

## **Appendix B: Delivery Plan (1-year for 19/20)**

1. This committee is responsible for the Housing Strategy (including homelessness), commissioning of environmental health functions for private sector housing and works with Barnet Homes, Re, Social Landlords and social housing providers on housing related matters.
2. 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.
  - 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.
  - A new programme of 500 acquisitions will be progressed via Opendoor Homes supported by a loan of £163m from the council (**H1**). 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.
  - Properties already acquired by the council for use as temporary accommodation will be transferred to Opendoor Homes along with any associated borrowing (**H2**). Authority to transfer homes already acquired to Opendoor Homes will be presented to Policy & Resources Committee in February 2019 following the completion of preparatory works required to map the requirements to facilitate the transfer.
  - Proposals for building c.500 additional affordable homes for rent will be developed as part of the council's development pipeline through Opendoor Homes and be submitted to the Assets Regeneration and Growth Committee for consideration. Our current delivery plan is for Opendoor Homes to build 320 new affordable homes by 2021; we will increase this target by 176 homes, comprising 89 units on council land (**H3**) and 87 units supported by a grant from the Greater London Authority and borrowing within the Housing Revenue Account (**H4**). Opendoor Homes will benefit from additional borrowing capacity to support the development of more affordable housing. A paper seeking approval for funding the programme will be presented to Policy & Resources Committee in February 2019. Further work is being carried out on the capacity of HRA sites to deliver additional homes, and early indications are that a further 400 homes could be developed. The removal of the HRA debt cap provides an opportunity

to invest more HRA resources in the building of new council homes, and the council will work with Barnet Homes to identify opportunities which complement the existing programme already in place with Opendoor Homes.

- Increasing some temporary accommodation rents to Local Housing Allowance (LHA) rates will align rents with both new Council acquisitions and with affordable rents charged in the private rented sector (**H5**). A proposal setting out increasing some temporary accommodation rents in outer London LHA areas from their existing rates to the current Local Housing Allowance rate will be presented to Housing Committee in January 2019.
- Plans are being considered for transferring some council homes to Opendoor Homes as they become empty (**H6**). 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.
- 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**

<b>£'000</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>H1</b> -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
<b>H2</b> - Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes	-1025	49	50	51	53	-822
<b>H3</b> - Additional 89 homes for affordable rent built by	0	0	-158	-162	-5	-325

Opendoor Homes						
<b>H4-</b> Build 87 new council homes for rent on top of existing council housing blocks	0	0	-111	-115	-4	-230
<b>H5</b> - Increase some temporary accommodation rents to Local Housing Allowance	-62	0	0	0	0	-62
<b>H6</b> - Trickle transfer of 900 council homes to Opendoor Homes	0	-350	-600	-600	-600	-2150
<b>Total Savings</b>	<b>-1248</b>	<b>-869</b>	<b>-1640</b>	<b>-1660</b>	<b>-1237</b>	<b>-6654</b>
Pressures	560	755	500	0	0	1815
<b>Total Savings Net</b>	<b>-688</b>	<b>-114</b>	<b>-1140</b>	<b>-1660</b>	<b>-1237</b>	<b>-4839</b>

### 3. Table of Committee priorities

Priority	How will we achieve this?	Year 1 Timescales	How will we measure this?	Year 1 Targets	What are the key risks?
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet Residents	- Work with developers to bring forward our growth and regeneration plans which will deliver thousands of new homes	March 20	- New homes completed across the borough by all providers	Monitor	- landowners with planning permission may choose not to bring forward developments due to economic uncertainty which could impact on the delivery of the number of new homes available for market and affordable housing in Barnet.
	- Enabling the delivery of new affordable housing, including 77 new homes on council owned land	March 20	- Affordable housing completions across the borough by all providers - Affordable housing delivered on council owed land	Monitor 77	

	<ul style="list-style-type: none"> <li>- Seek agreement through s106 with developers to prioritise people living or working in Barnet for new housing schemes in the borough.</li> <li>- Review and appraise sites linked to additional 89 Homes to be built through Opendoor Homes (H3) and carry out feasibility study linked 87 homes to be built on top of existing blocks (H4)</li> <li>- Produce a more detailed report on Trickle transfer for the Housing Committee to consider (H6)</li> </ul>	<p>March 20</p> <p>March 2020</p> <p>June 2019</p>			
<p>Raising Standards in the Private Rented Sector</p>	<ul style="list-style-type: none"> <li>- Draft proposal and undertake public consultation on a selective licensing scheme for landlords</li> <li>- Targeting enforcement and monitoring of properties that require a HMO licence</li> <li>- Ensure the quality of advice available to private tenants is more robust through improving information on the council</li> </ul>	<p>March 2020</p> <p>March 2020</p> <p>July 2019</p>	<ul style="list-style-type: none"> <li>- Increasing number of Houses in Multiple Occupation licenced under the mandatory (which now included additional) licensing scheme</li> <li>- Number of fixed penalty notices issued to landlords.</li> <li>- Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards</li> <li>- Number of tenants supported via drop in surgery.</li> </ul>	<p>1,150</p> <p>Monitor</p> <p>220</p> <p>Monitor</p>	<ul style="list-style-type: none"> <li>- A failure of landlords to comply with licence conditions could lead to a lack of quality housing in the private rented sector</li> <li>- Poor quality accommodation and noncompliance with statutory H&amp;S obligations by rogue landlords could lead to serious detriment and even risk of death for some tenants.</li> </ul>

	<p>website and holding drop in surgeries for tenants.</p> <ul style="list-style-type: none"> <li>- Work with landlords to improve poor-quality private sector housing</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>- Number of private rented sector housing service requests completed.</li> <li>- Number of accredited landlords</li> </ul>	<p>Monitor</p> <p>900</p>	
Safe and secure homes	<ul style="list-style-type: none"> <li>- Undertake fire risk assessments and ensure any actions are implemented.</li> <li>- Investment in measures to improve fire safety for council homes.</li> <li>- Provide information to commercial tenants on council estates to help them to understand their responsibilities in relation to keeping buildings safe.</li> </ul>	<p>March 2020</p> <p>March 2020</p>	<ul style="list-style-type: none"> <li>- Scheduled fire risk assessment completed (council housing) on time</li> <li>- Priority 0 and 1 fire safety actions completed on time</li> </ul>	<p>100%</p> <p>90%</p>	<ul style="list-style-type: none"> <li>- Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.</li> </ul>
Developing housing fit for our future population	<ul style="list-style-type: none"> <li>- Commence building work on new extra care scheme (Stag House) to help people remain independent</li> <li>- Ensuring 10% of all new homes developed across the borough are wheelchair accessible</li> </ul>	<p>March 2020</p> <p>March 2020</p>	<ul style="list-style-type: none"> <li>- Achieve start on site</li> <li>- Percentage of wheelchair accessible homes delivered on all developments across the borough</li> <li>- Percentage of wheelchair accessible homes delivered through the council's own schemes</li> </ul>	<p>10%</p> <p>10%</p>	<ul style="list-style-type: none"> <li>- If the extra care scheme is delayed, additional funding may be required.</li> </ul>

	<ul style="list-style-type: none"> <li>- Work with care leavers to ensure they are provided with appropriate accommodation and support.</li> <li>- To fulfil our corporate parenting duty to support placement sufficiency for care leavers</li> </ul>	March 2020	<ul style="list-style-type: none"> <li>- Families with Children in Temporary Accommodation</li> <li>- Increase the supply and range of housing available for care leavers, in particular, for those ready to move into independent living</li> </ul>	Monitor  TBC	
Tackling and preventing homelessness and rough sleeping	<ul style="list-style-type: none"> <li>- Reducing numbers in TA by preventing homelessness and increasing the supply of more sustainable housing options</li> <li>- Prevent residents from becoming homeless by sustaining them in their current tenancies or helping them find alternative accommodation through the Let2Barnet team.</li> <li>- Reduce rough sleeping across the borough by supporting rough sleepers to address their housing and other needs including providing outreach to people sleeping rough.</li> </ul>	March 2020  March 2020  March 2020	<ul style="list-style-type: none"> <li>- Acquire additional properties for temporary accommodation (H1)</li> <li>- Transfer 141 properties acquired for TA by the Council to Opendoor Homes (H2).</li> <li>- Reduce Households in Temporary Accommodation</li> <li>- Households in Emergency Temporary Accommodation</li> <li>- Households placed directly into the private sector by Barnet Homes</li> <li>- Homelessness Preventions</li> <li>- Reduce rough sleeping in Barnet once a more robust baseline has been established in 2019 by carrying out a rough sleeper count every other month.</li> </ul>	100 141  2,400  200 <sup>i</sup>  625  1,150  Monitor	<ul style="list-style-type: none"> <li>- Continued high demand could lead to high demand increasing the cost pressure to the Housing General Fund.</li> </ul>

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<sup>i</sup> This will be a staggered target - staggered quarterly target as follows: Q1 = 250, Q2 = 225 and Q3 & Q4 = 200