10.67	£10.71				

### Affordable Rents

Affordable Rent is a form of low cost rental social housing, as defined by s69 of the Housing and Regeneration Act 2008, and has been the principal rental product available through the GLA 2011-15 Affordable Homes Programme. The maximum rental level for Affordable Rent should be no more than 80% of gross market rent (inclusive of service charges). In assessing whether the rent is no more than 80% the individual characteristics of the property must be taken into account, such as its location and size.

In Barnet the total weekly rent inclusive of service charges for a 3 bedroom property should not exceed £220.00 so that it is affordable to households

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

subject to the Universal Benefits Cap. All Registered Providers are currently within this figure with the exception of One Housing Group who have confirmed they assess residents before offering an affordable tenancy and would then amend rents according to the resident's needs.

The table below shows the affordable rent levels in Barnet for 2014/15.

Registered Provider	1bed	2bed	3bed	4bed	Under £220 target
<b>Genesis</b>	£138.82	£178.78	£146.75		y
<b>Family Mosaic</b>	£106.99	£120.65			y
<b>Metropolitan</b>			£194.61		y
<b>One Housing</b>	£177.96	£219.92	£304.37		n
<b>Catalyst</b>	n/a	n/a	n/a	n/a	n/a
<b>Notting Hill Housing</b>	£181.32	£234.47	£204.37	£186.92	y
<b>Network Stadium</b>	£182.32	£239.20			y
<b>Home</b>	£159.43	£181.29	£216.07	£156.52	y
<b>Origin</b>		£206.75			y

### 3. Rent Arrears

Rent Collection is a key element of Housing Management. House Mark report the performance of Housing Organisations rent collection, an efficient rent collection service is important to ensuring that as much of the rent due, and thus potential income due to the landlord, is collected and received.

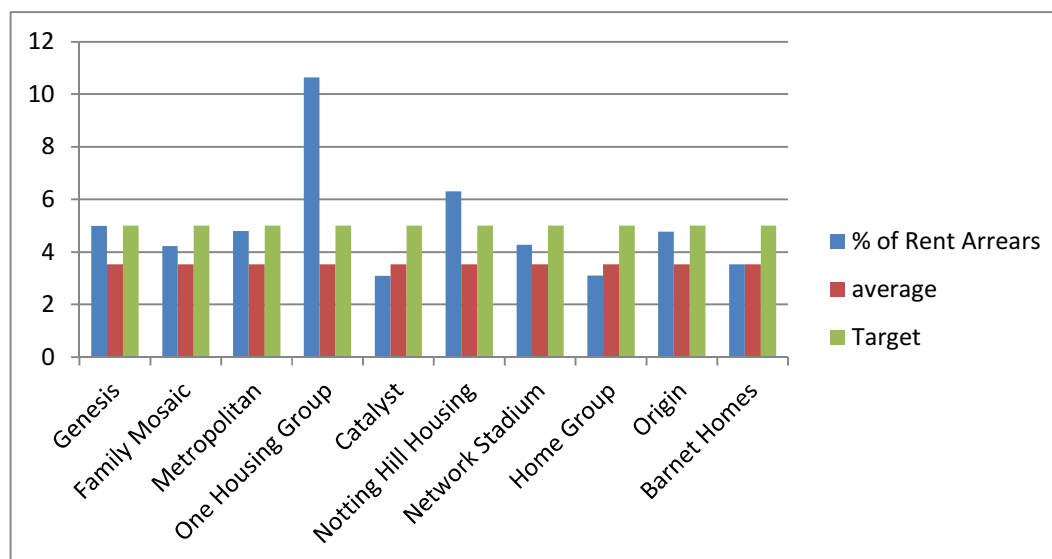
Arrears have increased since 2012/13 due to the introduction of Welfare Reform in particular the under occupancy charge and the benefit cap.

Social landlords needed to ensure they had robust systems and processes in place for collecting rent and minimising arrears levels if income was to be maximised and tenancies sustained. We have been working with Registered Providers with tenants affected by the Welfare Reform to ensure that their arrears procedures are effective and include referrals to the Councils Welfare Reform Task Force.

The Council have set a target of 5% for arrears collection; however, House Mark statistics show the average rent arrears for London to be 3.54%.

The chart below shows the percentage of rent arrears for each Registered Provider compared to the average for London and the target set by the Council.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15



Each Provider that did not meet the average arrears collection was asked to comment on their performance:-

**Genesis** – *We accept that we are still high and over the past 4 years since the inception of Genesis we have made this a priority. Over the last 3 years the arrears have reduced, the target for this year is 5.5% and with the Welfare Reform implications the improvements made have been good and are in a strong financial position by collecting more money than is due in the last 3 years.*

**Notting Hill** – *Historically arrears in Barnet have been high for our organisation. Last year we collected over 102% of our rental income, reducing arrears by over 2%. We intend to continue with these plans for the year ahead.*

**Metropolitan** – *The trend for arrears in North London (covering the Barnet area) is downwards. In 2013/14 -6.61% and in 2014/15 – 4.90%. We are confident that the arrears for the North London area including Barnet will be further reduced for 2015/16. In addition if you compare like for like through the G15 benchmarking (2013/14) – we have moved from 13<sup>th</sup> out of 15 in 2013/14 to 9<sup>th</sup> out of 15 in 2014/15. We are maintaining a significant downward trend with our early intervention approach for supporting customers*

**One Housing Group** – *Despite requests One Housing Group have failed to provide an explanation for the high arrears, they have had a recent restructure of staff. We will continue to liaise with One Housing group.*

### 4. Rent Increases for 2015/16

The guideline limit from the HCA for rent increase is CPI + 1% for all social housing including affordable rent. This calculates as 2.2% for 2015/16.

All Registered Providers are operating within the 2.2% limit.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### 5. Nominations offered to LBB

The HCA Tenancy Standard requires that Registered Providers contribute to Local Authority strategic housing function and sustainable communities. In Barnet the standard nominations agreement requires associations to offer 50% of non-family accommodation and 75% of family sized accommodation (2 bedroom and above) eligible properties to council nominees. Eligible properties are newly built properties or relet vacancies that are the result of the death of the tenant, eviction, or the household moving out of the borough.

In addition, all schemes which are funded by the Council or are built on council land or have a S106 Agreement require 100% nominations in perpetuity.

Individual Registered Providers performance on nominations in 2014/15 is shown below.

#### Family Accommodation

Registered provider	LBB entitlement	No of nominations offered	Target met
Genesis	100	103	Yes
Family Mosaic	4	3	No
Metropolitan	3	3	Yes
One Housing Group	6	6	Yes
Catalyst	0	0	Yes
Notting Hill Housing	18	20	Yes
Network Stadium	2	2	Yes
Home Group	6	8	Yes
Origin	1	1	Yes

Family Mosaic has agreed to provide the next family sized accommodation direct to the Council.

#### Non Family Accommodation

Registered provider	LBB entitlement	No of nominations offered	Target met
Genesis	38	40	Yes
Family Mosaic	4	6	Yes
Metropolitan	1	0	No
One Housing Group	3	3	Yes
Catalyst	5	5	Yes
Notting Hill Housing	8	8	Yes
Network Stadium	3	6	Yes
Home Group	3	6	Yes
Origin	0	0	Yes

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### 6. Welfare Reform

The Welfare Reform Act 2012 aims to reform the Welfare System to help more people move and progress in work whilst supporting the most vulnerable.

The Act has made the following significant changes to the benefits system.

- Universal Credit to replace a range of existing means tested benefits and tax credits for people of working age.
- Caps the total amount of benefit that working age people can receive so that households on working age benefits can no longer receive more benefits than the average working wage. This cap is £500 per week for families and £350 per week for single people. This figure is set to reduce in 2016.
- Under Occupancy charge introduced to restricts Housing Benefit entitlement for social housing tenants whose accommodation is larger than they need.
- Personal Independence Payments to replace the current Disability Living Allowance
- Increases Local Housing Allowance rates by the Consumer Price Index on an annual basis
- Limits the payment of contributory Employment and Support Allowance to a 12-month period to create a cultural that does not allow people to stay permanently in the work related activity group.

Registered Providers are largely affected by Welfare Reform changes, in particular the under occupancy charge, Universal Credit and the Benefit Cap. Barnet's Welfare Reform Task Force has been established to help residents effected by Welfare Reform, they are a joint team including Housing Staff, Welfare Benefits Advisors from Barnet Homes, Job Centre Plus Advisors, Housing Benefit Advisors and coaches from Future Path and have helped 1,400 Barnet residents find work, move into affordable housing, switch to exempt benefits and provided general advice and support. The Task Force regularly feeds information to Registered Providers at the Barnet Housing Association Liaison Group meeting.

Registered Providers will have a responsibility to offer support to their tenants in preparing for these changes and ensuring tenants can afford their tenancies. There was an initial focus on digital inclusion, all Registered Providers have been ensuring residents are digitally ready to use Universal Credit and have increased the use of Direct Debit to pay rent, set up IT training workshops, local IT hubs, adequate broadband on estates, Origin have taken this one step further and have introduced a second hand computer scheme which are reconditioned and given out to residents.

We are also interested in finding out how Registered Providers are assisting in 'Get Britain Working'.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

LBB and Barnet Homes are working closely with all Registered Providers affected by the changes and are confident that they are engaging with their tenants and are looking to improve their ability to find work. The following tables show the current position for each Registered Provider and their approach to 'Get Britain Working'.

### Genesis

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	130	0	71	0	7	1
Benefit Cap	43	0	28	0	4	0

Genesis operates the Grahame Park employment and training programme, this was launched in 2013 aiming to support local residents to progress along a pathway to employment. The programme delivers a range of work clubs, courses, workshops and 121 employment supports and assists people to be job ready. It runs on a termly basis and provides training opportunities including accredited courses, basic skills such as numeracy, literacy, supported teaching and learning in schools and ESOL and supports residents with their personal development by providing workshops such as life skills, work preparation, interview techniques and CV writing workshops. The 1st term was launched in April 2013 and the programme is run in conjunction with school timetable to enable participants with child care issues to still engage. It has been successfully developed and delivered courses. In 2014/15 312 residents have received accredited or non-accredited training, 54 residents have been placed in employment and 3 residents have been given apprenticeships.

### Family Mosaic

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of tenants moved as a result of Welfare Reform
Under occupancy	45	0	31	0	0	0
Benefit Cap	2	0	2	0	0	0

Family Mosaic has developed an employment team which offers personalised employment advice, CV building, Interview Coaching, Training, Work Placements, Job Finders Resource Room, Apprenticeships and a job

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

brokerage service. In Stonegrove there have been opportunities for work and apprenticeships with Barratts and its contractors. Going forward Family Mosaic are partnering with Groundwork London to work with the long term unemployed and those working less than 16 hours a week.

### Metropolitan

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of welfare reform
Under occupancy	49	0	43	0	4	0
Benefit Cap	1	0	1	0	0	0

Metropolitan currently has the following three services/initiatives in Barnet.

1. Generic Metroployment Services - Metroployment is Metropolitan's flagship employment support programme. Referrals are made through the Employment Project Officer. Closest support Hubs are located in Edmonton and Brent.
2. Barnet Y2Y Programme - This is a young people peer to peer support project offering coaching to young people in Barnet who may be facing any number of issues, from gang culture/crime to education/employment to social isolation and confidence. The Y2Y volunteer coaches are also young people themselves. This is a partnership project with Metropolitan's Care & Support Service who is responsible for delivering the front line service. Volunteers receive training in a variety of areas and support towards employment outcomes through accessing Metroployment.
3. RSLs Service Providers Partnership – MHT attend this forum provided by JCP and LBB to refer customers to a network of partnership services.

In addition residents are encouraged to access a job club at Chalkhill community centre, Wembley, for support with CV writing, job search, applications, interview preparation and self-employment.

There are plans to run a support service from West Hendon Community Centre, currently subject to funding, this will provide 121 support for apprenticeships, volunteering and employment.



## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### One Housing Group

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	9	0	5	0	0	0
Benefit Cap	1	0	0	0	0	0

One Housing Group has an Employment and Training Service which offers careers advice, CV Writing, Interview Preparation, Free Training including NCFE level 2 certificate in supported teaching and learning in schools, NCFE level 2 event steward certificate training and Construction Training Scheme.

### Catalyst

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	10	0	5	0	3*	0
Benefit Cap	3	0	2	0	2	0

Catalyst run Catalyst Gateway , a community development which also delivers DOSH (a financial inclusion and money management advice and guidance programme) which involves the direct provision of support and interventions for Catalyst residents in Barnet. The numbers accessing the services are currently not available. Catalyst Gateway employment team works with Catalyst residents and offers support, training, advice and guidance for both unemployed and underemployed residents again numbers accessing the services are currently not available. Direct referrals are made to specialist debt provision from CAB, staying First, Agnes Smith, Step Change and national Debt Line and signposting for digital inclusion, competence and capacity.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### Notting Hill Housing

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	26	0	22	0	2	3
Benefit Cap	6	1	4	0	0	0

The Construction Training Initiative (CTI) is Notting Hill's award winning project which has been in operation for the past 20 years. The objective of the scheme is to support the unemployed, the socially disadvantaged and persons from underrepresented groups to achieve industry recognised qualifications and site experience which can lead to sustainable long-term employment in the construction industry.

CTI are able to provide a generous package of support for tenants and Local Barnet residents which include paid work placement on building sites, free tools, free personal protective equipment and assistance with travel. CTI are able to place residents who are unemployed and 18 years above (who are pursuing a construction related course) on various sites across Barnet. Notting Hill is currently undertaking several building contracts on various sites in the borough including Kingsgate House, Colindale Estate, Barham Park, Approach Rd and Finchley Rd.

CTI are also able to provide employment and guidance through their AIG qualified staff and are also Matrix accredited which is the quality standard body for information and guidance services. The CTI scheme is further enhanced through a network of collaborative partners including local colleges and private training providers, Jobcentre Plus, Housing Associations, building contractors, charities and voluntary agencies that assist in the sourcing and placing of residents and tenants. Registered Providers that sign up to CTI for new developments pay a financial contribution.

In the most recent quarter for which there is data (quarter ending 30 April 2015) 15 Barnet residents were registered on the scheme, 12 of which were on work placements. The roles that the scheme provides include Bricklaying, Carpentry, Painting, Plumbing, Electrical, Plastering and Site Management.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### Network Stadium

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	33	0	22	0	0	0
Benefit Cap	2	0	2	0	0	0

Network Stadium's employment, training and skills initiative is called Worksmart. It is a project open to all residents, naturally including Barnet. Worksmart supports with job search, CV writing, job application, job interview techniques, confidence building and skill based training with the view of assisting a resident to secure employment. Volunteering and work experience are also options for those further away from the job market.

Below are outputs for the programme in 2014/15

- 16 residents into work
- 62 residents trained
- 1 resident into an apprenticeship
- 117 referrals to Worksmart
- 50 residents on Worksmart programme
- 163 information, advice and guidance sessions delivered
- £175 143 social value generated via Worksmart programme alone
- 8 young people trained in Project Management qualification.
- 4 work experience placements for young people delivered.

### Home Group

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR.
Under occupancy	42	0	Unable to record	0	0	0
Benefit Cap	0	0	Unable to record	0	0	0

Home Group run an apprenticeship programme for customers to get involved in. this is a fixed term for a year and runs along an NVQ programme. This is advertised locally and nationally when roles are available. They currently have an apprentice in their Barnet office.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

A pilot study has started in Barnet where new tenants are interviewed to identify their employment and training needs and find suitable solutions.

Step Change is their approved partner to help combat arrears and Home are working closely with them to help customers that are financially excluded.

They have also started working with 'be secure' project with Hyde Housing (a service for customers that need help to change behaviours with managing debt). Money management courses are also available.

Home group have set up Welfare Income Support Partner (WISP) roles across the nation. Unfortunately the WISP role is not currently live in the London area but planned in the near future to assist Home Group customers.

### Origin

	No of residents affected	No of residents affected by WR not contacted	No of tenants affected by Welfare Reform in arrears	Referrals to LBB task Force	No taken to court	No of residents moved as a result of WR
Under occupancy	3	0	*	0	1	0
Benefit Cap	0	0	*	0	0	0

Origin has reported they no longer track tenants who were previously subject to benefit cap and bedroom tax. Their justification for this is a) the data and profile information they hold is outdated. b) From an income management and advice services perspective all affected household have been contacted and/or given support, Origin now treat this as business as usual, but are monitoring the impact of the new proposed reforms i.e. UC, reduction in benefit cap and removal of housing benefit.

Barnet residents can receive help and support with the following:

- Writing CVs and covering letters, application forms and job searching
- Building confidence, Interview skills, and motivation
- Accessing job vacancies and apprenticeships
- Training/ workshops
- Finding work placements and voluntary work experience
- One-to-one support advice and guidance / developing an individual action

Other types of support available to tenants relating to getting a job are:

- Budgeting and money management

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

- Calculating how going in to work or returning to work could affect income
- Advising or assisting with claiming benefits.

### 7. Repairs Performance

The Regulatory Framework set out by the Homes and Communities Agency requires Registered Providers to 'provide a cost effective repairs and maintenance service to homes and communal areas that responds to the needs of and offers choices to tenants and has the objective of completing repairs and improvements 'right first time'. Each Registered Provider is required to meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.

House mark record repairs performance indicators for repairs. This indicator is used to ensure that the landlord is keeping its commitment to tenants to complete repairs within agreed target times. It indicates how efficient and reliable the landlord is at delivering on a key customer care promise of its repair service; at protecting the health & safety of the occupiers of its homes and maintaining the value of its assets.

In this review we asked all Registered Providers the percentage of repairs completed right first time, Housemark report the average for London as being 87.72%, not all Registered Providers can provide this data at a local level and those that could did not meet this target.

The following table shows the percentage of respondents very or fairly satisfied with the repairs and maintenance service.

Registered Provider	% of respondents very or fairly satisfied with the repairs or maintenance service.
Genesis	73%
Family Mosaic	46%
Metropolitan	47%
One Housing Group	96%
Catalyst	71%
Notting Hill Housing	63%
Network Stadium	69%
Home Group	83%
Origin	90%
Barnet Homes	75%

**Genesis** - *The introduction of the Kier contract in East London has enabled the improvements in the repairs and property services structure. The overall for % completed right first time has now increased to 84% from 77% and the target time for routine repairs was reduced from 28 to 20 days for better service.*

**Notting Hill Housing**– *In the last year we have procured new contractors across our planned and responsive repairs service. We have restructured our*

## **Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15**

*contract management functions. The switch over to new IT and management systems means that we cannot provide some data at present will be able to do this next year.*

**Family Mosaic** – *We have recently terminated an unsatisfactory responsive repairs contract. This took several months during which the service deteriorated further. We have new responsive repair contractors in place and are confident this will lead to an improvement in customer satisfaction. This affected our homes in Barnet as much as anywhere else. The new contractors are working well but are interim. We are currently planning for the longer term procurement and residents will be heavily involved in the selection process.*

**Metropolitan** - *We have now agreed that Keepmoat Property Services will be exiting the London Repairs service from end of August 2015, and Wilmott Dixon will take over the management of the service. Metropolitan and Wilmott Dixon will be working closely together to improve services for customers.*

All of the Registered Providers confirm that they have no properties with category 1 Hazards in accordance with Housing Health Safety Rating Scheme.

Housemark report the average percentage for properties with a valid Gas Safety Certificate to be 99.70%. All Registered Providers are currently operating above this level.

### **8. Customer Satisfaction**

As part of the HCA regulatory framework, Registered Providers have to meet the tenant involvement and empowerment standard with required outcomes over the following:-

- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to the diverse needs of tenants
- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to diverse needs

Customer satisfaction statistics provided from surveys can give an indication as to how well the Registered Provider is doing in this area.

The benchmark for housing providers in London for the period 2014/15 is an annual statistic and will not be reported until later in 2015/16. The majority of Registered Providers do not record Barnet Specific data for customer services. Most organisations employ independent organisations to complete random customer satisfaction surveys and in addition survey after incidences of ASB, repairs and formal complaints.

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

Registered provider	% of Respondents very or fairly satisfied their views are being listened to and acted upon	% of respondents very or fairly satisfied with the service provided
Genesis	69%	Do not record
Family Mosaic	51%	78%
Metropolitan	44%	57%
One Housing Group	n/a	82%
Catalyst	82%	89%
Notting Hill Housing	61%	76%
Network Stadium	n/a	79%
Home Group	n/a	81%
Origin	n/a	76%
Barnet Homes	49%	81%

**Metropolitan-** *These are national figures, not specific for Barnet. We are aware of how satisfaction scores relate to the national averages and peer groups. The biggest driver of tenant satisfaction is the repairs services, which has not been good enough in recent years. We have now agreed that Keepmoat Property Services will be exiting the London Repairs service from end of August 2015, and Wilmott Dixon will take over the management of the service. Metropolitan and Wilmott Dixon will be working closely together to improve services for customers.*

**Notting Hill** – *figures for our service were affected by a disproportionate amount of tenant surveys on a patch where the Housing Officer was failing. Our service model relies on Housing Officers being the first point of contact for all queries, satisfaction is improving throughout 2015.*

### 9. Overall performance and commentary.

The table below shows each Registered Provider and whether they have met each performance target.

Registered provider	Rent Arrears	Nominations family sized	Repairs	No of areas performance has been met
Genesis	Yes	Yes	No	2
Family Mosaic	Yes	Yes	Do not record data	2
MHT	Yes	yes	No	2
One Housing Group	No	Yes	No	1
Catalyst	Yes	Yes	No	2
Notting Hill Housing	Yes	Yes	No	2
Network Stadium	Yes	Yes	Do not record data	2
Home Group	Yes	Yes	No	2
Origin	Yes	Yes	Do not	2

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

			record data	
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Overall the performance of each Registered Provider is good and has either remained the same or improved since last year. All the Registered Providers have a fully committed approach to Welfare Reform and are keen to increase their Partnership working with Barnet's Welfare Reform Task Force in particular referring residents to the task force to receive assistance. Discussions are being held with One Housing Group and Metropolitan over a couple of issues with the aim to improve performance for next year.

As a result of the review we would continue to recommend each Registered Provider to developers on new Housing Developments.

### SECTION B

The Affordable Housing Programme 2011 – 2015 came to an end in March 2015. In Barnet 398 affordable housing units were completed in 2014/15. The following table shows a list of these units.

Registered provider	Scheme
Origin	731 Finchley Road, NW11
Affinity Sutton	765 Finchley Road, NW11
One Housing Group	Brent Court, NW11
Sanctuary	Queen Charlotte House, Burnt Oak, HA8
NHHG	Kingsgate House, N3
Catalyst	Chandos Lodge, NW9
Odu Dua	Hallywick Court, N12
Sanctuary	Greenpoint
Catalyst	Merrivale
NHHG	Colindale Hospital
Origin	11 – 13 Approach Road, EN4
Genesis	Graham Park
MHT	West Hendon
Family Mosaic	Stonegrove
Discount Market Scheme	Beaufort Park

It is important to maintain an effective partnership between the Council and each developing Registered Provider to ensure schemes are run smoothly and efficiently.

Regular meetings are held with all developing Registered Provider and on site meetings with developers to monitor progress of each scheme.

#### Origin

Origin has two developments on site in 2014/15 Finchley Road and Approach Road. Targets for Finchley Road were met but Approach Road experienced problems with the contractor going into administration, as a result the scheme has now moved from the 11 – 15 programme and in to the 15 -18 programme. Origin had been keeping the GLA updated with progress but were delayed in reporting this to LBB. LBB are now in discussions with Origin to develop a



## **Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15**

communication process to ensure that we are kept informed of progress and when initially bidding for schemes.

### **One Housing Group**

One Housing Group developed Brent Court, this experienced long delays due to contractor issues and build costs.

### **Notting Hill Housing Group**

Partnership working between Notting Hill and LBB is excellent with regular on site meetings and updates on each scheme. Notting Hill has a large development programme going forward with Colindale Library and Hendon Football Club and are also looking to offer on other market opportunities.

### **Catalyst**

Partnership working with Catalyst development needs to be improved; there have been significant delays in providing accurate information from Catalyst. A recent meeting with the Head of Development has identified these problems with the view to improve working relationships for current and future programmes.

### **Genesis**

Genesis development in Barnet is concentrated at Grahame Park. Communication is effective and problems are dealt with efficiently. Genesis has recently reported in the press that they will no longer be developing affordable of social rented units and instead will concentrate on Shared Ownership and Private Sale. Discussions are currently in place between Re and Genesis to identify what this means for Barnet.

### **MHT**

MHT are regenerating West Hendon, partnership working has been effective especially in tackling the issues Barnet has experienced with the National Press regarding the CPO enquiry.

### **Family Mosaic**

Family Mosaic is regenerating Stonegrove, and partnership working is effective and the Council are kept informed of any changes to the programme. Phase 4 will see 22 capped rent units and 65 shared ownership units. Family did have one of the Millbrook Park phases in the 2011 -15 GLA programme but due to delays have moved this to 'building the pipeline'. Going forward Family Mosaic are looking at potential S106 opportunities at Sweets Way and Elmbank but have yet to discuss this with the Council as still at early stages.

### **Network Stadium**

Network Stadium have not developed in Barnet for some time but have identified several sites they would like to be involved in for the future.

### **Other Registered Providers**

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

Sanctuary have been developing throughout 2014/15 going into 2015/16 we will be looking to review them in 2016. Partnership working is effective but Sanctuary have experienced some recent changes in staff and communication reduced this has now improved. IDS and Paradigm have also acquired schemes through S106 Agreements.

### 2015 – 18 Programme

The Mayor's strategy aims to put in place the resources to deliver more than 42,000 new homes a year, from 2015 to 2018. In Barnet there are currently plans for 680 affordable homes.

The following table shows the current schemes with planning permission that are progressing.

Registered provider	Scheme	On Site
Family Mosaic Housing	Stonegrove	Yes
Various at in Phases	Millbrook Park	Yes
TBC	Chandos Avenue	No
A2Dominion London Limited	Geron Way	Yes
Notting Hill Housing Trust	Colindale Hospital Block N Ph3	Yes
Notting Hill Housing Trust	Beaufort Park	Yes
Catalyst Housing Limited	931 High Road Finchley	Yes
Catalyst Housing Limited	High Road Whetstone	Yes
TBC	Barnet College	No
Catalyst	Furniture Land, North Finchley	Yes
MHT	Watling Boys Club	Yes
Sanctuary	Green Point	Yes
Family Mosaic	Chandos Way, NW11	Yes
Catalyst	Chandos Lodge	Yes
TBC	104 Burnt Oak	No

**Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15**

TBC	B & Q Whetstone	No
TBC	British Libarary, Colindale	No
TBC	Albert Road Gas Works	No
TBC	Hendon Football Club	No
TBC	Sweets Way	Yes

## Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15

### Appendix 1

The table below shows a full breakdown of types of stock for the Nine Registered Social Landlords.

	General Needs	Sheltered with on site officer	Sheltered with alarm assisted	Wheelchair Homes	Lifetime Homes	Disabled - adapted homes	Other	Total	No of void units
<b>Genesis</b>	1283							<b>1283</b>	11
<b>Genesis Grahame park</b>	413							<b>413</b>	0
<b>Family Mosaic</b>	754							<b>754</b>	2
<b>Family Mosaic Stonegrove</b>	217						36 SO	<b>217</b>	4
<b>Metropolitan</b>	664	37	0	5	0	99	0	<b>840</b>	25
<b>Metropolitan west Hendon</b>	47	11	4	1	35	11		<b>105</b>	7
<b>One housing group</b>	96						0	<b>96</b>	0
<b>Catalyst</b>	219	39	45	6				<b>258</b>	2
<b>NHHG</b>	797			24	714	10		<b>886</b>	14
<b>Network Stadium</b>	275	56	71					<b>402</b>	2
<b>Home Group</b>	680			1				<b>681</b>	0
<b>Origin</b>	98		25				19	<b>142</b>	2
<b>Barnet Homes</b>	10,013	421					5855	<b>14112</b>	
<b>Total</b>	<b>4489</b>	<b>174</b>	<b>73</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>893</b>	<b>5642</b>	14

## **Appendix 2: Barnet Annual Performance Review of Registered Providers in 2014/15**

### **Appendix 2**

#### **Governance and viability ratings from HCA**

We assess providers for both governance and viability on a scale from G1/V1 to G4/V4:

G1 – The provider meets the requirements on governance set out in the Governance and Financial Viability standard.

G2 – The provider meets the requirements on governance set out in the Governance and Financial Viability standard, but needs to improve some aspects of its governance arrangements to support continued compliance.

G3 – The provider does not meet all of the requirements on governance set out in the Governance and Financial Viability standard. There are issues of regulatory concern and in agreement with the regulator the provider is working to improve its position.

G4 – The provider does not meet the requirements on governance set out in the Governance and Financial Viability standard. There are issues of serious regulatory concern and the provider is subject to regulatory intervention or enforcement action.

V1 – The provider meets the requirements on viability set out in the Governance and Financial Viability standard and has the capacity to mitigate its exposures effectively.

V2 – The provider meets the requirements on viability set out in the Governance and Financial Viability standard but needs to manage material financial exposures to support continued compliance.

V3 – The provider does not meet the requirements on viability set out in the Governance and Financial Viability standard. There are issues of serious regulatory concern and, in agreement with the regulator; the provider is working to improve its position.

V4 – The provider does not meet the requirements on viability set out in the Governance and Financial Viability standard. There are issues of serious regulatory concern and the provider is subject to regulatory intervention or enforcement action.

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## Housing Committee

### 19 October 2015

<b>Title</b>	<b>Business Planning Annual Report-Housing</b>
<b>Report of</b>	Commissioning Director, Growth and Development
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key Decision</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Paul Shipway- Strategic Lead Housing, 020 8359 4924, <a href="mailto:paul.shipway@barnet.gov.uk">paul.shipway@barnet.gov.uk</a> Chloe Horner- Commissioning Lead Housing, 020 8359 4775, <a href="mailto:chloe.horner@barnet.gov.uk">chloe.horner@barnet.gov.uk</a>

## Summary

Each Theme Committee is to receive an annual report against progress made in 2014/15. These reports are to provide theme committees with an annual update of the work that has been undertaken to meet the committee’s commissioning intentions, as outlined in the agreed commissioning plan for each committee.

Performance of the council is monitored each quarter by the Performance and Contract Management Committee. Any in-year concerns will be raised through a referral to the relevant theme committee.

This reports presents performance and financial data from March 2014 to April 2015, highlighting progress made against the Corporate Plan and the Housing Committee’s work in assisting in the achievement of meeting the fiscal challenge up to 2020.

Following a review of 2014/15, priorities and areas of potential challenge 2015/20 have been considered and are outlined in this report in line with the Draft Housing Committee Commissioning plan 2015 – 2020. Following on from public consultation this committee will

also be asked to approve the final plan at this meeting.

In June 2015 the Housing Committee agreed a new ten year management agreement with Barnet Homes which will be implemented from April 2016.

## **Recommendations**

- 1. That the Committee note the progress made during 2014/15 and agree to use the information provided to help in future decision making.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 Each Theme Committee is to receive an annual report against progress made in 2014/15. These reports are to provide theme committees with an annual refresh of the work that has been undertaken.

### **2. REVIEW OF 2014/15**

#### **Corporate Plan priorities**

- 2.1 Housing services contributed towards the Council's Corporate Plan 2013/16 priority outcome "To maintain the right environment for a strong and diverse local economy". Barnet is a popular place in which to live and has high demand for a limited supply of council and housing association homes and a thriving and high cost private rented sector. The Council has faced increasing costs of providing temporary accommodation to housing applicants.
- 2.2 Housing services in Barnet are delivered by external delivery units. Barnet Homes, an Arm's Length Management Organisation, delivers the Council's housing management, homelessness and housing options functions. R<sup>e</sup>, a joint venture with Capita, delivers planning, regeneration and private sector housing environmental health related functions. In addition to this, the Council works strategically with Registered Providers to deliver new affordable housing and regenerate the borough's housing estates.
- 2.3 The performance outturn for 2014/15 (Table 1 below) shows the borough's progress against two of the Corporate Plan 2013/16 objectives which the Housing Committee contributed to. The targets on the indicators of total number of private rented sector lettings achieved and the delivery of affordable housing completions were achieved. The indicator on households placed in emergency accommodation was below target because of the increased number of households presenting as homeless. The Council is working with Barnet Homes to reduce the use of temporary accommodation and to maximise homelessness preventions. On new affordable homes and numbers of empty properties brought back into use the targets were exceeded.



Table 1: Progress against relevant areas of the Corporate Plan 2013/16

Objective	Indicator	2014 Outturn	Previous Outturn 2013
To maintain the right environment for a strong and diverse local economy	Reduce the number of households placed in emergency accommodation to 500 (Barnet Homes)	455	471
	Increase the number of Private Rented Sector lettings achieved to 315	392	318
	Complete 367 new affordable homes	398	344
	Bring 100 empty properties back into use	130 <sup>1</sup>	624 <sup>2</sup>

2.4 A number of major programmes were implemented in 2014/15. Key achievements include:

- The council developed and consulted on a new housing strategy to deal with the housing challenges to 2020.
- 221 disability facility grants were approved in 2014/15 allowing residents to remain in their homes.
- A new generalist housing related floating support and specialist mental health housing related floating support service was re-commissioned.
- First new council homes for over 30 years were completed at Alexandra Road and tenants moved in during 2014.
- A new ten year management agreement with Barnet Homes has been developed with a view to it being in place by April 2016.
- There were 900 new homes completed in 2014/15, including 398 affordable homes.

2.5 Between autumn 2014 and spring 2015 there was a 2.7% increase in resident satisfaction with council housing services according to the Council's Resident Satisfaction Survey. 25% of residents stated that this service was excellent or good. Whilst this was not one of the most highly rated services in the survey, the result has improved by 7.7% since autumn 2012. A key concern for residents in the survey is the lack of affordable housing, with 33% of residents saying that this is their top concern. A key part of the council's Housing Strategy is to increase the supply of housing, and in particular affordable housing for rent and sale.

<sup>1</sup> 2014/15 activity focused on more complex and long term empty properties involving significant enforcement action and has been a very successful programme exceeding its target of 100 empty properties. Nine of the 130 empty properties successfully restored were handed over to Barnet Homes in Q4 to house priority homeless persons.

<sup>2</sup> Activity focussed on non-complex and straightforward cases

### 3. PRIORITIES 2015 – 2020

3.1 The Housing Committee contributes to the strategic objectives in the Corporate Plan 2015 – 2020 in the following ways:

*The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:*

- *“Of opportunity, where people can further their quality of life”*- by delivering on the Council’s ambitious regeneration programme, creating 30,000 jobs and 20,000 new homes as well as improvements to infrastructure including new schools, health facilities and transport;
- *“Where people are helped to help themselves, recognising that prevention is better than cure”* – by enabling vulnerable people to live independently through floating support and supported living arrangements; our strategy for tackling homelessness focuses on prevention and helping people to help themselves, for example by securing their own accommodation in the private rented sector with support from the Council.
- *“Where responsibility is shared, fairly”* – by helping households affected by welfare benefit reforms to find more affordable accommodation and access to employment opportunities.
- *“Where services are delivered efficiently to get value for money for the taxpayer”* – by developing a new management agreement with Barnet Homes to provide more effective housing services for the Council and delivering more effective environmental health services through Regional Enterprise Ltd.

3.2 The Housing Commissioning Plan (2015 – 2020) sets out how this will be achieved and will be considered for approval at the Committee on 19 October 2015. In summary the Commissioning Plan covers the following:

<b>Increasing the housing supply</b>	<ul style="list-style-type: none"> <li>• Priorities on increasing the housing supply, including maximising the use of our own resources to invest in delivering new homes</li> </ul>
<b>Homes that people can afford</b>	<ul style="list-style-type: none"> <li>• The delivery of homes that people can afford, including homes for rent at local housing allowance levels and low cost home ownership.</li> </ul>
<b>Improving quality, particularly in the private rented sector</b>	<ul style="list-style-type: none"> <li>• The increased level of private renting means that we will focus on quality in the Private Rented Sector, including the use of discretionary powers to improve poorly managed stock.</li> </ul>
<b>Tackling Homelessness</b>	<ul style="list-style-type: none"> <li>• Continue to help those in need of assistances by tackling homelessness, with a focus on prevention</li> <li>• Make best use of our current housing stock.</li> </ul>
<b>Housing to support vulnerable people</b>	<ul style="list-style-type: none"> <li>• Providing suitable housing to support vulnerable people will be a priority, including older residents, those with disabilities and mental health problems and young people leaving care.</li> </ul>
<b>An efficient and effective service</b>	<ul style="list-style-type: none"> <li>• With a new management agreement in place Barnet Homes will continue to deliver efficient and effective services.</li> </ul>

3.3 The following outlines the key activities being delivered in 2015/16 to take forward our vision:

- Finalisation and implementation of new 10 year management agreement with Barnet Homes to deliver improved housing management, homelessness and housing options services for residents and the council.
- Further work to reduce the incidence and cost of homeless presentations through better prevention work.
- Progress the development of a further 170 affordable homes on housing land.
- Implementation of Article 4 Direction and Additional Licencing of homes in multiple-occupation subject to the outcome of public consultation.
- Development of accommodation strategy for vulnerable people.

#### **Performance monitoring**

3.4 Performance across the Council is monitored by the Performance and Contract Management Committee. This committee receive quarterly reports on progress and spend for each 3 month period of the year. Where performance is considered a concern and relevant to the work of a thematic committee a referral will be made.

3.5 This committee will receive annual reports to ensure members are informed on performance as part of their decision making.

### **4 REASONS FOR RECOMMENDATIONS**

4.1 The Commissioning Plan was developed following consultation and the Housing Committee will consider for approval at its meeting on 19 October 2015. agreed in March 2015. This report highlights performance and priorities during 2014/15 which should be noted and taken forward where appropriate.

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

5.1 None

### **6 POST DECISION IMPLEMENTATION**

6.1 Commissioning plans will be reviewed as and when they are required to contribute to business planning for the council for 2016/20.

### **7 IMPLICATIONS OF DECISION**

#### **7.1 Corporate Priorities and Performance**

7.1.1 As outlined in section 1 of this report, the work of this committee directly impacts on the previous 2013/16 Corporate Plan and the new 2015/20 Corporate Plan.

#### **7.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

7.2.1 The Housing Committee accounted for 1.69% of the Council's General Fund budget in 2014/15; this will increase to 1.80% in 2015/16 to cover the inflation of the cost of temporary accommodation. In addition to the General Fund the Housing Revenue Account funds housing management services delivered by Barnet Homes.

7.2.2 It has become increasingly difficult to procure accommodation in the private sector at Local Housing Allowance rates. This has resulted in a significant increase in the use of emergency temporary accommodation<sup>3</sup>, often at a cost that cannot be fully met through the housing benefit system, resulting in a pressure on the Council's General Fund budget. In 2013/14, 471 such units had to be procured at a cost of £829k (£1.418m including bad debt provision). At the end of May 2014, the average nightly rate for emergency temporary accommodation was £41.36 and average nightly rent that could be charged through the housing benefits system was £36.95 meaning a net average cost to the Council of £4.41 per night per unit.

7.2.3 There is a forecast budget pressure of £1.18m in 2015/16 due to the cost of homelessness and this has an impact on the General Fund and the Council is working with Barnet Homes to reduce the use of expensive emergency accommodation by working to procure cheaper accommodation as well as prevent the need for the accommodation by reducing the incidence of homelessness in the borough.

7.2.4 The table below provides an overview of the General Fund housing budgets.

Table 5: Overview of budget

	<b>2014-15 net budget (£000s)</b>	<b>2015-16 net budget (£000s)</b>
Housing Needs and Resources	4,833	4,976
<b>Total Council Expenditure</b>	<b>286,412</b>	<b>276,465</b>

<b>Percentage of Total Council Budget</b>	<b>1.69%</b>	<b>1.80%</b>
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7.2.5 In addition to these General Fund budgets there is a Housing Revenue Account net budget of £6.3m which is ring-fenced for use on the Council's housing stock.

7.2.6 The table below sets out the Medium Term Financial Strategy for the Housing Budget up to 2020.

<sup>3</sup> In Barnet all emergency temporary accommodation consists of self-contained units which is paid for on a nightly basis

Table 6: Overview of the Housing related budget and savings

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	(£000s)	(£000s)	(£000s)	(£000s)	(£000s)	(£000s)
Housing Budget	4,833	4,976	4,976	4,976	4,976	4,976
In year savings incl. in above	-55	-300				
Actual	5,170					

### 7.3 Legal and Constitutional Reference

7.3.1 Section 150 of the Localism Act 2013 makes provision for a local housing authority to have a housing strategy. Section 344 of the Greater London Authority Act 1999, as amended, requires that any local housing strategy is in general conformity with the London Housing Strategy. The term local housing strategy includes any other statement of the local housing authority's policies or proposals relating to housing.

7.3.2 Annex A to the Responsibility for Functions Section of the Council's Constitution gives the Housing Committee specific responsibility in relation to the Housing Strategy (incorporating the Homelessness Strategy).

### 7.4 Risk Management

7.4.1 Risks are managed on a continual basis and reported as part of the Council Quarterly Performance regime and considered as part of the Performance and Contract Management Committee quarterly monitoring report.

### 7.5 Equalities and Diversity

7.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups


7.5.2 Relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

### 7.6 Consultation and Engagement

7.6.1 A large consultation and engagement exercise took place to develop the commissioning plan. Specific consultation and engagement programmes will take place for each programme as necessary.

## **8 BACKGROUND PAPERS**

- 8.1 London Borough of Barnet's Corporate Plan 2015 – 2020:  
<https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

	<p>AGENDA ITEM 9</p> <p style="text-align: center;"><b>Housing Committee</b></p> <p style="text-align: center;"><b>19 October 2015</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Housing Strategy and Housing Committee Commissioning Plan</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Commissioning Director, Growth and Development</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key Decision</b></p>	<p>Yes</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A- Final Draft Housing Strategy                  Appendix B- Commissioning Plan                  Appendix C- Commissioning Plan consultation responses                  Appendix D- Housing Strategy Online Survey                  Appendix E- Housing Strategy Written Responses                  Appendix F- Equalities Impacts Assessment</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Cath Shaw, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a>, 020 8359 4716                  Paul Shipway, <a href="mailto:paul.shipway@barnet.gov.uk">paul.shipway@barnet.gov.uk</a>, 020 8359 4924                  Chloe Horner, <a href="mailto:chloe.horner@barnet.gov.uk">chloe.horner@barnet.gov.uk</a>, 020 8359 4775</p>

<h2>Summary</h2>
<p>The Council consulted on and amended the Housing Strategy which sets out in more detail the strategic housing priorities for the borough and how they will be achieved over the next ten years. The Housing Committee is now asked to approve the final drafts of the Commissioning Plan and the Housing Strategy. The Housing Commissioning Plan has been updated following a public consultation with residents as part of the Council’s Medium Term Financial Strategy engagement programme on priorities and spending. The plan sets out the Council’s housing commissioning intentions and how they will enable the priorities set out in the Housing Strategy to be achieved over the next five years.</p>

## **Recommendations**

**1. That the Committee approve the final Housing Strategy at Appendix A.**

**2. That the Committee approve the final Commissioning Plan at Appendix B.**

### **1. WHY THIS REPORT IS NEEDED**

1.1 The Council has developed a new Housing Strategy to meet the key current housing challenges in the borough. The Strategy contains the following six housing priorities which are reflected in the Commissioning Plan:

- Increasing the housing supply,
- Delivery of homes that people can afford,
- Sustaining the quality, particularly in the private rented sector,
- Preventing and tackling homelessness,
- Providing housing related support to vulnerable people,
- Deliver efficient and effective services to residents.

1.2 Following on from a 12 week public consultation period, the Council has made a number of changes to the Housing Strategy. The key changes have included:

- The chapter on tackling homelessness has been amended to more clearly explain the Council's strategy for early homelessness intervention and prevention and reducing the use of temporary accommodation.
- The chapter on providing housing related support to vulnerable people has been amended to ensure that it includes the most up-to-date information on the key client groups supported by Adult Social Care and Children's Services.
- A key issue that was raised in the consultation was the proposal to make use of affordable rents in order to fund the delivery of more homes. Concerns were raised by respondents about affordability, and in particular, the impact of increasing rents on existing tenants.

1.3 In his budget on 8 July 2015, the Chancellor of the Exchequer announced that social rents in England will be reduced by 1% a year for four years from April 2016. The reduction will apply to rents as they were on 8 July 2015. The policy will apply to both local authorities and housing associations and will affect existing tenants, existing homes as they become empty and are re-let, as well as affordable rents that have already been set on newly built homes and some re-lets by housing associations.

1.4 The Housing Strategy has been amended to bring the Council's approach to setting council housing rents in line with the national policy. This means that for existing council tenants, rents will reduce by 1% a year for the next 4 years, and that for new-build council homes affordable rents will be applied. These will be based on 65% average market rents, or the equivalent local housing allowance rate, whichever is lower.



- 1.5 In December 2014 the Council approved the Housing Committee Commissioning Plan for consultation as part of a wider public engagement programme with residents to inform the Council's Medium Term Financial Strategy (MTFS). The Plan outlines the commissioning intentions for the Housing Committee and how these will enable the Council to achieve its housing priorities over the next five years.
- 1.6 The Council conducted a borough wide programme of resident engagement and consultation from 17 December 2014 to 11 February 2015. The programme included a series of themed workshops examining the competing pressures facing each committee and an online survey.
- 1.7 A majority of the respondents agreed with each of the objectives set out in the Commissioning Plan. The detailed comments received related mainly to the high demand for homes, particularly affordable homes, in the borough. These issues have been prioritised in the Housing Strategy.
- 1.8 The Housing Committee Commissioning Plan has been updated to reflect the changes made to the Housing Strategy.
- 1.9 It is recommended that the Housing Committee approves the final draft of the Housing Strategy in Appendix A, and the Housing Committee Commissioning Plan in Appendix B.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Housing Committee Commissioning Plan and Housing Strategy have been designed to meet the key current housing challenges in the borough.
- 2.2 Barnet' is now London's most populous borough. Barnet is an attractive and popular borough; with some of the best schools in the country, acres of green open space, and strong transport links. This is why people want to live in Barnet. Whilst this is something to be proud of, it also creates a significant housing challenge for the borough.
- 2.3 Barnet is expected to grow by a further 22% over the next 30 years. This is the equivalent to a town the size of Guildford. Within that, the number of children and older people will increase significantly. This means that, not only does Barnet need more housing; the type of housing required is also changing to reflect the borough's evolving demographic profile.
- 2.4 Barnet is an expensive place in which to live, both in terms of buying a home and renting a home. This means that the number of households who require help with their housing has increased.
- 2.5 There has been a shift in tenure in Barnet. Home ownership has fallen whilst private renting has increased as more people have found it difficult to buy their own home due to higher prices and reduced availability of mortgages. Rents are also rising and are increasingly beyond the reach of low income

households which means that some people will need to consider living in more affordable areas outside of the borough.

- 2.6 The Council has had to make significant reductions in its expenditure, and is determined to provide services in a more cost effective way to maintain quality and improve customer satisfaction. The reform of council housing finance provides an opportunity to invest in housing in a way that reduces some of those costs. The Council has already started to build new council homes and will continue to do this over the coming years.
- 2.7 Whilst Barnet is a relatively wealthy place, more than 20,000 households have been affected by the Government's welfare reforms which are designed to help people back into work. The Council has worked in partnership with Barnet Homes and Job Centre Plus to assist households affected by the overall benefit cap move into more affordable accommodation and/or enter employment.

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

- 3.1 A range of options were considered in developing the Commissioning Plan to meet the budget challenge. These were progressed through a review of the Management Agreement with Barnet Homes which was reported to Housing Committee on 29 June 2015.
- 3.2 The Council could decide to not develop a new Housing Strategy but this would mean that important decisions on housing investment would not be based on a robust and up-to-date evidence base. It may also be difficult to secure external funding for regeneration schemes if the borough's housing strategy does not reflect the London Mayor's housing objectives described in the London Housing Strategy.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 A number of activities will be actioned following approval of the Commissioning Plan and Housing Strategy. These include implementing a new 10 year management agreement for Barnet Homes to manage the Council's housing stock and consulting on a new Affordable Housing Supplementary Planning Document that will sit alongside the Housing Strategy.
- 4.2 Where appropriate the Housing Committee will receive further reports for decision, such as a report on Additional Licencing of Houses in Multiple Occupation which is a key part of the programme of work identified in the Commissioning Plan and Housing Strategy for sustaining quality in the private sector.

### **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The Commissioning Plan and Housing Strategy contribute to the strategic

objectives In the Council's Corporate Plan 2015 to 2020 in the following ways:

*"The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:*

- *"Of opportunity, where people can further their quality of life"*- by delivering on the Council's ambitious regeneration programme, creating 30,000 jobs and 20,000 new homes as well as improvements to infrastructure including new schools, health facilities and transport;
- *"Where people are helped to help themselves, recognising that prevention is better than cure"* – by enabling vulnerable people to live independently through floating support and supported living arrangements; our strategy for tackling homelessness focuses on prevention and helping people to help themselves, for example by securing their own accommodation in the private rented sector with support from the Council.
- *"Where responsibility is shared, fairly"* – by helping households affected by welfare benefit reforms to find more affordable accommodation and access to employment opportunities.
- *"Where services are delivered efficiently to get value for money for the taxpayer"* – by developing a new management agreement with Barnet Homes to provide more effective housing services for the Council and delivering more effective environmental health services through Regional Enterprise Ltd.

5.1.2 The spatial expression of the Housing Strategy is provided by the Council's Local Plan. A revised draft Affordable Housing Supplementary Planning Document (SPD) is being produced to provide further guidance in the application of planning policies. This SPD will set out the Council's approach to securing affordable housing through mechanisms including Section 106 and Community Infrastructure Levy. The draft SPD will be considered by the Policy and Resources Committee in December 2015 and be subject to public consultation.

5.1.3 The Mayor's statutory London Housing Strategy was approved by the Secretary of State in October 2014. This aims to put in place the resources to deliver more than 42,000 homes a year across the Capital. The Mayor also aims to increase opportunities for home ownership, improve the private rented sector and ensure working Londoners have priority for affordable homes to rent. Barnet's strategy will have to be in "general conformity" with the London Housing Strategy.

5.1.4 Barnet's Joint Strategic Needs Assessment 2015 to 2020 highlights the fact that there is a long term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. The Housing Strategy aims to increase the housing supply including the provision of specialist housing for vulnerable people.

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

## **Property, Sustainability)**

- 5.2.1 Increasing the housing supply is primarily driven through the regeneration schemes which are delivered by the Council's partners with the Council's contributions forming part of the capital programme. The Council's plan to provide hundreds of new mixed tenure homes on its own non-housing land and other public sector sites will be funded through the sale of market housing.
- 5.2.2 The Council is working with the regulatory services to ensure that empty properties are identified to bring them back into use again. This is being managed by the joint venture organisation Re and is completed within the cost of the management fee.
- 5.2.3 Additional council housing is funded by the Housing Revenue Account which is a self-financing ring fenced account. This funding will be augmented with receipts from Right to Buy sales of council homes.
- 5.2.4 There has been an increase in the number of people presenting as homeless with the borough and this has caused a financial pressure. However, there are a number of mitigating actions to manage demand. Any budgetary pressures will be managed within the Council's existing resources.
- 5.2.5 The introduction of the Overall Benefit Cap (as part of the Government's reform of welfare) from August 2013 means that some households will not be able to afford the rents charged in Barnet and other parts of London for temporary accommodation and private rented sector homes even where these fall within local housing allowance levels.
- 5.2.6 The Council has been working with Job Centre Plus and Barnet Homes in the Welfare Reform Taskforce to assist households affected by the cap, either by entering employment or securing more affordable accommodation elsewhere. This will continue to be important as the cap is reduced to £23,000 across London from November 2016 and many affect more council tenants than was the case previously.
- 5.2.7 The Council provides Disabled Facility Grants to allow residents in need to live in their own homes. These grants are delivered by Re through the management fee and the grants are mainly funded through government grant with the Council also providing additional resources.

## **5.3 Social Value**

- 5.3.1 There are no specific social value considerations arising out of this report. However, the Housing Strategy sets out how the Council's housing objectives can deliver wider social, economic and environmental benefits for residents.

## **5.4 Legal and Constitutional References**

- 5.4.1 S150 of the Localism Act 2013 makes provision for a local housing authority to have a housing strategy. S344 of the Greater London Authority Act 1999,

as amended, requires that any local housing strategy is in general conformity with the London Housing Strategy. The term local housing strategy includes any other statement of the local housing authority's policies or proposals relating to housing.

- 5.4.2 Annex A to the Responsibility for Functions Section of the Council's Constitution gives the Housing Committee specific responsibility in relation to the Housing Strategy (incorporating the Homelessness Strategy).

## **5.5 Risk Management**

- 5.5.1 The existing strategy was last updated fully in 2010 and since then there has been a change in government and a number of key housing reforms. There is a risk that it does not take account of changes that have occurred in the wider housing market that has emerged since then and therefore is no longer considered to be fit for purpose and underpin other strategic housing decisions.

- 5.5.2 There is a risk that the existing strategy will not be in "general conformity" with the London Mayor's Housing strategy, which could lead to loss of support from the Mayor in respect of delivering the capital's housing objectives. This could lead to potential difficulties in obtaining funding for the borough's housing plans. The Greater London Authority has been consulted on the draft Housing Strategy to mitigate this risk and no concerns were raised outside of the Council's original proposal on increasing rents. This will now not happen as the Housing Strategy has been aligned to be consistent with the Government's social rent policy.

## **5.6 Equalities and Diversity**

- 5.6.1 Pursuant to section 149 of the Equality Act 2010 ("the Act"), The Council has a duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act, advancing equality of opportunity between persons with a protected characteristic and those without, and foster good relations between persons with protected characteristics and those without.

- 5.6.2 The protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership but to a limited extent.

- 5.6.3 A full Equalities Impact Assessment (Appendix F) has been completed and identified that the Commissioning Plan and Housing Strategy will have an overall positive impact on all sections of Barnet's community:

- Action to prevent homelessness and assist households affected by the Overall Benefits Cap will assist households who are generally more diverse and deprived than the population as a whole. They are more likely to be younger, from a diverse range of backgrounds, and single families with children.
- Much of the new housing, including the affordable housing to be delivered, will be in the West of the borough on the regeneration

estates where the most deprived and BAME communities are overrepresented in comparison to other areas of the borough.

- Specialist housing will be provided for vulnerable people, for example older people and other adults with long-term conditions to ensure that there is a choice of tenure and support and an ability to plan ahead for the future to avoid expensive care costs where possible.
- The associated infrastructure improvements on the regeneration estates, including new schools, health and transport facilities, as well as employment opportunities will improve the quality of life for the existing local population, including the secure tenants who will be rehoused on the estate, as well as the new residents who will move into affordable and market housing.
- New family sized council homes are being built on infill sites by Barnet Homes to increase the supply of housing that is available to housing applicants in housing need. This group is likely to be more ethnically diverse than the existing Barnet Homes tenants and younger and the commitment to new family sized accommodation reflects the needs of cultural groups.
- New housing will be built to the Lifetime Homes standard and 5% of new homes will be fully wheelchair accessible.
- Improvement programmes will identify homes in need of adaptation for disabled households through the implementation of Disability Facility Grants.
- Improving the quality of private rented housing will help to meet the housing requirements of many groups of people, especially younger people and those that do not want to buy their own home.
- Outreach Barnet will provide dedicated floating support to vulnerable people who are placed in the private rented sector. These may include young people and people with mental health conditions.

## 5.7 Consultation and Engagement

5.7.1 In addition to the consultation on the Commissioning Plan (Appendix C), a 12 week public consultation was undertaken between 6 January 2015 and 31 March 2015 on the Housing Strategy. The consultation included an online survey as well as presentations to the Housing Forum, Barnet Homes Performance and Advisory Group, and Barnet Landlords Forum.

5.7.2 In total 93 people responded to the online survey (Appendix D). The results indicate that there is general support for all the overall priorities that were set out in the Housing Strategy. The results are summarised in the table below.

Priorities	Agree	Disagree	Neutral	Don't know
Increase housing supply	73.11%	15.06%	5.38%	6.45 %
Deliver more homes that people can afford	70.00%	17.78%	6.67%	5.56%
Sustain the quality of the private rented sector	73.33%	15.56%	6.67%	4.44%
Tackle homelessness	69.32%	15.91%	9.09%	5.68%
Deliver housing to support	80.24%	5.82%	9.30%	4.65%

vulnerable people				
Deliver efficient and effective services to residents	76.82%	10.98%	8.54%	3.66%

5.7.3 Barnet Homes Performance and Advisory Group (PAG) was supportive of aspects of the Housing Strategy, particularly the proposals around sustaining quality in the private rented sector through increased landlord accreditation. PAG members raised concerns about the level of affordable housing being re-provided on the regeneration estates and the potential impact on homelessness of the proposal to charge higher rents. Barnet Housing Forum includes a number of housing association and support agency partners. The Forum was generally supportive of the draft Housing Strategy. A presentation was also given to the Barnet Landlords Forum which was also generally supportive.

5.7.4 The Council also facilitated a focus group of eight Citizens Panel members from the owner-occupation, social and private rented sectors. The key theme that emerged from the discussion was around the need for more affordable housing in the borough.

5.7.5 Appendix E summaries the written comments that were received as part of the consultation and the Council's response to them.

## 5.8 Insight

5.8.1 The evidence base for the Housing Strategy contains a range of insight data including demographic and tenure data. The Strategy also examines the housing needs and affordability of the 17 Barnet personas both in 2015 and in ten years' time. The personas are based on the CAMEO classification system which provided detailed customer analysis and segmentation.

## 6. BACKGROUND PAPERS

6.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Cabinet 12 March 2010	Decision item 8 – approved the existing Housing Strategy	<a href="http://barnet.moderngov.co.uk/Data/Cabinet/201004121900/Agenda/Document%207.pdf">http://barnet.moderngov.co.uk/Data/Cabinet/201004121900/Agenda/Document%207.pdf</a>
Cabinet 14 September 2011	Decision item 8 – approved Barnet's approach to social housing reform	<a href="http://barnet.moderngov.co.uk/Data/Cabinet/201109141900/Agenda/Document%204.pdf">http://barnet.moderngov.co.uk/Data/Cabinet/201109141900/Agenda/Document%204.pdf</a>
Cabinet Resources Committee 24 June 2013	Decision Item 6 – Local Authority New Housing Programme	<a href="http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf">http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf</a>
Assets, Regeneration & Growth Committee 9 July 2014	Decision Item 11 – Strategic Asset Management Plan principles for	<a href="http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf">http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf</a>

	consultation	
Policy and Resources Committee 21 July 2014	Decision Item 10 – Funding for an Extra Care Housing Scheme at Moreton Close, NW7 and Advance Acquisitions of Leasehold properties on Regeneration Estates	<a href="http://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf">http://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf</a>
Assets, Regeneration & Growth Committee 8 September 2014	Decision Item 12 – Barnet Development Pipeline	<a href="http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf">http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf</a>
Housing Committee, 27 October 2014	Decision Item 9- Housing Strategy	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=699&amp;Mid=7936&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=699&amp;Mid=7936&amp;Ver=4</a>
Housing Committee. 27 April 2015	Decision item 10- Summary of Feedback Following Consultation on Draft Housing Strategy	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=699&amp;Mid=7938&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=699&amp;Mid=7938&amp;Ver=4</a>
Housing Committee 29 June 2015	Decision item 7- Housing Strategy	<a href="http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategy.pdf">http://barnet.moderngov.co.uk/documents/s24071/Housing%20Strategy.pdf</a>
Housing Committee 29 June 2015	Decision item 8 - Commissioning and delivery of housing services and the management of the Barnet housing stock	<a href="http://barnet.moderngov.co.uk/documents/s24079/Commissioning%20and%20Delivery%20Of%20Housing%20Services%20and%20the%20Management%20of%20Barnet%20Housing%20Stock.pdf">http://barnet.moderngov.co.uk/documents/s24079/Commissioning%20and%20Delivery%20Of%20Housing%20Services%20and%20the%20Management%20of%20Barnet%20Housing%20Stock.pdf</a>



# Housing Strategy 2015 to 2025

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### 1. Introduction-Chair of Housing Committee

Our housing strategy is based on a simple premise: that people who contribute to the life of the Borough should be able to live here, in good quality homes that they can afford.

In Barnet, we are building those homes. Our regeneration schemes are replacing run-down estates with thriving new mixed developments like the Stonegrove Estate in Edgware, which is now a successful new community; home to long-standing social tenants, young families and commuters. Together with the growth at Brent Cross, Colindale and Mill Hill East these schemes will deliver over 29,000 new homes and new infrastructure by 2029

We have launched a programme of building council homes and have already delivered the first three with a further 40 currently on site.

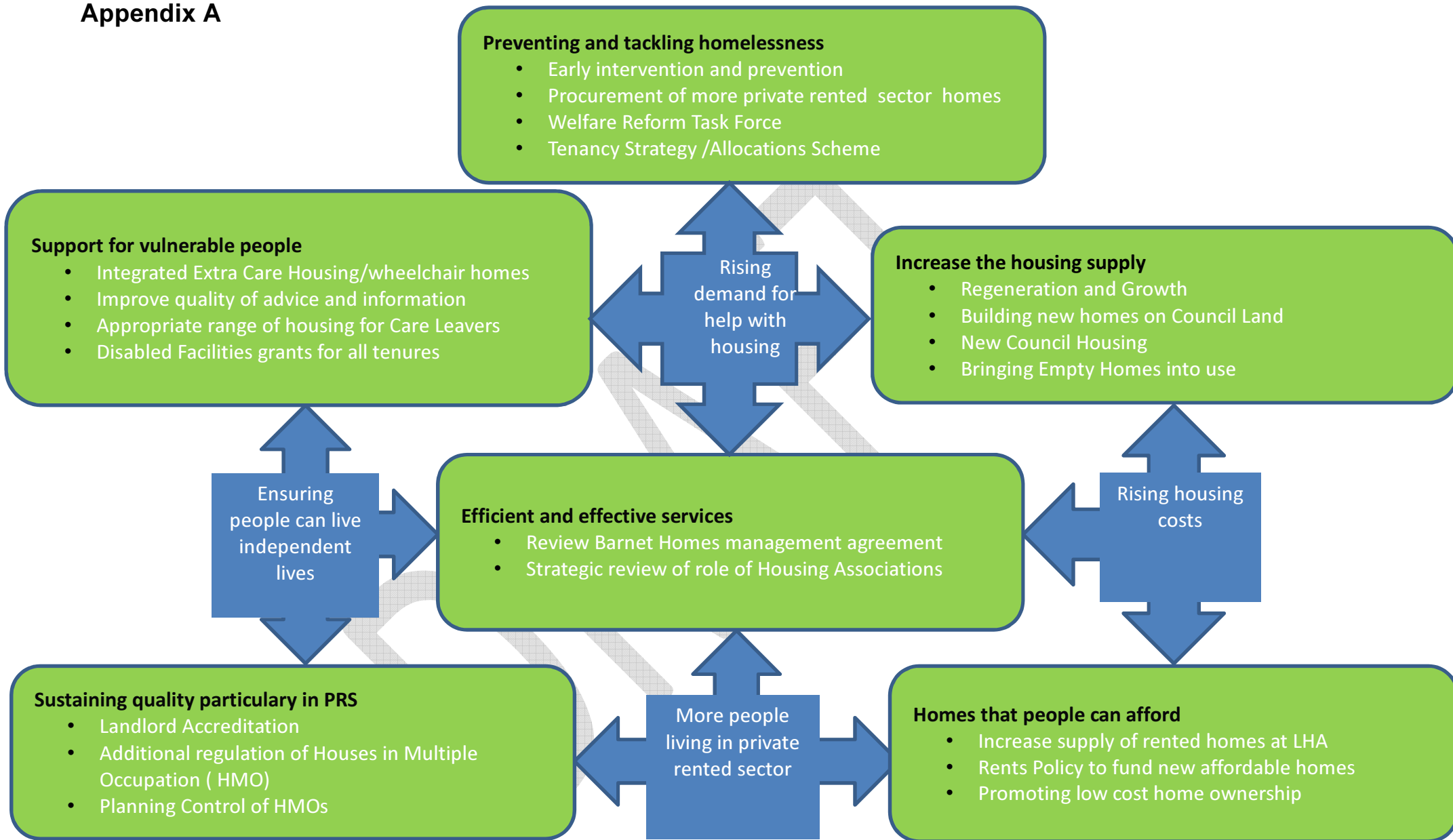
The housing strategy also sets out how we will support existing residents. For those in the private rented sector, this means cracking down on the minority of rogue landlords and support to minimise the risk of homelessness. For many older and disabled residents the priority is to be able to continue enjoying an independent life in their own home. We will make sure that new developments include wheelchair accessible homes, and homes that can be adapted to meet people's needs as they get older. We will also ensure that the right specialist housing is available for those that need more support.

Finally, working with Barnet Homes and our joint venture company Re, we will continue our relentless drive to deliver housing services to residents – be they council tenants, leaseholders or private renters – as efficiently and effectively as possible.

**Councillor Tom Davey**

**Chair of Housing Committee**

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### Executive Summary

London is a successful, thriving city, attracting investment and people from across the globe and with the best schools in the country. This brings many benefits to Barnet residents. But it also brings challenges. The increasing numbers choosing to live in London- and to stay here as their families grow- together with longer life expectancy, creates pressure on housing and other services.

Barnet has the largest population of any borough, with an estimated 393,000 residents. This is expected to grow by 76,000 over the next 25 years – an increase of 19% per cent. Within that, the number of children and older people will increase significantly.

This creates a number of challenges for Barnet residents and for public services, such as:

- Rising demand leads to higher house prices and rental costs
- Fewer people can meet their aspirations to home ownership, and more are living in the private rented sector.
- The demand for housing and homelessness related services is increasing,
- More emphasis is needed on helping people- particularly older and disabled adults- to live independently at home.

Our housing strategy, therefore, has six themes:

- Increasing housing supply.
- Delivering homes that people can afford.
- Sustaining quality, particularly in the private rented sector.
- Preventing and tackling homelessness.
- Providing suitable housing for vulnerable people.
- Delivering efficient and effective services.

#### Priority 1- Increasing the housing supply

Barnet's Housing Needs Assessment (HNA) indicates that the borough has a potential need for an additional 27,000 dwellings over this period.

The majority of Barnet's growth will be focussed on Brent Cross/Cricklewood, Colindale, and Mill Hill East, where there is capacity to deliver 20,000 new homes by 2029.

The development of Brent Cross/Cricklewood will deliver 7,500 new homes and up to 27,000 new jobs over the next 20 years. Colindale will make the largest housing contribution to the borough over the next 10 years, with approximately 10,000 new homes, and the regeneration of Mill Hill East will provide more than 2,000 new homes over the next 15 years.

The Council's largest estates in Grahame Park, West Hendon, Stonegrove/Spur Road and Dollis Valley are being regenerated. Dilapidated, poor quality housing is being replaced with

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modern, high-quality mixed-tenure accommodation. The regeneration of Barnet's biggest estates will see 3,000 existing council dwellings replaced with 7,000 mixed tenure homes.

The strategy also sets out the Council's ambition to build new affordable homes on council housing land. This programme is already underway, the first new council houses in Barnet for over 20 years were completed in March 2014 and 40 more are currently on site.

The Council is also progressing plans to provide hundreds of new mixed tenure homes on its own non- housing land and other public sector sites, which will be funded through the sale of market housing.

Bringing empty properties back into residential use is another important way of increasing the availability of housing. Currently, there are approximately 1,300 homes in Barnet that have been empty for 6 months or more. Where owners wish to bring properties back into use, the Council will provide financial assistance in the form of Empty Property Grants.

### **Priority 2- Delivering homes that people can afford**

To ensure that new developments contribute to the delivery of affordable rented and low cost home ownership housing the Council is revising its Affordable Housing Supplementary Planning Document, which guides applicants, agents, developers and planners through the affordable housing delivery mechanism and clarifies Barnet's application of Local Plan and London Plan policy requirements.

The Council is committed to investing in new homes and will use the flexibilities in the housing revenue account and the receipts from sales from the Right to Buy to fund the building and acquisition of more affordable homes, as well as looking at alternative funding options such as working with public sector partners to release development land and establishing a Housing Association as a subsidiary of Barnet Homes.

Where council housing stock is sold to tenants under the Right to Buy Scheme or as a consequence of the Government's proposal on the disposal of high value council housing stock, this housing will be replaced through our programme of development and acquisition of new homes.

### **Priority 3- Sustaining quality, particularly in the private rented sector**

Everyone wants to live in a home that is of good quality and makes them feel safe. As such, Barnet's Housing Strategy will seek to improve the quality of housing across the borough, and in particular tackle the issue of poor quality housing in the private rented sector.

The high demand for homes has seen an increase in the number of Homes in Multiple-Occupation (HMOs) – particularly through the conversion of family homes into properties shared by unrelated people which, in some cases, are not well managed.

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The Council will update how HMOs are regulated and crack down on rogue landlords and sub-standard properties, working directly with landlords and encouraging them to acquire formal accreditation through the London Landlords Accreditation Scheme.

Working with Barnet Homes we will also invest in existing council homes to maintain them to the Decent Homes Standard and also provide an accelerated programme of essential health and safety works on the regeneration estates.

### Priority 4- Preventing and tackling homelessness

Barnet Council has taken action to reduce the number of homeless households living in emergency temporary accommodation and, in doing so, has enabled more families to remain close to their support networks in Barnet and in more settled accommodation.

This has been achieved through:

- Increasing focus on early intervention and homelessness prevention measures, such as tenancy sustainment, youth mediation and domestic violence support services.
- Formation of a Welfare Reform Taskforce to work closely with households affected by welfare reform to minimise the risk of homelessness.
- Through undertaking a financial assessment as part of the housing application and signposting applicants to debt advice provided by Citizens Advice Bureau and Christians Against Poverty.
- Increasing the effectiveness of our 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 121 in 2010/11 to 393 in 2014/15.
- Sourcing affordable accommodation in less expensive areas outside of Barnet.

Going forward, we will continue to work with private landlords to ensure that there is a good supply of affordable accommodation and work to sustain tenancies and prevent homelessness.

To make the best use of limited existing stock, the Council has also changed the way that these homes are allocated and restricted allocations to those households that are in the highest need, such as:

- The allocations scheme takes into account the contribution that people who are working or volunteering make to the community.
- In order to increase the turnover and availability of council homes, many new tenants now receive a fixed term tenancy of five years.

### Priority 5- Providing suitable housing to support vulnerable people

The number of older residents in Barnet is expected to increase significantly as people live longer and healthier lives. The Council will ensure that there is a suitable variety of housing options to meet the needs of older people, including specialist supported housing which is

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integrated with local facilities through a hub and spoke approach. We will explore opportunities for increasing the range of choices for older people who wish to downsize.

All new homes in the borough will be meet the lifetimes homes standard so that they are suitable for people with limited mobility, and many of the new properties will be close to transport and local amenities.

New wheelchair accessible homes will be provided through the Council's own development pipeline and in private developments, and improvements will be made to the quality of housing advice available to vulnerable groups.

The Council will ensure that young people leaving care receive help and assistance to make a successful transition to living independently.

### **Priority 6- Deliver efficient and effective services to residents**

The Council's arm's length management organisation, Barnet Homes, has successfully improved tenant and leaseholder satisfaction by improving services and investing in council homes through the Decent Homes Programme.

The Council has reviewed its relationship with Barnet Homes and is putting in place a new management agreement to run for another 10 years to continue to develop and improve its housing needs and management services and to increase service efficiency.

Arrangements are already in place for the provision of other housing related council services, including regulation of the private rented sector and disabled facilities grants which are provided by Regional Enterprise, a joint enterprise between the Council and Capita, which was established in October 2013.

The Council will continue to work closely in partnership with local housing associations to deliver more affordable homes and maintain high standards of service.

Barnet's Housing Strategy sets out a considered and achievable approach to meeting the housing challenge facing the borough over the next decade. The Council is committed to the successful delivery of this strategy and will ensure that resources are prioritised to ensure success.



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### 2. Introduction

High quality housing, excellent schools, attractive green spaces, low levels of crime and good transport connections mean that Barnet is a successful, enterprising and popular place where people want to work and live.

However, we have developed an evidence base that has highlighted a number of issues that need to be addressed, including:

**An increasing population:** the latest projections from the Greater London Authority show that with an estimated 393,000 residents, Barnet is the most populous London Borough during 2015, and is set to see more growth, with a projected further population increase of 76,000 over the next 25 years.

The largest increases are expected among children and the elderly, and a particular challenge will be to provide appropriate housing choices for an increasing number of older people.

**Increased housing demand:** Increased demand for housing is already evident, with higher house prices and rents and increased levels of homelessness and people in emergency temporary accommodation.

Home ownership has fallen whilst private renting has increased as more people have found it difficult to buy their own home due to higher prices and reduced housing supply at affordable levels. Private renting is set to continue to increase and means that within 10 years half the properties in the borough are likely to be rented.

Rents are also rising and are increasingly beyond the reach of low income households which means that some people will need to consider living in more affordable areas outside of the borough.

**Financial Constraints:** Whilst Barnet is a relatively wealthy place, there are pockets of deprivation. More than 20,000 households have been affected by the Government's welfare reforms which are designed to help people back into employment by making sure that work pays. This means that some households have found it harder to meet their housing costs and the Council has worked successfully with its partners, including Job Centre Plus, to assist over 1,400 households since April 2013, with a focus on helping people access employment or finding more affordable accommodation. In addition, there have been wider financial pressures that have had an impact on many households, including energy bills, wage constraint and higher housing costs.

The Council is required, by reduced funding from central government, to spend considerably less. By the end of 2020 the Council expects to have half the funding it

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had in 2010 and therefore is determined to provide services in a more cost effective way while seeking to maintain quality and customer satisfaction. The reform of council housing finance provides an opportunity to invest in housing in a way that helps reduce some of these costs as well as providing income.

**The impact of Growth and Regeneration:** Capacity for 27,000 new homes in Barnet has been identified in the Local Plan, and these will be primarily delivered through our growth and regeneration plans. The challenge will be to ensure that the new homes are provided in a way that enhances the borough by creating quality places and delivers the type of homes that we need and not just the quantity.

The Council has already done much to address these issues, for example through its plans to deliver new homes at Brent Cross Cricklewood and Mill Hill East through growth and regeneration, and completion of the first new council homes for over 20 years. However, the extent of the housing challenges that face us mean that there are further actions we need to take and options to consider.

High demand for new homes from existing and new residents and rising housing costs mean that we will prioritise **Increasing the Housing Supply**, including the use of our own resources to build new houses, and the **Delivery of homes that people can afford**, including homes for rent at local housing allowance levels and low cost home ownership.

The increased level of private renting means that we will focus on **sustaining quality, particularly in the Private Rented Sector**, including supporting good landlords whilst using discretionary powers to control and manage houses in multiple occupation where rogue landlords fail to meet minimum health and safety standards.

We will continue to help those that need assistance by tackling homelessness, with a focus on **prevention of homelessness** as well as making best use of our existing housing stock and helping people affected by welfare reform.

**Providing suitable housing to support vulnerable people**, including older residents, those with disabilities and mental health problems and young people leaving care will be a priority. This is not only because these are people in need of more appropriate housing but also because by providing the right housing we reduce the other care costs for the Council.

We will ensure that housing finances are optimised to maximise the amount of money to invest in delivering new homes, including a review of our rents policy. For council and housing association homes in the borough we will work with Barnet Homes, our Arm's Length Management Organisation (ALMO) to review the housing services they provide to ensure that they are cost effective and more generally fit for the future and therefore, able to deliver our wider objectives and **deliver efficient and effective services to residents**.

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### 3. Increasing the Housing Supply

#### A Growing Borough

Since 2001, Barnet's population has increased by 23% from 319,000 to an estimated 393,000 and it is now the most populous London Borough. As Barnet grows and changes it is becoming more diverse; over a third of the population belongs to a black and ethnic minority group. Census data shows that ethnic minority groups as a percentage of the overall population have increased across all wards between 2001 and 2011.

This growth reflects the popularity of Barnet as a place to live, with high quality housing, good transport connections, excellent schools, attractive green spaces and low levels of crime. The population is expected to increase by a further 76,000 by 2039, the equivalent of a town the size of Guildford.

Population growth is expected to be spread across all age ranges, but particularly amongst children and older people, which will present challenges for meeting the respective needs of these groups, with a need for more schools, family sized homes and housing options that meet the needs of an ageing population.

The Council's Local Plan has identified capacity to build 27,000 new homes in the borough. This provides an opportunity to make sure that the on-going housing needs of residents are met, as well as ensuring that the borough remains a vibrant and dynamic place where individuals and businesses can thrive.

#### A Framework for Delivery

Barnet's Local Plan was adopted by the Council in 2012 and sets out our approach to ensuring that growth is delivered in a way that enhances the borough over the next 15 years. A key element of the plan is Barnet's three strands approach, which seeks to ensure that growth is focused in areas that need investment and improvement, such as the housing and regeneration estates, whilst conserving the borough's classic suburban environment and protecting communal open spaces, particularly the green belt.

To better understand Barnet's changing population the Council commissioned a local Housing Needs Assessment (HNA). Barnet's HNA shows the types of accommodation that will be needed to meet the expected increase in households as well as meeting existing unmet need.

The Barnet HNA estimates that 27,350 new homes will be required between 2015 and 2025, suggesting that housing need may have been underestimated and has possibly reached a level where it exceeds capacity as identified in the Mayor's Strategic Housing Land Availability Assessment (SHLAA) from which a new housing target of 23,490 new homes for Barnet between 2015/16 and 2024/25 has been set in the London Plan 2015.

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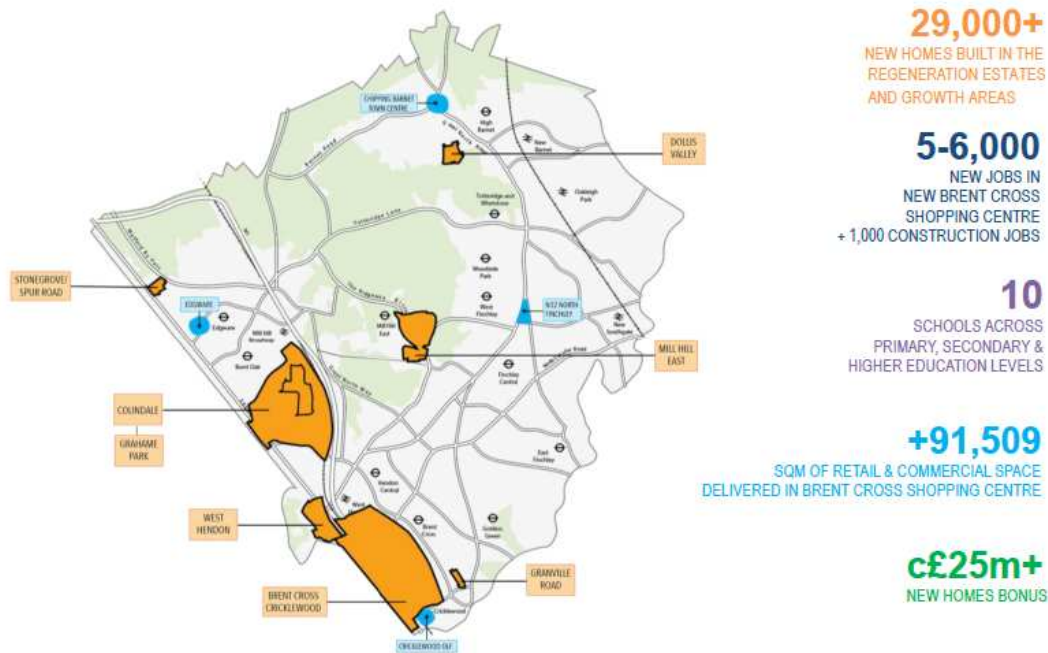
The outputs from the HNA are summarised in the following table:

	1 bed	2 beds	2 beds shared	3 beds	3 beds shared	4 beds	Total	%
Total Requirement	831	456	786	277	224	161	2735	
Market for Sale	241	79	400	33	144	13	910	33%
Intermediate Ownership	364	193	231	119	56	58	1020	37%
Market Rent	79	102	86	67	12	50	396	14%
Affordable rent	148	82	69	58	13	39	410	15%
%	31%	17%	29%	10%	8%	6%		

The Local Plan 2012 recognised the need for a range of accommodation tenures and sizes to reflect the needs of a changing and growing population, and, taking account of the market's predisposition to provide one and two bedroom homes, prioritised larger family homes of 3 bedrooms or more across affordable, intermediate and private developments.

### Regeneration and Growth

#### REGENERATION PROGRAMME KEY OUTPUTS



The majority of growth will be focused in Brent Cross/Cricklewood, Colindale and Mill Hill East. These areas have the capacity to deliver up to **20,000 new homes** by 2029/30, of which 6,500 will come forward in the next 5 years, as well as opportunities for improvements to public transport and employment growth.

Brent Cross/Cricklewood - A long term scheme which will deliver **7,500 new homes** and up to 27,000 jobs over the next 20-30 years. In addition, the scheme will see a doubling in size of Brent Cross Shopping Centre, new community facilities, improved transport infrastructure

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and new schools. At least 15% of new homes provided will be affordable in addition to 215 homes to replace Whitefield Estate.

**Colindale**- represents an opportunity to deliver sustainable housing growth, a new compact neighbourhood centre in an area well served by improved public transport services and high quality public open space. Colindale will make the single largest housing contribution to the Borough over the next 10-15 years and one of the biggest in North London with over **10,000 new homes**, of which more than half already have planning permission and significant numbers are under construction or have been completed. Of the 5,240 homes already in the pipeline, 1797 or 34% will be affordable, including 1,183 for rent.

**The Millbrook Park project** will see the regeneration of **Mill Hill East** and represents a major development opportunity in the heart of Barnet which will provide **2,174 new homes** of which 324 will be affordable. Within 15 years the regeneration of Mill Hill East will create a sustainable suburban village with a new mixed use high street, primary school, community facilities, open space and improved transport links.

**Estate regeneration**- focuses on the Council's largest estates, Grahame Park, West Hendon, Stonegrove/Spur Road and Dollis Valley, and seeks to replace poor quality mono-tenure estates with high quality and modern mixed-tenure developments. Much of this is achieved through taking advantage of existing low densities which provide the opportunity for a higher number of new homes financed through private sales. Once fully completed, estate regeneration will see 3,000 existing council dwellings replaced with almost **7,000 new mixed tenure homes**, with existing secure council tenants rehoused in new homes provided by housing associations.

Although hampered by the economic downturn, good progress has been made with the estate regeneration programme. A total of 534 new homes have already been delivered at Stonegrove/Spur Road, with the whole scheme expected to complete by 2018, and 257 new homes have been built at West Hendon. Grahame Park has proved more challenging, but 533 new homes have already been provided with 147 currently on site. Following the appointment of new delivery partners, Countryside Properties and London and Quadrant Housing Association, the first phase of Dollis Valley is now on site with the whole scheme expected to complete by 2021.

We recognise that regeneration can be a disruptive process for residents, particularly those that are living in non-secure accommodation, and will seek to minimise this disruption at the point that tenants are required to move by making use of flexibilities within our allocations scheme and providing advice and support. We will also consider buying out leaseholders in financial hardship when this will assist in the regeneration process.

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### The Council's Housing Development Pipeline

The Council owns land and buildings across the borough that could be used to provide more housing where these are surplus to requirements. The Council has embarked on a programme of developing these sites itself which will ensure that new high quality homes that meet local housing need are delivered in a timely fashion. In addition the uplift in land values generated by development will be captured for the benefit of the Council so that it can be used to provide more new homes and help address the budget pressures faced by the authority.

The Council has identified 60 sites which have the potential to deliver hundreds of new homes on its own land over the next decade. This will focus on building new affordable homes for rent on existing pockets of council housing land, mixed tenure homes on other sites, and a range of other projects including new extra care housing for older people and starter homes for ownership.



New Council Homes March 2014

The Council has already commissioned Barnet Homes to build 43 new homes for rent as council housing, and the first 3 of these were completed in April 2014, with the rest on site and due to complete in 2016. Following on from a review of Barnet Homes' services, the Council and Barnet Homes are in the process of finalising a new 10 year management agreement, which will include a commitment to deliver more new homes on existing HRA land. This could include Barnet Homes establishing a Registered Provider which would enable them to own as well as manage the new homes.

An initial tranche of 5 sites have been identified on other council land which will provide in the region of 300 mixed tenure homes, of which approximately 40% (120) will be affordable either for rent or low cost home ownership. These new homes will be funded through receipts from the sale of market homes. Work is expected to start on building these homes early in 2016, and the Council is considering setting up a separate company as a vehicle for developing these with R<sup>e</sup> providing development agency services.

Given the pressure on housing in London, some households may prefer to move away to less expensive areas outside of the Capital. In view of this, the Council is investigating the feasibility acquiring homes for use as council housing in more affordable areas outside of London, which could provide opportunities for existing tenants or homeless applicants to relocate by choice.

Where housing stock is sold to tenants under the Right to Buy Scheme, or in response to the Government's proposal on the disposal of high value council housing stock, these homes will be replaced through our programme of development and acquisition of new affordable homes.

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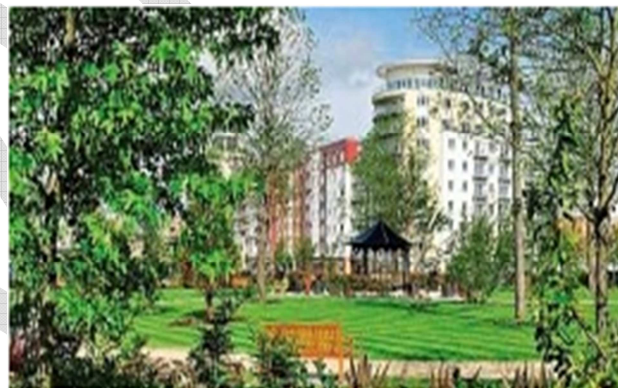
## Quality homes and places

Our latest assessment of housing delivery in Barnet shows that nearly 30,000 new homes can be delivered by 2029/30, of which 13,000 will come forward in the next 5 years. This significant growth will transform a number of places, particularly in the growth and regeneration areas in the west side of the borough. It is important to ensure that the new homes and places that are provided are of a high quality that complements and enhances Barnet's suburban character.

The Council will seek the highest standards of urban design in order to generate development proposals of landmark quality and create an accessible safe and attractive environment for people who live in, work in or visit Barnet's areas of housing and economic growth.

All new homes are required to meet Lifetime Homes and Lifetime Neighbourhood Standards<sup>1</sup> to provide accessible and adaptable accommodation for everyone, from young families to older people and individuals with a temporary or permanent physical impairment. It is also a Local Plan requirement that 10% of new homes will be fully wheelchair accessible.

Larger new developments are more successful if they are supported by local facilities at an early stage; Beaufort Park, a mixed tenure development in Colindale, provides a good example of where this approach has created high quality new homes supported from an early point by a boulevard with shops, restaurants and bars, and a landscaped park.



Landscaped park at Beaufort Park

More details about Barnet's approach to ensuring the quality of new homes is set out in the Residential Design Guidance<sup>2</sup> and Sustainable Design and Construction Supplementary Planning Documents<sup>3</sup> adopted in 2013.

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<sup>1</sup> Lifetime Homes, Lifetime Neighbourhoods: A National Strategy for Housing in an Ageing Society – Communities & Local Government Feb 08

<sup>2</sup> <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/supplementary-planning-documents/residential-design-guidance.html>

<sup>3</sup> <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/supplementary-planning-documents/sustainable-design-and-construction/sustainable-design-and-construction-spd-documents.html>

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### Empty Homes

It is usual for an area to have a number of properties that are empty for short periods of time as a result of turnover within the housing stock and this can be seen as an indicator of a healthy housing market. However some properties remain empty for long periods and over time can cause problems such as disrepair to neighbouring premises as well as acting as a magnet for squatters and fly tipping. It is these neglected empty properties that are a drain on public sector resources and have an adverse effect on the perceptions of crime and general sense of well-being in the local area.

In October 2013 Barnet had 1,273 properties registered for Council Tax that had been empty for 6 months or more. At 0.91% of the housing stock this is slightly higher than the London average of 0.71%. By April 2015 this figure has risen by 2.3% to 1,302 properties of which 141 have been empty for 5 years or more. This figure is slightly misleading as it does not include a further 2,429 properties registered as second homes, which experience has shown are also often long term empty properties.

There are sometimes legitimate reasons for homes being empty, for example whilst probate is being resolved, however in the majority of cases this is not the case. With the on-going pressure on the housing market it is important that the number of properties remaining empty 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 was made available for letting.

In order to deal successfully with long term empty properties the Council needs to understand the reason that the property became empty, and why it has remained empty. This strategy is aimed at bringing 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<sup>4</sup>. 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 the property back into residential use the appropriate enforcement action will be taken ranging from the service of minor works notices to compulsory purchase of the property. The Council currently has seven properties at varying stages of the compulsory purchase order process. All

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<sup>4</sup> <https://www.barnet.gov.uk/citizen-home/council-tax-and-benefits/grants-and-funding/private-sector-housing-financial-assistance-policy.html>



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enforcement action will be completed in line with the London Borough of Barnet Development and Regulatory Services Enforcement Policy<sup>5</sup>.

### Achievements:

- Between 2010 and 2015 5,392 new homes have been built in Barnet, including on the regeneration estates. 38% were affordable (social rent, affordable rent, low-cost homeownership) homes. This includes 800 new homes delivered in 2014/15 of which 398 were affordable
- First new council homes for over 30 years were completed at Alexandra Road and tenants moved in during April 2014
- Stonegrove/Spur Road was awarded 'Gold' in Q17 Annual Design Awards 2012
- 2013/14 – Amendments to Planning consent were agreed for Brent Cross/Cricklewood
- 2014/15 – Argent and Related Companies selected as Development Partner for Brent Cross/Cricklewood South
- 2013/14 - Planning consent was agreed for Phase 1 Dollis Valley and started on site
- 2014/15 – Dollis Valley Phase 2 detailed planning decision approved
- 2013/14 – Construction work commenced on two more phases of Stonegrove/Spur Road which will deliver 198 new homes, including 41 affordable
- 2014/15- 93 new homes completed with new residents in occupation at Stonegrove/Spur Road
- Construction of new 3 form primary school commenced at Mill Hill East IN 2014
- 2013/14 – Construction work was started on Phase 3a at West Hendon which will deliver 219 new homes, including 74 affordable
- 2014/15 – Estate management strategy agreed and signed off for West Hendon and CPO public inquiry completed

### Targets:

- 462 homes, of which 169 will be affordable, will be completed on the regeneration schemes by 2016
- 40 new council homes will be delivered during 2016
- Plans for delivery of additional new council homes on HRA land by Barnet Homes will be in place by March 2016
- Re will complete the first tranche of development of around 280 homes on five council sites by 2018
- The Council review of other potential housing infill sites to be used to develop more homes will be completed by March 2016
- Opportunities for acquisition of new homes outside of London for use as affordable housing will have been fully explored by March 2016

<sup>5</sup> [https://www.barnet.gov.uk/dam/jcr:3e02363a-c9a7-4f6e-bc10-60e8003f2ffc/DRS\\_Barnet\\_Enforcement\\_Policy\\_2013\\_Doc\\_.pdf](https://www.barnet.gov.uk/dam/jcr:3e02363a-c9a7-4f6e-bc10-60e8003f2ffc/DRS_Barnet_Enforcement_Policy_2013_Doc_.pdf)

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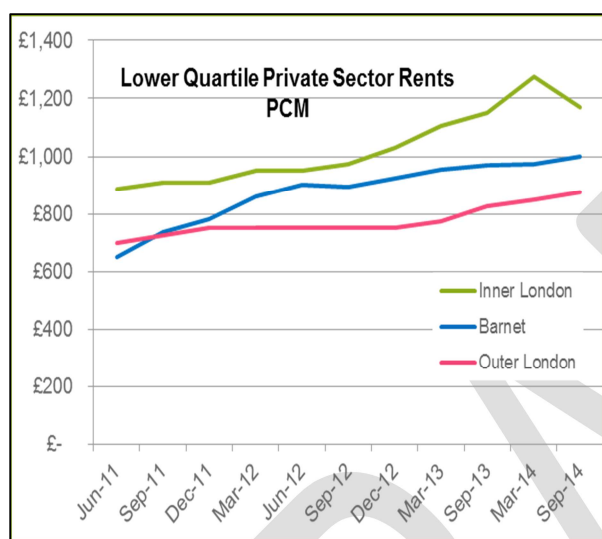
- 26,000 new homes will be delivered by 2029/30, including:
  - 5,070 at Brent Cross/ Cricklewood (30% affordable)
  - 10,840 at Colindale (30% affordable)
  - 190 at Dollis Valley (30% affordable)
  - 2260 at Mill Hill East (15% affordable)
  - 650 at Stonegrove Spur Road (45% affordable)
  - 1180 at West Hendon (25% affordable)
  - 130 at Granville Road
  - 400 at North London Business Park (150 units affordable)
- 100 empty homes will be returned to residential use annually following council involvement
- The Council will initiate compulsory purchase action on a minimum of four empty homes annually

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### 4. Delivery of homes that people can afford

#### Housing Market

House prices in Barnet have remained high and are continuing to increase as, in common with the rest of London, demand for homes outstrips supply. The median house price in the borough is now £460,560, twelve times the median household income of £38,147 which has made home ownership increasingly difficult to access for many people, as evidenced by a fall in owner occupation of 12% between 2001 and 2011, and a corresponding increase in renting privately.



High demand and limited supply has also meant that private rents have increased, with lower quartile rents rising by 50% or £351 a month between June 2011 and September 2014, to become the 4<sup>th</sup> most expensive in outer London. Rental inflation has outstripped housing benefit entitlements making it increasingly difficult for lower income working households to find affordable accommodation in the borough.

Increasing the housing supply in the borough will help to ease the pressure on housing costs in the longer term, and as outlined elsewhere in this document the Council has plans that will be expected to see 26,000 new homes built over the next 10 years.

#### Affordability

The Council recognises that a range of affordable housing supply is needed to meet the needs of the growing population and is revising its Affordable Housing Supplementary Planning Document (SPD), which guides applicants, agents, developers and planners through the delivery of affordable housing through mechanisms such as Section 106 Agreements. The SPD also clarifies Barnet's application of Local Plan, London Plan and national policy requirements in terms of housing delivery. The new SPD will be adopted in early 2016 following a period of public consultation.

#### Rented homes at affordable prices

The Council recognises that different types of affordable housing are needed to meet a range of income levels and types of household across the borough. The rent regime for homes in the public sector, including council and housing association homes has become more complex. Council homes benefit from social rents which on average are £103 a week,

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or about 30% of the average private rent of £341 a week in Barnet. Housing Association tenants pay on average 25% more than council tenants and for new homes will be charged affordable rents of up to 80% of market rents.

Beds	1	2	3	4+
Council	£90	£103	£117	£133
Housing Association	£117	£127	£143	£162
Private Sector <sup>6</sup>	£241	£310	£410	£783
Local Housing Allowance <sup>7</sup>	£185	£242	£303	£374

### Average Rents in Barnet

The London Housing Strategy has proposed that two different approaches to affordable rents are used; with lower 'capped' rents, no more than 50% of market rents, targeted at those most in need and 'discounted' rents, no more than 80 per cent of market rents, prioritised for working households.

The Council recognises that new homes provided with the aid of grant will need to comply with the regime of affordable rents as described above. However, we think that for many people, including working households on modest incomes, affordable will mean a rent at Local Housing Allowance (LHA) level, which means that they will qualify for support in the form of Housing Benefit if their income is low enough to merit this. In view of this the Council will seek to increase the supply of rented homes at LHA level both by making use of its own resources to develop new homes directly and in partnership with others.

We will also explore innovative solutions to increase the supply of affordable purpose-built rented homes, including the encouragement of institutional investment in the private rented sector and modern new homes designed specifically for renters.

### Council housing rents

Council housing rents will be reduced by 1% a year for four years from April 2016 in accordance with government social housing rent policy. By 2020 average council rents will therefore be reduced to less than £100. After this time it is expected that rents will increase by Consumer Prices Index inflation plus 1%.

The Council believes that there is scope for council rents to provide more of a contribution to building more new affordable council homes, and will therefore charge 65% of average market rents or LHA rate, whichever is lower, on new-build council homes in much the same way as housing associations do now.

<sup>6</sup> Private Rental Market Statistics published, Valuation Office Agency June 2015

<sup>7</sup> North West London Broad Rental Market Area, LHA rates valid to 31 March 2016

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### Promoting home ownership

We recognise that the aspiration that the majority of people have to own their own home has become increasingly difficult to achieve, as house prices have increased and access to mortgages has become harder, particularly for first time buyers.

The Government has reinvigorated the Right to Buy, which has helped more council tenants in Barnet to purchase their home, as well as providing funds that the Council can use to provide new affordable homes for rent. In addition, a number of residents have been able to take advantage of the *Help to Buy* scheme, and the Council will carry out more research to see if there is more that needs to be done to help people access this.

Through the Borough's affordable housing programme, 412 new homes for shared ownership have been delivered in Barnet since April 2011, and the Council will continue to work with developers and housing providers to deliver more low cost ownership options as part of its growth and regeneration plans.

We will also explore other means of helping people access home ownership, for example the potential for building smaller more affordable starter homes for people who would prefer to own a smaller home outright rather than a larger one through shared ownership. Pocket Homes, for example, are at least 20% cheaper than comparable market properties in the area, providing an opportunity for people on middle incomes to access home ownership.

Pocket homes are on average 38 square meters with a separate living room/kitchen and bedroom and shared amenity spaces such as court yards and roof gardens. They are well insulated and built to Code Level 4 and are Lifetime Homes compliant. Pocket residents are on average 32 years old with a household income of between £30,000 and £40,000 per annum.

They have restricted eligibility ensuring that buyers have a household income below the Mayor's maximum household income<sup>8</sup> threshold for eligibility for affordable housing schemes and the lease includes conditions that obliges owners to follow the same eligibility rules when selling their home. There are also restrictions on renting the home out.

A Housing Bill will be published during 2015 to support home ownership. The Council will seek to work with the government on its new starter homes initiative which will increase the supply of new starter homes which will exclusively be offered to young first time buyers at a 20 per cent discount below their open market value.

Where possible, the Council will establish a policy on the local marketing of properties to ensure people living and working in the borough have the opportunity of purchasing homes built on council land before marketing more widely.

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<sup>8</sup> £65,000 per annum

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### Achievements:

- 2,070 affordable homes have been delivered in Barnet, from 2010 to 2015. 77% of these were affordable homes for rent including social rent and affordable rent.
- 362 new homes for shared ownership have been delivered in Barnet since April 2011

### Targets:

- The Council will develop business case for delivery of purpose-built private rented sector units during 2016
- The Council will develop clear plans for delivery of more low cost home ownership by 2016

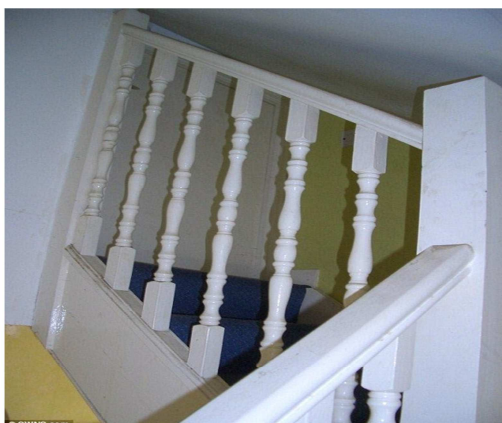
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### 5. Sustaining quality, particularly in the private rented sector

The role of the private rented sector (PRS) in meeting the housing needs of the borough has increased significantly over the last decade. Between 2001 and 2011, the number of private rented homes rose from 17% to 26% of homes in the borough. Our analysis of affordability and housing need going forward suggests that the private rented sector will continue to grow over the next ten years by a further 9% percentage points to represent 35% of homes in the borough.

Private rented sector homes provide flexibility and choice for people. However, the nature of the market means that there are many small scale landlords often with only one or two properties, which makes it more difficult to ensure a consistent quality across the sector. In addition, due to the high level of demand for housing, there has been a tendency towards an increase in the number of homes in multiple-occupation (HMOs) in the borough, particularly through the conversion of family homes into properties shared by 3 or more unrelated people, and in some cases these are not well managed.



**Illegal conversion which could only be accessed by stooping tackled by Barnet's private sector housing team**

The Council already works with local landlords and letting agencies to raise standards through a landlord forum run by Barnet Homes and by encouraging them to acquire formal accreditation through the London Landlords Accreditation Scheme.

In addition, through services provided by R<sup>e</sup>, Barnet works jointly with the Police and other partners to address sub-standard housing conditions in the private sector, including Houses in Multiple Occupation, “beds in sheds” and squats.

Along with more than 100 other Local Authorities the Council has signed up to support Shelter's “Evict Rogue Landlords Campaign”<sup>9</sup>.

In order to ensure that the growing private rented sector continues to offer good quality and safe homes, the Council intends to review how HMOs are regulated and consider other options.

The Council's current approach to tackling problems with HMOs is mostly driven by tenants who ask for help with improving their living accommodation. This means that difficult or potentially dangerous situations are only dealt with once they have arisen instead of being

<sup>9</sup> [http://england.shelter.org.uk/campaigns/fixing\\_private\\_renting/evict\\_rogue\\_landlords](http://england.shelter.org.uk/campaigns/fixing_private_renting/evict_rogue_landlords)

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prevented in the first place. An Additional Licensing Scheme would place a responsibility on the landlord to inform the Council that their property is in multiple occupation and encourage them, with the Council's support, to ensure that they meet the required standards. The Council can then prioritise dealing with the properties of most concern and focus upon those landlords who fail to licence them to make the most effective use of its resources.

In addition the Council intends to implement an Article 4 Direction which withdraws permitted development rights which allow the conversion of dwelling houses to small HMOs (which accommodate 3 to 6 residents) without planning permission.

Working with Barnet Homes we will also invest in existing council homes to maintain them to the Decent Homes Standard and also provide an accelerated programme of essential health and safety works on the regeneration estates.

### New Purpose-built PRS

The Council recognises that purpose built PRS when located within or around town centres can help address distinct housing needs as well as support labour mobility.

Long term private rent schemes are those that have been purpose built as rental units, are in single ownership and are subject to a covenant which ensures the units will stay in private rent for at least the covenanted period.

The economics of purpose built private rented homes that are held in a single ownership and are intended for long term rental differ from mainstream market housing for sale.

The Council will consult on a new Affordable Housing Supplementary Planning Document during 2015. This will consider options to provide purpose-built PRS with discounted market rent (intermediate rent).

#### Achievements:

- 463 landlords have been accredited through the London Landlord Accreditation Scheme (27% increase since 2011/12)
- Council signed up to Shelter's "Evict Rogue landlords Campaign"
- 174 tenanted properties were made free from Category 1 hazards<sup>10</sup> following intervention by the Private Sector Housing Team since 2011/12 (50% increase)  
62 licences were issued in 14/15 compared to 46 in 2013/14. There are currently 154 licensed HMOs in Barnet

<sup>10</sup> Housing Health and Safety Rating System



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### Targets:

- Article 4 Direction and Additional Licencing on HMOs will be consulted on during 2015
- Subject to outcome of consultation Article 4 Direction and Additional Licencing implemented in May 2016
- 570 landlords will be accredited through the London Landlord Accreditation Scheme by 2020
- The Council will develop business case for a purpose-built PRS scheme during 2016

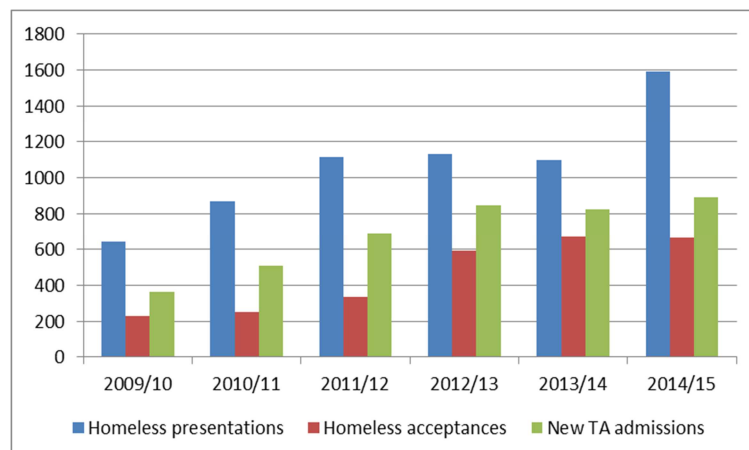
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### 7. Preventing and tackling homelessness

#### Overview

The number of households presenting as homeless and the number of households being accepted as homeless has increased significantly over the past five years. As a consequence the number of new admissions into temporary accommodation, used for households that are homeless has also risen.



The key reasons for the increased demand on services include:

- Increased housing costs combined with restrictions on housing benefit has resulted in more households moving out of Central London to Outer London boroughs, including Barnet. This is evidenced by a significant increase in the number of households claiming housing benefit in Barnet and a fall in housing benefit claims in Central London.
- The number of households seeking help with their housing has been increasing throughout London because of the high cost of owning or renting a home. In September 2014 only 5.6% of properties listed on Right Move were available at local housing allowance rates.
- Private sector rents have increased faster in Barnet than in other parts of London and they are the 4<sup>th</sup> highest out of 16 Outer London boroughs, meaning that more low-income households may approach the Council for assistance with their housing.
- Some households have found it difficult to manage welfare reforms such as the benefit cap and the removal of spare room subsidy.

As demand has increased, there has also been a reduction in the supply of affordable homes available to people facing homelessness, particularly in the private rented sector where the level of support provided through housing benefit has not kept pace with increases in private rents. It has become increasingly difficult to procure privately rented properties that fall within Local Housing Allowance levels resulting in increased use of emergency accommodation and escalating costs for the Council as the amount that is paid for these units is often not fully funded by housing benefit.

The Council recognises the disruption and stress that homelessness places on households who lose or risk losing their home. This is particularly the case for families with children in local schools and households engaged with local support services such as Social Care. Wherever possible, Barnet Homes and other partners will assist households at risk of homelessness to either stay in their existing home or find a new home that is affordable and suitable to their needs.

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In Barnet, we are proud that we have avoided the use of bed and breakfast accommodation for homeless households, especially because its use across England by other boroughs increased by 55% between 2012 and 2014. However, we are concerned that a consequence of increased homelessness has been a significant increase in the use of self-contained emergency accommodation, which increased from 204 in April 2011 to over 600 by March 2013. Measures have already been taken to reduce the number of people in emergency accommodation which had fallen to 455 by March 2015, including:

- Increasing focus on early intervention and homelessness prevention measures, such as tenancy sustainment, youth mediation and domestic violence support services.
- Formation of Welfare Reform Taskforce to work closely with households affected by welfare reform to minimise the risk of homelessness.
- Through undertaking a financial assessment as part of the housing application signposting applicants to debt advice provided by Citizens Advice Agency and Christians Against Poverty.
- Increasing the effectiveness of our private rented sector procurement activity, including the launch of the Let2Barnet team and incentives to private sector landlords, so that the number of affordable private lettings to homeless households increased from 121 in 2011/12 to 393 in 2014/15.
- Sourcing affordable accommodation in less expensive areas outside of Barnet.

Our strategy for preventing and tackling homelessness and reducing the use of temporary accommodation will continue to be threefold, with a focus on early intervention and prevention, increasing the supply of affordable housing available to homeless households, and making best use of our existing resources to manage demand. We will also continue to ensure that households affected by welfare reforms designed to get people back into work, such as the benefits cap, are supported through the changes.

Our strategic ambition around preventing and tackling homelessness will be fully supported by our key partner, Barnet Homes. The Barnet Homes Housing Options Strategy and accompanying delivery plans will provide greater detail on how increased homeless prevention and affordable supply will be achieved.

### Preventing Homelessness

The Council recognises that it is far better to help households avoid the upheaval and stress of becoming homeless and will seek to prevent homelessness and reduce the use of temporary accommodation wherever possible through services provided by Barnet Homes, with a particular focus on the following:

**Private rented sector tenancy sustainment:** Evictions from the private sector are now the most common cause of homelessness in Barnet. Barnet Homes will increase specialist tenancy sustainment resources to increase homeless preventions amongst residents who approach Barnet Homes for assistance and are at risk of being made

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homeless from their private rented sector accommodation. Barnet Homes will work with tenants and landlords and provide specialist advice and assistance to resolve issues such as rent arrears, disrepair and threats of illegal eviction to ensure that wherever possible the homelessness is prevented and the tenant can remain in their home.

**Young people:** Barnet Homes will continue to provide effective prevention services for young people by providing intensive family mediation to resolve conflict and, where this is not possible, provide planned moves into suitable alternative accommodation. This will include working closely with the Council and supported accommodation providers to ensure that those in highest need are given the right support. Barnet Homes will also expand the Get Real project which is an innovative model of shared housing for young people who want to access and sustain education, training and/or employment. Given the fact that the government has announced that it intends to remove the automatic entitlement of housing benefit for young people aged 18 to 21, Barnet Homes will work in local schools to explain the realities of youth homelessness.

**Victims of domestic violence:** Barnet Homes will provide specialist advice and support to those at risk of violence and ensure that a holistic approach is taken of the victims' needs. Barnet Homes will also expand the provision of our Sanctuary Scheme which installs safety measures in homes where a household is at risk of violence. Furthermore, Barnet Homes will work with Solace Women's Aid to set up a new refuge in Barnet which will enable more women fleeing domestic violence to be assisted with their housing options in a supported and safe environment.

**Welfare reform:** Welfare reforms designed to help people into work have meant that more households have been at risk of losing their home, and the Council has worked closely with its partners to establish a taskforce led by Barnet Homes. The Welfare Reform Taskforce has brought together staff from Barnet Homes, the Council's Housing Benefit service, Job Centre Plus and Future Path to work with households affected by welfare reform with a focus on providing specialist advice and assistance to them at an early stage to help them into employment. We will continue to take this approach as Universal Credit is fully implemented over the next few years. Barnet Homes will continue to work closely with our Welfare Reform Taskforce partners, Job Centre Plus, Capita and Future Path, to minimise homelessness amongst those affected by Welfare Reform. From autumn 2016 the benefits cap will reduce to £23,000 in London. Whereas the initial cap affected mainly large households in the private rented sector, a cap at £23,000 will affect a greater variety of households, including Barnet Homes tenants.

**Single homeless people:** Our partner, St Mungo's Broadway, supports single homeless people to secure accommodation in the private rented sector. This

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assistance will be utilised to prioritise assistance for certain groups of single homeless people (including those leaving supported accommodation because of substance abuse or they are high risk or ex-offenders) so that they are able to move into settled accommodation. Another partner, Homeless Action in Barnet (HAB), will continue to work closely with Barnet Homes, St Mungo's Broadway and other agencies to assist rough sleepers. Rough sleepers are often transient, crossing borough boundaries and Barnet Homes will continue to work with the North London Housing Partnership to develop and deliver initiatives to reduce rough sleeping across the region.

**Partner engagement:** Barnet Homes will increase its work with local support providers and agencies, including key council services such as Social Care, to ensure that they support and enable our agenda around increasing early intervention and prevention. This will include increasing awareness of both the homeless prevention support provided by Barnet Homes and the partners' own role in enabling homelessness prevention.

### Increasing the supply of homes for households facing homelessness

Barnet has also embarked on a programme of building new council homes for the first time in over 20 years as described in section 3, and will also explore the possibility of purchasing homes directly in more affordable areas which could be let to households who can no longer afford to remain in the borough.

Barnet Homes has worked closely with private landlords to increase the supply of affordable private rented sector homes both in the borough and further afield by developing a marketing strategy with a clear brand, Let2Barnet, and the employment of skilled negotiators with experience of working with private landlords.

### Making best use of existing resources and reducing the use of temporary accommodation

Subsidised housing, including council and housing association homes have become increasingly scarce, and the Council has already made changes to the way that these homes are allocated, including restricting the our allocations scheme to those households that are in the highest need and expecting housing applicants to accept the first suitable offer of accommodation they receive. At the same time, our scheme recognises the contribution that people who are working or volunteering make to the community. The Council's Tenancy Strategy has been implemented and many new tenants now receive a fixed term tenancy of either two or five years, with the aim of increasing the turnover of council homes and increasing the availability of council homes for those that need them. The Tenancy Strategy will help ensure that council tenants who have the financial ability to find accommodation through low-cost homeownership initiatives and the private rented sector are encouraged to do so.

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Affordable housing in Barnet is a precious and finite resource. We will ensure that it is prioritised for those who need it most, including vulnerable households and those making a community contribution. Barnet Homes will continue to ensure that its assessment and decision-making processes around housing need and housing allocation are robust and will work closely with our Corporate Anti-fraud Team to help identify fraudulent applications. Barnet Homes will also work with other partners, such as social care and health services, to ensure that those households with the highest level of need to stay in Barnet are prioritised for assistance.

### Achievements:

- Homeless preventions increased by 99% between 2012/13 and 2013/14 to 894. A further 832 homeless preventions were achieved in 2014/15
- The creation and launch of the Barnet Homes Let2Barnet brand in 2012 has proved extremely successful with the scheme providing almost 900 affordable private rented properties for homeless households and those at risk of becoming homeless. Annual affordable PRS supply increased by 224% between 2011/12 (121) and 2014/15(392)
- The Council's Placements Policy was implemented in 2013 to ensure that housing applicants are offered accommodation that is affordable and suitable
- 3 new council homes were delivered in 2013, the first homes built by the council since 1991 and 40 more on site to be delivered by 2017/18
- Welfare Reform Task-force has contacted 1,403 households since July 2013. Of these 439 have gained employment and 86 have moved into more affordable accommodation In 2013/14 and 2014/15 the Taskforce prevented the homelessness of a total of 365 households affected by the Benefit Cap
- Two innovative Get Real flats set up resulting in positive outcomes for the young homeless people involved and positive recognition from professionals working in the youth homeless field
- Barnet Homes helped 133 council tenants to move into smaller homes (including 62 trade downs and 51 mutual exchanges) during 2014/15
- Changes to the Council's Housing Allocations Scheme from February 2015 which to make best use of a limited housing supply

### Targets:

- Barnet Homes will achieve at least 700 homeless preventions in 2015/16
- The Council and Barnet Homes will develop a detailed Homelessness and Temporary Accommodation action plan by March 2016
- Barnet Homes will enable at least 325 affordable private sector lettings to homeless households and those at risk of homelessness in 2015/16
- Barnet Homes will host 3 London Landlord Accreditation Scheme landlord development courses per year to increase the number of accredited landlords
- Barnet Council will work with Barnet Homes, Job Centre Plus and Registered Providers on a local support framework for universal credit to ensure that the potential for homelessness is minimised in 2015/16
- Working with key partners such as Social Care and local advice agencies, Barnet Homes will develop an Early Intervention and Homeless Prevention Action Plan by

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### 8. Providing suitable housing to support vulnerable people

There are some residents with specific needs that mean that they require particular types of accommodation and / or support to sustain suitable housing. The Council is committed to supporting vulnerable people, including older people, adults with long-term conditions (for example physical disabilities, mental health, learning disabilities and autism) and young people leaving care to meet their housing needs and aspirations. This may be done either by commissioning specialist support to help people stay in their homes or providing specialist accommodation for those not able to live independently, preferring supported housing over more institutional and expensive residential care.

#### Older People

We know that the older population in Barnet is set to increase significantly over the next 30 years.

A report commissioned by the Council in 2014 which focused on Housing and Care for Older People identified 2 housing profiles for older people in the Borough:

- Older people who tend to have some, or in some cases, all of the equity that they need to fund a move and will be moving for lifestyle reasons or may be thinking about their future care needs.
- Older people who tend to have little or no equity to fund a move and are more likely to be moving due to a care crisis.

- The over 60 population is 64,690 now and is projected to be 109,849 by 2041- an increase of 41%.
- The over 90s population is set to increase fourfold from under 3,000 in 2011 to almost 12,000 in 2041.
- There will be more over 90 year olds than 85-89 year olds from 2035

The Council's strategy is to make it easier for older residents to plan ahead for their housing needs as they approach old age, so that those that want to make planned downsize moves are able to do so and ensure that those with high care needs have a non-residential care choice when care in their own home no longer meets their needs, including those with dementia. The Council also recognises that informal support networks are important for people as they grow older as this helps to prevent social isolation and loneliness.

#### Advice for people planning for older age

The Age UK Barnet "[Later Life Planner](#)" service helps people to manage and plan for the challenges that ageing brings, whilst retaining independence, choice and control in their lives. This service provides advice on welfare and benefits, housing or support services as well as how to keep healthy, fit and active. The team is based at Age UK Barnet's offices but advisors also work out in the community to reach as many people as possible across the borough.



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The Dementia Adviser service provided by the Alzheimer's Society offers information for Barnet residents about all aspects of living with dementia and supports people to access services.

[My Care My Home](#) is a free advice service for individuals and their families who need advice about housing and care and how to pay for it. The service provides access to a range of information such as details of local home care providers, care homes or care in sheltered or Extra-care schemes.

All these schemes, and help for older people who need to leave hospital, can also be accessed from the Council's social care online directory called [Social Care Connect](#).

[Outreach Barnet](#) provides short term housing related support and advice for people with support needs. Funded by the Council, it is free of charge to customers. The service helps people maintain their accommodation by offering a range of support which promotes independence and empowerment. 1046 residents accessed this service between July 2014 and April 2015.

### Housing options for older people

#### New Homes

As described in chapter 1, Barnet's growth and regeneration programme will deliver in excess of 30,000 new homes by 2030. Many of these will be suitable for people to grow older in as they are designed to lifetime standards, comply with current energy efficiency standards, and are sited close to transport and amenities.

#### Co-Housing

The 'New Ground Cohousing' development in Union Street, High Barnet will be the UK's first senior cohousing community for older women and has been planned for 16 years by the group Older Women Co-Housing – (OWCH) and Hanover Housing Association. Construction started in March 2015. The scheme will provide homes for women aged

over 50 in 25 flats, including 8 social rented flats. The scheme has pre-sold all but one of the flats for sale and shared ownership to date suggesting that this is an attractive option for active movers who are planning for their old age. The Council will consider further schemes in the future.

#### Co-housing in a nutshell

Co-housing communities are created and run by their residents. Each household has a self-contained, personal and private home but residents come together to manage their community, share activities, eat together. Co-housing is a way of combating the alienation and isolation many experience today, recreating the neighbourly support of the past.

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### Supported Housing Options

It is important that the right sort of housing is provided to help older people with a range of support needs requiring help with managing everyday tasks. The Council has identified that there is already a shortfall in supply of supported housing for older people as an alternative to residential care homes, with the former providing a more flexible and affordable approach that can help older people live more independently for longer. At present approximately 80 people each year would benefit from a better outcome if they could be placed in supported housing. The Council believes that older people would benefit from more extra-care housing units and will look to the development pipeline to find further opportunities for developing such schemes.

#### Extra care

There are currently 136 Extra Care Housing (ECH) flats in Barnet all of which are owned and managed by registered providers (RPs) and charitable service providers. An additional 50 homes will be delivered by 2017/8, by Barnet Homes at Moreton Close. In addition, the Council is developing 100 specialist integrated homes on a hub and spoke model where accommodation is linked to health and care support and other community facilities to be delivered by 2025 – including 50 homes for sale. Hub and spoke models can offer services and facilities to the wider community, as well as to residents of the scheme. This means that a range of services including housing support can be provided from a central point over a defined geographical area to people within the surrounding community.

#### Extra Care Housing

These are usually flats, sometimes bungalows, link or terrace houses which have been developed or adapted to provide 24 hour care cover “on site”. With an Extra-care scheme you combine the privacy and independence of your own house with the security and confidence of knowing that care support is close at hand on call if you need it any time day or night. Many of the schemes also have other facilities such as communal lounges.

#### Care and Repair Service

The [Care and Repair Service](#) provided by R<sup>e</sup> helps older residents and disabled people of all ages who live in the private sector to live independently and safely in their own homes. It is the main source for advice on housing adaptations, repairs and improvements, finding suitable contractors, grant funding streams and other financial assistance (including charity funding) as well as helping residents to access benefit entitlement. Whilst residents can choose to deal with the arrangement of their own adaptation and building works, the majority opt for the supported service provided by Care and Repair which covers minor and major building works to improve quality of life and independence for vulnerable people. The supported service covers all aspects from completing the application form for a Disabled Facilities Grant, to getting estimates and supervising the works through to

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completion. Many of the services are provided free of charge. However, we are unable to provide all of our services this way and for some works a fee based on the cost of works will be charged.

### Disabled Facility Grants (DFGs)

Disabled residents including 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 council, housing association or private landlord. The grant must be for somebody who is registered disabled or would qualify to be registered. How much a resident gets depends on an assessment of their income.

### Housing for adults with long-term conditions

Supported housing can provide settled accommodation, offer security of tenure and provide increased opportunities for independent living for adults with a range of long-term conditions, including dementia, learning disabilities, autism, physical, neurological and sensory disabilities, and problems with substance misuse, including drugs and alcohol.

Our strategy is to stimulate provision to provide a variety of options for housing and support rather than one size fits all, including helping people with support needs access the Private Rented Sector

The current Supported Living Framework will expire in 2017. In 2015-16 the Council will start a project to shape and model its approach to how supported living services should be commissioned beyond 2017. Discussions with providers and key stakeholders will help to inform our approach.

### Physical disability

In terms of accommodation type, we recognise the need for homes which can offer level access for wheelchair users and those with decreased mobility, and have stipulated that all new homes must meet the Lifetime Homes Standard, and that 10% must be fully wheelchair accessible. In addition, we will provide a number of wheelchair accessible homes on council owned land supported by the Housing Revenue Account Investment Programme, including 9 new build fully accessible wheelchair properties currently planned and a further 5 new wheelchair properties every 2 years. Generally self-contained accommodation is preferable, although we are considering the potential for small shared settings for groups of friends who wish to live together.

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### Learning disability and autism

The proportion of people with learning disabilities (PWLD) is under 0.5% of the overall Barnet population; however over 11% of Adult Social Care service users have learning disabilities. A 14% growth in the number of residents with moderate to severe learning disabilities is projected over the next decade<sup>11</sup>.

Demand for good quality housing is increasing and more specialist housing with support will be required to meet the needs of residents with learning disabilities, enabling people to live independently. There are proposals<sup>12</sup> to give people with learning disabilities, Autism and mental health conditions more rights to choose the care and support they receive. Whilst this is subject to consultation and a

#### Winterbourne View

The Winterbourne View Joint Improvement Programme and Concordat requires local authority housing and social care and health commissioners to work closely together to develop creative solutions to find and develop appropriate housing for people with learning disabilities who are ready to leave hospital.

programme of legislation, it is a significant policy shift which will mean that PWLD and autism will have a right to be treated and supported near their home and family, and wherever possible in community settings. There will also be a reduction in the number of beds available in hospital assessment and treatment units. This change will be in addition to the increase in numbers of people with complex needs who will be accommodated in community settings. The trend towards increased community based provision and decreasing residential care will continue in the future and we will continue to seek to meet the needs of PWLD who are ready to move from hospital to supported accommodation in the community.

In order to respond to the shift in growing community provision and support needs of PWLD and Autism, work is underway on the level and type of accommodation required. Over the last five years, Barnet has seen a reduction in the number of people with learning disabilities in residential settings and a significant increase in the number of people in supported living from 138 in 2010/11 to 262 in 2014/15. Supported living enables more choice, control and community inclusion and the current supported living framework expires in 2017 and we are undertaking a project to model and shape the procurement of supported living post 2017. The private rented sector is also providing increased opportunities for people with learning disabilities both in terms of supported living and move on.

<sup>11</sup> Source: Projecting Older People Population Information (POPPI) and Projecting Adult Needs and Service Information (PANSI) 2015

<sup>12</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/409816/Document.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/409816/Document.pdf)

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Barnet is developing a 0-25 service and this work will involve looking at how to proactively plan for the housing needs of young adults with learning disabilities, particularly those with the most complex needs.

People with learning disabilities, especially those with lower needs are more likely to experience social isolation, less choice or access to housing and high levels of unemployment. Barnet currently funds Barnet Mencap to deliver the “Bright Futures” service which, as well as leisure activities and employment support, provides short term support with housing, benefits and other issues for people with learning disabilities, autism and Asperger’s.

According to the Barnet Insight Report<sup>13</sup>, 57 (35%) service users with Autism were living in residential care homes during 2012/13, which suggested that there was a need for more specialist supported housing schemes.

One example is Speedwell Court, a local development for people with high functioning autism and Asperger’s syndrome has been developed in partnership with Origin Housing. Speedwell Court has 10 self-contained studio flats, where residents can live for up to two years and enables service users to gain important life skills for independent living to support their move-on plans. The move-on pathway for service users is for them to transfer to more independent accommodation with access to specialist support if they need it.

National forecasts show the number of young adults with Autism is expected to increase by 2.7% over the next 5 years, with a local increase of 8.7% expected within Barnet. There is therefore a need to have a clearer picture on the needs of people with autism to inform the planning of services.

### Views of the people with learning disabilities (PWLD)

A housing workshop was held with the Learning Disabilities Partnership Board in April 2014. Participants identified their main issues and barriers to moving:

- Lack of choice of accommodation and location, importance of PWLD living close to family, friends and support networks how can this fit with personalisation
- Changes to welfare benefits and increasing costs of housing, affordable properties are often very small
- Need greater access to adaptation services.
- Importance of having accessible and independent information including examples of all the types of housing schemes and options
- Having the right support from family, social worker or key worker to make the right choices - are the right tools available to work through realistic options?
- Making sure we are planning for future needs particularly people with complex needs
- Making sure private landlords understand the needs of PWLD.

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### Mental Health

Adults with severe and enduring mental health problems face high rates of unemployment, social isolation, poorer physical health and insecure housing arrangements. Within Barnet, the numbers of people supported by their General Practitioner is higher<sup>14</sup> than the average numbers for England as a whole. Major depression can double the lifetime risk of developing Type 2 Diabetes and depression has also been proven to be a risk factor for the development of heart disease<sup>15</sup>. Approximately a quarter of people with physical illness develop mental health problems as stress causes depression and anxiety.

We expect the numbers of residents of Barnet with mental health problems to increase and by 2025 there are projected to be 65,280 people with a mental health condition in Barnet.

Mental health problems can be caused by, or exacerbated by, an unsettled living situation. In 2010 only 53% of people in Barnet in contact with secondary mental health services were living in settled accommodation<sup>16</sup>. Given this picture, we would therefore expect to see the numbers seeking support in securing accommodation to increase.

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 work to develop a community model of social work in mental health identified the following challenges:

- Increasing number of detentions under the Mental Health Act to respond to crisis, driving pressures within residential placements.
- Increasing spend on residential care both in terms of unit cost and increasing service unit numbers at a rate which is unsustainable.
- Limited housing options to enable people to move on from residential care and supported living which then challenges the supply of supported accommodation.

Additionally there are instances where individuals are being placed in residential settings because of a lack of local supply of alternatives. There is the need for the development of a wide range of accommodation options, including home ownership schemes, with a varying spectrum of support to meet the differing needs of the adult mental health population and

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<sup>14</sup> The prevalence of mental health problems recorded on GP registers is higher in Barnet (0.95%) than the England average (0.84%).

<sup>15</sup> Royal College of Psychiatrists, No Health Without Mental Health 2011

<sup>16</sup> Barnet JSNA 2011-15

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to ensure the supply of accommodation enables progression through the care pathway to independence.

The Council plans to increase the range of sustainable accommodation options for people with mental health problems in conjunction with the NHS.

Housing advice and support should be 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.

### Young People Leaving Care

The Council recognises the responsibilities it has to help young people in care to find and keep appropriate accommodation as they reach adulthood. This means ensuring that young people leaving care are helped to prepare for living independently and supported through the transition from living in a care setting to their own home. Young people in this situation need advice on managing their finances, flexibility about when they move out of care to minimise disruption, for example to their education, and access to accommodation in other areas, for example if they want to go to university in another part of the country.

Barnet Homes, who manage the allocation of homes for the council, works closely with the Council's Onwards and Upwards team that provides support for young care leavers, and a clear referral pathway between the two organisations has been established for new referrals. In addition, there is active joint management of cases to ensure that issues that may be hampering a young person from securing or keeping accommodation, such as rent arrears or anti-social behaviour are addressed. A range of housing options are in place for care leavers, including a Foyer, supported housing and shared accommodation, and a training flat has been established where young people can spend time learning how to manage their own home. Barnet Homes has also established the *Get Real Project*, which provides shared accommodation for young people, including care leavers.

In recognition of its corporate parenting role, the council has recently made changes to its Housing Allocations Scheme to give young care leavers more priority for council and housing association homes.

#### Achievements:

- Site was identified and funding agreed for new Extra Care Housing Scheme at Moreton Close
- Planning permission was granted for Co-housing project which has started on site
- Council re-commissioned generic and mental health housing related floating support services
- Supported Living Housing Scheme was established at Speedwell Court in

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2013

- 221 Disability Facility Grants were approved and completed in 2014/15

### Targets:

- “New Ground” Older Women’s Co-Housing (OWCH) Scheme will open in February 2016
- New extra care housing scheme at Moreton Close will be completed by 2017/18
- The Council will start a project to shape and model its approach to how supported living services should be commissioned beyond 2017 during 2015/16
- The Council will work with users and their representatives to produce accessible information on housing options for people with learning disabilities and autism by 2016
- Private Sector Housing Team in Re will reduce the average time for the administration of Disabled Facilities Grant works to 186 days from 2015
- Private Sector Housing Team will increase the number of people supported to remain in their homes through the Disabled Facilities Grant scheme from 2015



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### 9. Deliver efficient and effective services to residents

#### Management of Council Housing Services

Barnet Homes delivers the full housing management services for the 10,000 tenanted and 4,000 leasehold properties owned by the Council. It also provides the housing options and homelessness services to the whole of the borough. It was set up in 2004 as an Arm's Length Management Organisation (ALMO). In February 2012 it became a subsidiary company along with Your Choice Barnet, to The Barnet Group, a local authority trading company, wholly owned by Barnet Council. Your Choice Barnet (Limited) is an adult social care company providing services to adults with learning and physical disabilities.

Barnet Homes, as the ALMO, was created to deliver improvements to the condition of the Council's housing stock through the government's Decent Homes programme and to improve services to tenants and leaseholders. Barnet Homes was successful in delivering the Decent Homes programme and improving tenant satisfaction, and in 2010 the Council's Housing Strategy confirmed that the Council wanted to retain Barnet Homes and explore the potential for them to deliver additional services. In January 2012 the Council transferred the Housing Needs Service to The Barnet Group, with Barnet Homes responsible for delivering the service.

During the first half of 2015 the Council worked with The Barnet Group to review the current arrangements, assess value for money and efficiencies and ensure the continued delivery of good quality housing services for residents. The Council also considered how Barnet Homes could help meet the wider strategic need of increasing housing supply. Following a review of the options and consultation with tenants and leaseholders, the Council plans to put in place a new 10 year management agreement for the delivery of its housing services, to take effect from 1<sup>st</sup> April 2016. This will include the development of new affordable housing.

#### Regional Enterprise (R<sup>e</sup>)

R<sup>e</sup>, a joint enterprise between the Council and Capita, was established in October 2013 following a competitive tendering exercise. The objective of this approach is to make use of Capita's private sector expertise to increase the efficiency of and grow the services provided by R<sup>e</sup> to both save the Council money whilst also ensuring that services which are essential to support growth and prosperity in the borough are maintained and improved.

As well as providing planning, environmental health, highways and trading standards services, R<sup>e</sup> also manages services responsible for taking forward the Council's growth and regeneration plans and planning strategies including the Local Plan. In addition, as part of the Environmental Health function R<sup>e</sup> delivers regulatory services for the private rented

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sector, including registration of Homes in Multiple Occupation, as well as delivery of the council's strategy for bringing empty private sector homes back into use.

### Housing Associations

Housing Associations, also known as Registered Providers, have a key role to play in providing low cost housing in the borough and helping the Council to deliver its wider housing objectives, including our Estate Regeneration programme. Housing Associations currently manage over 7000 homes in Barnet, including for rent and low cost home ownership, and are the main providers of new affordable homes in the borough, with more than 600 homes built since April 2012, exceeding targets set by the Council.

As well as providing new homes, it is important that high quality services are provided to people living in housing association properties, and the Council carries out regular monitoring and benchmarking of the performance being delivered by registered providers.

We have been working proactively with local housing providers to deliver the outcomes of Welfare Reform to ensure a tailored service is provided to all residents who have been affected by the changes to help them get back into work, and we are now working to meet the need for improved employment and training opportunities available in Barnet.

The Council will continue to work in partnership with Housing Associations to deliver more affordable homes and maintain high standards of service, including through the Barnet Housing Association Liaison Group which remains an excellent opportunity for housing providers to share experiences, promote good practice and highlight areas for increased partnership working.

We also want to explore how we can work more strategically with housing associations to meet the housing challenges facing the borough.

#### Achievements

- Through a series of challenge sessions the Council has developed a new management agreement with Barnet Homes to take effect from April 2016
- **R<sup>e</sup>**, a joint venture with Capita which will deliver the Council's growth and regeneration programme established
- More than 600 new affordable homes delivered by housing associations since April 2012

#### Targets

- Complete a strategic review of the role of Housing Associations in helping the Council to deliver its objectives by October 2016

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### Appendix 1 – Financing the Housing Strategy

#### 1. Increasing the supply of Housing through Regeneration and Growth

The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition.

Principal Development Agreements and Regeneration Agreements allow the Council to recover its costs at certain stages of the regeneration projects.

For each scheme, the Council's costs are budgeted and recorded on a monthly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner.

#### 2. Council Housing and Housing Needs Services

The Council has agreed a series of efficiencies through a reduction in the Management Fee paid to Barnet Homes for the delivery of homelessness and housing advice services.

A saving of £2.84 million in the Housing Revenue Account (HRA) Management Fee has been negotiated with Barnet homes subject to agreement from Policy and Resources committee. This will create additional headroom in the HRA and enable the Council to build more affordable homes than it otherwise would be able to, with a minimal impact on service delivery.

#### 3. Delivery of Affordable Housing

Changes to national rents policy mean that the HRA is only able to support a very limited programme of house building. In view of this, the Council is exploring the option of Barnet Homes establishing a Registered Provider which would develop, own and manage new homes outside without the need for HRA funding. This approach would enable HRA funded to be directed to a programme of acquiring homes on the open market in more affordable areas for use as council housing, maximising the number of affordable homes delivered.

In addition, Barnet Homes have secured £2.47m funding from the GLA 2015/18 affordable housing programme to support building 101 new homes at a total cost of £19.1m.

For council land outside of the HRA, the approach will be to bring forward mixed tenure developments, with the cost of the affordable housing being funded through sale of units for sale.

#### 4. Tackling Homelessness

Containing budget pressures associated with the costs of temporary accommodation continues to be a challenge especially with the demand to bring forward early decanting for

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regeneration. Detailed plans are in place to contain those costs and this will be monitored through existing governance structures.

### 5. Housing Revenue Account Proposed Capital Programme:

Investment to ensure that council owned housing stock is well maintained and that statutory health and safety obligations are met. Also includes investment to improve Granville Road and deliver 41 new council homes.

HRA Proposed Capital Programme £'000	15/16	16/17	17/18	18/19	19/20
Major Works	10,019	5,950	4,950	4,550	4,550
Regeneration	2,665	1,415	1,270	900	720
Mech. Engineering/Gas	11,003	8,294	7,443	6,592	6,257
Voids and Lettings	2,588	3,400	3,400	3,400	3,400
Misc. Repairs	2,214	2,345	2,345	2,255	2,205
40 New Council Homes	1,017	6,762	520		
Moreton Close Extra Care	420	7,106	2974		
Additional Extra Care		500	8,460	3,540	
Advance Acquisitions ( regen)		2,000	4,773	2000	
Acquisitions programme		6,125	3,150		
<b>Total</b>	<b>29,926</b>	<b>43,897</b>	<b>36,311</b>	<b>21,237</b>	<b>17,132</b>

The proposed programme above is expected to be approved through the budget setting process.

### 6. Barnet Homes General Fund Capital Programme:

Investment to refurbish General Fund hostels.

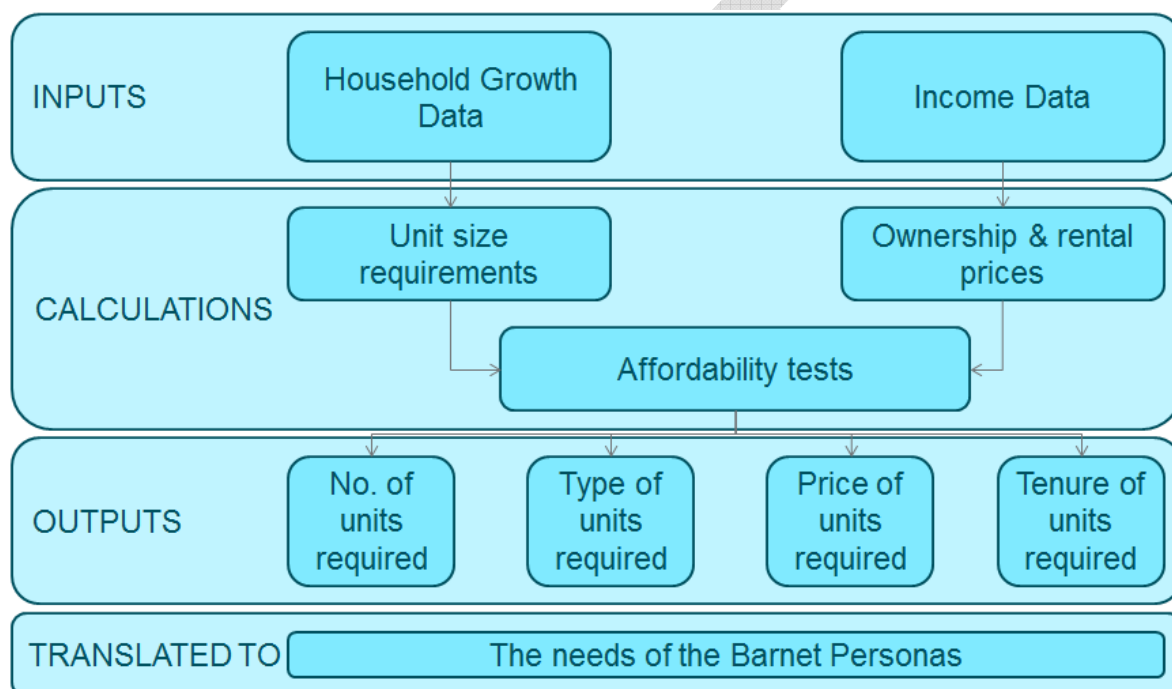
	TOTAL CAPITAL FUNDING £'000				
General Fund	2015-16	2016-17	2017-18	2018-19	Total
Hostel Refurbishment Programme	148				148

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### Appendix 2- Housing Needs Assessment October 2014

We know that Barnet's population is increasing, and it is important to understand the type of homes that will be needed to accommodate this growth. The council have commissioned a Housing Needs Assessment to provide analysis of the expected household growth, existing unmet need and affordability, and provide an estimate of the number, size and tenure mix that will be needed over the next 10 years. The assessment also considers how housing need is distributed across a set of personas that represent the type of households living in the borough.

The approach taken is summarised in the following table.



In addition, affordability was assessed on the basis of Department of Works and Pensions figures for the minimum household income needed after housing costs have been taken into account + 10% as follows, examples of which are:

- £ 6,656 for a single adult
- £11,440 for a couple
- £18,564 for a couple with 2 children

Using the approach, the assessment identified that over the next 10 years a total of 27,350 new homes will be required, and that the majority of households housing need could be met by the private rented sector as follows:

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Barnet Housing Market Assessment 2015/16 – 2024/25								
	1 bed	2 bed	2 Bed Shared	3 Bed	3 Bed shared	4 Bed	Total	Comment
Total Requirement	8309	4555	7864	2768	2240	1614	27350	This is the total number of units needed
80% Market Rent	8309	4555	7864	2768	2240	1614	27350	Households who could afford 80% market rent
Market Rent	7523	3536	7001	2099	2123	1111	23393	Of the total, this many could afford market rent
Shared Ownership	6043	2714	6307	1519	1998	717	19298	Of the total, this many could afford shared ownership
Owner Occupation	2406	785	4002	334	1440	134	9101	Of the total, this many could afford to buy a home with a mortgage

This suggests that over the next ten years, there will be an annual need for 2735 new homes each year. The household projections show that two thirds of the new households in the borough will be couple or single people without children, generating a need for smaller units or accommodation that is suitable for sharing.

In addition, whilst 86% of new households could afford the private rented sector, increasing to 100% at 80% of local market rents, only 33% will be able to afford home ownership at full market rates, although this rises to 71% for shared ownership.

In terms of size, the overall mix of accommodation needed to meet housing need, will be 30% one bedroom homes, 46% two bedroom homes, 18% three bed homes and 6% 4 bed or larger. Within this, the projections show that higher proportions of two and three bedroom homes will be required for those that can afford home ownership.

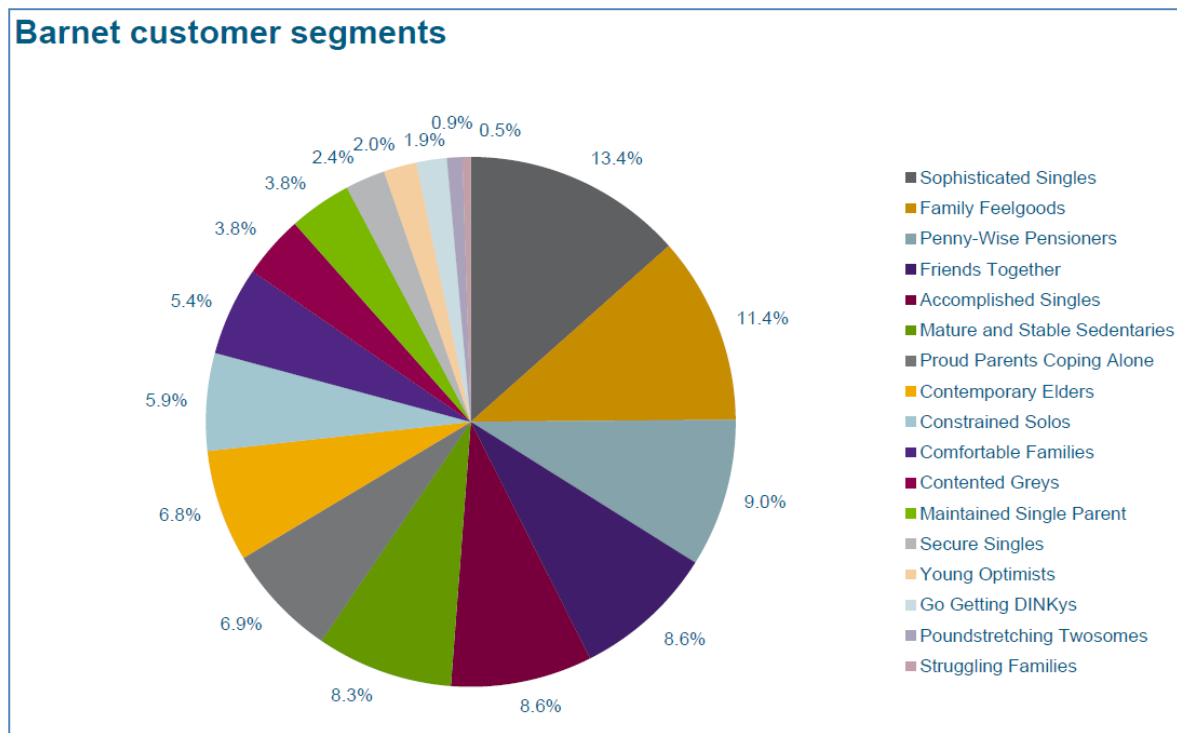
The above analysis can be used to give the following annual requirement for new homes:

	1 bed	2 beds	2 beds shared	3 beds	3 beds shared	4 beds	Total	%
Total Requirement	831	456	786	277	224	161	2735	
Market for Sale	241	79	400	33	144	13	910	33%
Intermediate Ownership	364	193	231	119	56	58	1020	37%
Market Rent	79	102	86	67	12	50	396	14%
Affordable rent	148	82	69	58	13	39	410	15%

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## Barnet Customer Segments and affordability

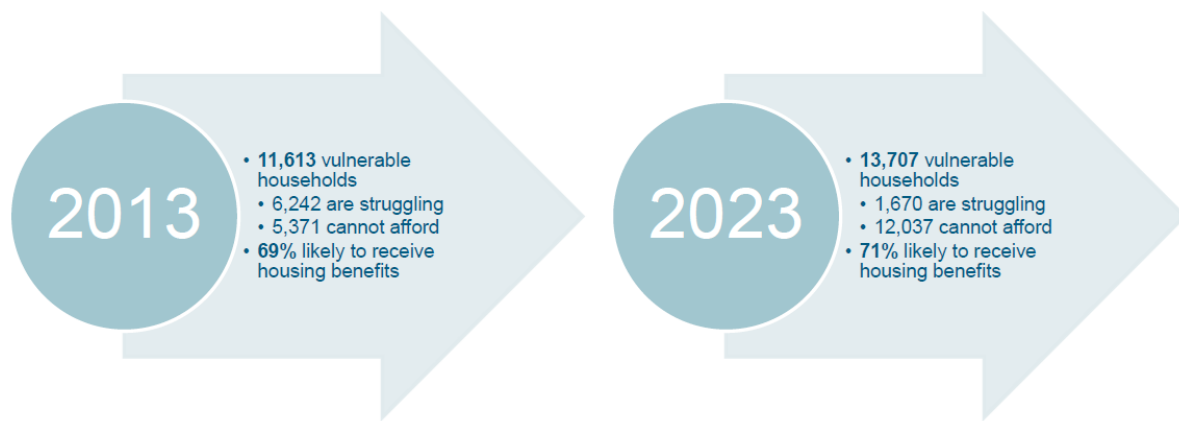
In addition to the Housing Needs Assessment, we have also carried out a study into the affordability of housing and how this is likely to change over the next 10 years. This study looked across a set of representative personas that have been developed based on Call Credit Cameo data (CAMEO classification system provides detailed customer analysis & customer segmentation).



The study considered the types of housing each household could afford at present, and assumes that incomes will increase by 23% and housing costs by 40% over the coming ten years, based on how these have changed during the last few years. This inevitably shows that more people will find struggle to meet their housing costs by 2023.

For rented accommodation, the assessment shows that there are currently an estimated 11,613 households who have difficulties with paying their rent, including 5,371 who have less than the DWP minimum household income once they have paid their rent, suggesting that they cannot afford private rented accommodation. The overall number who are likely to have difficulties with rent payments increases to 13,707 by 2023, but within this 12,037 will be below DWP minimum household incomes once they have paid their rent.

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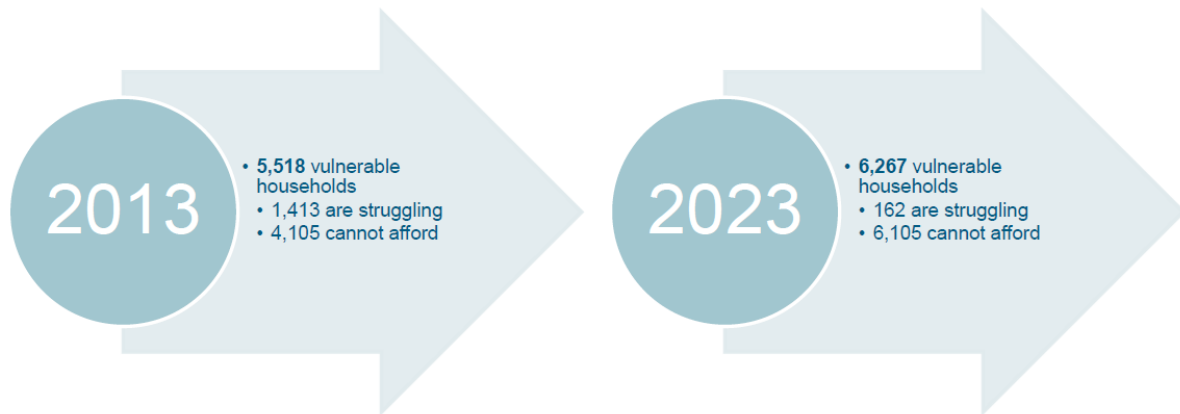


<b>Rent Affordability 2013</b>	30-40k	25-30k	20-25k	15-20k	10-15k	10k
Friends Together					740	444
Comfortable Families	856	578	395			
Mature and Stable Sedentaries			517			
Young Optimists						
Constrained Solos					505	377
Struggling Families				242	57	48
Proud Parents Coping Alone				837	1,046	795
Penny Wise Pensioners						1,390
<b>Rent Affordability 2023</b>						
	37-50k	30-37k	25-30k	18-25k	12-18k	12k
Pound-stretching Twosomes			331	98		
Friends Together					814	489
Comfortable Families	933	630	430			
Mature and Stable Sedentaries			625			
Young Optimists						
Constrained Solos					526	392
Struggling Families				266	63	53
Proud Parents Coping Alone			268	921	1,151	875
Penny Wise Pensioners						1,390
<b>RED=Number who cannot afford rent</b>		<b>Amber = Number Struggling to pay rent</b>				

The number of households that will not afford to keep up with existing mortgage payments will increase by 49% in 2023, to over 6.1k. This is because most household groups that struggle to make their mortgage payments at present will not be able to afford making them at all. It is likely that they were in another lifestyle segment when they bought the house, but in their new circumstances they cannot afford a mortgage.



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<b>Mortgage Affordability 2013</b>				
		15-20k	10-15k	10k-
Pound Stretching Twosomes		<b>9</b>		
Friends Together		<b>418</b>	<b>394</b>	<b>161</b>
Young Optimists		<b>263</b>	<b>293</b>	<b>113</b>
Constrained Solos		<b>732</b>	<b>674</b>	<b>450</b>
Proud Parents Coping Alone		<b>529</b>	<b>991</b>	<b>491</b>
<b>Mortgage Affordability 2023</b>				
	25-30k	18-25k	12-18k	12k-
Pound Stretching Twosomes		<b>11</b>		
Friends Together		<b>460</b>	<b>433</b>	<b>177</b>
Young Optimists		<b>274</b>	<b>304</b>	<b>118</b>
Constrained Solos		<b>835</b>	<b>768</b>	<b>513</b>
Proud Parents Coping Alone	<b>162</b>	<b>581</b>	<b>1,090</b>	<b>540</b>
<b>RED=Number who cannot afford mortgage</b>	<b>Amber = Number Struggling to pay mortgage</b>			

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### Appendix 3 - Barnet Council's partners in the delivery of the housing strategy

The Barnet Group	Regional Enterprise (R <sup>e</sup> )	Private rented sector landlords and agents	Housing associations	Regeneration partners	Others
<ul style="list-style-type: none"> <li>Assessment of housing and homelessness applications</li> <li>Management of council's housing stock</li> <li>Delivery of new homes</li> </ul>	<ul style="list-style-type: none"> <li>Regulation of the private rented sector</li> <li>Delivery of regeneration and growth programme</li> <li>Disabled facilities grants for private sector</li> </ul>	<ul style="list-style-type: none"> <li>Supply of homes for rent</li> <li>Stock investment</li> <li>Purpose built PRS</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of new homes</li> <li>Low cost home-ownership</li> <li>Examples of housing associations include: Notting Hill, Home, Group, Network Stadium</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of new homes and communities</li> <li>For list of regeneration partners see appendix 3</li> </ul>	<ul style="list-style-type: none"> <li>Examples include:</li> <li>Outreach Barnet in tenancy sustainment</li> <li>Onwards and Upwards in supporting young people leaving care</li> <li>Clinical Care Commissioning Group for care and support</li> </ul>
<b>Tenants and residents</b>					

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### Housing Strategy Glossary of Terms

**Affordable housing:** Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market.

**Affordable Rent Housing:** is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the average local market rent (including service charges, where applicable).

**Arms-Length Management Organisation – ALMO:** A situation where an organisation is established to manage council housing stock. The properties remain council owned and tenants remain council tenants. The ALMO in Barnet is called Barnet Homes.

**Black and minority ethnic (BME):** a term commonly used to refer to all people who are members of minority ethnic communities. It includes Bangladeshi, Pakistani, Indian, and Indian Other, Chinese, Asian Other, Black African, Black Caribbean mixed, other mixed background and other ethnic.

**Decent Homes Standard:** All social housing must meet the Decent Homes Standard, to be warm, weatherproof, and have reasonably modern facilities.

**Disabled Facilities Grant (DFG):** a mandatory grant, subject to means testing, which is available to provide certain adaptations to a dwelling for disabled persons.

**Empty Dwelling Management Order (EDMO):** an Order that enables the council, in certain circumstances, to take management control of a dwelling in order to secure occupation of it.

**Empty Property:** For statistical purposes, empty properties are those which have been vacant for more than 6 months.

**Extra Care Housing:** housing schemes comprising self-contained dwellings designed to enable older people to self-care for longer and give them access to care and other services, which helps retain their independence.

**House in Multiple Occupation (HMO):** a dwelling occupied by more than one or numerous households.

**Flexible tenancy:** a form of secure tenancy which lasts for a fixed—term period of 2 or 5 years. The tenancy may be extended for a further term. Also known as fixed-term tenancies. Given that most flexible tenancies also have an introductory first year these tenancies actually last for 3 or 6 years.

**Floating Support:** Is a service that is delivered to a family or an individual that is not tied to accommodation. Floating support services provide service users with a support package that is based upon their assessed needs and as independence increases, the level of support is reduced.

**Greater London Authority (GLA):** A strategic body constituted under the Greater London Authority Act 1999, consisting of the Mayor of London, the London Assembly and staff,

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which has responsibility for producing regional policy in a number of areas, including transport, economic development, planning, housing and the environment for London.

**Green Belt:** A national policy designation that helps to contain development, protect the countryside and promote brownfield development. Development is strictly controlled in the Green Belt.

**Handyperson Scheme:** a service provided by the In touch Home Improvement Agency covering essential repairs and maintenance that are too small for general contractors to price but are too difficult for older and disabled clients to tackle on their own.

**Homes and Communities Agency (HCA):** A body set up by the Government, which provides assistance, regulation and control of Registered Providers landlords (RP's).

**Housing Revenue Account (HRA):** This is the Council's landlord's account, which shows all of a Local Authority's income and expenditure arising from its role as the owner of housing. The account is 'ring fenced'; that is, no transfer can be made between it and the rest of the Council's accounts, the 'General Fund'. Other powers and duties of a Housing authority, for example the duty to the homeless, the 'enabling' role in promoting Housing Association activity in the area, and grants for private sector housing are General Fund activities.

**Intermediate housing:** homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

**Lifetime tenancy:** a form of secure tenancy which lasts for the life of the tenant. Includes a tenancy agreement which sets out certain rights, including the right to buy

**Lifetime Homes:** the Lifetime Homes standard is a set of design criteria that provide a model for building accessible and adaptable homes.

**Lifetime Neighbourhoods:** a government strategy for ensuring that housing and planning policies take account of the aspirations and changing lifestyles of people as they grow older.

**Local Plan:** This sets out the Council's plans for all land use and development in the borough, along with its policies for planning issues such as affordable housing.

**Local Housing Allowance (LHA):** This is a simplified housing benefit system for people on benefits or low incomes who rent from private landlords. LHA is based on the number of rooms people are allowed, not how much rent is charged. The number of rooms allowed depends on who lives with the tenant.

**Local Tenancy Strategy:** sets out the type of tenancy a new tenant may be allocated, such as a non-secure tenancy, a fixed-term flexible tenancy (of 2 or 5 years) or a lifetime tenancy. Fixed term and lifetime tenancies are secure tenancies under the law and confer certain rights such as the Right to Buy.

**Local Plan Core Strategy:** This is the principal document in the Local Plan. It contains the Council's overall ambitions and priorities for the borough and will be used to decide what Barnet should be like in 2027.

**Market Housing:** Private housing for rent or sale, where the price is set in the open market.

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**Multi Agency Public Protection Arrangements (MAPPA):** Is the name given to arrangements for the responsible authorities tasked with the management of high risk offenders.

**Multi Agency Risk Assessment Conference (MARAC):** Is part of a coordinated community response to domestic abuse.

**NEET:** Stands for Not in Education, Employment or Training. It is a measure used nationally to identify how many young people are not engaged in learning or work after the end of compulsory schooling.

**New Homes Bonus:** Provides local authorities with a grant payment equal to the national average for the council tax band on each additional property built. Grant payment is paid for a six year period (per completed property), as a non-ring fenced grant. Includes enhancement for new affordable homes completed.

**Private Sector Enforcement:** Private sector enforcement work completed by the Private Sector Housing Team in Re to improve the condition of accommodation in the Private Sector.

**Private Sector Leasing Scheme:** a scheme operated by an RSL or local authority whereby private housing is leased for a period of time and used to meet the needs of households on the housing register.

**Registered Social Landlord (RSL):** - A social housing organisation that is registered with the Homes & Communities Agency and is often referred to as a housing association.

**Registered Providers:** Registered Provider landlords are independent non-profit making housing associations aiming to provide affordable homes for people in housing need. Also known as Housing Associations.

**Regional Enterprise Ltd (Re):** A joint venture between Capita plc and Barnet Council delivering strategic planning, regeneration, building control and environmental health services.

**Rent Policy:** Sets out how rents on council homes are determined.

**Right to Buy:** Government policy that allows tenants of local authorities to purchase their home from the council.

**Sale of high value council homes:** Government policy to help fund the replacement of properties sold under the extended Right to buy for housing association tenants by requiring local authorities to manage their housing assets more efficiently, with the most expensive properties sold off and replaced as they fall vacant.

**Section 106 Agreements:** These agreements confer planning obligations on developers in order to achieve the implementation of relevant planning policies such as the provision of affordable housing as part of the development.

**Section 215 Notices:** Section 215 (s215) of the Town & Country Planning Act 1990 (the Act) provides a local planning authority with the power, in certain circumstances, to take steps requiring land (including a building) to be cleaned up when its condition adversely affects the amenity of the area. It is one of the tools that can be used to tackle empty properties.

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**Secured by Design:** a national scheme which focuses on crime prevention at the design, layout and construction stages of homes and commercial premises.

**Shared Ownership:** Shared ownership homes offer a low cost way to get on the home ownership ladder. People buy a share in a property owned by a housing association, starting from 25%, and pay rent on the remainder at an affordable rate.

**Sheltered Housing:** Homes for persons over the age of 60 years or vulnerable people with a support need, usually with a Scheme Manager on site or on call to offer to help and support with a 24 hour lifeline service.

**Social Rented Housing:** is owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined.

**Special Needs:** People with special needs including older people, those with physical or learning disabilities, mental ill health or people who are vulnerable for other reasons.

**Target rent:** rent set by formula which takes into account the value of the property and the number of bedrooms. Target rents are currently increased by Consumer Prices Index inflation plus 1%. Also referred to as Formula rents

## **Appendix B**

### **Housing Committee**

#### **Commissioning Plan 2015 - 2020**

##### **1. The Context for the development of this plan**

Public services in England during the decade 2010-2020 face an unprecedented challenge as the country deals with the impact of the financial crisis of 2008, alongside the opportunities and challenges that come from our changing and ageing population.

Despite a growing economy, the UK budget deficit was £69.5bn at the 2015 Summer Budget and the Chancellor of the Exchequer announced that the deficit would not be eliminated until the financial year 2019/20. At the same time, demand on local services continues to increase, driven by a growing population, particularly the number of young and older residents. We therefore must plan for the fact that austerity will affect all parts of the public sector to the end of the decade and that we will not be able to meet increasingly levels of demand from simply doing more of what we are currently doing.

The public too, does not expect simply more of the same. Expectations of local services are increasing, advances in customer services and technology provides the ability to interact with services 24/7. Local residents as a result expect better services and more prompt responses from the Council. However satisfaction with the Council and local services remains relatively high in Barnet, and over recent years resident satisfaction with a number of local services has increases, despite these challenges.

In thinking about how the Council lives within its means, the Council needs to recognise that residents are also facing wider financial pressures, from high energy bills, increasing housing costs, continued wage restraint, and benefit reforms, so the ability of many households to absorb the impact of reductions from public sector funding through increased financial contributions is constrained.

We can however expect over the duration of this plan that significant opportunities will flow from Barnet being part of a growing and arguably booming London economy. Unemployment levels have fallen by a third in the last year, the number of 16-18 year old Not in Education, Employment or Training (NEETs. in Barnet is, at 2.3%, the fourth lowest in England and fewer Barnet residents are claiming out-of-work benefits than the London average. This plan needs to ensure that all residents of Barnet can benefit from the opportunities of growth, whether through new employment opportunities, increased investment in infrastructure such as roads and schools, or enjoying new neighbourhoods and places in which all people can live and age well.

## **Appendix B**

### **Barnet Council's Overarching Approach to meeting the 2020 Challenge**

The Council's Corporate Plan sets the framework for each of the Commissioning 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 Council must 'get the basics right' so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.

We must shift our approach to earlier intervention and demand management .... Managing the rising demand on services requires a step change in the Council's approach to early intervention and prevention. Across the public sector, we need to work with residents to prevent problems rather than treating the symptoms when they materialise.

#### **The second is a focus on responsibility**

Continue 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.

Change its relationships with residents, with residents working with the Council to reduce the impact of funding cuts to services:

In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the Council to provide services. In some cases users will be required to pay more for certain services as the Council prioritises the resources it has available.

#### **The third is a focus on opportunity**

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



## **Appendix B**

sources makes the Council less reliant on government funding; helps offsets the impact of service cuts and allows the Council to invest in the future infrastructure of the Borough.

Redesign service and deliver them differently through a range of models and providers:

The Council has no pre-determined view about how services should be designed and delivered. The Council will work with providers from across the public, private and voluntary sectors to provide services which are more integrated, through a range of models most appropriate to the service and the outcomes that we want to achieve.

### **Planning ahead is crucial:**

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

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### 2. Committee context

#### Background to Housing Provision

A rapidly increasing population in Barnet has resulted in increased demand for housing and rising housing costs. In addition, there has been a significant shift in tenure, which has seen owner occupation reduce and private renting increase by about 9% respectively between 2001 and 2011. Over the next ten years it is expected that renting will increase by a further 9 percentage points to comprise 35% of homes in the borough.

#### WHAT IS HOUSING IN BARNET FOR?

Based on what we know already about housing in Barnet we arrive at the following emerging strategic priorities which will be consulted upon as part of the draft housing strategy:

- We will prioritise **increasing the housing supply**, including the use of our own resources to build new houses,
- The **delivery of homes that people can afford**, including homes for rent at local housing allowance levels and low cost home ownership.
- The increased level of private renting means that we will focus on **sustaining quality, particularly in the private rented sector**, including the use of discretionary powers to control poorly managed houses in multiple-occupation.
- We will continue to help those that need assistance by **tackling homelessness**, with a focus on prevention as well as making best use of our existing housing stock.
- **Providing suitable housing to support vulnerable people**, including older residents, those with disabilities and mental health problems and young people leaving care will be a priority.
- We will ensure that housing finances are optimised to **maximise the amount of money to invest in delivering new homes**, including a review of our rents policy.
- We will work with Barnet Homes, our Arm's Length Management Organisation (ALMO) to review the housing services to ensure that they are fit for the future, able to deliver our wider objectives and **deliver efficient and effective services to residents**.

Taking into account these objectives, we can describe the overall vision for housing in Barnet as:

*"Barnet is a place where people who contribute to the life of the borough should be able to live here in good quality homes that they can afford."*

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### 3. Outcomes

Within the resources available to the Committee up to 2020, achieving the following outcomes will steer strategic decision making in relation to service delivery and investment.

<b>Priority</b>	<b>Key Outcomes</b>
<b>Increasing Housing Supply</b>	<p>Barnet is delivering large numbers of new homes with an appropriate mix of size and tenure through its growth and regeneration programmes in particular:</p> <ul style="list-style-type: none"> <li>• Housing Strategy has set out Barnet’s plans for increasing supply</li> <li>• Housing Needs Assessment have identified the quantum and mix of housing required</li> <li>• Growth and regeneration programmes and new private developments meet housing need, and contribute to Barnet’s reputation as a desirable place to live.</li> <li>• Developments on Council land meet housing need and maximise benefits to the Council.</li> </ul>
<b>Delivery of Affordable Housing</b>	<p>Barnet has identified the number of affordable homes it needs and is delivering these in particular:</p> <ul style="list-style-type: none"> <li>• Housing Strategy has identified Barnet’s approach to providing affordable homes</li> <li>• Housing Needs Assessment has identified the amount of affordable housing needed</li> <li>• Affordable Housing Supplementary Planning Document has set out how much affordable housing will be sought from new developments as part of the planning process</li> <li>• A new framework agreement with the GLA will set out our approach to delivery of affordable homes in the context of the London Housing Strategy</li> <li>• The HRA Business Plan has set out the investment priorities for new and existing council homes</li> <li>• Developments on Council land meet needs for affordable housing and maximise benefits to the Council.</li> </ul>
<b>Council Housing and Housing Needs Services</b>	<p>Barnet has arrangements in place for providing housing and homelessness services that deliver high satisfaction amongst residents and minimises the number of people being admitted to emergency temporary accommodation in particular:</p> <ul style="list-style-type: none"> <li>• The Housing Strategy has set out objectives for Housing Services in Barnet</li> <li>• The future of homelessness and housing management services beyond 2015/16 has been established</li> <li>• The contribution of homelessness and housing management services to the Council’s overall aims has been developed</li> </ul>

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<p><b>Tackling Homelessness</b></p>	<p>Homelessness and use of emergency accommodation has been minimised in particular:</p> <ul style="list-style-type: none"> <li>• Development of a detailed Homelessness and Temporary Accommodation action plan</li> <li>• Budget monitoring will help to contain costs associated with use of emergency accommodation</li> <li>• Housing Allocations Scheme will ensure that scarce affordable housing is targeted at those in need and making a contribution to the borough</li> <li>• Tenancy Strategy will ensure that more council housing is made available for those who need it</li> </ul>
<p><b>Sustaining quality, particularly in the Private Rented Sector</b></p>	<p>Barnet has a good quality private rented sector that provides a key role in meeting the housing needs of the borough in particular:</p> <ul style="list-style-type: none"> <li>• Supporting good landlords in the Private Rented Sector and intervening where necessary.</li> <li>• Bringing empty properties back into use</li> <li>• Houses in Multiple-Occupation – Business Case to extend licensing beyond the statutory minimum scheme to assist in improving the housing impact of houses in multiple-occupation.</li> <li>• Use of Article 4 direction to control development of new HMOs.</li> <li>• Additional investment in existing council homes to maintain them to the Decent Homes Standard and also provide an accelerated programme of essential health and safety works.</li> </ul>
<p><b>Providing suitable housing to support vulnerable people</b></p>	<p>Barnet is delivering homes with an appropriate mix of size and tenure for the needs of vulnerable groups through its growth and regeneration programmes in particular:</p> <ul style="list-style-type: none"> <li>• New integrated specialist housing including extra care</li> <li>• Wheelchair accessible housing</li> <li>• Continuation of the Winter Well programme</li> <li>• Creating an accommodation strategy to support vulnerable people which promotes independence and recovery</li> </ul>
<p><b>Financial contribution to the Council</b></p>	<p>The Council will work to review the current arrangements with The Barnet Group to assess value for money and to explore options for the future delivery of services to meet the Councils strategic needs. This will include options for the delivery and management of new homes and a mixed economy of private, social and affordable rents. Revised arrangements will be in place by April 2016.</p>

## Appendix B

### 4. About this plan

The commissioning plan has been developed in sections for the following priorities that also reflect the objectives in the Housing Strategy:

- Increasing Housing Supply
- Delivery of Affordable Housing
- Council Housing and Housing Needs Services
- Tackling Homelessness
- Sustaining quality, particularly in the Private Rented Sector
- Providing suitable housing to support vulnerable people
- Financial contribution to the Council

For each priority, the strategic direction is set out together with the commissioning intentions and the outcomes to be achieved.

## Appendix B

### 5. Priority: Increasing Housing Supply and Delivery of Affordable Housing

#### Delivering homes that people can afford

- **Increasing supply** will help ease the pressure on housing costs over the longer-term. However, **there is a more immediate need to address the issue of a lack of housing – across all tenures - that people can afford.**

#### *Reviewing the amount of affordable housing in new developments*

- The Council will review its **Affordable Housing Supplementary Planning Document**, which determines the amount of affordable housing for rent and sale as part of new developments. The current requirement is for 40% of homes on new developments to be affordable and the review will consider whether this should change.

#### *Reinvesting to build rented homes at affordable prices*

- The Council believes that, for most people, including working households on modest incomes, 'affordable' means **rent at Local Housing Allowance (LHA) level** – meaning that residents will qualify for Housing Benefit if their income is low enough to qualify.
- The Council will seek to **increase the supply of rented homes** by making use of available resources to develop new homes.
- The Council has created a development pipeline to deliver more new homes on council land over the next five years.

#### **In delivering more homes that people can afford, the Council will:**

- ✓ **Increase the supply of housing over the longer-term.**
- ✓ **Revise its Affordable Housing Supplementary Planning Document**, which guides applicants, agents, developers and planners through the affordable housing delivery mechanism and clarifies Barnet's application of Local Plan and London Plan policy requirements.
- ✓ **Increase the supply of rented homes at Local Housing Allowance level (LHA).**
- ✓ **Work to deliver Starter Homes** for people who aspire to own their own home and cannot afford a deposit to buy a home on the open market.

For residents this will mean;

- An increased supply of homes at affordable prices
- New homes that will meet housing need in the borough

For providers this will mean

- Developers and Registered Providers will have the opportunity to work with the Council to build new homes including new and innovative products

## Appendix B

### Commissioning intentions:

	<b>Commissioning intention</b>	<b>What needs to happen</b>
1	Increasing the supply of new homes	<ul style="list-style-type: none"> <li>- Housing Strategy has set out Barnet's plans for increasing supply</li> </ul>
2	New homes that will meet the needs of Barnet's households	<ul style="list-style-type: none"> <li>- Housing Needs Assessment has identified the quantum and mix of housing required.</li> <li>- Growth and Regeneration programmes and new private developments meet housing need, and contribute to Barnet's reputation as a desirable place to live.</li> <li>- Developments on Council land meet housing need and maximise benefits to the Council</li> </ul>
3	Delivering Homes that people can afford	<ul style="list-style-type: none"> <li>- Housing Strategy has identified Barnet's approach to providing affordable homes</li> <li>- Housing Needs Assessment has identified the amount of affordable housing needed</li> <li>- Revised Affordable Housing Supplementary Planning Document will set out how affordable housing will be sought from new developments as part of the planning process</li> <li>- A new framework agreement with the GLA will set out our approach to delivery of affordable homes in the context of the London Housing Strategy</li> <li>- The HRA Business Plan has set out the investment priorities for new and existing council homes</li> <li>- Developments on Council land meet needs for affordable housing and maximise benefits to the Council</li> <li>- Development of Starter homes for homeownership.</li> </ul>

These commissioning intentions will contribute to the following outcomes:

- **Increasing Housing Supply**
- **Delivery of Affordable Housing**

## Appendix B

### Outcome measures

<b>Measure</b>	<b>Baseline – 14/15</b>	<b>Target - 19/20</b>
Additional affordable homes provided on council land	3 built in 13/14	500 additional homes provided by 2019/20
% of New Build homes that are affordable	34%	40%
Reduction in those considering affordable housing as a concern in residents' survey.	33% residents concerned (Spring 2015) (10 percentage points above London average)	Reduce to average for London by 2020

### Revenue impact

The revenue position for the services is detailed at the end of the plan.

### Capital requirements

The capital position for the services is detailed at the end of the plan.



## Appendix B

### 6. Priority: Council Housing and Housing Needs Services and Tackling Homelessness

- Barnet Council will continue to take action to **reduce the number of people placed in temporary accommodation** and, in doing so, has successfully **avoided the use of bed and breakfast accommodation**.
- The Council's strategy for reducing the number of residents in temporary accommodation will continue to focus on increasing the number of private lettings to homeless households **working with private landlords** to achieve this; a greater focus on **homelessness prevention measures**; sourcing accommodation in **less expensive areas outside of Barnet**; and working in partnership with Job Centre Plus to create a multi-agency **benefits Task Force** to work closely with households affected by welfare reform to minimise the risk of homelessness.

#### *Making best use of existing housing stock*

- In order to make the best use of existing stock, the Council has already **changed the way that these homes are allocated** and restricted allocations to those households that are in the highest need.
- Barnet's housing allocations scheme also already recognises the contribution that people who are **working** or **volunteering** make to the community by taking this into account.
- In order to **increase the turnover and availability of council homes**, most new tenants now receive a fixed term tenancy of five years,
- Barnet's Tenancy Strategy has been reviewed to ensure that its stated objectives are being achieved.

#### **In tackling homelessness in Barnet, the Council has:**

- ✓ **Increased incentives to private landlords** to increase the number of private lettings to homeless households.
- ✓ Placed a greater focus on **homelessness prevention measures**.
- ✓ Sourced accommodation in **less expensive areas outside of Barnet**.
- ✓ Partnered with Job Centre Plus to create a multi-agency **Welfare Benefits Task Force** to work closely with households affected by welfare reform to minimise the risk of homelessness.
- ✓ Reformed its **Tenancy Strategy** to recognise volunteering and setting fixed term tenancies of five years for new tenants to **increase the turnover of council homes** and **make more homes available to those that need them**.

#### **Going forward the Council will:**

- ✓ Place a greater focus on **homelessness prevention measures** to ensure that tenants can remain in their current home where this is appropriate and affordable.
- ✓ Work with private sector landlords to improve the service offered to them and **increase the number of properties that the Council can let to**.
- ✓ Continue to work with the **Welfare Benefits Task Force** in preparation for further changes to the maximum benefits that households can claim.

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For residents this will mean;

- Support from the Council via Barnet Homes to prevent homelessness
- Access to homes in more affordable areas outside of the borough
- Support for residents affected by welfare reform to minimise the risk of homelessness
- Additional priority for affordable housing for those residents making a contribution to the community by working or volunteering

For providers this will mean

- Opportunity to provide high quality and efficient housing services for Barnet's residents

### Commissioning intentions:

	Commissioning intention	What needs to happen
1	Housing services provision that meets the needs of Barnet's residents	- The Housing Strategy has set out objectives for housing services in Barnet
		- Work to ensure high quality and efficient homelessness and housing management services beyond 2015/16
		- The contribution of homelessness and housing management services to the Council's overall aims has been developed
2	Reducing homelessness and the use of temporary accommodation	- Development of a detailed Homelessness and Temporary Accommodation action plan
		- Budget monitoring will help to contain costs associated with use of emergency accommodation
		- Housing Allocations Scheme will ensure that scarce affordable housing is targeted at those in need and making a contribution to the borough
		- Tenancy Strategy will ensure that more council housing is made available for those who need it

These commissioning intentions will contribute to the following outcomes:

- **Council Housing and Housing Needs Services**
- **Tackling Homelessness**

### Outcome measures

Measure	Baseline – 14/15	Target - 19/20
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Percentage of respondents very or fairly satisfied with the service provided by their social housing provider	81% satisfied (2014)	No less than 81% annually
Numbers in Emergency Temporary Accommodation (ETA)	455 (March 2015)	No More than 500 at financial year end
Number of households living in Bed and Breakfast	Zero	Zero
Percentage of those households in ETA pending enquiries or found to be intentionally homeless	31.4% (March 2015) 3rd quartile	No more than the London Average quarterly
Homelessness Preventions	832 (March 2015) London average 822(P1e)	No less than the London Average <sup>1</sup>

### Revenue impact

The revenue position for the services is detailed at the end of the plan.

### Capital requirements

The capital position for the services is detailed at the end of the plan.

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<sup>1</sup> Total number of cases of homelessness prevention and relief per thousand households

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### 7. Priority: Sustaining quality, particularly in the Private Rented Sector

- Everyone wants to live in a home that is of **good quality** and makes them feel safe. As such, Barnet's Housing Strategy will seek to **improve the quality of housing across the borough**.
- In all new developments, the Council is committed to building **high quality new homes** where people want to live. At the same time, there is also a need to tackle the issue of **poor quality housing in the private rented sector**.
- The high demand for homes has seen an increase in the number of **Homes in Multiple-Occupation (HMOs)** – particularly through the conversion of family homes into properties shared by unrelated people which, in some cases, are not well managed.
- The Council will review how HMOs are **regulated** and **crack down on rogue landlords** and sub-standard properties, working directly with landlords and encouraging them to acquire formal accreditation through the **London Landlords Accreditation Scheme**.

**In order to ensure high quality housing across the borough, the Council will:**

- ✓ Ensure that all new homes are built to **high standards of quality**.
- ✓ Review regulations relating to **Homes in Multiple Occupancy including consulting** on implementing an Article 4 Direction and Additional Licencing.
- ✓ Crack down on **rogue landlords** and encourage more of the borough's private landlords to acquire formal accreditation through the **London Landlords Accreditation Scheme**.
- ✓ Invest in existing council homes to maintain them to the **Decent Homes Standard** and also provide an accelerated programme of essential health and safety works on the regeneration estates.

For residents this will mean;

- Sustained quality in the private rented sector
- A reduction in poor quality HMOs and associated negative impacts on local neighbourhoods

For providers this will mean

- Improved professionalism within private rented sector

**Commissioning intentions:**

	<b>Commissioning intention</b>	<b>What needs to happen</b>
1	Supporting good landlords in the private rented sector and intervening where necessary.	<ul style="list-style-type: none"> <li>- Houses in Multiple-Occupation –</li> <li>- Extend licencing beyond the statutory minimum scheme to assist in improving the housing impact of houses in multiple-occupation.</li> <li>- Use of Article 4 direction to control development of new HMOs</li> </ul>

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These commissioning intentions will contribute to the following outcomes:

- **Sustaining quality in the Private Rented Sector**

### Outcome measures

<b>Measure</b>	<b>Baseline – 14/15</b>	<b>Target - 19/20</b>
Housing Health and Safety Rating System	204 properties with category 1 hazards reduced	Category 1 hazards reduced in 165 properties
Improvement in HMOs	72.6% HMOs licensed in 90 days or less	60% HMOs licensed in 90 days or less
Improvement in HMOs	61.9%% Licenced HMOs with expired major conditions are complied with	60% Licensed HMOs with expired major conditions are complied with or enforcement action is taken against owners
Accredited landlords	492 landlords	(570 landlords accredited by 2020)
HMOs licensed	62 properties licenced	Total number of licensed premises is increased by 20 annually

### Revenue impact

The revenue position for the services is detailed at the end of the plan.

### Capital requirements

The capital position for the services is detailed at the end of the plan.

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### 8. Priority: Providing suitable housing to support vulnerable people

**In order to provide suitable housing to support vulnerable people, the Council will:**

Prioritise developments for:

Vulnerable people including:

- New homes
- Co-housing
- Sheltered housing
- Supported housing options
- Adapted and accessible older properties
- Advice
- Housing for adults with long-term conditions, e.g.:
  - Physical disability
  - Learning disability and autism
  - Mental health
- Young people including those leaving Care

**In providing suitable housing to support vulnerable people in Barnet, the Council has:**

- Identified a site and funding agreed for new Extra Care Housing Scheme
- Planning permission granted for Co-housing project
- Developed additional Sheltered Housing Plus
- Re-commissioning of housing related floating support services
- Supported Living Housing Scheme established at Speedwell Court
- 221 Disabled Facility Grants were approved in 2014/15.

For residents this will mean;

- Increased housing options for vulnerable people in Barnet

For providers this will mean

- Working with the Council to provide a range of housing options for vulnerable people

**Commissioning intentions:**

	<b>Commissioning intention</b>	<b>What needs to happen</b>
1	Increased supply of alternatives to residential care for vulnerable people	<ul style="list-style-type: none"><li>- New integrated specialist housing including extra care</li><li>- More wheelchair accessible housing</li></ul>
2	Reduce the number of deaths amongst older people associated with cold weather	<ul style="list-style-type: none"><li>- Continuation of the Winter Well programme</li></ul>
3	Providing sustainable housing options for vulnerable people	<ul style="list-style-type: none"><li>- Accommodation strategy for vulnerable people which promotes independence</li></ul>

These commissioning intentions will contribute to the following outcomes:

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

### Outcome measures

<b>Measure</b>	<b>Baseline – 14/15</b>	<b>Target - 19/20</b>
Provide additional integrated specialist housing including extra care	136 existing extra care units	100 additional units by 2019/20
Provide additional wheelchair housing	7.4% of new housing provision	10% of new housing provision
Provide additional 'lifetime homes' housing	79% of new housing provision	100% of new housing provision

### Revenue impact

The revenue position for the services is detailed at the end of the plan.

### Capital requirements

The capital position for the services is detailed at the end of the plan.

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### 9. Financial contribution to the Council

The Council has been working to review the current arrangements with The Barnet Group, to assess value for money and to explore options for the future delivery of services to meet the Council's strategic needs. This will include options for the delivery and management of new homes and a mixed economy of private, social and affordable rents. Revised arrangements will be in place by March 2016.

#### Council Housing and Housing Needs Services

The council's Medium Term Financial Strategy (MTFS) includes a general fund saving of £300k for 2015/16 which has now been delivered.

The Council has recently reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services are of a satisfactory standard and provide good value for money. This has led to the development of a new ten year management agreement, effective from 1st April 2016 and agreed HRA budget savings worth £2.853 million over the first four years of the agreement. This 10% budget reduction has been assessed as being a realistic target and will have a minimal impact on the effectiveness of services, whilst freeing up resources for investment in new homes.

#### HRA Savings proposals – Barnet Homes proposed savings 2016-2020

<b>Savings target</b>	<b>Savings achieved through:</b>
£1.839 million	<ul style="list-style-type: none"><li>• Management and repairs savings due to forecasted stock losses through estate regeneration and Right to Buy sales,</li><li>• Value for money service reviews.</li></ul>
£0.937 million	<ul style="list-style-type: none"><li>• Procurement and enhancing the value of existing contract arrangements</li><li>• Reduced accommodation costs due to less floor space at Barnet House</li><li>• New ways of working through more effective use of IT.</li></ul>
£0.77 million	<ul style="list-style-type: none"><li>• Stopping some of the 'non-essential' works provided by Barnet Homes,</li><li>• Re-prioritisation of certain types of non-urgent repairs.</li></ul>
<b>£2.853 million total</b>	

**Delivery of Affordable Housing** – Changes to national rents policy mean that the HRA is only able to support a very limited programme of house building. In view of this, the Council is exploring the option of Barnet Homes establishing a Registered Provider which would develop, own and manage new homes without the need for



## Appendix B

HRA funding. This approach would enable HRA funding to be directed to a programme of acquiring homes on the open market in more affordable areas for use as council housing, maximising the number of affordable homes delivered. Delivery of new council homes will also be supported by right to buy receipts and GLA grant. Including in relation to the existing commitments<sup>2</sup>,

In addition, Barnet Homes have secured £2.47m funding from the GLA 2015/18 affordable housing programme to support building 101 new homes at a total cost of £19.1m.

**Tackling Homelessness** – Containing budget pressures associated with the costs of temporary accommodation continues to be a challenge especially with the demand to bring forward early decanting for regeneration. Detailed plans are in place to contain those costs and this will be monitored through existing governance structures.

### **Barnet Homes Capital Programme:**

Investment to refurbish General Fund hostels.

	<b>TOTAL CAPITAL FUNDING £'000</b>				
<b>General Fund</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>Total</b>
Hostel Refurbishment Programme	148				148

### **Housing Revenue Account Proposed Capital Programme:**

Investment to ensure that council owned housing stock is well maintained and that statutory health and safety obligations are met. Also includes investment to improve Granville Road and deliver 40 new council homes.

<b>HRA Proposed Capital Programme £'000</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
Major Works	10,019	5,950	4,950	4,550	4,550
Regeneration	2,665	1,415	1,270	900	720
Mech. Engineering/Gas	11,003	8,294	7,443	6,592	6,257
Voids and Lettings	2,588	3,400	3,400	3,400	3,400
Misc. Repairs	2,214	2,345	2,345	2,255	2,205
40 New Council Homes	1,017	6,762	520		
Moreton Close Extra Care	420	7,106	2974		
Additional Extra Care		500	8,460	3,540	
Advance Acquisitions (regen)		2,000	4,773	2000	
Acquisitions programme		6,125	3,150		
<b>Total</b>	<b>29,926</b>	<b>43,897</b>	<b>36,311</b>	<b>21,237</b>	<b>17,132</b>

<sup>2</sup> Existing Barnet Homes programme for 41 units, Extra Care Housing at Morton Close, Advanced Acquisitions of Leasehold properties on Regeneration Estates

## Appendix B

The proposed programme above is expected to be approved through the budget setting process.

### Current Actions - Development & Infrastructure

<b>Priorities for use of HRA Headroom</b>	
<ul style="list-style-type: none"> <li>• General Fund Savings particularly social care pressures and costs of emergency temporary accommodation</li> <li>• Tackling Homelessness</li> <li>• Regeneration &amp; Growth</li> </ul>	
<b>In Place</b>	• Additional £32m investment in existing stock
	• £7.7m for 40 new homes on HRA land
	• £12.3m for new supported housing scheme at Morton Close
	• £8.8m for advanced acquisitions on regeneration estates
<b>To be confirmed</b>	• Additional homes through infill on HRA land.
	• One more supported housing scheme – 50 units by 2019/20
	• Acquisition of homes in more affordable areas
<b>Other non HRA expenditure</b>	• Development of affordable homes on General Fund land
	• Developing our own private rented sector with prudential borrowing
	• Use of Right to Buy Receipts
	• Development of new homes via a Registered Provider set up by Barnet Homes

### Critical dependencies for the availability of HRA headroom and design of the financial model

1. Levels of affordable rented homes, including quantity of private rented homes at Local Housing Allowance levels
2. Use of Low Cost Home Ownership and innovative private rented models
3. Future of non-secure tenants on the regeneration estates in the borough
4. Delivery of the Barnet Homes HRA saving of £2.85 million
5. Establishing role of Barnet Homes going forward

## Appendix B

### Proposed HRA Budget

Year	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21
<b>£'000</b>						
Income	62,818	60,269	58,969	56,523	55,905	56,726
Expenditure	-30,000	-31,687	-31,696	-31,844	-31,526	-32,306
Gross Income	32,818	28,582	27,273	24,679	24,379	24,421
Interest etc	-20,166	-20,114	-20,049	-19,971	-19,970	-20,388
Net Operating Income	12,652	8,469	7,223	4,708	4,410	4,032
Appropriations	-2,144	-27,185	-10,943	-4,693	-4,442	-3,919
Annual Cashflow	10,508	-18,716	-3,720	16	-33	113
Opening Balance	14,942	25,450	6,734	3,013	3,029	2,996
Closing HRA Reserve	25,450	6,734	3,013	3,029	2,996	3,110

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## Business Planning 2015/16 - 2019/20

### Consultation Headline Findings Housing Committee and Commissioning Plan

#### 1. Online Survey on 2015/16 Budget

Comments on savings proposals;

- Homelessness is increasing (2 respondents)
- Housing should be expanded (2 respondents)
- Do not sell council housing - results in rise of cost of housing and investment for income and capital profit only (2 respondents).

Other suggestions were;

- Increase Council Tax (1 respondent)
- More and better social housing to offset housing benefit paid to those with private landlords (1 respondent).

#### 2. Workshops for Strategic Plan to 2020

The housing service considered at the workshop was providing emergency temporary accommodation for homeless people and it was a service that residents saw as a priority. Some of the residents' comments reflected their concern and sympathy for this group of people.

*"These are the most vulnerable people in our society. If we can't help them what's the point?"*

*"More people on the streets, people living there longer – let's get them back into the care package"*

The lack of social housing was seen as part of the problem;

*"We need to build more houses"*

*"The council needs to look to manage the private market because we have dodgy landlords. Housing is crucial. Because if social housing is not sorted then there is an impact on health (particularly, mental health)"*

#### 3. Online Survey on Strategic Plan to 2020

##### Housing Committee's Priorities

In terms of priorities, the majority of respondents (6 out of 9 respondents) agreed with "Facilitating growth and the success of residents by delivering a sufficient long term supply of new housing of all types and tenures", whilst only 4 out of 10

respondents agreed with “Enabling those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet”.

Those who thought priorities had been missed stated that the council should protect the council housing stock / provide more social housing and that Barnet should cater for all residents – not just the rich.

### **Housing Committee’s Outcomes**

In terms of outcomes identified by the Housing Committee, the majority (5 out of 9 or more) agreed with all of the outcomes identified by the Committee. No residents left any further comments.

### **Housing Committee’s Approach**

In terms of the approach, the majority (5 out of 9 or more) agreed with all 3 elements of the approach identified by the Housing Committee.

One respondent who disagreed with the approach stated that the council should ensure that new properties are carbon neutral with lower build and running costs.

### **Balance of savings**

Respondents were asked how much they agreed that the Committee has identified the right balance of savings in order to achieve its priorities. There was a mixed response; 4 out of 10 disagreed, while 3 out of 10 agreed and the remaining 3 did not have a view either way.

Suggestions for savings included focusing more on revenue and bringing Barnet Homes back in house.

Appendix D- online survey responses

	To what extent do you agree/ disagree that the council should <b>increase housing supply</b> ?	To what extent do you agree/ disagree that the council should <b>deliver more homes that people can afford</b> ?	To what extent do you agree/ disagree with the proposal that the council should <b>sustain the quality of the PRS</b> ?	To what extent do you agree/ disagree with the proposal that the council should <b>tackle homelessness</b> ?	To what extent do you agree/ disagree with the proposal that the council should provide suitable <b>housing support to vulnerable people</b> ?	To what extent do you agree/ disagree with the proposal that the council should <b>deliver efficient and effective services to residents</b> ?
Strongly agree	54 (58.06%)	47 (52.22%)	49 (54.44%)	42 (47.73%)	52 (60.47%)	52 (63.41%)
Tend to agree	14 (15.05%)	16 (17.78%)	17 (18.89%)	19 (21.59%)	17 (19.77%)	11 (13.41%)
Neither agree or disagree	5 (5.38%)	6 (6.67%)	6 (6.67%)	8 (9.09%)	8 (9.30%)	7 (5.54%)
Tend to disagree	5 (5.38%)	5 (5.56%)	8 (8.89%)	4 (4.55%)	3 (3.49%)	3 (3.66%)
Strongly disagree	9 (9.68%)	11 (12.22%)	6 (6.67%)	10 (11.36%)	2 (2.33%)	6 (7.32%)
Don't know	6 (6.45%)	5 (5.56%)	4 (4.44%)	5 (5.68%)	4 (4.65%)	3 (3.66%)
Total answered	93	90	90	88	86	82
Not answered	0	3	3	5	7	11

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## Appendix E- Written Responses to Draft Housing Strategy consultation

Increasing housing supply		Response
No	Comments	
1	Questions about how the Housing Needs Assessment and requirements for new homes take account of households already living in Emergency or Temporary Accommodation and future pressures on homelessness.	The Housing Needs Assessment (HNA) is intended to provide the council with an estimate of the total number of homes that need to be built over the next 10 years. The HNA included households who are living in non-secure tenancies and the households who were accepted onto the housing allocations scheme (at April 2014) as well as an estimation of backlog of need (e.g.: concealed households and overcrowded households) extrapolated from the 2014 London SHMA produced by the Greater London Authority. It is difficult to project future homelessness pressures within this but clearly housing requirements will need to be reviewed in light of any changes in the housing market.
2	Question about how the council intends to assist non-secure tenants when they are decanted from the regeneration estates and what impact will it have on the supply of affordable accommodation for all housing applicants given the extent of decanting due to take place?	The council has considered how to support long-standing non-secure tenants on the regeneration estates to enable them to maintain links with the community. When non-secure tenants are decanted from the regeneration estates they will be assessed for their housing need at that point. If the non-secure tenant meets the necessary criteria, they will be placed onto Barnet Council's Allocations Scheme. When assessed each non-secure tenant will also receive a recommendation on the area that they can suitably be rehoused into. These will be based on the individual circumstances of each non-secure tenant, having full consideration of issues such as schooling, work commitments and support networks. Following their placement onto the Scheme, the non-secure tenant will be made an offer of accommodation. The type of tenure they are nominated for and location of the property will be dependent on the availability of accommodation and the recommendations mentioned above.
3	Suggestion that council could increase affordable housing supply by buying out Right to Buy leaseholders in non-regeneration areas using the right of first refusal to buy back within the first 10 years of sale. Homes could then be let out to housing applicants.	The business case for this will need to be considered under the Housing Revenue Account business planning.

## Appendix E- Written Responses to Draft Housing Strategy consultation

Increasing housing supply		Response
No	Comments	
4	<p>Comments agreeing that it is important to ensure that new developments are of a high quality design, for example:</p> <ul style="list-style-type: none"> <li>• Good space and environmental standards.</li> <li>• Complimenting and enhancing the area's local character and identity.</li> </ul>	<p>This is noted and the council reaffirms its commitment that new homes are delivered to the highest design and environmental standards as embodied by the council's Local Plan policies.</p>
5	<p>Concerns about the risks of over-development, particularly high density flatted developments and lack of communal green space and concerns about the lack of other infrastructure to support the new communities (e.g.: schools, transport and health services).</p>	<p>This is noted and as in response 4 above, the council's Local Plan policies and the planning process are designed to ensure that developments are well designed and through Section 106 agreements new infrastructure is delivered to support the new developments.</p>

Delivering homes that people can afford		Response
No	Comments	
1	<p>The majority of comments on this priority were relating to the proposal to increase council rents to 80% market or LHA rate. They were mainly against the proposal. The key concerns raised included:</p> <ul style="list-style-type: none"> <li>• PRS rents in Barnet have become unaffordable for many working families.</li> <li>• Increasing council rents will substantially increase the housing benefits bill and mean more households are affected by the overall benefits cap.</li> <li>• Council tenants, given local allocation policies, are already those most in need of assistance. Pegging council rents to the private sector may increase welfare dependency.</li> <li>• This proposal may push families who may just be managing without claiming housing benefit onto reliance on housing benefit.</li> <li>• It is likely to drive Right To Buy sales as the individual business case for those who can afford to buy will buy rather than pay higher rents thus reducing affordable housing supply</li> </ul>	<ul style="list-style-type: none"> <li>• The Council will follow the national policy on social rents.</li> </ul>

## Appendix E- Written Responses to Draft Housing Strategy consultation

Delivering homes that people can afford		Response
No	Comments	
	<ul style="list-style-type: none"> <li>The strategy is silent on whether tenants will see any specific improvements in service, or a revised service offer as a result of the rents increase.</li> </ul> <p>There was some recognition from one respondent that there is room to increase council rents above their current level and that increased rental income can assist the council in developing more affordable homes.</p>	
2	<p>Suggestions to ensure that affordable housing is maximised through the planning system , for example:</p> <ul style="list-style-type: none"> <li>Set out specific targets for social rented housing.</li> <li>Develop a Supplementary Planning Document that sets out clear expectations on value in viability reports, including that viability calculations should be transparent and public.</li> <li>Establish a policy on the local marketing of properties to minimise off-plan sales.</li> </ul>	<p>The council is currently producing a new Affordable Housing Supplementary Planning Document (SPD). This is to be considered by the Policy and Resources Committee in September 2015 and will then be consulted on Autumn 2015. The SPD will explain how the council will maximise the delivery of affordable housing.</p>
3	<p>Suggestion that where the council must transfer land to secure delivery of affordable housing it should have a long-term interest in the land through retaining the freehold, keeping a long term equity stake in the value uplift of the land by adding covenants on disposal, and look at long term payback arrangements on private sector-led development.</p>	<p>The suggestion has been noted. The council's approach to delivery of affordable housing will be contained in the forthcoming Affordable Housing Supplementary Planning Document. The timetable for this is described above.</p>
4	<p>Suggestion that Barnet Council should halt the West Hendon development, seek legal advice and review the current scheme.</p>	<p>There will be many benefits for local people in the regeneration of West Hendon, including new high quality housing and improved infrastructure. Halting West Hendon would be a breach of contract and would leave the Council liable for costs running into £millions.</p>
5	<p>Suggestion that on the regeneration schemes the same number of council homes should be provided as a minimum.</p>	<p>This is noted but overall the regeneration schemes will provide high quality housing across the range of tenures and existing secure tenants will be re-housed on the estate. The new private market homes on the regeneration estates are required to subsidise the building of new affordable homes, Each stage of the regeneration scheme enables the council to review the</p>

## Appendix E- Written Responses to Draft Housing Strategy consultation

<b>Delivering homes that people can afford</b>		<b>Response</b>
<b>No</b>	<b>Comments</b>	
6	Suggestion that all longstanding non-secure temporary tenants on Barnet's regeneration estates should be granted secure tenancies	The Council does not support this. There are many potential implications, including the viability of the regeneration schemes themselves, in deciding to grant all non-secure tenants secure tenancies and this is something that the council is not considering. However, the council has considered how to support long-standing non-secure tenants on the regeneration estates to maintain links with the community. The support that will be given to non-secure tenants when they need to move is explained in the section on increasing housing supply above.
7	Suggestions on the development of new intermediate rent and low cost home-ownership products, for example: <ul style="list-style-type: none"> <li>• Intermediate rent based on a percentage of income.</li> <li>• Key worker housing for particular target groups of people including those who need to live close to where they work.</li> <li>• Mutual home ownership.</li> </ul>	The council is investigating a range of models to help more people on middle incomes to access home ownership. One model being considered is Pocket Homes. They are generally 20% cheaper than comparable properties in the area, providing an opportunity for people on middle income who have lived or worked in the area for at least one year to access home ownership. Also now referenced in the strategy is the fact that the council will work with the government on the new Housing Bill when it comes forward to build more starter homes in Barnet.
8	Concern about how any low cost home ownership product created does not very quickly become recycled back into the buy to let market.	The council understands this concern. One of the home ownership products being considered, Pocket Homes, ensures that the properties remain below market value, and therefore affordable, in perpetuity. The leases also limit the ability of the owner to let the property out.

<b>Sustaining quality of private rented sector</b>		<b>Response</b>
<b>No</b>	<b>Comments</b>	
1	Suggestion that the council should promote and plan for the delivery of purpose built PRS for a number of reasons, including: <ul style="list-style-type: none"> <li>• Demand for PRS housing continues to increase due to a range</li> </ul>	The suggestions have been noted. The council supports the delivery of new purpose built PRS as part of a diverse mix of tenures to support a growing population.

## Appendix E- Written Responses to Draft Housing Strategy consultation

	<p>of factors including, mortgage constraints on access to owner-occupation, movement towards smaller household, more people opting to rent as a flexible life-style choice.</p> <ul style="list-style-type: none"> <li>• To provide flexibility and choice to new entrants to the labour market.</li> <li>• Encourage mobile middle income earners to move to the borough.</li> <li>• Reduce pressure and improve quality of existing local PRS market by increasing the supply of purpose built high quality PRS</li> </ul>	
2	<p>Suggestions to improve standards in private rented sector, including:</p> <ul style="list-style-type: none"> <li>• License all private sector landlords in order to tackle rogue landlords, improving standards in the private rented sector and reducing anti-social behaviour.</li> <li>• Introducing a Decent Homes Standard based Kite mark for the private rented sector, including current minimum legal requirements.</li> <li>• Increase tenants awareness of their rights.</li> </ul>	<p>The suggestions have been noted. The council is introducing an Article 4 Direction on homes in multiple occupation (HMOs). This will require landlords to obtain planning permission when converting homes into HMOs and will take effect in June 2016. The council is also consulting later in the year on plans to extend licencing of HMOs across the borough. The council also continues to support existing schemes in place for improving property and tenancy management such as the London Landlord Accreditation Scheme run by Camden Council and the London Mayor's London Rental Standard. Barnet Homes provides training for tenants in accessing the private rented sector and tenants' rights and responsibilities.</p>
3	<p>Suggestion to set up a social lettings agency to offer a quality management service to private landlords for letting their properties at either market rent or affordable rent but the service is free of charge for tenants.</p>	<p>Let2Barnet has been set up as a letting service by Barnet Homes and is free of charge for tenants and provides management services at a cost for landlords including council leaseholders. Despite a challenging housing market in terms of persuading landlords to work with benefit claimants, Let2Barnet has successfully increased the supply of accommodation available for housing applicants.</p>

## Appendix E- Written Responses to Draft Housing Strategy consultation

<b>Tackling homelessness</b>	
<b>No</b>	<b>Response</b>
1	<p>Suggestion that the draft strategy does not go into enough detail about homelessness prevention which is a big challenge for Barnet Council and Barnet Homes. The detail could be provided in a separate homelessness strategy.</p> <p>The council has revised the section on tackling homelessness to include more detail on preventing homelessness.</p>

<b>Other issues raised</b>	
<b>No</b>	<b>Response</b>
1	<p>Suggestion that public health outcomes should be included in the Housing Strategy.</p> <p>The Barnet Joint Social Care Needs Assessment will set out public health outcomes as they relate to housing. This is currently being produced and will be published in September 2015.</p>
2	<p>Suggestion that overseas buyers should not be able to buy up properties and leave them empty for investment purposes.</p> <p>The council cannot prevent overseas buyers from purchasing properties. Buyers will have to pay council tax on their property. Where possible the council will establish a policy on the local marketing of properties to ensure people living and working in the borough have the opportunity of purchasing homes built on council land before marketing more widely.</p>

## Appendix F Equality Impact Analysis (EIA) Resident/Service User

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Draft Housing Strategy	
Is it a new or revised function, policy, procedure or service? New strategy	
Department and Section: Re/ Barnet Council/ Barnet Homes	
Date assessment completed: August 2015	
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Chloe Horner
Stakeholder groups	Barnet Homes, tenants and residents, housing associations, private sector landlords, advice agencies and community groups.
Representative from internal stakeholders	Cath Shaw
Representative from external stakeholders	Derek Rust
Delivery Unit Equalities Network rep	Lesley Holland
Performance Management rep	N/a
HR rep (for employment related issues)	N/a
<b>3. Full description of function, policy, procedure or service:</b>	
<p>The Housing Strategy has been designed to meet the key current housing challenges in the borough and to meet the Council's statutory requirement to have a Homelessness Strategy. The strategy contains the following six key priorities:</p> <ol style="list-style-type: none"> <li>1. <b>Increasing the housing supply</b>- to provide homes to house a growing population.</li> <li>2. <b>Delivery of homes that people can afford</b>- to provide more affordable homes for rent and sale.</li> <li>3. <b>Sustaining the quality of the private rented sector</b>- while many landlords provide good tenancy and property management there is a need to improve practice in some areas.</li> <li>4. <b>Tackling homelessness</b>- improving resilience by working with households at risk to get into and/or move into more affordable and more sustainable housing.</li> <li>5. <b>Providing housing related support to vulnerable people</b>- for example housing suitable for older people suffering from Dementia.</li> <li>6. <b>Providing efficient and effective services to residents</b>- through housing services provided by Barnet Homes and environmental health services provided by Re.</li> </ol>	

**How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Population projections<sup>1</sup> show significant increases in over people aged over 70 and school age children. This has implications for the housing strategy in terms of the type of homes that are built.</p> <p>Older people are disproportionately represented in the Barnet Homes<sup>2</sup> tenant population and those of who are not of working age may be more reliant on benefits as a result of higher council rents.</p> <p>54% of people aged 16 to 34 and 28% of people aged 35 to 49 rent from a private landlord<sup>3</sup>. Only 6% of people aged 65+ and 12% of people aged 50 to 64 rent from a private landlord. Therefore poor standards in the private rented sector are more likely to affect younger people.</p> <p>Affordability issues has resulted in fewer people aged 16 to 34 being able to buy their own home. The average age of first-time buyers has increased.</p>	<p>The council plans to develop more Lifetime homes that are suitable for older people which also reduce the cost of long-term care. There are also plans for specialist housing units to prevent the need for high cost residential nursing care.</p> <p>Plans in the strategy include both smaller units for older people living alone and larger units for families with school age children.</p> <p>In accordance with the new national policy on social rents council rents will be reduced by 1% a year for four years from April 2016. For new homes that the Council builds rents will be charged at 65% average market rent or local housing allowance rate whichever is lower.</p> <p>Barnet Homes and Re already promote the London Landlord Accreditation scheme as a way to improve tenancy and property management.</p> <p>The Article 4 Direction could bring potential positive benefits for residents of new HMOs (shared accommodation), who are often single, students, <i>working age</i>, on low income and transient.</p> <p>There are also plans for purpose-built private rental units which will provide more choice in the private rented sector.</p>

<sup>1</sup> GLA projections 2014

<sup>2</sup> Barnet Homes data 2015

<sup>3</sup> Census 2011



		<p>The council has corporate parenting duties to young people leaving care.</p>	<p>There are plans in the strategy to promote low-cost homeownership which will increase access for younger people.</p> <p>Young people leaving care are given band 2 status in the allocations scheme and Barnet Homes assists them to continue in training and/or employment through its flexible tenancy pathways.</p>
2. Disability	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>The 2011 census shows that in Barnet, 6% of the population had a disability or longstanding illness that limits their day-to-day activities in some way.</p> <p>Disability is a key factor in determining housing need and access to council housing so disabled people are disproportionately represented in the Barnet Homes tenant population compared to the borough as a whole.</p> <p>As the number of older people increases- as is expected in the population projections described above, there could be increasing age related disability in the population as a whole in the future.</p>	<p>The council's local tenancy strategy already awards secure tenancies to applicants with high levels of disability.</p> <p>Barnet Homes has produced an accessible housing register to assess the suitability of existing council homes to be made wheelchair accessible. Barnet Homes is developing new homes that are wheelchair accessible.</p> <p>The strategy includes plans to provide supported housing for adults with disabilities to promote independent living and maximise choice and control.</p> <p>Disabled people may benefit from the use of Disability Facility Grants to help them maintain accessibility in their own home whatever tenure it is.</p>
3. Gender reassignment	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>There is limited data on the incidence in Barnet and it is not possible to ascertain the specific housing impact of this group.</p>	<p>There are no specific housing issues that have been identified for this group although the focus in Increasing housing supply, delivering affordable homes and improving the private rented sector will be of benefit to all individuals.</p>
4. Pregnancy and maternity	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>If a pregnant single mother applies to the council for rehousing they will be allocated 1 bedroom only. This restriction is in place to make the most effective use of limited housing stock. If the baby is born at the time of allocation then the household may be offered 2</p>	<p>Pregnant mothers or those on maternity leave will benefit from plans in the strategy to develop more family homes as part of the commitment to increase the housing supply.</p>

<p><b>5. Race / Ethnicity</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>bedrooms.</p> <p>Barnet is getting more diverse<sup>4</sup>, driven by more births among BAME communities and an increase in migrants. There are disproportionately high numbers of people living in Barnet Homes housing are from BAME communities and in particular Black ethnicities. 59.8% Barnet Homes tenants are White, 19.4% are Black, 8.2% are Asian and 12.6% are Other<sup>5</sup>. In comparison only 4%<sup>6</sup> of Black people are owner-occupiers.</p> <p>Evidence shows that minority ethnic groups are more likely to be users of council's housing services.</p>	<p>There may be a disproportionate impact on Black tenants [particularly Afro- Caribbean and African] if council rents are increased. In accordance with national social rent policy, council rents will be reduced by 1% per year for the next four years.</p> <p>37.3 % Black tenants receive no housing benefit and may be impacted adversely compared to 3.2% White and 23.2% Asian. Households receiving no housing benefit are at risk of being drawn into the benefits system. The welfare reform taskforce may enable some households to return to work.</p> <p>Barnet Homes has developed a range of projects to increase the engagement of BAME groups in training and employment.</p> <p>BAME groups who are currently underrepresented in the owner-occupation sector will benefit from the increase in low-cost homeownership options envisaged in the housing strategy.</p>
<p><b>6. Religion or belief</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>The most common religious beliefs<sup>7</sup> in Barnet are Christianity (41.2%), followed by Judaism (15.2%), Islam (10.3%), No religion (8.4%), Hinduism (6.2%), Buddhism (1.3%), Other (1.1%), and Sikhism (0.4%).</p> <p>Of the Barnet Homes tenants were a religion is recorded 36% are Christian and 9.9% are Muslim.</p>	<p>Muslim tenants may be more likely to be on housing benefit as they have a lower level of economic activity.</p> <p>In accordance with the new national policy on social rents, council rents for existing tenants will be reduced by 1% a year for four years from April 2016.</p> <p>For new homes that the Council</p>

<sup>4</sup> Census 2011

<sup>5</sup> Barnet Homes management information system 2015

<sup>6</sup> Census 2011

<sup>7</sup> Census 2011

		<p>The ONS report<sup>8</sup> on religion (2013) states that the Jewish population have the highest level of employment, and that Muslims have the lowest level of employment. Muslims also have a significantly lower level of economic activity than other religions at 55%; the main reasons for this inactivity being because they were looking after the home and family (31%), or because they were students (30%).</p>	<p>builds rents will be charged at 65% average market rent or local housing allowance rate whichever is lower.</p> <p>Barnet Homes has developed a range of projects to increase the engagement of BAME groups in training and employment.</p> <p>The welfare reform task force has worked with households affected by the benefit cap and will continue to assist households affected by the lower benefit cap of £23,000 who need to move or get into work to ensure sustainment of tenancy.</p>
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>According to the 2013 GLA projections, 48.9% (179,580) of the population in 2015 are male, and 51.1% (187,685) are female. 64.6% of Barnet Homes households are headed by females<sup>9</sup>.</p>	<p>There are no specific housing issues that have been identified for this group although the focus in Increasing housing supply, delivering affordable homes and improving the private rented sector will be of benefit to all individuals regardless of gender.</p> <p>The Older Women's Co-housing (OWCH) has received planning permission for owner-occupied and social rented units and communal areas specifically designed for women over 50.</p>
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>ONS Integrated Household Survey January to December 2013<sup>10</sup> revealed that 1.6% of the adult population identified themselves as gay, lesbian or bisexual.</p> <p>Stonewall's "Serves You Right Lesbian and gay people's expectations of discrimination", December 2007<sup>11</sup> found that 20% "of lesbian and gay people</p>	<p>The focus in Increasing housing supply and delivering affordable homes and improving the private rented sector will be of benefit to all individuals regardless of sexual orientation.</p> <p>In determining access to social housing Barnet Homes assesses housing need in a fair and objective way and in accordance with housing law. It is difficult to</p>

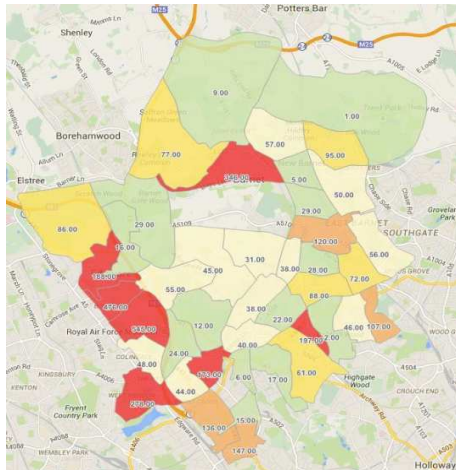
<sup>8</sup> Full Story: What does the Census tell us about religion in 2011? <http://www.ons.gov.uk/ons/rel/census/2011-census/detailed-characteristics-for-local-authorities-in-england-and-wales/rpt--religion.html>

<sup>9</sup> Barnet Homes management information system 2015

<sup>10</sup> <http://www.ons.gov.uk/ons/rel/integrated-household-survey/integrated-household-survey/january-to-december-2013/sty-facts-about-lgb-community-in-the-uk.html>

<sup>11</sup> <http://www.stonewall.org.uk/documents/servesyouright.pdf>

		surveyed expected to treated worse than heterosexuals when applying for social housing”.	obtain data from individuals on their sexual orientation.
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	47% of Barnet households are married, 27% are single, 5% are separated, 12% are divorced and 8% are widowed. The main impact of marital status is on the type of housing required for different groups. The private rented sector provides a key housing choice for single people who may want to share a house. Separating and divorcing couples provide extra pressure on the housing stock as 2 units are required instead of 1.	Barnet Homes is considering the issues around the rights of tenants in new relationships to request joint tenancies.  The Article 4 Direction could bring potential positive benefits for residents of new HMOs (shared accommodation), who are often single, working age, on low income and transient.
10. Other key groups? Carers  People with mental health issues  Some families and lone parents  People with a low income  Unemployed people  Young people not in employment education or training	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	All these groups may come into contact with housing services in Barnet.  The red colour in the map below shows the postcode areas with the highest number of tenants on full housing benefit.	The key aims of the housing strategy to increase the housing supply, deliver more affordable homes and improve the PRS will be of benefit because they can provide housing for carers, people with mental health issues, families, lone parents, people on low income and young people not in employment, education or trainings.  For people with mental health issues specialist floating support is provided by Outreach Barnet.  The council’s regeneration proposals will provide improvements to these areas that all have the highest levels of deprivation. Increasing the rent on council homes in these areas could result in more tenants becoming dependent on welfare and for some households lead to Barnet Homes taking court action against non-payment of rent.



**4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Despite a difficult financial situation, expectations of local services are increasing. However Resident satisfaction with the council remains relatively high in Barnet. The Residents Perception Survey 2013 found an increase in concern from residents about lack of affordable housing and homelessness (with Barnet residents more concerned about the former compared to the London average). The strategy aims to tackle these issues and “**Increase the housing supply**” and the “**Delivery of homes that people can afford**”, both for rent and low-cost homeownership. This should result in increased levels of satisfaction across all groups of residents in the borough.

One of the key priorities of the strategy is “**Providing efficient and effective services to residents**”. This will improve services, including those of partner organisations Barnet Homes (council housing services) and Re (environmental health and planning services). Better services are integral to increasing and maintaining high resident satisfaction.

Assessing satisfaction of service delivery going forward can include examining the satisfaction rates amongst different groups of residents to ascertain whether certain groups are less satisfied than others.

#### **5. How does the proposal enhance Barnet’s reputation as a good place to work and live?**

Barnet is a popular place in which to live and work and there is a high demand for housing. The housing strategy will enhance Barnet’s reputation as a good place to work and live. There is a widespread need for more homes across the household types as demonstrated in the Barnet Housing Needs Assessment. This will be of benefit to all of Barnet’s communities and especially in the more deprived West of the borough where much of the “**Increase the housing supply**” and “**Delivery of homes that people can afford**” objectives will be delivered. In “**Providing suitable housing to support vulnerable people**” the council will ensure that there is good housing that supports specific needs of particular groups, such as older or disabled groups.

“**Sustaining the quality in the private rented sector**” will benefit the many households now living in the private rented sector. Landlord accreditation and further steps such as the Article 4 Direction on planning of HMOs will enhance Barnet’s reputation as a good place to live.

The housing strategy will provide quality housing and associated services for all of the protected groups in the community.

#### **6. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?**

One of the key priorities of the strategy is “**Providing efficient and effective services to residents**”. Better services are will ensure that residents feel confident about the manner in which the council conducts its business. The key concerns that were raised in the Residents Survey 2013, e.g.: lack of affordable housing and increasing homelessness, will be addressed in the housing strategy and this will contribute to increased confidence by all residents that housing needs are being met in the borough. Housing needs will be met by the housing application process in a fair and equitable manner.

#### **7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan***

(section 16)

Equalities monitoring will be conducted by Barnet Homes Equalities Group and Barnet Homes Successful Tenancies Board.

The council's Core Strategy deals with policies to increase housing supply and has its own Equalities Impact Assessment. As an integral part of all planning application delegated/committee reports there is a section on equalities impact arising from the planning proposal.

**8. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The housing strategy includes plans to redevelop whole neighbourhoods with new and improved housing and facilities. This is intended to promote good relations between different communities.

**9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

The council undertook a 12 week public consultation on the Housing Strategy. This included an online survey and presentations to Barnet Homes Performance and Advisory Group housing forum and private landlord meetings. There were 93 responses to the online survey and there was general support for the all the priorities:

- 80% agreed that the council should deliver housing to support vulnerable people.
- 77% agreed that the council should provide efficient and effective services to residents.
- 73% agreed that the council should increase the housing supply, especially where the home are affordable.
- 73% agreed that the council should sustain the quality of the private rented sector.
- 70% agreed that the council should deliver more affordable homes that people can afford.
- 69% agreed that the council should tackle homelessness.

However concerns were raised about the affordability of charging affordable rents, particularly to existing council tenants. The Housing Strategy has been revised to take account of a change in national policy on social rents.

## Overall Assessment

10. Overall impact			
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>12</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>	
11. Scale of Impact			
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

<sup>12</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

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

The overall assessment is that the draft Housing Strategy will have **an overall positive impact** on all sections of Barnet's community for the following reasons:

- Action to prevent homelessness and assist households affected by the Overall Benefits Cap will assist households who are generally more diverse and deprived than the population as a whole. They are more likely to be younger, from a diverse range of backgrounds, and single families with children. These households will be assisted to obtain employment in order to afford the rent or if this is not possible Barnet Homes will assist them to move into more affordable accommodation.
- Much of the new housing, including the affordable housing to be delivered, will be in the West of the borough on the regeneration estates where the most deprived and BAME communities are overrepresented in comparison to other areas of the borough.
- Specialist housing will also be provided for older people and people with disabilities to ensure that there is a choice of tenure and support and an ability to plan ahead for the future to avoid expensive care costs where possible.
- The associated infrastructure improvements on the regeneration estates, including new schools, health and transport facilities, as well as employment opportunities will improve the quality of life for the existing local population, including the secure tenants who will be rehoused on the estate, as well as the new residents who will move into affordable and market housing.
- New family sized council homes are being built on infill sites by Barnet Homes to increase the supply of housing that is available to housing applicants in housing need. This group is likely to be more ethnically diverse than the existing Barnet Homes tenants and younger and the commitment to new family sized accommodation reflects the needs of cultural groups.
- New housing will be built to the Lifetime Homes standard and 5% of new homes will be fully wheelchair accessible.
- Improvement programmes will identify homes in need of adaptation for disabled households through the implementation of Disability Facility Grants.
- Improving the quality of private rented housing will help to meet the housing requirements of many groups of people, especially younger people and those that do not want to buy their own home.
- Outreach Barnet will provide dedicated floating support to vulnerable people who are placed in the private rented sector. These may include young people and people with mental health conditions.





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## Housing Committee

**19 October 2016**

<b>Title</b>	<b>Labour Group Motion from Full Council – Meeting the Housing Aspirations and Needs of Barnet’s Residents</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Jan Natynczyk, Governance Officer Email: <a href="mailto:jan.natynczyk@barnet.gov.uk">jan.natynczyk@barnet.gov.uk</a> Tel: 020 8359 5129

### Summary

The report informs the Housing Committee of a Motion which was reported to Full Council on 28 July 2015. In accordance with Council Procedure Rule 23.5, if a Member’s Motion is not dealt with by the end of a Full Council meeting, it will be referred to the appropriate committee for consideration and any necessary action.

### Recommendation

**That the Housing Committee’s instructions are required on whether to bring a detailed report to a future meeting of the Committee.**

## **1. WHY THIS REPORT IS NEEDED**

1.1 On Tuesday 28 July Councillor Gill Sargeant submitted an Opposition Motion to Full Council as follows:

### **1.2 Meeting the housing aspirations and needs of Barnet's residents**

“Council believes there should be sufficient housing in the borough affordable to Barnet's diverse population, with a sustainable mix of homes for private sale, genuinely affordable homes for ownership, genuinely affordable homes for intermediate rent and homes for social rent.

Council notes that for many residents so-called affordable homes for shared ownership are not actually affordable for many middle income families because house prices in London are so high, service charges are prohibitive and people are unable to save for a deposit because rents are some of the highest in London.

Council believes that to help people realise their dream of owning their own home here there needs to be enough homes at genuinely affordable intermediate rent based on income rather than market rent to allow people to be able to save for a deposit on a home.

At the same time Council notes there will be a loss of a further 827 homes for social rent as a result of the regeneration of the council's large estates, bringing the total number lost to at least 1600 over the last twenty years with the result that many people have been forced out of the borough - particularly non-secure tenants.

Taking Grahame Park as an example, where there were 575 non-secure social tenants as of January, the completion of the regeneration of the estate will result in a further reduction in social homes for rent of around one quarter or 352 homes. Many of these social tenants will not be able to afford to buy the 363 new shared ownership/ shared equity homes that replace these social homes for rent and will most likely be forced to move into the private rented sector where rents are exorbitant and the Right To Buy does not apply.

A nearby Colindale example of the cost of shared ownership for a two bedroom apartment at Zenith House is advertised at £112,500 for a 25% share, based on a full market value of £450,000. The rent per month is £784.50 and the service charge per month is £136.77 - the mortgage payment is on top of this, taking the total monthly cost to over £1,000 per month assuming a 5% deposit is paid. This is around 50% of the average take home pay in Barnet - also defined as extremely unaffordable by housing charity Shelter.

Council believes that the current housing strategy will not deliver the right mix of homes to meet the needs and aspirations of all of Barnet's diverse community, or to ensure there are enough teachers, nurses, social workers and other key workers who are able to afford to live and work in Barnet.

Council asks that a proper survey of housing need is undertaken that:

- explains the average cost of shared ownership homes - including the level of deposit required, the rent and likely service charges - being built and offered for sale in Barnet and asks respondents to indicate if they can afford this
- explains the actual cash levels of rent at LHA and 65% of market rent rates and asks respondents to indicate if they can afford this

- explains the actual level of average private rent in the borough and asks respondents to indicate if they could afford these rents and save for a deposit to buy their own home

- ascertains the level of need in the borough for social rented housing, the available provision and the implications for the local workforce.

Council asks for this information to be collected with a report back to the Housing Committee.”

1.3 Council’s Constitution, Full Council Procedure Rule 23.5 states that:  
*If the Member’s Motion is not dealt with by the end of the meeting, it will be referred to the appropriate Council Committee or sub-Committee for consideration and any necessary action. (However, if the proposer has specifically asked in his or her notice for the Motion to be voted on at that Council meeting it will be voted on without discussion).*

1.4 The motion was not discussed at voted on at the Full Council meeting. Therefore the Housing Committee are requested to consider the contents of the motion as set out in section 1.2 of this report and give instruction.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 No recommendations have been made. The Housing Committee are therefore requested to give consideration to the motion and provide instruction regarding whether a detailed report should be added to the work programme for consideration at a future meeting of the Committee.

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

3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

4.1 Post decision implementation will depend on the decision taken by the Committee.

## **5. IMPLICATIONS OF DECISION**

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

5.1.1 None in the context of this report.

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

5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

5.3.1 Council Constitution, Full Council Procedure Rules (section 23.5) states if the Member's Motion is not dealt with by the end of the meeting, it will be referred to the appropriate Council Committee.

5.3.2 Council Constitution, Responsibility for Functions, Annex A – the terms of reference of the Housing Committee covers Housing Issues.

5.3.3 There are no legal references in the context of this report.

### **5.4 Risk Management**

5.4.1 None in the context of this report.

### **5.5 Equalities and Diversity**


5.5.1 All of these issues must be considered for their equalities and diversity implications.

### **5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

## **6. BACKGROUND PAPERS**

6.1 Motion to Full Council, 28 July 2015:  
<http://barnet.moderngov.co.uk/mgAi.aspx?ID=13323#mgDocuments>

	AGENDA ITEM 11
	<h2>Housing Committee</h2> <h3>19 October 2015</h3>
<b>Title</b>	<b>Housing Revenue Account (HRA) Business Plan</b>
<b>Report of</b>	Commissioning Director, Growth and Development
<b>Wards</b>	All
<b>Status</b>	No
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A- Housing Revenue Account Business Plan
<b>Officer Contact Details</b>	Cath Shaw, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a> , 020 8359 4716 Paul Shipway, <a href="mailto:paul.shipway@barnet.gov.uk">paul.shipway@barnet.gov.uk</a> , 020 8359 4924

### Summary

The Housing Revenue Account (HRA) is a ring-fenced budget that is used to manage income and costs associated with managing the Council's Housing Stock and related assets including shops and garages on council housing estates. The Council has developed a 30 year HRA Business Plan which identifies priorities for the HRA including investment in homes and services.

### Recommendations

1. That the Committee approve the draft Housing Revenue Account Business Plan as attached in Appendix A.
2. That the Committee delegates further changes to the Housing Revenue Account Business Plan required following the publication of the Housing Bill to the Commissioning Director, Growth and Development in consultation with the Chair of the Housing Committee.
3. That the Committee review the Housing Revenue Account Business Plan every 3 years or more frequently if there are significant changes.

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Housing Revenue Account (HRA) is a ring-fenced budget associated with council housing and other assets such as shops, garages and land on council housing estates.
- 1.2 From 2012, a national subsidy system for council housing was replaced with self-financing giving local authorities direct control over the income and expenditure associated with council housing. This settlement saw Barnet move away from having to pay circa. £11m of council rents it collected to the Treasury to a position whereby the HRA is self-sufficient and able to meet the on-going investment needs of council homes.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 The Council has already identified a number of priorities to make use of the additional investment. These include:
  - Additional investment in existing council homes to maintain them to the Decent Homes Standard and also provide an accelerated programme of essential health and safety works,
  - Investment in the delivery of 40 new council homes in addition to the three completed at Alexandria Road in April 2014,
  - Investment to provide a new Extra Care housing scheme,
  - A programme of advanced acquisitions on the Council's regeneration estates.
- 1.5 A 30 year HRA Business Plan, attached at Appendix A, has been developed to set out how the Council will manage and maintain the housing stock and properties for investment going forward.
- 1.6 The plan contributes to the Housing Strategy, by maintaining the quality of the existing council housing stock, provides additional housing which will help the Council to tackle homelessness and provide homes for vulnerable people, including older people and wheelchair users.
- 1.7 The Business Plan has taken into account the national policy of reducing existing council rents for each of the next four years, as well as assumptions about other housing reforms that are expected to be introduced through the Housing Bill due for publication later this year. As more information about these policies becomes available it will be necessary to review the assumptions in the Business Plan.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation, which completed the Decent Homes programme in 2011. It is necessary to continue to fund investment in the existing housing stock to ensure that properties are well maintained and to



ensure that the Council meets its statutory obligations in relation to health and safety. A 30 year asset management strategy has been developed by Barnet Homes to determine the future investment needs of the existing housing stock, including major works and health and safety related works.

- 2.2 The draft Housing Strategy identifies the need for new affordable homes for rent to meet the needs of a growing population and to help the Council to tackle the increased risk of households facing homelessness. The HRA Business Plan has prioritised the delivery of additional council homes on local authority land to help meet this need.
- 2.3 The Council faces significant General Fund budget pressures and the HRA provides some opportunities to help mitigate these pressures, particularly in terms of reducing the need to use expensive temporary accommodation by providing additional homes for rent for households facing homelessness. The HRA also provides an opportunity to provide cheaper alternatives to expensive residential care for vulnerable people including older people and wheelchair users.

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

- 3.1 The HRA Business Plan has been developed to support the priorities outlined in the Housing Strategy and no other options were considered.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 A number of other pieces of work will follow in order to implement the HRA Business Plan. This includes a review of the asset management strategy to ensure that the best use of resources is made to make sure that homes are well maintained and development of more detailed plans to progress the investment priorities identified as part of the Council's Housing Development Pipeline.

### **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The HRA Business Plan contributes to the strategic objectives in Council's Corporate Plan 2015 to 2020 in the following ways:

*“The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:*

- *“Of opportunity, where people can further their quality of life”- by maintaining the existing housing stock in good condition delivering new affordable homes for rent;*
- *“Where people are helped to help themselves, recognising that prevention is better than cure” – by using resources to provide services that help more vulnerable council tenants to maintain their independence, and to provide an extra- care scheme and wheelchair units for vulnerable people;*

- “Where responsibility is shared, fairly” – by recognising that services provided by Barnet Homes can help households affected by welfare benefit reforms to access to employment and training opportunities.
- “Where services are delivered efficiently to get value for money for the taxpayer” – by maintaining the housing stock efficiently to ensure that high standards are maintained and that resources are used in the most effective way.

5.1.2 Barnet’s Joint Strategic Needs Assessment 2015 to 2020 highlights the fact that there is a long term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. The HRA Business Plan aims to increase the housing supply including the provision of specialist housing for vulnerable people.

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

5.2.1 The Housing Revenue Account Business Plan seeks to provide assurance there is a viable plan in place for managing and investing the resources available to the Council in the form of council rents and income from other HRA assets such as shops and garages.

5.2.2 New affordable homes provided through the HRA will help to reduce costs to the Council’s general fund by providing an alternative to short term temporary accommodation, which has a net cost to the Council of approximately £1,750 a year per unit.

5.2.3 The delivery of extra care housing and wheelchair adapted homes will help the Council to meet savings targets for social care budgets by providing a more affordable alternative to residential care as a well as delivering a better outcome for vulnerable residents.

5.2.4 The HRA Business Plan is modelled on the assumption that rents for existing council homes will reduce by 1% a year for the next four years in line with Government Policy and that they will then increase by CPI<sup>1</sup> +1% thereafter. For new council homes it is assumed that affordable rents of 65% of average local market rents (or Local Housing Allowance rate whichever is lower) will be charged, which also aligns with Government policy. This reflects the draft housing strategy which is also being considered by the Housing Committee on 19 October.

5.2.5 The HRA business plan shows that the Council will not be able to fully utilise Right to Buy receipts as the HRA is not able to support a large enough programme of new homes to achieve this. More work will be undertaken to explore options for minimising the amount that has to be returned to the Government, including making use of commuted sums from section 106 agreements.

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<sup>1</sup> Consumer Price Index

5.2.6 The forthcoming Housing Bill means that further adjustments may be required to the HRA Business Plan as the detail of changes such as Pay to Stay and the sale of higher value homes becomes known. It is proposed that authority is delegated to the Commissioning Director, Growth and Development in consultation with the Chair of the Housing Committee to make any further changes required.

### **5.3 Social Value**

5.3.1 Social Value considerations will be considered in the individual investment decisions.

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

5.4.1 The Localism Act 2011 reformed the way that council housing is financed in England and Wales. The national HRA subsidy system ended in April 2012 and was replaced with self-financing.

5.4.2 Annex A to the Responsibility for Functions Section of the Council's Constitution gives the Housing Committee specific responsibility in relation to the Housing Strategy (incorporating the Homelessness Strategy).

### **5.5 Risk Management**

5.5.1 There is a risk that costs assumed in the HRA Business Plan will be higher than anticipated, this will be mitigated through regular monitoring and updating of the plan.

5.5.2 There is a risk that the changes anticipated in the forthcoming Housing Bill will have a more significant impact on the HRA Business Plan than has been allowed for. The plan will be kept under review as details of changes proposed become known.

5.5.3 There is a risk that the Council does not make full and effective use of the HRA and borrowing headroom and that the objectives set out in the business plan are not realised. This will be mitigated by regular reviewing of progress of the objectives through resources in the Council's Commissioning Group.

5.5.4 The Welfare Reform provisions will see reductions of 1% on existing rents for each of the next four years commencing April 2016, as announced in the budget in July 2015. This has resulted in a reduction in income to the HRA of approximately £15 million which has been factored into our plans.

### **5.6 Equalities and Diversity**

5.6.1 Under the Equality Act 2010, the Council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and

those without. The ‘protected characteristics’ referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.2 Investment in existing council housing stock will impact positively on existing council tenants who are generally more diverse than the population of the borough as a whole. New family sized housing that is being delivered through the HRA Business Plan will be available to households in need, including homeless applicant who are likely to be more ethnically diverse and younger than existing council tenants. The HRA will also be used to support vulnerable older people and wheelchair users.

5.6.3 Each investment decision in the HRA will be subject to an equalities impact assessment.

## 5.7 Consultation and Engagement

5.7.1 The Council consulted with tenants, residents and stakeholders on the draft Housing Strategy and Commissioning Plan. These documents have informed the HRA Business Plan to ensure that the available resources are used to help the Council achieve its housing priorities.

## 5.8 Insight

5.8.1 No specific insight data has been used in the drafting of the HRA Business Plan.

## 6. BACKGROUND PAPERS

6.1 Relevant previous decisions are indicated in the table below.

Meeting	Decision	Link
Cabinet Resources Committee 24 June 2013	Decision Item 6 - Local Authority New Housing Programme	<a href="http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf">http://barnet.moderngov.co.uk/documents/s9244/CRC%20LA%20New%20Build%20public.pdf</a>
Housing Committee 30 June 2014	Decision Item 5 - Business planning – corporate plan and medium term financial strategy 2015-20	<a href="http://barnet.moderngov.co.uk/documents/s15740/Housing%20Committee%20Business%20Planning%20-%20Cover%20Report.pdf">http://barnet.moderngov.co.uk/documents/s15740/Housing%20Committee%20Business%20Planning%20-%20Cover%20Report.pdf</a>
Assets, Regeneration & Growth Committee 9 July 2014	Decision Item 11 - Strategic Asset Management Plan principles for consultation	<a href="http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf">http://barnet.moderngov.co.uk/documents/s16064/Strategic%20Asset%20Management%20Plan%20principles%20for%20consultation.pdf</a>
Policy and Resources Committee 21 July 2014	Decision Item 6 - Finance and Business Planning – Capital programme and review of reserves	<a href="http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf">http://barnet.moderngov.co.uk/documents/s16150/Finance%20and%20Business%20Planning%20Capital%20programme%20and%20review%20of%20reserves.pdf</a>
Policy and	Decision Item 10 -	<a href="http://barnet.moderngov.co.uk/docu">http://barnet.moderngov.co.uk/docu</a>

Resources Committee 21 July 2014	Funding for an Extra Care Housing Scheme at Moreton Close, NW7 and Advance Acquisitions of Leasehold properties on Regeneration Estates	<a href="http://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf">ments/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf</a>
Assets, Regeneration & Growth Committee 8 September 2014	Decision Item 12 - Barnet Development Pipeline	<a href="http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf">http://barnet.moderngov.co.uk/documents/s17356/Development%20Pipeline%20-%20Report.pdf</a>

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# Housing Revenue Account

Business Plan 2015

## 1. Introduction

The Housing Revenue Account (HRA) provides the basis for managing the income and costs associated with managing the council's housing stock and associated assets, which at the start of April 2015 included 10223 homes for rent, 3804 leasehold flats purchased under the Right to Buy, as well as land, shops, community centres and garages.

In April 2012, the national subsidy system for council housing was replaced by self-financing, providing local authorities with much greater control over the way they manage and maintain their housing stock.

For Barnet, this meant a move away from paying back £11.8 million each year to the Treasury in 2011/12, to a position whereby rental income covers the cost of managing and maintaining the stock. This has also resulted in borrowing headroom of £39 million within the Housing Revenue Account (HRA) providing the potential for new investment opportunities, including the building of new council homes.

Since 2012, the Council has identified a number of priorities for making use of the additional investment capacity within the HRA, including:

- Additional investment in existing council homes to ensure that the Decent Homes Standard is maintained and to provide an accelerated programme of essential health and safety works
- Investment in the delivery of 40 new council homes in addition to three that were completed in April 2014
- Investment towards the cost of providing a new extra care housing scheme
- Support for a programme of advanced acquisitions of leasehold flats on the regeneration estates

The Council faces significant pressures in its General Fund Budget, both in terms of requirements to deliver savings and increasing demand for services associated with a rising population; this is impacting significantly on social care and homelessness budgets. The HRA provides an opportunity to mitigate some of this pressure, for example by funding cheaper alternatives to expensive residential care for elderly residents and vulnerable wheelchair users and by providing new affordable homes as an alternative to expensive temporary accommodation for households facing homelessness.

This document sets out the Council's progress so far, plus plans for further investment over the coming five years, as well as the priorities for the housing services funded by the HRA.



## 2. National Policy Context

The HRA Business Plan takes account of a number of national policies which impact on the income available to the council, including rent policy; the Right to Buy, proposals to require the sale of high value council homes; Pay to Stay and welfare reform.

### **Rent Policy**

National policy on social housing rents will see reductions of 1% on existing rents for each of the next four years commencing April 2016, as announced in the budget in July 2015. This has resulted in a reduction in income to the HRA of approximately £15 million which has been factored into our plans. The business plan assumes rents will increase by CPI+1% thereafter.

This business plan assumes that affordable rents of 65% of average market rents (or equivalent Local Housing Allowance rate whichever is lower) will be charged for new homes, which is in line with Government Policy and proposed in the Council's draft Housing Strategy.

### **Right to Buy**

The enhancement of the Right to Buy provisions in 2012 has resulted in an increase in sales of council homes and an accumulation of receipts that can be used for providing new homes to replace those that have been sold. The Council has sought to maximise the benefit of receipts received and has embarked on programme of building new council homes, with three already completed and 40 currently being built.

### **Requirement to sell high value council homes**

The Government has announced its intention to require the sale of high value council homes. Full details of how this will work have not yet been provided and this plan will be kept under review as the impact of this policy becomes clearer. For the moment it has been assumed that the most expensive 5% of homes will be sold as they become vacant, and that there will be a requirement to replace these with new stock.

### **Pay to Stay**

The Government is planning to charge close to market rents for tenants whose household income exceeds £40,000. More details on how this will work are expected later this year, but the Council anticipates that this will result in an increase in Right to Buy sales. This plan assumes an extra 10 units each year, but this will need to be kept under review.

## Welfare Reform

Welfare reform, including the roll out of Universal Credit, reduction in the benefit cap and a freeze on in work benefits are likely to result in an increase in rent arrears and associated bad debt. Following an assessment of the likely impact of this, bad debt provision in the HRA Business Plan has been increased from 1% of rents due to 1.5%.

### 3. Corporate Priorities

The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility** and **opportunity**, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

The Council has also produced a new draft Housing Strategy. This sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Increasing the housing supply
- Delivering homes that people can afford
- Sustaining quality particularly in the private rented sector
- Tackling homelessness
- Providing suitable housing to support vulnerable people
- Delivering efficient and effective services to residents

The HRA Business Plan contributes to the Housing Strategy in a number of ways, including:

- Maintaining the quality of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective.

### 4. Maintaining the quality of the existing supply of council housing

The Council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation (ALMO) which was established in 2004 to improve services and deliver a programme of investment to bring the stock up to the Decent Homes standard.

Barnet Homes completed the Decent Homes programme in 2011, and now have a 30 year asset management strategy in place to deliver the following objectives:

- Ensure properties are maintained in a manner which provides a safe living environment and one that is not detrimental to residents and other user's health.
- Ensure operators maintaining the buildings are able to carry out works in a safe manner and without detriment to health.
- Inform the 30 year HRA business plan
- Identify the assets to be maintained
- Establish the basis for future investment in the assets
- Establish a basis for possible alternative use of the assets
- Provide an outline vision for new build dwellings
- Establish a mechanism for review of the strategy
- Seek residents' views on the objectives of the strategy to inform the development and updating of the strategy
- Achieve value for money

Barnet Homes have identified the following investment needs of £195 million for the housing stock over the coming ten years:

Existing Programme £'000	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Major Works	10,019	5,950	4,950	4,550	4,550	5,730	7,270	7,470	7,970	9,992
Regeneration (essential works)	2,665	1,415	1,270	900	720	2,645	515	335	165	70
Mech. Engineering/Gas	11,003	8,294	7,443	6,592	6,257	7,297	4,867	3,042	2,542	2,392
Voids and Lettings	2,588	3,400	3,400	3,400	3,400	3,450	3,350	3,450	3,300	3,400
Misc. Repairs	2,214	2,345	2,345	2,255	2,205	2,210	2,310	2,380	2,380	2,380
<b>Total</b>	<b>28,488</b>	<b>21,404</b>	<b>19,408</b>	<b>17,697</b>	<b>17,132</b>	<b>21,332</b>	<b>18,312</b>	<b>16,677</b>	<b>16,357</b>	<b>18,234</b>

The programme proposed above is expected to be approved as part of the budget setting process.

A review of the asset management strategy will be completed by December 2015 to ensure that the approach being taken is optimised in terms of making best use of resources whilst ensuring that homes are well maintained.

## 5. Investment in the delivery of new affordable homes for rent

The Council's draft Housing Strategy sets out the need for more affordable homes in the borough, and identifies the opportunity for the use of local authority land, including land held in the HRA, to provide sites for new housing, including new affordable properties to rent and for low cost home ownership.

A key element of the Council's approach is to identify underused existing council housing land/sites which can support additional affordable housing. The first three new homes built by the Council for more than 25 years were completed in April 2014 and another 40 are currently in progress. Further sites have been identified which could provide another 500 new affordable homes for rent. The impact of rent reductions means that the HRA will not be able to fund all of these new homes, and the Council is currently considering an approach whereby Barnet Homes will seek Registered Provider status which will enable it to develop, manage and own new homes on HRA land. This would be funded outside of the Housing Revenue Account.

This approach will enable the Council to use the HRA headroom combined with Right to Buy receipts and commuted sums to expand the supply of affordable homes through a programme of acquiring properties on the open market in cheaper areas. In addition, there are a limited number of schemes where it will still be appropriate for the Council to fund them through the HRA. An example of this is a proposal to add an additional floor to an existing block of flats which will provide 20 new homes.

There are also opportunities for housing development on General Fund land held by the Council to provide a mixture of homes for sale and rent, including affordable properties in line with the Local Plan requirements. There is limited scope for use of HRA funds on these sites due to the rules governing HRA expenditure and the Council is developing an alternative approach based on mixed tenure developments funded through sales.

**Appendix 1** provides an overview of two scenarios for the HRA. The first uses HRA funding for delivery of new homes on council housing land, and would only deliver a modest increase in affordable housing. The second scenario uses HRA funding for acquiring homes on the open market, with new homes on existing council housing land funded outside of the HRA. The second scenario will deliver a bigger increase in the number of affordable homes.

In both scenarios, the Council will not be able to fully utilise Right to Buy receipts, and further work will be done to explore options for minimising the amount that may have to be returned to the Treasury, for example by utilising section 106 commuted sums.

## 6. Increasing the supply of housing to help tackle homelessness

The delivery of new affordable homes for rent, as described above, will help to reduce homelessness by providing an alternative to expensive temporary accommodation. At

present the net annual cost (net of income) of providing short term temporary accommodation is £1,775 per household, and this cost is set to increase due to continuing inflationary pressures in the housing market associated with population growth and a limited supply of housing.

This means that each additional 100 new affordable homes built will save the Council at least £200,000 a year in temporary accommodation costs which fall on the General Fund, as well as providing a better outcome for households facing homelessness.

## **7. Investment in new homes for vulnerable people**

The Council has identified a need for additional supported housing for older people and wheelchair users, including additional extra care housing for older people and homes for wheelchair users.

### **Extra Care housing**

As well as providing better outcomes for users, additional supported housing will provide a more cost effective alternative to expensive residential care. It is estimated that around 35% of people admitted to residential accommodation by the Council would have a better quality of life in extra care housing. This equates to approximately 90 clients every year. Each client placed in extra care housing provides a saving of £10,000 a year compared to the cost of residential care. Plans are already in place to redevelop an existing sheltered housing scheme in Moreton Close as 50 units of extra care housing. This should be completed during 2017. In addition, the Council intends to provide a further extra care scheme at Brent Cross/Cricklewood. Both extra care schemes will be funded through a mixture of HRA, General Fund and commuted sums.

### **Wheelchair housing**

The Council has identified nine clients, currently in residential care, who would benefit from wheelchair adapted housing. It is estimated that for each client rehoused will generate a General Fund saving of £50,000 a year. Barnet Homes are already building four wheelchair adapted homes as part of the 40 new homes currently on site referred to in section 4. Additional wheelchair adapted homes will be provided as part of the on-going programme of building affordable homes. Further work is underway to identify the level of need for these going forward. Wheelchair housing is also provided by Registered Providers and private developers through the planning system.

## **8. Efficient and Effective Services**

The majority of services funded from the HRA are provided by the council's ALMO, Barnet Homes, including the management and maintenance of council housing and the provision of

housing needs services, for example assessments of eligibility for rehousing against the council's Housing Allocations Scheme.

The Council has recently reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services are of a satisfactory standard and provide good value for money. This has led to the development of a new ten year management agreement, effective from 1<sup>st</sup> April 2016 and agreed budget savings worth £2.85 million over the first four years of the agreement. This 10% budget reduction has been assessed as being a realistic target and will have a minimal impact on the effectiveness of services, whilst freeing up resources for investment in further new homes.

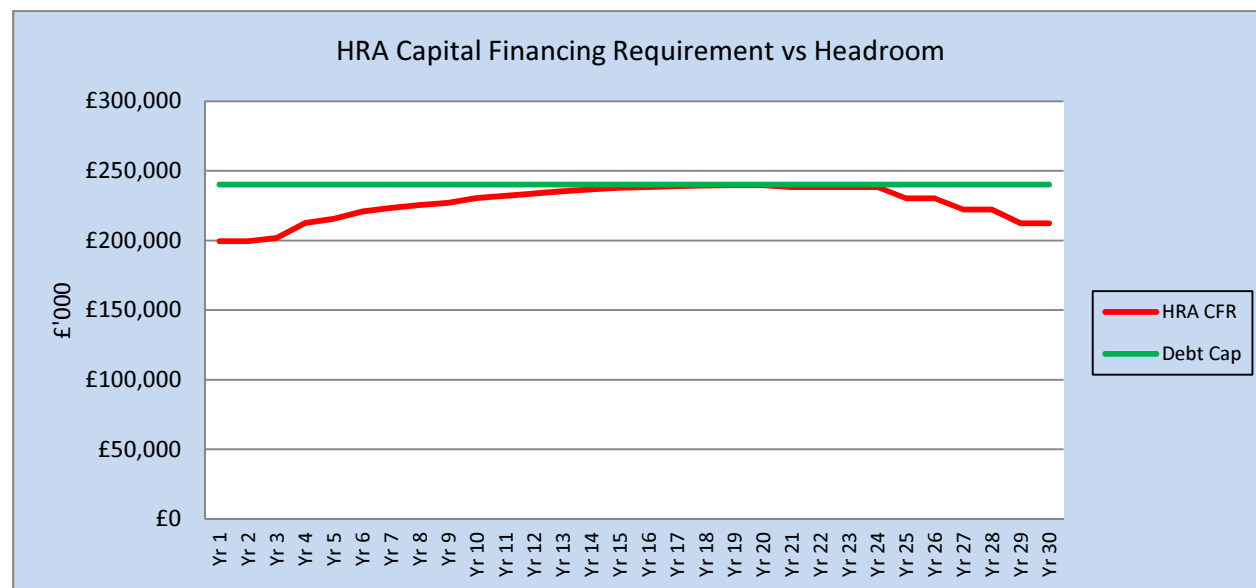
<b>Savings target</b>	<b>Savings achieved through:</b>
£1.839 million	<ul style="list-style-type: none"> <li>• Management and repairs savings due to forecast stock losses through estate regeneration and Right to Buy sales,</li> <li>• Value for money service reviews.</li> </ul>
£0.937 million	<ul style="list-style-type: none"> <li>• Procurement and enhancing the value of existing contract arrangements</li> <li>• Reduced accommodation costs due to less floor space at Barnet House</li> <li>• New ways of working through more effective use of IT.</li> </ul>
£0.77 million	<ul style="list-style-type: none"> <li>• Stopping some of the 'non-essential' works provided by Barnet Homes,</li> <li>• Re-prioritisation of certain types of non-urgent repairs.</li> </ul>
<b>£2.853 million total</b>	

## Appendix 1 – overview of HRA Business Plan to 2025

### Scenario 1

- Complete existing schemes for 40 new council homes and Moreton Close extra care
- 120 new council homes on existing council land
- Additional 50 unit extra care scheme at Brent Cross

Year	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Income	62,818	60,178	58,762	56,519	56,316	57,326	58,256	58,715	60,361	62,054	63,794	65,582	67,422	69,312	71,256	73,255	75,309	77,421	79,593	81,826	84,121	86,481	88,907	91,401	93,965	96,601	99,311	102,098	104,963	107,908
Expenditure	-30,000	-31,686	-31,693	-31,843	-31,529	-32,310	-33,145	-34,048	-34,984	-35,880	-36,780	-37,703	-38,648	-39,618	-40,611	-41,630	-42,674	-43,744	-44,841	-45,966	-47,119	-48,301	-49,512	-50,754	-52,027	-53,332	-54,670	-56,041	-57,447	-58,888
Gross Income	32,818	28,492	27,069	24,676	24,787	25,016	25,111	24,667	25,377	26,173	27,013	27,880	28,773	29,695	30,645	31,625	32,635	33,677	34,752	35,860	37,002	38,180	39,394	40,647	41,938	43,269	44,642	46,057	47,516	49,020
Interest etc	-20,166	-20,053	-19,907	-19,832	-20,030	-20,570	-20,986	-21,163	-21,402	-21,769	-22,254	-22,653	-23,300	-23,848	-24,248	-24,444	-25,415	-25,872	-26,255	-26,628	-27,221	-27,729	-28,107	-28,484	-29,077	-29,279	-29,841	-29,927	-30,514	-30,668
Net Operating Income	12,653	8,440	7,163	4,844	4,757	4,446	4,125	3,504	3,975	4,404	4,759	5,227	5,473	5,847	6,397	7,181	7,221	7,806	8,497	9,231	9,781	10,450	11,287	12,162	12,860	13,990	14,801	16,130	17,002	18,352
Appropriations	-2,095	-19,506	-18,670	-4,679	-4,841	-4,353	-4,085	-3,435	-3,889	-4,311	-4,689	-5,136	-5,334	-5,803	-6,299	-7,118	-7,068	-7,718	-8,389	-8,697	-10,149	-9,171	-9,417	-9,670	-18,149	-10,196	-18,381	-10,751	-22,134	-12,540
Annual Cashflow	10,557	-11,066	-11,508	165	-84	93	39	68	86	93	70	90	139	43	98	62	153	88	108	534	-368	1,279	1,870	2,492	-5,288	3,794	-3,580	5,379	-5,132	5,812
Opening Balance	14,942	25,499	14,433	2,925	3,091	3,007	3,099	3,139	3,207	3,293	3,386	3,456	3,547	3,686	3,729	3,827	3,889	4,042	4,130	4,239	4,772	4,404	5,683	7,553	10,045	4,757	8,551	4,970	10,349	5,217
Closing HRA Reserve	25,499	14,433	2,925	3,091	3,007	3,099	3,139	3,207	3,293	3,386	3,456	3,547	3,686	3,729	3,827	3,889	4,042	4,130	4,239	4,772	4,404	5,683	7,553	10,045	4,757	8,551	4,970	10,349	5,217	11,030
Capital Expenditure	-42,325	-36,567	-45,934	-32,013	-21,411	-21,791	-19,095	-17,853	-17,959	-20,591	-19,683	-20,193	-20,748	-21,313	-21,853	-22,396	-22,991	-23,658	-24,334	-24,961	-25,581	-26,216	-26,866	-27,533	-28,216	-28,917	-29,634	-30,370	-32,293	-33,100
Borrowing Headroom	40,484	40,484	38,277	27,507	24,403	19,223	16,579	14,579	13,075	9,658	7,833	6,257	4,645	3,264	2,174	1,705	940	518	460	460	1,678	1,678	1,678	1,678	9,897	9,897	17,808	17,808	27,733	27,733



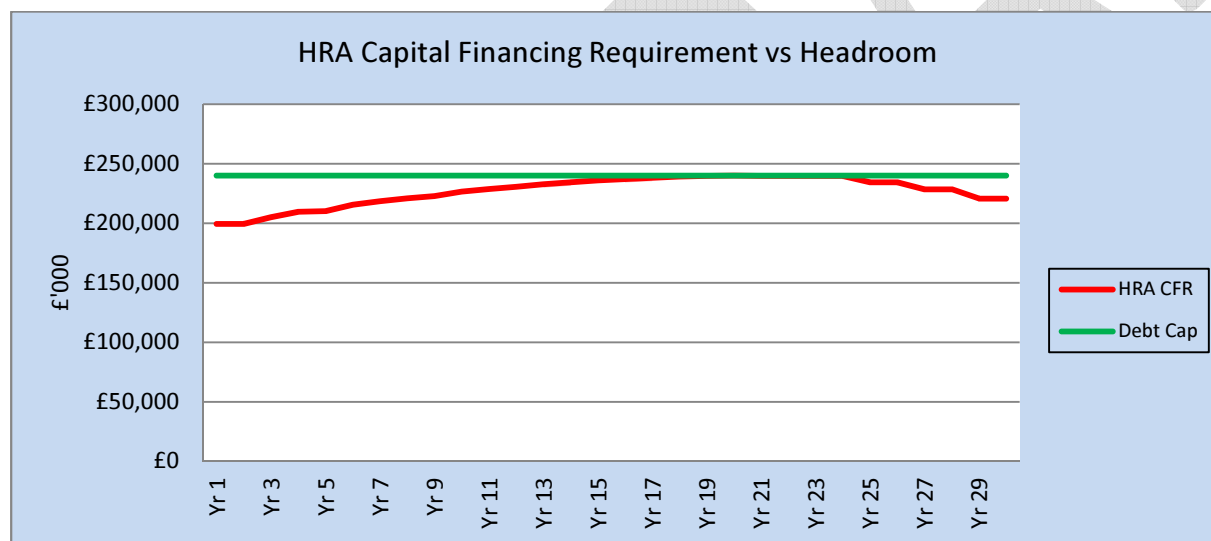
HRA Capital Financing Requirement (i.e. borrowing) remains within headroom of £240m throughout 30 year life of the HRA Business plan.

The Council will keep the plan under review to ensure that the headroom is not breached.

## Scenario 2

- Complete existing schemes for 40 new council homes and Moreton Close extra care
- 20 new council homes through infill programme
- 55 acquisitions of homes for use as council housing
- Additional 50 unit extra care scheme at Brent Cross
- Additional Homes provided by Barnet Homes RP outside of HRA

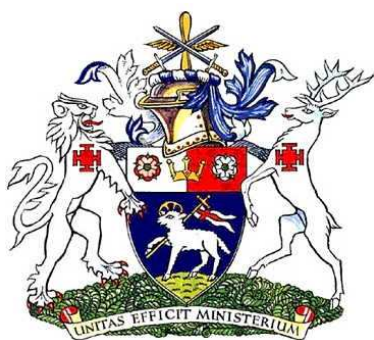
Year	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Income	62,818	60,269	58,969	56,523	55,905	56,726	57,638	58,078	59,706	61,379	63,098	64,866	66,684	68,553	70,474	72,449	74,479	76,566	78,712	80,918	83,186	85,518	87,915	90,380	92,913	95,518	98,196	100,949	103,779	106,688
Expenditure	-30,000	-31,687	-31,696	-31,844	-31,526	-32,306	-33,140	-34,017	-34,906	-35,782	-36,679	-37,599	-38,542	-39,509	-40,499	-41,515	-42,556	-43,624	-44,718	-45,839	-46,989	-48,168	-49,376	-50,614	-51,884	-53,185	-54,519	-55,886	-57,288	-58,725
Gross Income	32,818	28,582	27,273	24,679	24,379	24,421	24,498	24,062	24,799	25,597	26,419	27,267	28,142	29,044	29,974	30,933	31,923	32,943	33,994	35,079	36,197	37,351	38,540	39,766	41,030	42,333	43,677	45,062	46,491	47,963
Interest etc	-20,166	-20,114	-20,049	-19,971	-19,970	-20,388	-20,811	-21,007	-21,265	-21,650	-22,154	-22,573	-23,242	-23,813	-24,236	-24,458	-25,456	-25,943	-26,356	-26,758	-27,372	-27,925	-28,317	-28,709	-29,330	-29,633	-30,222	-30,381	-30,999	-31,237
Net Operating Income	12,652	8,469	7,223	4,708	4,410	4,032	3,687	3,055	3,534	3,947	4,265	4,694	4,900	5,231	5,738	6,475	6,466	7,000	7,639	8,321	8,825	9,426	10,222	11,056	11,700	12,700	13,455	14,681	15,492	16,726
Appropriations	-2,144	-27,185	-10,943	-4,693	-4,442	-3,919	-3,648	-2,987	-3,462	-3,841	-4,208	-4,605	-4,747	-5,201	-5,641	-6,399	-6,313	-6,927	-7,531	-8,209	-8,756	-8,819	-9,057	-9,300	-14,868	-9,808	-16,139	-10,343	-19,583	-12,111
Annual Cashflow	10,508	-18,716	-3,720	16	-33	113	39	68	72	106	57	89	153	29	97	76	153	73	108	112	69	607	1,166	1,756	-3,169	2,892	-2,684	4,338	-4,091	4,615
Opening Balance	14,942	25,450	6,734	3,013	3,029	2,996	3,110	3,149	3,217	3,289	3,395	3,452	3,542	3,695	3,724	3,821	3,897	4,050	4,124	4,232	4,343	4,412	5,019	6,185	7,941	4,772	7,664	4,979	9,318	5,227
Closing HRA Reserve	25,450	6,734	3,013	3,029	2,996	3,110	3,149	3,217	3,289	3,395	3,452	3,542	3,695	3,724	3,821	3,897	4,050	4,124	4,232	4,343	4,412	5,019	6,185	7,941	4,772	7,664	4,979	9,318	5,227	9,842
Capital Expenditure	-42,395	-47,570	-39,670	-23,511	-16,917	-21,791	-19,095	-17,839	-17,920	-20,541	-19,632	-20,140	-20,678	-21,214	-21,740	-22,280	-22,872	-23,509	-24,134	-24,738	-25,351	-25,981	-26,625	-27,286	-27,963	-28,657	-29,368	-30,097	-32,013	-32,814
Borrowing Headroom	40,484	40,484	34,988	30,252	29,971	24,436	21,435	19,084	17,277	13,526	11,361	9,398	7,362	5,574	4,037	3,065	1,768	811	203	50	218	218	218	218	5,535	5,535	11,603	11,603	19,396	19,396



HRA Capital Financing Requirement (i.e. borrowing) remains within headroom of £240m throughout 30 year life of the HRA Business plan.

The Council will keep the plan under review to ensure that the headroom is not breached.





**Housing Committee**  
**19 October 2015**

<b>Title</b>	<b>Housing Committee Work Programme</b>
<b>Report of</b>	Commissioning Director- Growth and Development
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A - Committee Work Programme October 2015 to May 2016
<b>Officer Contact Details</b>	<a href="mailto:Jan.natynczyk@barnet.gov.uk">Jan.natynczyk@barnet.gov.uk</a> , 0208 359 5129

**Summary**

The Committee is requested to consider and comment on the items included in the 2015/16 work programme

**Recommendation**

**That the Committee consider and comment on the items included in the 2015/16 work programme**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Housing Committee Work Programme 2015/16 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

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

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan.

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

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 The Terms of Reference of the Housing Committee are set out in the Constitution, Responsibility for Functions, Annex A.

#### 5.4 **Risk Management**

5.4.1 None in the context of this report.

#### 5.5 **Equalities and Diversity**

5.5.1 None in the context of this report.

#### 5.6 **Consultation and Engagement**

5.6.1 None in the context of this report.

### 6. **BACKGROUND PAPERS**

6.1 None

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**London Borough of Barnet  
Housing Work Programme**

**October 2015 – May 2016**

Contact: Jan Natynczyk 020 8359 5129 Email: [jan.natynczyk@barnet.gov.uk](mailto:jan.natynczyk@barnet.gov.uk)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
1 February 2016			
Annual Review of Council Dwelling Rents and Service Charges for 2016/17	To approve recommendations relating to the Annual Review of Council Dwelling Rents and Service Charges for 2016/17.	Commissioning Director, Growth and Development	
Empty Properties Compulsory Purchase Orders	To compulsorily acquire underused or ineffectively used property for residential purposes where there is a compelling case in the public interest for its acquisition to meet general housing need in the area	Commissioning Director, Growth and Development	
Additional Licensing Scheme for HMO	To report the results of public consultation	Commissioning Director, Growth and Development	
11 May 2015			
Empty Properties Compulsory Purchase Orders	To compulsorily acquire underused or ineffectively used property for residential purposes where there is a compelling case in the public interest for its acquisition to meet general housing need in the area	Commissioning Director, Growth and Development	