



Housing and Growth Committee

13 June 2022

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| Title | Barnet Homes Delivery Plan 2022/23 |
| Report of | Chair - Housing and Growth Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix A – Barnet Homes Delivery Plan 2022/23 |
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Summary

Barnet Homes, a subsidiary of The Barnet Group, is a key partner for the Council in delivering the following strategic priorities of the Housing and Growth Committee:

- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- Safe and secure homes
- Tackling and preventing homelessness and rough sleeping

The Barnet Homes management agreement with the Council requires the development of an annual delivery plan which outlines the required outcomes and targets for each service year of the agreement.

The Barnet Homes 2022/23 delivery plan at appendix 1 provides information as to the outcomes achieved in 2021/22 against each of the Housing and Growth Committee's priorities, along with setting out the outcomes, performance measures and high-level risks for the 2022/23 year.

Officers Recommendations

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| 1. That the committee note and approve the Barnet Homes 2022/23 Delivery Plan attached at appendix 1. |
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1. Why this report is needed

- 1.1 The Housing Committee approved the Heads of Terms for the Barnet Homes Management Agreement for a term of ten years at its June 2015 meeting. Following this, the Management Agreement was finalised and commenced in April 2016. The Management Agreement requires that an Annual Delivery Plan is produced between the Council and Barnet Homes outlining the required outcomes and targets for each service year of the agreement.
- 1.2 The Committee is requested to review and approve the content of the delivery plan to ratify the proposed outcomes and performance measures and their alignment with the strategic priorities of the Committee and wider Council. The Barnet Homes and Barnet Group boards and the Housing and Growth Committee will provide ongoing oversight of performance against commitments and outcomes.

2. Reasons for recommendations

- 2.1 As evidenced in the delivery plan, Barnet Homes' performance in 2021/22 against Housing and Growth Committee priorities has been to a high level, particularly when considering the impacts of the COVID-19 pandemic across a range of outcomes and key indicators.
- 2.2 In relation to housing options and homelessness, this can be evidenced by the fact that the overall number of households in temporary accommodation (TA) has reduced by circa 28% over the last 5 years to what is now the lowest level in over a decade. This has been achieved during a decade in which the number of households in TA across London has increased by circa 70%. This success can be attributed to a multi-faceted approach which includes successful early intervention and prevention services, market leading private rented sector procurement and innovative approaches to adding new affordable social housing supply.
- 2.3 In terms of core housing management services, this can be further evidenced by continued positive top quartile results in relation to comparative performance on both tenant satisfaction and cost for delivering services through industry benchmarking.
- 2.4 The delivery plan sets out a series of challenging commitments and targets for the 2022/23 year which will continue to support the Council to deliver against the Housing and Growth Committee priorities.
- 2.5 The content of the plan will, in addition to the wider activities of Barnet Homes, also contribute to taking forward the commitments included in the Housing and Growth Priorities Update report. This is in alignment with a number of the commitments in the Labour Group's manifesto, including but not limited to those under the headings of; Quality Homes, Climate Change and Biodiversity, Safer Streets and a Cleaner Barnet.

3. Alternative options considered and not recommended

- 3.1 The requirement for having an annual delivery plan is a contractual one and alternative options were not considered, however, the process for agreeing the outcomes and their respective targets outlined in the delivery plan has been subject to significant review by the Council and the Barnet Homes and The Barnet Group boards.

4. Post decision implementation

- 4.1 Subject to Committee approval, Barnet Homes' performance against the delivery plan will be monitored by the Barnet Homes and Barnet Group boards and the Housing and Growth Committee throughout 2022/23.
- 4.2 An annual review of the delivery plan will be completed ahead of the 2023/24 financial year and a revised version again submitted to the Housing and Growth Committee for approval.

5. Implications of decision

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet Homes has a successful track record of delivering improvements to the housing stock and housing services, tackling and preventing homelessness, delivering new affordable homes and supporting the Council to address the financial challenges it faces. Barnet Homes and the Barnet Group are therefore in a good position to continue to manage and deliver services to contribute to the Council's strategic objectives.
- 5.1.2 As outlined in the plan itself, the outcomes delivered by Barnet Homes for 2022/23 have been developed for the specific purpose of supporting the Council to deliver the Housing and Growth Committee priorities.
- 5.1.3 Barnet Homes is also involved in complementary policy agendas. Community Development work is an important part of the housing portfolio, for example, activities such as implementation of the homelessness legislation, Welfare Reforms, work to promote digital inclusion. The initiatives of BOOST (operated by Barnet Homes) contribute to better outcomes for residents, more sustainable tenancies, and reduced rent arrears. They also have an overall positive impact on other service areas within the Council and the local community and economy. The need for such work has been further heightened by the COVID-19 pandemic and the cost-of-living crisis.

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

- 5.2.1 Barnet Homes receive a management fee consisting of a combination of Housing Revenue Account (HRA) and General Fund revenue and capital resources as set out in appendix 1, section 5. A four-year efficiency savings target of £2.148m agreed by the Housing Committee and Barnet Homes was successfully delivered in 2020/21 as planned.
- 5.2.2 Barnet Homes are committed to delivering a range of initiatives to achieve the Council's Medium Term Financial Savings commitments relating to the Housing General Fund, the detail of which for 2022/23 are set out in appendix 1, section 5.

5.3 Legal and Constitutional References

5.3.1 The Local Authority has duties to assist and accommodate certain homeless applicants under Part VII Housing Act 1996. It also has a duty to allocate properties under its allocations scheme (either into social housing or in to the private sector) under Part VI of The Act and to manage its social housing stock as a landlord. Such responsibilities are delegated to Barnet Homes, part of The Barnet Group.

5.3.2 The Council's Constitution Article 7, section 7.5 Responsibility of Functions sets out the terms of reference of the Housing and Growth Committee which includes:

(1) Responsibility for:

- Housing matters including housing strategy
- Homelessness
- social housing and housing grants
- commissioning of environmental health functions for private sector housing
- regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.

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(4) To receive reports on relevant performance information (excluding The Barnet Group Ltd (Barnet Homes) performance) and risk on the services under the remit of the Committee.

The Delivery Plan focuses on the objectives for the financial year 2022/23 to support meeting the corporate priorities.

5.4 Insight

5.4.1 No specific insight data has been used in this report.

5.5 Social Value

5.5.1 There are no specific Social Value aspects to this report.

5.6 Risk Management

5.6.1 There is a risk that Barnet Homes fail to meet delivery expectations and do not achieve the performance indicators and outcomes set out within the delivery plan and / or they do not manage their income and expenditure effectively within the agreed budget envelope.

5.6.2 These risks will be mitigated through robust governance and performance management frameworks currently in place.

5.7 Equalities and Diversity

5.7.1 The 2010 Equality Act, Section 149 outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
- foster good relations between persons who share a relevant characteristic and persons who do not.

5.7.2 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

5.7.3 Changes to policies and services are analysed in order to assess the potential equality impacts and risks, and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.

5.7.4 A full equality impact assessment was completed for both the Housing Strategy and Housing Allocations Policy. These findings are reflected in the delivery plan and the EIAs will be kept under review and updated as appropriate. The Barnet Group has an equalities strategy in place which fully supports the Council's equalities aims and principles. Equality Impact Assessments are undertaken as and when required.

5.8 Corporate Parenting

5.8.1 Promoting independence is a central theme of the Housing Strategy. Barnet Homes work closely with relevant Council departments to ensure that care leavers make a successful transition to independent living.

5.9 Consultation and Engagement

5.9.1 A consultation exercise with Barnet Homes tenants and leaseholders was completed as part of the Management Agreement development in 2015 and this exercise identified the priorities for Barnet Homes. These priorities are further reviewed through resident satisfaction surveys. Consultation with residents was also undertaken as part of the Housing Strategy. Additionally, the Barnet Homes and The Barnet Group Boards consider and input into annual delivery plans.

5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report should support a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

6. Background papers

6.1 Relevant previous decisions are listed in the table below.

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| Housing Committee 29 June 2015 | Commissioning and Delivery of Housing Services and the Management of the Barnet Housing Stock | https://barnet.moderngov.co.uk/document/s/s24079/Commissioning%20and%20Delivery%20Of%20Housing%20Services%20and%20the%20Management%20of%20Barnet%20Housing%20Stock.pdf |
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| Housing Committee 26 June 2017 | Item 10 – Barnet Homes 2017/18 Delivery Plan | https://barnet.moderngov.co.uk/document/s/s40390/Barnet%20Homes%202017-18%20Delivery%20Plan.pdf |
| Housing Committee 7 February 2018 | Item 9 – Barnet Homes 2018/19 Delivery Plan | https://barnet.moderngov.co.uk/document/s/s44846/Barnet%20Homes%202018-19%20Delivery%20Plan.pdf |
| Housing Committee 1 April 2019 | Item 10 – Barnet Homes 2019/20 Delivery Plan | https://barnet.moderngov.co.uk/document/s/s51901/Barnet%20Homes%20Delivery%20Plan%202019-20.pdf |
| Housing and Growth Committee 16 March 2020 | Item 10 – Barnet Homes 2020/21 Delivery Plan | https://barnet.moderngov.co.uk/document/s/s58334/BH%202020-21%20Delivery%20Plan%20Committee%20Paper%20-%20for%20publication.pdf |
| Housing and Growth Committee 14 June 2021 | Item 10 – Barnet Homes 2021/22 Delivery Plan | Barnet Homes Delivery Plan 2021-22.pdf (moderngov.co.uk) |