



Cabinet

Title	Barnet Homes Delivery Plan 2023/24
Date of meeting	26 June 2023
Report of	Deputy Leader & Portfolio Holder - Homes and Regeneration
Wards	All
Status	Public
Key	Key
Urgent	No
Appendices	Appendix A – Barnet Homes Delivery Plan 2023/24
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Summary

Barnet Homes, a subsidiary of The Barnet Group and the Council's Arms Length Management Organisation, is a key partner for the Council in delivering the following priorities of the proposed new Housing Strategy (2023-2028):

- Prevent homelessness and support rough sleepers off the streets
- Deliver the right homes in the right places
- Ensure safe, sustainable council housing
- Promoting healthy homes and wellbeing
- Raise quality and standards in the private rented sector

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 2023/24 delivery plan at appendix 1 provides information as to the outcomes achieved in 2022/23 against each of the Housing and Growth Committee's priorities, along with setting out the outcomes, performance measures and high-level risks for the 2023/24 year.

Recommendations

1. That Cabinet note and approve the Barnet Homes 2023/24 Delivery Plan.

1. Reasons for the Recommendations

- 1.1 The Housing Committee approved the Heads of Terms for the Barnet Homes Management Agreement for a term of ten years at its meeting on 29 June 2015. 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 Cabinet 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 Council. The Barnet Homes and Barnet Group boards and the Council Overview & Scrutiny / Cabinet will provide ongoing oversight of performance against commitments and outcomes.
- 1.3 As evidenced in the delivery plan, Barnet Homes' performance in 2022/23 against Housing and Growth Committee priorities has been to a high level, particularly when considering the wider socio-economic impacts across a range of outcomes and key indicators.
- 1.4 In relation to housing options and homelessness, this can be evidenced by the fact that the overall number of households in temporary accommodation (TA) continued to reduce in the first half of the year, reaching a 10 year low by August which represented a circa 29% reduction over previous 5 years. This was 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.
- 1.5 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, Barnet Homes achieving a top quartile result on 6 of 9 tenant satisfaction measures for the 2021/22 year and second quartile for the remaining 3 measures.
- 1.6 The delivery plan sets out a series of challenging commitments and targets for the 2023/24 year which will continue to support the Council to deliver against the priorities of the new Housing Strategy.

2. Alternative Options Considered and Not Recommended

- 2.1 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.

3. Post Decision Implementation

- 3.1 Subject to Cabinet approval, Barnet Homes' performance against the delivery plan will be monitored by the Barnet Homes and Barnet Group boards and Cabinet/Council Overview & Scrutiny throughout 2023/24.
- 3.2 An annual review of the delivery plan will be completed ahead of the 2024/25 financial year and a revised version again submitted to Cabinet for approval.

4. Corporate Priorities, Performance and Other Considerations

Corporate Plan

- 4.1 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.
- 4.2 Our Plan for Barnet 2023 – 2026 is centred around being a council that cares for people, our places, and the planet. The Barnet Homes delivery plan will in particular support the 'Quality, Affordable Homes' objective of the 'Caring for our places' theme through delivering improvements to the housing stock and housing services, tackling and preventing homelessness and delivering new affordable homes.

Corporate Performance / Outcome Measures

- 4.3 As outlined in the plan itself, the outcomes delivered by Barnet Homes for 2023/24 have been developed for the specific purpose of supporting the Council to deliver its Housing priorities.
- 4.4 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 current the cost-of-living crisis.

Sustainability

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

Corporate Parenting

- 4.6 Barnet Homes work closely with relevant Council departments to ensure that care leavers make a successful transition to independent living.

Risk Management

- 4.7 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.
- 4.8 These risks will be mitigated through robust governance and performance management frameworks currently in place.

Insight

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

Social Value

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

5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 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 A, section 5.

5.2 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 2023/24 are set out in appendix A, section 5.

6. Legal Implications and Constitution References

6.1 As noted above, the Management Agreement between the Council and Barnet Homes requires that an Annual Delivery Plan is produced outlining the required outcomes and targets for each service year of the agreement.

6.2 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.

6.3 The Council's Constitution Part 2D sets out the terms of reference of Cabinet which includes responsibility for the following functions:

- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council;
- Monitoring the implementation of the budget and financial strategy;
- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council;
- Approving policies that are not part of the policy framework;
- Management of the Council's Capital Programme;

7. Consultation

7.1 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 current Housing Strategy. Additionally, the Barnet Homes and The Barnet Group Boards consider and input into annual delivery plans.

8. Equalities and Diversity

8.1 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.

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

8.3 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.

8.4 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.

9. Background Papers

9.1 Relevant previous decisions are listed in the table below.

Housing Committee 29 June 2015	Commissioning and Delivery of Housing Services and the Management of the Barnet Housing Stock	https://barnet.moderngov.co.uk/documents/%20Barnet%20Housing%20Stock.pdf
Housing Committee 26 June 2017	Item 10 – Barnet Homes 2017/18 Delivery Plan	https://barnet.moderngov.co.uk/documents
Housing Committee 7 February 2018	Item 9 – Barnet Homes 2018/19 Delivery Plan	https://barnet.moderngov.co.uk/documents
Housing Committee 1 April 2019	Item 10 – Barnet Homes 2019/20 Delivery Plan	https://barnet.moderngov.co.uk/documents
Housing and Growth Committee 16 March 2020	Item 10 – Barnet Homes 2020/21 Delivery Plan	https://barnet.moderngov.co.uk/documents
Housing and Growth Committee 14 June 2021	Item 10 – Barnet Homes 2021/22 Delivery Plan	Barnet Homes Delivery Plan 2021-22.pdf (mc

Housing and Growth Committee 13 June 2022	Item 9 – Barnet Homes Delivery Plan 2022/23	20220613HAG Barnet Homes 2022-23 Deliv
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