

# HOUSING COMMITTEE

## Commissioning Plan 2015 – 2020

### 2016/17 addendum & targets

This document is an addendum to the **Housing Committee Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2016/17. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

## 1. CONTEXT FOR COMMISSIONING PLAN

### Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally led investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

### Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it easier to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

### Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we will consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

## Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £565 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over in the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Copthall – and the creation of 3 new ‘community hubs’ across the borough.

## More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

## 2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council’s Corporate Plan sets the framework for each of the Theme 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 second is a focus on responsibility:** Continuing 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.

**The third is a focus on opportunity:** The council will 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 sources makes the council less reliant on Government funding; helps offsets the impact of budget reductions and allows the council to invest in the future infrastructure of the Borough.

**Planning ahead is crucial:** The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

### 3. CORPORATE PLAN PRIORITIES

We apply these principles to our Corporate Plan priorities of: **growth and responsible regeneration; managing demand for services; transforming services; and more resilient communities.**

<p><b>Fairness</b></p>	<ul style="list-style-type: none"> <li>• Fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer</li> <li>• <b>Managing demand for services</b> – since 2010, we’ve successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we’ll focus on doing more to manage demand for local services</li> <li>• This will require a step change in the council’s approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.</li> </ul>	<ul style="list-style-type: none"> <li>• Fairness means that we seek a balance between focussing limited resources on people who are in genuine housing need and people with support needs whilst recognising that the council can help meet wider housing needs in the borough by providing hundreds of new homes.</li> <li>• We also recognise the contribution to the community that residents who are working, volunteering and training in our housing allocations scheme.</li> </ul>
<p><b>Responsibility</b></p>	<ul style="list-style-type: none"> <li>• <b>More resilient communities</b> – as the council does less in some areas, residents will need to do more. We’re working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities</li> <li>• In doing so, the council will change its relationships with residents, with residents, who will need to become more resilient and do more to keep Barnet a great place. All parts of the public service system must play their</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility means that low income residents will be supported into employment and training so that they can reduce their reliance on housing benefit.</li> <li>• Where residents cannot afford to live in the borough the council will support them to move to an area where they can afford to live.</li> <li>• Private sector landlords will take responsibility for the management of their properties and be supported in this through landlord accreditation and licencing.</li> </ul>

	<p>part in helping to achieve priority outcomes with reduced resources</p> <ul style="list-style-type: none"> <li>• The council will continue to take responsibility for getting the basics right as we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it easier to make transactions such as paying Council Tax or requesting a parking permit online</li> <li>• We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities.</li> </ul>	
<p><b>Opportunity</b></p>	<ul style="list-style-type: none"> <li>• The council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income</li> <li>• <b>Responsible growth and regeneration</b> is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from Government reduces to zero</li> <li>• As we continue to deal with budget reductions to 2020, we will explore the opportunity this presents to <b>transform local services</b> and redesign them, delivering differently and better. We will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity means making sure that the council’s ambitious regeneration and growth programme brings long-term benefits for residents, including providing thousands of new homes for residents. This will include affordable homes for rent and homes for sale. The regeneration will also bring employment opportunities, new schools, shops and transport facilities.</li> <li>• The council will also work with private landlords to bring empty properties back into use for residents in housing need.</li> </ul>

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## 4. VISION FOR HOUSING

- We believe that people who contribute to the life of the Borough should be able to live here, in good quality homes that they can afford
- We want to help our older and disabled residents to continue enjoying an independent life in their own home
- For all residents of the Borough – be they council tenants, leaseholders or private renters – we want to continue to deliver efficient and effective housing services

## 5. COMMISSIONING PRIORITIES

### Summary

- The best way to meet the borough's housing need is to **increase supply**. Barnet is responding, with **more than 20,000 new homes being built over the next 10 years – the most in outer London** – across our **major regeneration sites** and through a **future pipeline of brownfield redevelopment**.
- We will **reinvest rental income from the borough's social housing to build more affordable homes**, with over 8,000 affordable units being built over the next 10 years and we will **bring 1,000 empty properties back into use**.
- To **help renters**, we will put in place **measures to drive up the quality of the private rented market**, such as our landlord accreditation scheme and regulations for Houses in Multiple Occupation
- We will continue our work to **tackle homelessness** with a focus on **prevention, boosting the supply of housing to people who are homeless** and **efforts to manage demand** by helping people in temporary accommodation to **access housing in the private rented sector**

### Housing Strategy

- Barnet's **Housing Strategy** – which sets out how the Council will meet the borough's housing challenges over the next 10 years - was **agreed by Full Council on 20 October 2015**, following a 12 week public consultation.
- With Barnet now the **most populous borough in London** and continuing to grow, the Housing Strategy details the Council's **housing priorities** over the next decade, including **work to build hundreds of new council homes** in addition to the **thousands of homes being built through the borough's regeneration schemes**.
- The Strategy is based around **six priorities** which include **increasing housing supply; delivering homes people can afford**; preventing and **tackling homelessness**; keeping the **quality of private rented homes high**.

### Housing Supply and Affordable Homes

New homes delivered, with an appropriate mix of size and tenure through growth and regeneration programmes.

- To help meet the rising demand for housing, the Strategy outlines the council's ambition to **build hundreds of affordable homes on its own land** in the coming years with **40 currently under construction**.

- Working with **Barnet Homes**, the project has already seen the completion of the **first new council homes to be built in Barnet in over 20 years**.
- Following a Government Budget announcement in July, the Strategy describes how the Council will **set council rents in line with Government policy**. Council rents will be **reduced by 1% each year for four years** from April next year.
- Rents on newly built council homes will be **65% of the average market rent** or set at the **Local Housing Allowance rate** – whichever is lower. Income will be **reinvested** to help **build more homes that are affordable** in the borough.

## Tackling Homelessness

**Homelessness and use of emergency accommodation minimised.**

- Work to **tackle homelessness** will continue with a focus on **prevention, boosting the supply of housing** to people who are homeless and efforts to **manage demand** by helping people in temporary accommodation to access housing in the private rented sector.
- Extensive work is already underway which brings together staff from Barnet Homes, the council's benefits service and Job Centre Plus to **assist people into employment**. For example, our Welfare Reform Task Force **engaged over 96% of residents** affected by the Benefit Cap, **helping over a third into employment**.

## Suitable housing to support vulnerable people

**Needs of vulnerable groups met through homes with an appropriate mix of size and tenure.**

- Providing suitable housing to support vulnerable people.
- Barnet is delivering homes with an appropriate mix of size and tenure for the needs of vulnerable groups through its growth and regeneration programmes.

## Quality in the Private Rented Sector

**Good quality private rented sector that provides a key role in meeting the housing needs of the borough.**

- Barnet's Housing Strategy will also **bring more empty properties back into use**, alongside proposals aimed at keeping the quality of **private rented homes** in the borough high by **cracking down on the minority of rogue landlords**.

## 6. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. The key benefits of the programmes, along with the expected costs of delivery and financial benefits are outlined in the tables below.

### Key benefits

Area	Key benefit
<b>Growth &amp; Regeneration Portfolio</b>	
Empty Properties	Two year pilot of additional investment to bring back more properties into use and provide houses for Barnet Homes to use for temporary accommodation (TA)
Temp Accommodation	Additional capacity within Barnet Homes to move households out of TA and prevent cases of homelessness
<b>Adults Portfolio</b>	
Housing and Support projects	Work with Barnet Homes, developers and private landlords to ensure that accommodation supports people to live independently, through home adaptations and accessible housing; co-habitation with carers and peers; use of specialist home support services including personal assistance, integrated assistive technology; and access to networks of local services

### Programme cost and financial benefits

Project	Total cost	Total financial benefit
<b>Growth &amp; Regeneration Portfolio</b>		
Barnet Homes Management Agreement	£150,000	Saving of £2.85m (Project closed)
Empty Properties	£147,000	More emphasis in early intervention and prevention will lead to a reduction in Temp Accommodation budget pressures
Temporary Accommodation	Funded from existing service budgets	
<b>Adults Portfolio</b>		
Housing & Support projects	Funded from existing service budgets	Savings in social care budgets through reduced use of expensive residential care
Your Choice Barnet		
Assistive Technology for care support		
<b>Total</b>	<b>£297,000</b>	

## 7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and maximising the benefit of growth and responsible regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs).

**Key:**  
CPI = Corporate Plan Indicator  
SPI = Service Indicator

### Responsible growth and regeneration (Opportunity)

#### HOUSING SUPPLY AND AFFORDABLE HOMES - New homes delivered, with an appropriate mix of size and tenure through growth and regeneration programmes.

- Build new affordable homes on council land
- Set council rents in line with Government policy

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	Re/S17 (Annual)	Percentage of New Build homes that are affordable <sup>1</sup>	256 affordable homes <sup>2</sup>	40%	<b>40%</b>	40%	Re
CPI	CG/S6 (RPS)	Percentage of residents who list affordable housing as a concern	36% (Autumn 2015)	Monitor	<b>Monitor</b>	London average	Commissioning Group
CPI	NEW	Households placed directly into the private sector by Barnet Homes	NEW	NEW	<b>500</b>	500	Barnet Homes
CPI	BH/S4	Current arrears as a percentage of debit	3.24%	3.30%	<b>3%</b>	Top 25%	Barnet Homes
CPI	BH/S5	Temporary Accommodation arrears as a percentage of debit	5.04%	5.5%	<b>4.95%</b>	4.6%	Barnet Homes

<sup>1</sup> Definition subject to change with Housing and Planning Act

<sup>2</sup> This is provisionally 18% of all new projected completions but will be confirmed when verified later in the year

## Appendix B

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	BH/C1	Additional Homes provided on HRA land	8	40	<b>40</b> (Housing Strategy)	320 additional homes provided by 2019/20	Barnet Homes

### Managing demand for services (Fairness)

#### TACKLING HOMELESSNESS - Homelessness and use of emergency accommodation minimised.

- Tackle homelessness and manage demand by helping people in temporary accommodation to access housing in the private rented sector

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	BH/S2	Number of homelessness preventions	937	700	<b>900</b>	900 TBC	Barnet Homes
CPI	BH/C4	Numbers of households in Temporary Accommodation	2,941	Monitor	<b>2,700</b>	Monitor	Barnet Homes
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	251	No more than 500 at financial year end	<b>150</b>	150	Barnet Homes
SPI	BH/S3	Length of stay in Emergency Temporary Accommodation (ETA)	63.1	Monitor	<b>Monitor</b>	Monitor	Barnet Homes
SPI	BH/C3	Number of households living in Bed and Breakfast	0	0	<b>0</b>	0	Barnet Homes
SPI	BH/C2	Percentage of those households in Emergency Temporary Accommodation (ETA) pending enquiries or found to be intentionally homeless	32.5%	37%	<b>30%</b>	28%	Barnet Homes

Appendix B

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	BH	Number of tenancy failures (evictions and abandonments)	35	TBC	<b>35</b>	35	Barnet Homes

**SUITABLE HOUSING TO SUPPORT VULNERABLE PEOPLE - Needs of vulnerable groups met through homes with an appropriate mix of size and tenure.**

- Provide suitable housing to support vulnerable people
- Deliver homes with an appropriate mix of size and tenure for the needs of vulnerable groups through growth and regeneration programmes

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	10%	10%	10%	32 units	Commissioning Group

**QUALITY IN PRIVATE RENTED SECTOR - Good quality private rented sector that provides a key role in meeting the housing needs of the borough.**

- Bring more empty properties back into use and keeping the quality of private rented homes in the borough high

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	EH021	Compliance with licensing requirements for Houses in Multiple Occupation	80.0%	60%	<b>60%</b>	90%	Re
SPI	EH04A	Number of empty properties brought back into residential use	229	100	<b>100</b>	100	Re
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	243	165	<b>TBC – not less than 165</b>	Category 1 hazards reduced in 165 properties	Re
SPI	EH02J	HMOs licensed in a timely manner (90 days or less)	92.9%	60%	<b>TBC – not less than 60%</b>	60%	Re

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Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	EH11	Number of accredited landlords	588	483	<b>Increase by 5% against final 15/16 Outturn</b>	5% increase in the number of accredited landlords  570 (Housing Strategy)	Re
SPI	EH10	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	191	171	191	Total number of licensed premises is increased by 20 annually	Re

**DELIVER EFFECTIVE AND EFFICIENT SERVICES**

- Provide effective and efficient housing services for residents

Ref		Indicator	2015/16 Actual	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	CG/S18	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	Reported every 2 years	81%	<b>81%</b>	81%	Barnet Homes
SPI	TBC	Average re-let time for routine lettings	20.9 days	24 days	<b>15 days by the end of the year</b>	HM Benchmarking 1st Quartile	Barnet Homes
SPI	TBC	Repairs Survey % Satisfied Customers	99%	95%	<b>96%</b>	95%	Barnet Homes