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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.

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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

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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.

Priority	Key Outcomes
Increasing Housing Supply	<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"> • Housing Strategy has set out Barnet’s plans for increasing supply • Housing Needs Assessment have identified the quantum and mix of housing required • Growth and regeneration programmes and new private developments meet housing need, and contribute to Barnet’s reputation as a desirable place to live. • Developments on Council land meet housing need and maximise benefits to the Council.
Delivery of Affordable Housing	<p>Barnet has identified the number of affordable homes it needs and is delivering these in particular:</p> <ul style="list-style-type: none"> • Housing Strategy has identified Barnet’s approach to providing affordable homes • Housing Needs Assessment has identified the amount of affordable housing needed • Affordable Housing Supplementary Planning Document has set out how much affordable housing will be sought from new developments as part of the planning process • 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 • The HRA Business Plan has set out the investment priorities for new and existing council homes • Developments on Council land meet needs for affordable housing and maximise benefits to the Council.
Council Housing and Housing Needs Services	<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"> • The Housing Strategy has set out objectives for Housing Services in Barnet • The future of homelessness and housing management services beyond 2015/16 has been established • The contribution of homelessness and housing management services to the Council’s overall aims has been developed

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<p>Tackling Homelessness</p>	<p>Homelessness and use of emergency accommodation has been minimised in particular:</p> <ul style="list-style-type: none"> • 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
<p>Sustaining quality, particularly in the Private Rented Sector</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"> • Supporting good landlords in the Private Rented Sector and intervening where necessary. • Bringing empty properties back into use • 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. • Use of Article 4 direction to control development of new HMOs. • 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.
<p>Providing suitable housing to support vulnerable people</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"> • New integrated specialist housing including extra care • Wheelchair accessible housing • Continuation of the Winter Well programme • Creating an accommodation strategy to support vulnerable people which promotes independence and recovery
<p>Financial contribution to the Council</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>

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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.

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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

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Commissioning intentions:

	Commissioning intention	What needs to happen
1	Increasing the supply of new homes	<ul style="list-style-type: none"> - Housing Strategy has set out Barnet's plans for increasing supply
2	New homes that will meet the needs of Barnet's households	<ul style="list-style-type: none"> - Housing Needs Assessment has identified the quantum and mix of housing required. - Growth and Regeneration programmes and new private developments meet housing need, and contribute to Barnet's reputation as a desirable place to live. - Developments on Council land meet housing need and maximise benefits to the Council
3	Delivering Homes that people can afford	<ul style="list-style-type: none"> - Housing Strategy has identified Barnet's approach to providing affordable homes - Housing Needs Assessment has identified the amount of affordable housing needed - Revised Affordable Housing Supplementary Planning Document will set out how affordable housing will be sought from new developments as part of the planning process - 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 - The HRA Business Plan has set out the investment priorities for new and existing council homes - Developments on Council land meet needs for affordable housing and maximise benefits to the Council - Development of Starter homes for homeownership.

These commissioning intentions will contribute to the following outcomes:

- **Increasing Housing Supply**
- **Delivery of Affordable Housing**

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Outcome measures

Measure	Baseline – 14/15	Target - 19/20
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.

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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 ¹

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.

¹ 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:

	Commissioning intention	What needs to happen
1	Supporting good landlords in the private rented sector and intervening where necessary.	<ul style="list-style-type: none"> - Houses in Multiple-Occupation – - Extend licencing beyond the statutory minimum scheme to assist in improving the housing impact of houses in multiple-occupation. - Use of Article 4 direction to control development of new HMOs

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These commissioning intentions will contribute to the following outcomes:

- **Sustaining quality in the Private Rented Sector**

Outcome measures

Measure	Baseline – 14/15	Target - 19/20
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:

	Commissioning intention	What needs to happen
1	Increased supply of alternatives to residential care for vulnerable people	<ul style="list-style-type: none">- New integrated specialist housing including extra care- More wheelchair accessible housing
2	Reduce the number of deaths amongst older people associated with cold weather	<ul style="list-style-type: none">- Continuation of the Winter Well programme
3	Providing sustainable housing options for vulnerable people	<ul style="list-style-type: none">- Accommodation strategy for vulnerable people which promotes independence

These commissioning intentions will contribute to the following outcomes:

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- **Providing suitable housing to support vulnerable people**

Outcome measures

Measure	Baseline – 14/15	Target - 19/20
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

Savings target	Savings achieved through:
£1.839 million	<ul style="list-style-type: none">• Management and repairs savings due to forecasted stock losses through estate regeneration and Right to Buy sales,• Value for money service reviews.
£0.937 million	<ul style="list-style-type: none">• Procurement and enhancing the value of existing contract arrangements• Reduced accommodation costs due to less floor space at Barnet House• New ways of working through more effective use of IT.
£0.77 million	<ul style="list-style-type: none">• Stopping some of the 'non-essential' works provided by Barnet Homes,• Re-prioritisation of certain types of non-urgent repairs.
£2.853 million total	

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

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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 commitments²,

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.

	TOTAL CAPITAL FUNDING £'000				
General Fund	2015-16	2016-17	2017-18	2018-19	Total
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.

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		
Total	29,926	43,897	36,311	21,237	17,132

² Existing Barnet Homes programme for 41 units, Extra Care Housing at Morton Close, Advanced Acquisitions of Leasehold properties on Regeneration Estates

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

Current Actions - Development & Infrastructure

Priorities for use of HRA Headroom	
<ul style="list-style-type: none"> • General Fund Savings particularly social care pressures and costs of emergency temporary accommodation • Tackling Homelessness • Regeneration & Growth 	
In Place	• 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
To be confirmed	• Additional homes through infill on HRA land.
	• One more supported housing scheme – 50 units by 2019/20
	• Acquisition of homes in more affordable areas
Other non HRA expenditure	• 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

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Proposed HRA Budget

Year	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21
£'000						
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