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| <p style="text-align: center;"><u>MEETING</u></p> <p style="text-align: center;">HOUSING COMMITTEE</p> |
| <p style="text-align: center;"><u>DATE AND TIME</u></p> <p style="text-align: center;">TUESDAY 27TH NOVEMBER, 2018</p> <p style="text-align: center;">AT 6.30 PM</p> |
| <p style="text-align: center;"><u>VENUE</u></p> <p style="text-align: center;">HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</p> |

TO: MEMBERS OF HOUSING COMMITTEE (Quorum 3)

Chairman:

Gabriel Rozenberg

Vice Chairman:

Shimon Ryde

Councillors

| | | |
|---------------|--------------|-------------|
| Daniel Thomas | Thomas Smith | Ammar Naqvi |
| Laithe Jajeh | Paul Edwards | Tim Roberts |
| Julian Teare | Ross Houston | |

Substitute Members

| | | |
|--------------|--------------------|--------------|
| Rohit Grover | Richard Cornelius | Anthony Finn |
| Geof Cooke | Charlie O-Macauley | Kath McGuirk |

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Thursday 22 November 2018 at 10AM. Requests must be submitted to Jan Natynczyk 020 8359 5129 Email: jan.natynczyk@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

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

Media Relations Contact: Gareth Greene 020 8359 7039

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ORDER OF BUSINESS

| Item No | Title of Report | Pages |
|---------|---|---------|
| 1. | Minutes of the Previous Meeting | 5 - 12 |
| 2. | Absence of Members | |
| 3. | Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests | |
| 4. | Report of the Monitoring Officer (if any) | |
| 5. | Public Questions and Comments (if any) | |
| 6. | Members' Items (if any) | |
| 7. | Business Planning 2019-2024 | 13 - 44 |
| 8. | Any Other Items that the Chairman Decides are Urgent | |

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Decisions of the Housing Committee

10 October 2018

Members Present:-

AGENDA ITEM 1

Councillor Gabriel Rozenberg (Chairman)

Councillor Shimon Ryde (Vice-Chairman)

Councillor Daniel Thomas

Councillor Laithe Jajeh

Councillor Julian Teare

Councillor Thomas Smith

Councillor Paul Edwards

Councillor Ross Houston

Councillor Ammar Naqvi

Councillor Tim Roberts

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 21 June 2018, be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Ross Houston

7 – Housing Strategy

8 – Fire Safety

Non-pecuniary interest
by virtue of being a
Council appointed
Director for Barnet
Group.

Councillor Shimon Ryde

7 – Housing Strategy

8 – Fire Safety

Non-pecuniary interest
by virtue of being a
Council appointed
Director for Barnet
Group.

Councillor Tim Roberts

7 – Housing Strategy

Non-pecuniary interest
by virtue of, together
with his wife being
private landlords of a
single property in the
borough of Barnet.

Councillor Julian Teare

10 – Annual Performance Review of Registered Providers

Non-pecuniary interest by virtue of being a tenant of One Housing.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Jasmin Parsons was given the opportunity to speak for 3 minutes regarding agenda 7 – Housing Strategy. Members of the Committee were then given the opportunity to ask questions.

Jasmin Parsons had also submitted three questions to the Committee, regarding the same item and was afforded the opportunity to ask supplementary questions.

The Deputy Chief Executive clarified issues regarding Board representation and arbitration.

The Chairman reported that the other resident that wished to speak and ask questions, was running late and would be afforded the opportunity to address the Committee when she arrived.

6. PRIVATE SECTOR HOUSING REFUND CLARIFICATIONS AND NEW FEES FOR 2019/20

The Chairman moved the order of business to bring this item forward.

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

The Chairman particularly drew attention to the rent repayment order service which would greatly assist residents needing assistance in this area.

RESOLVED that the Housing Committee approve the proposed refund clarifications and new fees for 2019/20 as set out in Appendix A and refer to Policy and Resources Committee for approval.

DEPUTY CHIEF EXECUTIVE

7. MEMBERS' ITEMS (IF ANY)

None.

8. HOUSING STRATEGY 2019-2024

The Committee noted that the Council had developed a new draft Housing Strategy to take account of major changes in the housing sector and wider demographic and economic changes, including rising housing costs, a shift in tenure from owner occupation to private renting, the impact of the Grenfell Tower fire disaster and legislative changes.

If approved by the Housing Committee, the council would undertake a public consultation on the aims of the draft strategy with key stakeholders including housing associations, developers, tenants and residents. Housing Committee will then be asked to review the responses to the consultation and approve a final version of the Housing Strategy.

Members commented as follows:

Selective Licensing

This was welcomed as very positive – Officers reported that this needed to be data led and estimated that it would be implemented within 12 months. Members could also assist by highlighting areas that needed addressing.

Affordable Housing

Some Members felt that the target figure was too low. Others felt that achievable targets were important and should concur with market assessment and take account of infrastructure as well as take account of the geographical area.

Consultation

Members asked if there would be consultation with other Committee Chairman and it was confirmed that there would be.

Officers outlined the public consultation process and confirmed that there would be consultation with key stakeholders and the Health and Wellbeing Board. Consultation would be fed into the final report.

Borrowing Cap

Members welcomed the lifting of this cap. The Chairman confirmed that more detail would have to be provided before the Council could take this forward. Officers confirmed that more detail should be available to form part of the Housing Revenue report coming to Committee in January 2019.

New Homes Funded by Right to Buy

Officers confirmed that these homes had now been let. Some Members expressed concern about the proposal to use funds from right to buy for shared ownership homes.

3 Year Private Rental Tenancies

Members welcomed this as a positive step.

The Committee voted on the recommendation in the report as follows:

For: 6
Against: 0
Abstained: 4

RESOLVED that

- 1. The proposed Draft Housing Strategy be approved for consultation;**
- 2. The results of the consultation be reported back to this Committee on 1 April 2019 together with Officer recommendations and a revised Strategy, if appropriate.**

ACTION: DEPUTY CHIEF EXECUTIVE

9. PUBLIC QUESTIONS AND COMMENTS (CONTINUED)

Adanna Oji was given the opportunity to address the Committee for three minutes regarding the Homelessness and Rough Sleeper Strategy. She had also submitted seven questions and asked some supplementary questions with regard to the appeals and complaints procedure and the difference between emergency and temporary accommodation which were responded to by the Chairman and Officers.

10. HOMELESSNESS AND ROUGH SLEEPING STRATEGY

Officers reported that the Homelessness Reduction Act 2017 was one of the largest changes to housing and homeless legislation in recent times. The Act required the council to carry out a review of homelessness and produce a strategy based upon this evidence base. At its June 2018 meeting the Housing Committee instructed Officers to prepare a draft strategy for consideration. This strategy summarised the findings of the review and sets out the Council's approach to tackling and preventing homelessness and rough sleeping in Barnet over the next five years, from 2019-2024.

If approved by the Housing Committee, the council would undertake a public consultation on the aims of the draft strategy with key stakeholders including housing associations, community and voluntary sector, tenants and residents. Housing Committee will then be asked to review the responses to the consultation and approve a final version of the Homelessness and Rough Sleeping Strategy.

At the request of the Chairman, Officers further elaborated on the role of the Homelessness Forum and the cooperation between partners. The whole purpose was about being proactive and preventing homelessness in the first place.

It was also noted that the final strategy would be submitted to the Health and Wellbeing Board.

Members raised the following issues:

Corporate Parenting

Members asked for some details about the support being given to care leavers with regard to supporting them into independent living, such as assistance with a rent deposit and information being more readily available.

It was explained that Barnet Homes were working closely with Onwards and Upwards and also the Corporate Parenting Advisory Committee.

Officers also explained that care leavers were given Band 2 priority, offered support on money management and sustaining a tenancy. There were also supported lodging schemes, supported accommodation schemes and Council Tax support.

With regards to rental deposit, there was discretionary payment assistance and charitable support.

Appeals Process

Members felt that if a resident was unhappy with a decision, the appeal and complaints process needed to be as clear as possible.

It was pointed out that people could still take an offer of accommodation whilst an appeal was ongoing.

Homelessness

Members sought clarification about services available.

Officers pointed out that the Homelessness Strategy and the Forum would assist to ensure services available were well disseminated. However, further suggestions were always welcome.

Officers also pointed out that services such as the Council, GP's etc had a duty to refer people that were already homeless or at risk of homelessness. Such cases should be referred to:

dutytorefer@barnet.gov.uk

Finally, Officers explained that Council departments worked collectively, with the emphasis now on prevention of homelessness.

One Offer Policy

Members asked where clear advice was available in terms of the one offer policy.

Officers replied that there was a 48hr period after offer for a resident to highlight any issues with the offer informally with Barnet Homes and if valid, these would be addressed outside the formal process for appeal.

There wasn't an independent advice service, but the Authority strived to offer clear advice.

Rough Sleepers

Members asked for an update regarding rough sleepers.

Officers replied that rough sleepers often had the most complex needs and there was assistance available, such as supported accommodation and assistance with helping them back to work. It was vital not to rush things and to offer the right accommodation and support plan.

Finally, it was noted that Barnet had recently secured funding for a Rough Sleeper Coordinator and three support officers.

The Committee voted unanimously to agree the recommendations in the report.

RESOLVED that

- 1. The proposed draft Homelessness and Rough Sleeping Strategy be approved for public consultation;**
- 2. The results of the consultation, be reported back to Housing Committee on 1 April 2019, together with Officer recommendations and a revised strategy, if appropriate.**

ACTION: DEPUTY CHIEF EXECUTIVE

11. ANNUAL PERFORMANCE REVIEW OF REGISTERED PROVIDERS (RPS)

Officers informed the Committee that Registered Providers (RPs) were key partners for the Council in delivering on the Housing Strategy goal of increasing the housing supply, including affordable housing. As the providers of accommodation for 8500 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, improving health and wellbeing and providing effective neighbourhood management. The Council had completed an Annual Performance Review of the major Registered Providers operating in the borough to obtain a view on how RPs are performing.

Members asked about some of the higher level of arrears amongst some of the providers and Officers explained the reasons behind this.

RESOLVED that the report be noted.

12. QUARTER 1 2018/19 HOUSING PERFORMANCE REPORT

This report provided an update on the Theme Committee priorities in the Corporate Plan 2018/19 Addendum for **Quarter 1 (Q1) 2018/19**, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

Members asked why the cost of temporary accommodation was going up and were informed that there was a reduced supply of more affordable units, driving costs up.

Members also asked about the reduction in empty properties being brought back into residential use and were informed that not as many properties were reported.

RESOLVED that the Committee note the financial, performance and risk information for Quarter 1 2018/19. (unanimously agreed)

13. COMMITTEE FORWARD WORK PROGRAMME

The Committee Forward Work Programme, was noted subject to the 21 March date being deleted and replaced with 1 April.

It was also noted that an additional meeting of the Committee was being held on 27 November at 6.30pm to sign off the Corporate Plan priorities.

14. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 8.53pm

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|  | <p style="text-align: right;">AGENDA ITEM 7</p> <p style="text-align: center;">Business Planning 2019-2024</p> <p style="text-align: center;">Housing Committee</p> <p style="text-align: center;">Date: 27 November 2018</p> |
| <p style="text-align: right;">Title</p> | <p>Business Planning 2019-2024</p> |
| <p style="text-align: right;">Report of</p> | <p>Councillor Gabriel Rozenberg - Chairman of Committee</p> |
| <p style="text-align: right;">Wards</p> | <p>All</p> |
| <p style="text-align: right;">Status</p> | <p>Public</p> |
| <p style="text-align: right;">Urgent</p> | <p>No</p> |
| <p style="text-align: right;">Key</p> | <p>Yes</p> |
| <p style="text-align: right;">Enclosures</p> | <p>Appendix A: Corporate Plan Appendix B: Additional priorities and approach to delivery Appendix C: Medium Term Financial Strategy (MTFS) and savings proposals for Committee</p> |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Cath Shaw, Deputy Chief Executive cath.shaw@barnet.gov.uk Paul Shipway, Strategic Lead Housing paul.shipway@barnet.gov.uk</p> |

Summary

The development of the council's Corporate Plan and Medium Term Financial Strategy have been aligned to cover the next five years (2019-2024). This paper sets out the priorities for the Housing Committee that make-up the corporate plan, as well as committee specific priorities. It also sets out the allocated budget for the Housing Committee and how it will meet its financial targets. The indicative savings proposal for the Housing Committee for 2019-2024 is £2.73m.

The budget projections through to 2024 are indicative figures. The budget will be formally agreed each year as part of the council budget and council tax setting process, and therefore could be subject to change.

A final budget will be considered by Policy and Resources Committee on 20 February 2019 before being recommended to Council on 5 March 2019. The final Corporate Plan will be published following this.

Officers Recommendations

- 1. That the Housing Committee note the corporate priorities (Appendix A); and approve the additional priorities and approach to delivery for this as set out in Appendix B**
- 2. That the Housing Committee consider the savings proposals set out in Appendix C, subject to any equalities impact assessments and refer them to the Policy and Resources Committee for eventual decision by Council.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is required as part of the business planning process in order to discuss and approve the priorities for the Housing Committee to 2024. Additionally, the report sets out the financial position of the Council and specifically the context for this Committee. The report also seeks Housing Committee approval for the savings programme within its authority to be recommended to Policy and Resources Committee.
- 1.2 The lack of affordable housing in the borough has resulted in a financial pressure for the council associated with the cost of providing privately sourced temporary accommodation. The cost of providing temporary accommodation has increased significantly, and this report includes proposals to increase the supply of more affordable housing options which will address existing cost pressures and deliver budget savings.

2. STRATEGIC CONTEXT

- 2.1 The council wants to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. But, like all councils, it faces an increasingly difficult financial challenge, with funding sources not keeping pace with demand and uncertainty about how services will be funded in the future.
- 2.2 The council has successfully risen to its financial challenges thus far, evidenced by delivering savings in excess of £155million since 2010. It was highlighted at the June 2018 Policy and Resources Committee that the council faced difficulty in balancing its in year position with a forecast overspend of £9.5m. Since then, hard work has resulted in this being reduced however there is still some way to go to fully balance.
- 2.3 Looking forward it is anticipated that these challenges will continue. Through refreshing the council's medium term financial strategy (MTFS) the organisation now faces an anticipated budget gap of £69.9m to 2023/24. This includes the savings of £17.3m already identified for 2019-20, plus a further gap of £52.6m to 2023/24.

- 2.4 To address that gap, the council will need to make some tough decisions about priorities and how limited funds are spent. This may mean that the council stops doing some things or does them in very different ways, as well as looking at how it can find opportunities to generate more income.
- 2.5 Despite the challenges, the council is ambitious for Barnet and the people that live and work here. During this time of significant challenge, the council has seen levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with the range of local services. The latest Residents' Perception Survey (Autumn 2017) indicates that 85 per cent of residents are satisfied with Barnet as a place to live and 65 per cent feel that the council is doing a good job.
- 2.6 The council must now prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints. The council wants to ensure residents get a fair deal by maximising opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.
- 2.7 To ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the Corporate Plan and MTFS have been aligned to cover the next five years (2019-to 2024). This will help to ensure we have a medium-term plan of how we will allocate our limited resources in line with what we want to achieve for the borough. The priorities within the Corporate Plan will be approved by Policy and Resources committee on 11 December for referral to Council.
- 2.8 The Corporate Plan, known as Barnet 2024, is being refreshed to reflect the priorities of the new administration who were elected in May 2018, and resident feedback on what matters. Feedback has been captured through public consultation and engagement that took place over the summer of 2018. The Corporate Plan, Barnet 2024, will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.
- 2.9 The three outcomes for the borough focus on place, people and communities:
- A pleasant, well maintained borough that we protect and invest in
 - Our residents live happy, healthy, independent lives with the most vulnerable protected
 - Safe and strong communities where people get along well
- The full list of corporate priorities for the next five years that support these outcomes, and the approach to delivery, can be seen in Appendix A.
- 2.10 To support delivery of the outcomes in the Corporate Plan, Barnet 2024, the theme committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference.
- 2.11 These priorities will inform an annual Housing Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the

corporate and committee priorities. Delivery plans will be approved by Housing Committee in early 2019 and will be refreshed on an annual basis.

- 2.12 The corporate priorities relevant to this Housing Committee, the additional priorities identified for approval, and the strategic approach to delivery can be seen in Appendix B.

Housing Committee Savings

- 2.13 In order to address the budget gap between 2019 and 2024 a range of savings and / or income generation proposals within the Housing Committee's area of responsibility can be seen below within table 1 and in Appendix C for full detail.
- 2.14 The lack of affordable housing in the borough has resulted in a financial pressure for the council associated with the cost of providing privately sourced temporary accommodation. It is proposed that significant savings will be delivered by increasing the supply of more affordable housing options through a programme of acquisitions and building of new affordable homes for rent.
- 2.15 Properties already acquired by the council for use as temporary accommodation will be transferred to Opendoor Homes along with any associated borrowing. In addition, it is proposed that a new programme of 500 acquisitions will be progressed via Opendoor Homes supported by a loan of £163m from the council. Savings will be delivered as the cost of financing the portfolio will be managed by Opendoor Homes, who will also pay a premium of 1.24% on loans from the council. In addition, it is expected that Opendoor Homes will benefit from additional borrowing capacity to support the development of more affordable housing.
- 2.16 89 new homes will be built by Opendoor Homes on council land, which as well as offsetting the cost of temporary accommodation that would otherwise have to be used, will also provide an annual premium to the council. In addition, 87 new council homes will be built supported by a grant from the Greater London Authority and borrowing within the Housing Revenue Account. Together, these programmes will provide an additional 176 new affordable homes in Barnet alongside the 320 new affordable homes currently being built by Opendoor Homes.
- 2.17 Plans are also being considered for transferring some council homes to Opendoor Homes as they become empty. Opendoor Homes will charge a rent set at 65% of market rents and will pay an annual premium of £2,000 to the council for each property, transferred. In addition, it is expected that Opendoor Homes will benefit from additional borrowing capacity to support the development of more affordable housing. This proposal will be considered in more detail as part of the Housing Revenue Account Business Plan which is due to be reported to the Housing Committee on 14 January 2019.
- 2.18 The proposals have the potential to deliver a net saving of £4.84m once forecast pressures that take account of the increasing costs of temporary accommodation are taken into account whilst delivering an additional 676 affordable homes.

Table 1 – proposed savings

| £'000 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Total |
|---|--------------|-------------|--------------|--------------|--------------|--------------|
| H1 -500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan from Council | -161 | -568 | -821 | -834 | -681 | -3065 |
| H2 - Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes | -1025 | 49 | 50 | 51 | 53 | -822 |
| H3 - Additional 89 homes for affordable rent built by Opendoor Homes | 0 | 0 | -158 | -162 | -5 | -325 |
| H4 - Build 87 new council homes for rent on top of existing council housing blocks | 0 | 0 | -111 | -115 | -4 | -230 |
| H5 - Increase some temporary accommodation rents to Local Housing Allowance | -62 | 0 | 0 | 0 | 0 | -62 |
| H6 - Trickle transfer of 950 council homes to Opendoor Homes | 0 | -350 | -600 | -600 | -600 | -2150 |
| Total Savings | -1248 | -869 | -1640 | -1660 | -1237 | -6654 |
| Pressures | 560 | 755 | 500 | 0 | 0 | 1815 |
| Total Savings Net | -688 | -114 | -1140 | -1660 | -1237 | -4839 |

3. REASONS FOR RECOMMENDATIONS

- 3.17 Local Government continues to face significant reductions in funding and increased demand for services, as set out in the above context. These challenges require continual longer term, robust financial and strategic planning and the recommendations in this report support this.
- 3.18 By law, the council is required to set a legal, balanced budget. These proposals are the best way of doing that by meeting financial targets and delivering outcomes and ambitions for Barnet.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 4.1 The alternative option is not to approve the MTFS, the savings programme and Housing Committee priorities. This, however, is not considered to be good practice and may expose the council to the risk of not achieving the savings targets.

5. POST DECISION IMPLEMENTATION

- 5.17 As part of recommendation 1, plans will be developed to deliver the Housing Committee's priorities as set out in Appendix B.
- 5.18 If Housing Committee approves recommendation 2 made by this report, then the savings proposals will be referred to Policy and Resources Committee on 11 December as part of the MTFS.

6. IMPLICATIONS OF DECISION

6.17 Corporate Priorities and Performance

- 6.17.1 The council's corporate plan, which sets out the outcomes, priorities and approach, has been refreshed for 2019 to 2024, alongside the Medium Term Financial Strategy for the same period. The updated corporate priorities can be seen in Appendix A. Committees may also have specific additional priorities they will deliver alongside this. The performance indicators/targets for the corporate and committee priorities will be updated in early 2019 as part of the theme committee delivery plans.

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

- 6.18.1 The Housing Committee savings programme will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, and individual proposals will be subject to appropriate consultation and equality impact assessments where necessary. For this reason, the proposals are subject to change.

6.19 Social Value

- 6.19.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

6.20 Legal and Constitutional References

- 6.20.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

6.20.2 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirements in accordance with the prescribed requirements of that section. This requires consideration of the authority's estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

6.20.3 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.20.4 These proposals will be referred to Policy and Resources Committee, consulted on, and if approved by policy and Resources Committee referred on to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

6.20.5 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.

6.20.6 The council's Constitution, Article 7.5 - Responsibility for Functions, states that the Housing Committee's functions include:

'(1) Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing

(2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.

(3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.'

6.20.7 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).

6.21 Risk Management

6.21.1 The council has an established approach to risk management, which is set out in the

Risk Management Framework. Risks associated with the saving proposals will be outlined within the Theme Committee reports as each proposal is brought forward for the Committee to consider.

6.21.2 An integral part of the Theme Committee delivery plans will be identifying any risks to delivering the corporate or committee priorities and key activities.

6.21.3 Risks will be reviewed quarterly (as a minimum) and any high-level risks will be reported to the relevant Theme Committee and P&R Committee.

6.22 Equalities and Diversity

6.22.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.

6.22.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. A lot of proposals are in formative stages, so the equality impacts will need to be updated as the projects are rolled out. Many of these proposals will need to be subject to separate decisions and at this stage the decision maker will need to be equipped with an updated equality impact assessment before they can make their decision. Consideration of the duties should precede the decision. It is important that Environment Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:
(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and*
- (b) Promote understanding.*

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

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

6.22.3 If deemed appropriate, a project may be subject to future individual committee decisions once the budget envelope has been set by Council. Any equality impacts carried out will be updated for these decisions. As an alternative to agreeing any of the proposals, the committee would have the option of maintaining the current level of services; however, this will impact on the proposed budget.

6.23 Corporate Parenting

6.23.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does.

6.24 Consultation and Engagement

6.24.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- Where there is a statutory requirement in the relevant legislative framework
- Where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation
- Where consultation is required to complete an equalities impact assessment.

6.24.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
- There is adequate time given to the consultees to consider the proposals
- There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

6.24.3 Public consultation and engagement on the Corporate Plan took place between 16 July 2018 and 23 September 2018. The findings from this have been considered and incorporated into the draft document.

6.24.4 A total of 287 questionnaires were completed and 141 residents attended the three Question Time Leader led events.

6.24.5 Key headlines from the consultation are as follows:

- A clear majority of those responding to the questionnaire agree with all the outcomes the council is proposing to focus on for the next five years, with around nine out of ten respondents (90%) agreeing with each of the councils proposed outcomes.
- There was a similar level of agreement for the priorities set out under each outcome, with 80-90% of respondents agreeing with each of the priorities. The one exception to this was 'Delivering on our major regeneration schemes' where six out of ten agreed.
- Around 80% also agreed with the approach the council has outlined to deliver its outcomes over the next five years.
- When residents were asked to comment further, the main feedback was that they wanted more detail on how the priorities would be delivered and funded. This has resulted in more detail around the strategic approach to delivery being included in the draft corporate plan.
- Further comments on the outcomes, priorities and approach were very varied, the most common themes were around; street cleansing, tackling enviro-crime and anti-social behaviour, improving air quality and investing in sustainable transport

methods. This feedback has now been incorporated and reflected in the draft plan.

- Comments on our approach related to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear theme around how we balance our council tax rates with being able to deliver services.
- This feedback has now been incorporated and reflected in the draft plan.

6.24.6 Public consultation with residents and businesses on the overall budget for 2019-2024 will commence on 12 December 2018 subject to agreement from the P&R Committee on 11 December 2018. The final budget will then be recommended to P&R Committee on 20 February 2018 ahead of final approval at Full Council on the 5 March 2019.

6.24.7 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different situations including proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. Service specific consultations will take place where necessary in line with timescales for any changes to be implemented.

6.24.8 Where appropriate, separate service specific consultations have already taken place or are currently taking place for the 2019/20 savings. The current consultations are:

- Draft Housing Strategy
- Draft Homelessness and Rough Sleeping Strategy

https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping

7. INSIGHT

7.1 A reduction in the supply of affordable housing, coupled with sustained levels of increased demand provides the rationale for the key element of the proposals which is to increase the supply of affordable housing options.

7.2 There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.

7.4 There has been a significant increase in the number of households in temporary accommodation; numbers have increased from 2,172 in April 2012 to their current level of 2,519 at the end of September 2018.

7.5 Whilst it is positive that the regeneration schemes in Barnet are progressing in their development, this has an impact on available supply as 'non-secure' tenants placed in regeneration units as long term temporary accommodation (TA) are decanted and require rehousing, either to alternative TA or social housing units.

8 BACKGROUND PAPERS

- 8.1 Housing Committee 11 October 2018 - Item 8 Housing Strategy
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4>
- 8.2 Housing Committee 11 October 2018 - Item 10 Homelessness and Rough Sleeping Strategy
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9487&Ver=4>
- 8.3 Assets, Regeneration and Growth Committee – 27 November 2017 – Item 13 – Open Market Purchases of Affordable Housing
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>

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DRAFT CORPORATE PLAN

October 2018





BARNET

Barnet is a fantastic place, with many people choosing to call our part of London home.

As a council, we want to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. As we look to the future we want to build on our unique strengths: the parks and green spaces, excellent schools and diverse communities that get along and make an active contribution.

The pace of change in our world is fast, especially technology, so it's important that we move with the times, and make the most of the opportunities that come our way. This gives us the chance to embrace change and be innovative in the way that we deliver services.

Financial challenges

Like all councils, we're in a difficult financial situation, with more and more people needing our services, less money to spend, and uncertainty about how councils are funded in the future.

Our resources are limited, so we must be clear about what we can do and ensure that we care for the most vulnerable people whilst achieving a financially sustainable balance across the services we provide.

We need to save £69million over the next five years. That's on top of the £155million we've saved since 2010. To do that, the council will need to make the decisions we need to about priorities and how we spend our limited funds. We may need to stop doing some things or do them in a very different way. We will also look at how we can find opportunities to generate more income.

Ambitions for the future

Despite the challenges, we are ambitious for Barnet and the people that live and work here. We must now prioritise and use our limited resources effectively as we develop plans for the next five years.

We developed a draft plan – Barnet 2024 - which outlined outcomes we want to achieve for the borough, and priorities to focus on. These reflected what we know are important for Barnet, based on feedback from surveys, consultations, engagement events and your councillors. We also set out an approach for how we will deliver the plan within our budget.

We wanted to hear from residents, communities and businesses, so throughout the summer we gathered feedback through an online survey and events. We have taken those views on board and now incorporated them into a final draft.

What you told us

A key piece of feedback was wanting to see more detail around how we would be delivering on the priorities we've set out, as well as how they would be funded. We understand that it's important to demonstrate our approach in how we are going to achieve what we're setting out to do.

Therefore, we have now added in information around the 5-year strategic approach to delivery for each of our priorities, giving an extra level of detail. This will be further supported by the development of annual delivery plans for each Theme Committee, which includes the responsibility of delivering any corporate priorities that fall within its remit, alongside any additional priorities specific to the committee.

Further comments on our outcomes and priorities were very varied with the most common themes being around; street cleansing, tackling environmental crime and anti-social behaviour, improving air quality and investing in sustainable transport. As these have come out as particularly important areas to you, we have now reflected them with more emphasis within our corporate plan.

Feedback was also received on our approach for how we will deliver the plan within our budget, with comments relating to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear theme around how we balance our council tax rates with being able to deliver services. This has been taken on board and language has been changed to ensure there is greater clarity around these points.

What next

The Barnet 2024 plan will be published in March 2019, alongside our Medium Term Financial Strategy.

2024

WHAT WE WANT TO ACHIEVE

Our proposed focus is on three main outcomes:

OUTCOME



OUTCOME



OUTCOME



PRIORITIES

A set of key priorities that we will be focussing on sit underneath each outcome, including detail of how we intend to deliver this. This doesn't aim to capture all that the council does, rather it provides a framework to guide us.

Barnet 2024 PRIORITIES

OUTCOME
A pleasant, well maintained borough that we protect and invest in

- Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections
- Keeping the borough moving, including improvements to roads and pavements
- Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces
- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- Investing in community facilities to support a growing population, such as schools and leisure centres
- Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

OUTCOME
Our residents live happy, healthy, independent lives with the most vulnerable protected

- Improving services for children and young people and ensuring the needs of children are considered in everything we do
- Integrating health and social care and providing support for those with mental health problems and complex needs
- Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life
- Helping people into work and better paid employment
- Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
- Ensuring we have good schools and enough school places so all children have access to a great education

OUTCOME
Safe and strong communities where people get along well

- Keeping Barnet safe
- Tackling anti-social behaviour and environmental crime
- Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime
- Ensuring we are a family friendly borough
- Focusing on the strengths of the community and what they can do to help themselves and each other
- Supporting local businesses to thrive

OUTCOME

**A pleasant,
well
maintained
borough that
we protect
and invest in**



Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

How we will deliver this:

- Supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and reuse
- Working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings
- Fully utilising new street cleansing equipment
- Reducing bin clutter in town centres by continuing to implement time-banded collections

Keeping the borough moving, including improvements to roads and pavements

How we will deliver this:

- Improving the condition of our roads and pavements
- Encouraging the use of public transport, walking and cycling through the 'healthy streets' approach
- Lobbying for improvements to public transport and bringing back disused public transport such as rail lines
- Developing a cycle network to major destinations in the borough without impeding main traffic routes
- Promoting and continuing to roll out electric vehicle charging and car clubs
- Using enforcement to increase compliance and support traffic to move smoothly and safely

Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

How we will deliver this:

- Developing masterplans that deliver significant improvements to parks
- Delivering the tree planting programme across the borough to alleviate the effects of pollution
- Identifying sites for using green spaces to promote health and wellbeing
- Working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools

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

How we will deliver this:

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

Investing in community facilities to support a growing population, such as schools and leisure centres

How we will deliver this:

- Investing in community facilities such as;
 - new and replacement schools;
 - enhancing our indoor and outdoor sporting facilities;
 - maintaining our 21st century libraries
 - transformation of parks and open spaces

Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

How we will deliver this:

- Working with partners to deliver the Brent Cross Cricklewood scheme which includes; a new town centre, train station, 27,000 jobs and 7,500 new homes
- Working with The Barnet Group to deliver housing on smaller sites across the borough
- Continuing to invest in Colindale, including through;
 - progressing the development of Grahame Park
 - enhancements to Colindale tube station
 - ensuring that the major housing developments in the area contribute to an overall sense of place

OUTCOME

**Our residents
live happy,
healthy,
independent
lives with the
most vulnerable
protected**



Improving services for children and young people and ensuring the needs of children are considered in everything we do

How we will deliver this:

- Improving children's services to get a 'good' Ofsted rating
- Providing effective leadership and empowering staff
- Improving the social, emotional and mental health and wellbeing of children and young people
- Preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour
- Being a good corporate parent to children in care and care leavers

Integrating health and social care and providing support for those with mental health problems and complex needs

How we will deliver this:

- Working with local NHS organisations, GPs and NHS Barnet Clinical Commissioning Group to provide more health and care services closer to home
- Working with the NHS to achieve timely discharge from hospital for patients
- Offering, and signposting to, prevention support for people to stay active and more independent in the community
- Developing joined up services for those with complex mental health needs to prevent crisis and to enable residents to fulfil their potential

Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life

How we will deliver this:

- Opening new extra care schemes for people that need additional support to remain living independently
- Providing enablement services that help people regain or increase their independence
- Using technology to enhance independence and assist with care
- Offering support for carers of people with dementia
- Providing equipment that allows people to stay more independent at home

Helping people into work and better paid employment

How we will deliver this:

- Working with partners to provide employment support
- Offering employment schemes and apprenticeships on the regeneration sites
- Offering specific support to help people find work such as care leavers, people with disabilities and Universal Credit claimants
- Promoting apprenticeships across Barnet and supporting businesses to make use of the apprenticeship levy

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

How we will deliver this:

- Delivering new indoor and outdoor sporting facilities and enhancing existing sporting facilities, and ensuring participation in sport and physical activity is accessible to all
- Giving residents access to health and wellbeing information and activities through the Fit and Active Barnet (FAB) framework
- Completing the implementation of the new leisure contract (which includes a range of well-being services such as; the Fit & Active Barnet Card, weight management services, falls prevention, diabetes control and dementia friendly sessions)
- Supporting people to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination and making mental health everyone's business
- Providing residents advice, guidance and screening on substance misuse and ensuring that access to treatment is available to those who need it most
- Implementing the Healthy Weight strategy focusing on promoting physical exercise and healthy eating in schools

Ensuring we have good schools and enough school places so all children have access to a great education

How we will deliver this:

- Planning and forecasting to deliver school places to meet identified needs
- Improving pupils' achievement and narrowing the attainment gap
- Improving outcomes for children and young people with special educational needs and disabilities
- Supporting children to have the best start in life and be ready for learning

OUTCOME

Safe and strong communities where people get along well



Keeping Barnet safe

How we will deliver this:

- Maintaining low levels of crime, anti-social behaviour and substance misuse on our streets
- Ensuring the effective management of offenders to reduce offending
- Supporting victims of crime and anti-social behaviour to reduce the risk of repeat victimisation
- Delivering the Violence Against Women and Girls Strategy
- Delivering a multi-agency response to violence, vulnerability and the criminal exploitation of children and vulnerable adults
- Reducing the fear of crime

Tackling anti-social behaviour and environmental crime

How we will deliver this:

- Delivering targeted multi-agency interventions in areas subjected to persistent crime, anti-social behaviour and environmental crime (such as fly-tipping and littering)
- Using enforcement tools and powers to protect communities, reduce offending and increase compliance

Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime

How we will deliver this:

- Raising awareness of Barnet's diverse communities and providing opportunities to celebrate and promote cohesion
- Preventing radicalisation and supporting victims of hate crime, including raising awareness
- Working with local community groups to respond to Hate Crime
- Mapping and building relationships with new and emerging communities

Ensuring we are a family friendly borough

How we will deliver this:

- Helping children to live in safe and supportive families and communities
- Providing services that encourage and build resilience
- Increasing the participation, voice and influence of young people
- Embedding children's rights across policies and procedures
- Ensuring children and families know about and can influence decisions that affect them

Focusing on the strengths of the community and what they can do to help themselves and each other

How we will deliver this:

- Encouraging individual and corporate volunteers to help build active communities
- Providing access to a comprehensive directory of community resources
- Supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents
- Developing strong and resilient partnerships through the Communities Together Network and Barnet Multi-Faith Forum

Supporting local businesses to thrive

How we will deliver this:

- Streamlining council access for businesses and developing a clear business support offer through Entrepreneurial Barnet
- Reducing the numbers of vacant units to ensure key town centres are thriving
- Encouraging residents and local businesses to play an active role in shaping their high streets
- Supporting businesses to improve workplace health
- Making Barnet the best place in London to be a small business

OUR APPROACH

WE HAVE SET OUT BELOW HOW WE INTEND TO DELIVER BOTH OUR STATUTORY DUTIES AND AMBITIONS FOR BARNET WITHIN OUR FINANCIAL CONSTRAINTS. WE WANT TO ENSURE THAT TAX PAYERS MONEY GOES AS FAR AS IT CAN.

A FAIR DEAL

- Delivering services that matter most by making decisions to prioritise our limited resources
- Providing value for money for the tax payer and ensuring we are transparent in how we operate
- Standing up for Barnet and ensuring it gets its fair share of resources including policing and general funding

EFFICIENT AND EFFECTIVE COUNCIL

- Managing our finances and contracts robustly
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Treating residents equally, with understanding and respect, with all having access to quality services





MAXIMISING OPPORTUNITY

- Taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to boost the local economy

SHARED RESPONSIBILITY

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Focussing on prevention and early help so residents can live independently for as long as possible
- Collaborating locally to achieve the best outcomes for Barnet



Housing Committee

This committee is responsible for the Housing Strategy (including homelessness) and all matters relating to Private Sector Housing, and works with Barnet Homes, Re, Social Landlords and social housing providers on housing related matters.

Introduction:

The Housing Committee agrees all matters relating to Housing Policy for the borough. The committee oversees the delivery of the Council's Housing and Homelessness Strategies and is responsible for matters relating to housing performance, budgets and risk.

Committee Priorities for 2019-2024

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

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Appendix C - Housing

| Line ref | Opportunity Area | Corporate Plan Priority | Description of saving | Consultation (How are we consulting on this proposal) | Impact Assessment | | | Budget | | | | | | Total savings (All years) |
|-----------------|------------------|------------------------------|---|--|---|---|---|----------|---------|---------|---------|---------|---------|---------------------------|
| | | | | | Impact on Service Delivery | Impact on Customer Satisfaction | Equalities Impact | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | |
| | | | | | | | | £,000 | £000 | £000 | £000 | £000 | £000 | |
| H1 | Housing | Growth and income generation | 500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes. | No service specific consultation required There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping | This saving is not anticipated to impact on service delivery. | This saving will not have an adverse impact on customer satisfaction. | No staff and / or service user equality impact analysis is required. | 25,350 | (161) | (568) | (821) | (834) | (681) | (3,065) |
| H2 | Housing | Growth and income generation | Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes. | No service specific consultation required There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping . | This saving is not anticipated to impact on service delivery. | This saving will not have an adverse impact on customer satisfaction. | No staff and / or service user equality impact analysis is required. | 25,350 | (1,025) | 49 | 50 | 51 | 53 | (822) |
| H3 | Housing | Growth and income generation | Additional 89 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay an premium to the council for each property. | No service specific consultation required There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping . | This saving is not anticipated to impact on service delivery. | This saving will not have an adverse impact on customer satisfaction. | No staff and / or service user equality impact analysis is required. | (23,650) | | | (158) | (162) | (5) | (325) |
| H4 | Housing | Growth and income generation | Build 87 new council homes for rent on top of existing council housing blocks.Savings achieved as these homes will provide a cheaper alternative to temporary accomodation. | Consultation will be undertaken with residents living on affected estates. There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping . | This saving is not anticipated to impact on service delivery. | Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop. | An equality impact assessment will be completed. This will kept under review as the specific proposals develop. | (23,650) | | | (111) | (115) | (4) | (230) |
| H5 | Housing | Growth and income generation | Increase some temporary accommodation rents to Local Housing Allowance. | Service specific consultation will be undertaken if required. There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping . | This saving is not anticipated to impact on service delivery. | Some residents may have to pay a higher rent, but this will be eligible for housing benefit | An equality impact assessment will be completed. This will kept under review as the specific proposals develop. | (23,650) | (62) | | | | | (62) |
| H6 | Housing | Growth and income generation | Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the assett base to fund the building of more affordable homes. | Service specific consultation will be undertaken if required. There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping . | This saving is not anticipated to impact on service delivery. | Some residents may have to pay more rent, but this will be eligible for housing benefit | An equality impact assessment will be completed. This will kept under review as the specific proposals develop. | (400) | 0 | (350) | (600) | (600) | (600) | (2,150) |
| Total | | | | | | | | | (1,248) | (869) | (1,640) | (1,660) | (1,237) | (6,654) |
| Pressures | | | | | | | | | 560 | 755 | 500 | 0 | 0 | 1,815 |
| Overall Savings | | | | | | | | | (688) | (114) | (1,140) | (1,660) | (1,237) | (4,839) |

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