

<p style="text-align: center;"><b><u>COMMITTEE</u></b></p> <p style="text-align: center;"><b>CABINET RESOURCES</b></p>
<p style="text-align: center;"><b>DATE AND TIME</b></p> <p style="text-align: center;"><b>THURSDAY, 4 NOVEMBER 2004</b></p> <p style="text-align: center;"><b>AT 7.00 PM</b></p>
<p style="text-align: center;"><b><u>VENUE</u></b></p> <p style="text-align: center;"><b>THE TOWN HALL, THE BURROUGHS,</b></p> <p style="text-align: center;"><b>HENDON, NW4 4BG</b></p>

**TO: MEMBERS OF THE CABINET RESOURCES COMMITTEE (Quorum 3)**

**Chairman:** Councillor Anthony Finn

**Councillors:**

Melvin Cohen

Mike Freer

Matthew Offord

Victor Lyon

Roy Goddard  
Head of Committee

Democratic Services contact:  
Nick Musgrove, tel. 020 8359 2024

**FACILITIES FOR PEOPLE WITH DISABILITIES**

The Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Nick Musgrove on 020 8359 2024. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All our Committee Rooms also have induction loops.

Town Hall  
Hendon, NW4 4BG

**ORDER OF BUSINESS**  
**CLICK HERE TO GO TO THE DECISIONS TAKEN ON THE REPORTS BELOW**

Item No.	Title of Report	Page Nos.
1.	MINUTES	
2.	ABSENCE OF MEMBERS	–
3.	DECLARATION OF MEMBERS' PERSONAL AND PREJUDICIAL INTERESTS	–
	<b>Report of the Cabinet Member for Resources and the Cabinet Member for Culture, Community Engagement &amp; HR</b>	
4.	Interim Management of Cophthall Stadium	1 – 6
	<b>Reports of the Cabinet Member for Housing, Neighbourhoods and Community Safety</b>	
5.	OJEU Tendering of Housing Advice Contract	7 – 9
6.	Dollis Valley Estate Regeneration – Underwriting Agreement with Warden Housing Association	Circulated separately
	<b>Report of the Cabinet Member for Resources and the Cabinet Member for Environment &amp; Transport</b>	
7.	Parks Golf Courses	10 – 16
	<b>Report of the Cabinet Member for Environment &amp; Transport</b>	
8.	Works at Stoneyfields Park, Glebelands Open Space and Highlands Gardens (Section 106 Funding)	
	<b>Report of the Cabinet Member for Regeneration &amp; Development</b>	
9.	Use of Section 106 Funding for Employment and Training Purposes	20 – 22
10.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	
11.	MOTION TO EXCLUDE THE PRESS AND PUBLIC:- That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act shown in respect of each item:	
	Exemption category	
	<b>Report of the Cabinet Member for Housing, Neighbourhoods and Community Safety</b>	
12.	Exempt Information relating to item considered in public session: OJEU Tendering of Housing Advice Contract	7,9 23 – 24

Item No.	Title of Report	Page Nos.
13.	Exempt Information relating to item considered in public session: Dollis Valley Estate Regeneration – Underwriting Agreement with Warden Housing Association:	7,9 Circulated separately
14.	ANY OTHER EXEMPT ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	-

### **Fire / Emergency Evacuation Procedure**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by Committee staff or by uniformed porters. It is vital that you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings.

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

**AGENDA ITEM: 4** Page nos. 1 – 6

Meeting	Cabinet Resources Committee
Date	4 November 2004
<b>Subject</b>	<b>Interim Management of Cophall Stadium</b>
Report of	Cabinet Member for Culture, Community Engagement and HR. Cabinet Member for Resources
Summary	This report sets out <ol style="list-style-type: none"> <li>1. proposals to transfer the temporary management contract from Shaftesbury Barnet Harriers(SBH) to its own holding company, Cophall Management Services (CMS) Ltd. It would operate the stadium in a holding role until the intended transfer of Hendon Football Club (HFC) when a consortium of HFC and SBH form a trust to continue the operational management of the stadium.</li> <li>2. to amend the winter opening hours of the stadium for the period November 2004 – March 2005 inclusive, taking consideration demand and efficiency.</li> </ol>

Officer Contributors	Andy Hatvani, Acting Leisure Services Manager
Status (public or exempt)	Public
Wards affected	Mill Hill
Enclosures	Appendix A: Risk Management Factors
For decision by	Cabinet Resources
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A

Contact for further information: Andy Hatvani 020 8359 7840

## **1 RECOMMENDATIONS**

**1.1 That, in variation of the previous decision taken by the Committee on 20 May 2004, and subject to the Borough Solicitor and Borough Treasurer being satisfied that the holding company is an appropriate company for the purposes of the transaction;**

- **the Council enters into an interim management agreement with Cophall Management Services (CMS) Ltd, the new holding company of Shaftesbury Barnet Harriers(SBH), to manage and operate the stadium, subject to it setting aside part of the management fee to resurface the track at a future date as part of the conditions of the Community Athletics Refurbishment Programme application which is currently with Sport England.**

**1.2 That the winter opening hours of the stadium for the period 1 December 2004 – 31 March 2005 inclusive be amended as set out in section 7.3 of the report.**

## **2 RELEVANT PREVIOUS DECISIONS**

**2.1 Cabinet on 9 September 2002, resolved**

- to immediately grant Hendon Football Club a licence to occupy the stadium with an agreement for a lease;
- to grant Hendon Football Club a 25 year lease at a peppercorn rent to manage Cophall Stadium and use it as their home ground;
- to agree to a disposal of the lease at Claremont Road Stadium.
- to award preferred Partner Status to Greenwich Leisure Ltd (GLL) to manage and operate Leisure Facilities, approval to negotiate and finalise the contract including provision for them to manage and operate the stadium in a holding capacity

**2.3 Cabinet Resources Committee on 20 May 2004, resolved**

- to agree the proposal to grant Shaftesbury Barnet Harriers a temporary management contract to manage the stadium in a holding role until such times as when the new consortium of Hendon Football Club and Shaftesbury Barnet Harriers, through a Youth Sport and Leisure Trust, manage and operate the stadium.
- to agree a management fee of £120,000 per annum be granted on formal establishment of a re-formed Youth Sport and Leisure Trust to manage the stadium and operate a community programme.
- to agree the utilisation of Council Section 106 monies of £97,500 to assist with the match funding element for the refurbishment of the athletics track within the Cophall public open space.

### **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 This Council is committed to Putting the Community First and by working in partnership and securing capital investment into the Copthall stadium the Leisure Service is supporting two corporate plan targets, to improve the standard of leisure facilities and to promote healthy lifestyles and participation in healthy activity.
- 3.2 This strategy supports the protection of the open green belt environment of the Copthall site by securing the future of the stadium and supporting the Council's priority of a Cleaner Greener Barnet.
- 3.3 Improving the standard of the athletics and stadium facilities currently used by schools, will support and add value to the Council's priority to provide a first class education service.

### **4 RISK MANAGEMENT ISSUES**

- 4.1 These are attached as Appendix A
- 4.2.1 To avoid potential estate management problems, before the management agreement is concluded, the status of Copthall Management Services Limited and its relationship with Shaftsbury Barnet Harriers will be fully investigated to ensure that it is an appropriate organisation for the management of Copthall stadium.
- 4.2.2 By taking the actions outlined in the body of the report and in those outlined in Appendix A, the residual risk is lessened to Low with a Medium impact, in each area.

### **5 FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

- 5.1. The current annual holding management fee to GLL of £120,000 is apportioned on a monthly basis including an annual RPI adjustment. This amount has been market tested through the current agreement with GLL as being a commercial rate. This agreement will be terminated by way of a variation of the contract with GLL and a new management fee has already been negotiated with Shaftsbury Barnet Harriers, which will then pass on to Copthall Management Services Ltd.

### **6 COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (Head of Paid Service, Chief Finance Officer, Monitoring Officer)**

- 6.1 None.

## 7 BACKGROUND INFORMATION

Copthall Management Services Ltd.

- 7.1 It is undeniable that Copthall Stadium requires significant capital investment to revitalise a deteriorating and underused asset. This is confirmed by the outcome of the Best Value Review, user groups, regular correspondence and comments in the local press.
- 7.2 The previous report presented to the Committee in May 2004 proposal would have involved Shaftesbury Barnet Harriers managing the facility in a holding capacity.

The change to the name of the holding company will allow Shaftesbury Barnet Harriers to reduce the risk against the club itself in the event of there being any difficulties arising with the partnership arrangement .

### Amending the Opening Hours.

- 7.3 Greenwich Leisure Limited has carried out a monitoring exercise over the last two months which has shown that on average, between 2 and 3 paying customers attend the stadium between 8.30am and 10.30am each week day morning in the height of summer. It is with this in mind that approval is sought for the Council and CMS Ltd to adjust the winter opening hours for the period from 1 December to March 31 2005 as detailed in the table below in the interests of efficiency and lack of demand.

<b>Current Opening</b>		<b>Proposed Opening</b>
<b>8.30am – 2.00pm</b>	<b>Mon/Wed/Frii</b>	<b>10.00am – 2.00pm</b>
<b>8.30am – 9.00pm</b>	<b>Tues/Thu</b>	<b>10.00am – 9.00pm</b>
<b>8.30am – 2.00pm</b>	<b>Sat/Sun</b>	<b>8.30am – 2.00pm</b>

- 7.3.1 That the Stadium opening hours revert back to cover the normal summer programme from 1 April 2005 to 30 September 2005 inclusive.

<b>Monday</b>	<b>8.30am – 8.00pm</b>
<b>Tuesday</b>	<b>8.30am – 9.00pm</b>
<b>Wednesday</b>	<b>8.30am – 8.00pm</b>
<b>Thursday</b>	<b>8.30am – 9.00pm</b>
<b>Friday</b>	<b>8.30am – 5.00pm</b>
<b>Saturday</b>	<b>8.30am – 5.00pm</b>
<b>Sunday</b>	<b>8.30am – 5.00pm</b>

## 8.0 LIST OF BACKGROUND PAPERS

- 8.1 None

MO: DP

BT: MG

Ref	Risk	Early Warning Mechanisms / Mitigating Actions	Residual Risk (H, M, L)		Further action proposed (including timetable and officers responsible)
			Likelihood	Impact	
1	<p><b>Strategic</b> - not enabling the partnership arrangement to be entered into with the new holding company rather than the Shaftesbury Barnet Harriers Athletics Club.</p> <p>Cophall Stadium alone estimated at requiring repairs costed at Circa £700,000</p>	<p><b>Proposals contained in main body of report to minimise capital input.</b></p>	H	M	<p><b>Greenwich Leisure Limited would continue in holding role until the formulation of the new Youth Sports Trust between Hendon Football Club and Shaftesbury Barnet Harriers.</b></p> <p><b>Situation to be monitored accordingly</b></p>
2	<p><b>Operational</b> – Further decline of Cophall Stadium infrastructure leading to H &amp; S issues and withdrawal of Community and schools Sports, Athletics and events programme.</p> <p>Asset dilapidation and closure.</p> <p><b>Community and schools Sports and Athletic programmes cessation of service</b></p>	<p>Proposals contained in main body of report, to enhance facility provision and continue Community / Schools Sports, and Athletics programmes as well as introduce new capital and joint partnering operation of the Cophall stadium.</p> <p>Use current Youth Sport Trust as Vehicle for operating agreement (Council rep already on trustees position secured )</p>	<p>H</p> <p>M</p>	<p>H</p> <p>H</p>	<p>None if report agreed. Situation to be monitored accordingly</p> <p>None if report agreed. Situation to be monitored accordingly</p>
3	<p><b>Financial</b> – Council management fee operates for 25yrs of a lease arrangement. Risk of organisations changing management and long term agreement for Council to enter into with Amateur Associations formed as a Trust.</p>	<p><b>Proposals contained in main body of Report to insert a 5 year review clause into operational agreement to coincide with Break clause in lease so both parties can withdraw should views on the operation change significantly, or any changes in the Officers elected in the two Clubs may change.</b></p>	M	M	<p>None if report agreed. Situation to be monitored accordingly</p>



Ref	Risk	Early Warning Mechanisms / Mitigating Actions	Residual Risk (H, M, L)		Further action proposed (including timetable and officers responsible)
			Likelihood	Impact	
	Management Fee not used as per agreed upkeep of Cophall Stadium. Therefore Further deterioration of stadium facilities, Health & Safety implications	<p><b>Include in operating agreement checks by council officers on audit trails of operating fee, including a separate depreciation fund.</b></p> <p><b>Include in operating agreement Quarterly checks on maintenance of Stadium facilities by council officers.</b></p> <p><b>Checks would also be made by statutory licensing authorities as a condition of license requirements to operate the stadium, for matches, events and athletics meetings.</b></p>	M	M	None if report agreed. Situation to be monitored accordingly
4	<b>Compliance</b> Adherence to applicable laws, regulations, guidance and council policy .	<p>As mentioned in previous actions to be included in operating agreement.</p> <p><b>Include in operating agreement checks by council officers on audit trails of operating fee, including a separate depreciation fund.</b></p> <p><b>Include in operating agreement Quarterly checks on maintenance of Stadium facilities by council officers.</b></p> <p><b>Checks would also be made by statutory licensing authorities as a condition of license requirements to operate the stadium, for matches, events and athletics meetings.</b></p> <p><b>Proposals contained in main body of Report to insert a 5 year review clause into operational agreement to coincide with Break clause in lease so both parties can withdraw should views on the operation change significantly, or any changes in the Officers elected in the two Clubs may change.</b></p>	L	H	None if report agreed. Situation to be monitored accordingly

**AGENDA ITEM: 5** Page nos. 7 – 9

---

Meeting Cabinet Resources Committee  
Date 4 November 2004  
**Subject OJEU tendering of housing advice contract**  
Report of Cabinet Member for Housing, Neighbourhoods and Community Safety  
Summary To seek expression of interest for the provision of housing advice and information for individuals threatened with homelessness

---

Officer Contributors Samantha Waugh (Housing Advice Project manager)  
Status (public or exempt) Public with separate exempt section  
Wards affected All  
Enclosures Barnet Housing Advice Review (Summary)  
Homeless Strategy Summary Update  
*Circulated separately*  
For decision by Cabinet Resources Committee  
Function of Executive  
Reason for urgency / exemption from call-in (if appropriate) N/A

Contact for further information: Samantha Waugh (ext 4254)

## **1. RECOMMENDATIONS**

- 1.1 That approval be given to invite competitive tenders for the provision of housing advice and information about homelessness**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 The most recent BHAC contract was awarded on the 17<sup>th</sup> of May 2000. The funding level was subsequently modified on the 4<sup>th</sup> of April 2001 to increase funding following a report to the cabinet resources committee. The service has since been carried forward on the basis of the details agreed in the contract.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 Ensuring the provision of high quality independent housing advice is a key corner stone of helping to prevent and reduce homelessness

This contributes directly to the key housing objective in the corporate plan of 'providing alternatives to homelessness'.

It also supports the corporate priority of supporting the vulnerable in our community.

Finally, proceeding through the OJEU process enables maximum scope for market testing and acquiring contractual value.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 The success of the borough's homelessness strategy is largely dependent upon the seamless transition of advice provision from BHAC to an alternative contractor.
- 4.2 Failure to comply with OJEU rules regarding tendering would place the council at risk of breaching European legislation regarding competitive tendering
- 4.3 Failure to award the contract to an appropriate provider would jeopardise the level of service provision across the borough's wards.

## **5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

- 5.1 The contract will be funded from the general fund to the maximum value of the existing BHAC grant (see exempt report for details)
- 5.2 Separate negotiations are underway regarding the rental of the Barnet Housing Aid Centre premises. At present BHAC share the use of the building with another voluntary sector agency, Homeless Action in Barnet, and there is a need to clarify and demarcate rental costs between the two parties. A member of the valuation team has been allocated to review this situation whilst ensuring that any changes in arrangement will not jeopardise either agencies future service provision.
- 5.3 As a result of the Barnet Housing Advice Review (see below), the BHAC tenancy relations post will come in-house to Barnet Housing Needs and Resources and the management of this post will not be included in the future tender.

**6. COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (Head of Paid Service, Chief Finance Officer, Monitoring Officer)**

6.1 None

**7. BACKGROUND INFORMATION**

7.1 A grant has been made to the voluntary organisation Barnet Housing Aid Centre (BHAC) for a number of years to discharge the Council's statutory advice and assistance duty under part V11 of the Housing Act 1996. This contract is due to expire at the start of the 2005 financial year.

7.2 In April 2004, an independent consultant completed a review of housing advice in Barnet, which made concrete proposals and recommendations for improving housing advice in the borough. The review found that there were weaknesses in housing advice services in Barnet in general and in BHAC in particular.

7.3 Following the review and an internal BHAC review, it was agreed that BHAC should merge with a larger organisation with a track record of excellence. At present BHAC and Threshold Housing Advice are undergoing merger proceedings, which are due to be completed between January and March 2005.

7.4 As a result of these developments it is necessary to re-tender the contract for housing advice services in the borough to ensure value for money and compliance with European and corporate procurement requirements. The findings of the review of advice services will be used in developing the contract specification and eventual contract for tender.

7.5 It is proposed that the new contract will run for three years from the start of the 2005 financial year in order to allow for sufficient business planning on the contractor's part and will be awarded up to the maximum value of up to existing BHAC grant plus RPI.

**8. LIST OF BACKGROUND PAPERS**

8.1 Barnet Housing Advice Review

8.2 Homeless Strategy Summer 2004 Summary Update

MO: SWS

BT: JO

**London Borough of Barnet**

---

**Cabinet Resources Committee**

**4 November 2004**

**Enclosure to Item 5**

---

***London Borough of Barnet  
Review of housing advice services  
Summary report***

**Leila Baker  
June 2004**

## **1. Introduction**

This review of housing advice services commissioned by the London Borough of Barnet was carried out in April and May 2004. The results are intended to assist with and back up implementation of the council's strategic housing advice objectives. As things stand, LB Barnet has taken the decision to establish an in house advice service; to review its long standing service level agreement with BHAC; and to develop a borough wide model of housing advice provision that will drive up standards and emphasise housing options and prevention aspects of advice work.

The London Borough of Barnet is in many respects a prosperous and attractive part of the city, but escalating house prices and severe shortages in affordable housing mean that those on low incomes are unable to find a home without help. High rents in the private sector mean that those who are unable to access social housing will find it hard to secure suitable accommodation. In the West of the borough there are areas of severe deprivation whereas the East is more affluent, although here too there are pockets of deprivation. Separate underground train lines run north through the East and West of the borough with no connecting service. Bus routes do cross the borough, so that 331, for example, chose a site at the intersection of several bus routes.

A range of interventions is needed to address these complex problems. One form of intervention is the delivery of excellent housing advice and information. The 2002 Homelessness Act introduced a strengthened housing advice duty requiring local authorities to provide good quality and appropriate housing advice to a widened range of households. The Act also signalled a shift in policy away from exclusively rights based advice towards more comprehensive advice and information services designed to prevent homelessness arising where possible.

Barnet Homeseekers received an Audit Commission inspection in 2001 and a Best Value review (that concluded in 2002). Some of their findings are echoed in this report, for example, the need to improve customer care and partnership working (particularly with BHAC) and the problems with physical access to the service including reception areas.

The review comprised four main elements. They are: visits and interviews with a sample of seven advice agencies); a 'call for information' sent out to over 120 organisations asking for their views on local housing advice services; and a mystery shopping exercise to assess quality of advice). Finally, a small review of alternative models of housing advice are brought together. The main report concludes with an overview of the key findings and recommendations for moving forward. More details about how the review was carried out can be found in each section and in Appendix A of the main report.

It was beyond the scope of the review to examine agency funding in detail. However, broad recommendations about distribution of resources are made where appropriate.

## 2. Overview

### Summary of current position

The London Borough of Barnet has made a firm corporate commitment to develop and improve housing advice across the borough. This means placing greater emphasis on prevention of homelessness through advice and related services as well as raising the standard of rights based advice. There is solid support for expanding early intervention and prevention work. There may be less awareness of the urgent need to raise the quality and accuracy of advice. However, support through a combination of outreach and training is likely to be welcome if developed in partnership with advice agencies.

Across the sector there is a strong commitment to addressing housing need, treating clients well and implementing the borough's four strategic housing advice objectives. As things stand, however, the local housing advice sector lacks drive and leadership. Barnet Homeseekers and BHAC, either of which might lead the sector, are both perceived as offering a poor quality service and lacking 'vision'. Furthermore, they are believed to have a poor working relationship with one another as well as with other local advice agencies.

One of these organisations will need to take the lead if long term objectives are to be achieved. Neither can move forward until they have begun to address their own service failures. The starting point must be to set and reach targets for improving the quality of customer care and accuracy of advice. They also need to identify a small number of immediate changes that will improve the way they work with one another and other advice agencies. Some suggestions are listed in the recommendations. Any positive changes to the services need to be well publicised.

While these short term measures should help foster good will and demonstrate that Barnet Homeseekers is addressing its own service weaknesses, the long term need is to develop a model of provision across the borough that provides high quality advice to all. This review puts forward a model comprising three elements (and set out in full in the Recommendations in Section 8 of the main report). BHAC's continuing role as sole provider of specialist housing advice is dependent on securing a partner or parent organisation with a track record in excellent housing advice to manage the service and drive up standards. The three elements are:

- **Barnet Homeseekers: Leading on prevention**

Barnet Homeseekers' new housing advice service will discharge the advice and assistance duty to non priority homeless households, lead on prevention

including providing some housing options services and offer some general housing advice.

- **Barnet Housing Advice Centre\*: Independent specialist advice**

Barnet Housing Advice Centre will offer independent, high quality and specialist housing advice.

- *General advice agencies: Basic advice/excellent referrals*

General advice and support agencies will provide basic housing advice and make appropriate referrals to BH and BHAC where specialist advice is needed or if the case is urgent.

## **Main findings of the review**

### *The housing advice sector*

Provision of housing advice is mainly through general advice and support services, with one specialist housing advice centre, BHAC. The East of the borough has more services including all specialist housing organisations despite the West being the more deprived area.

### *Quality of housing advice*

A mystery shopping exercise revealed serious weaknesses across all housing advice services both in terms of accuracy of advice and quality of customer care. These findings are backed up by responses in agency interviews and the call for information. Telephone advice appeared to be treated as less important than face to face advice.

### *Implementing LB Barnet's four strategic housing advice objectives*

All agencies are keen to see these implemented but many have reservations about the ability of Barnet Homeseekers to lead this work (see above). Agencies perceive a gap between the genuine commitment to change among senior officers and the day to day working practices of front line staff. They are also concerned that there may not be sufficient funds to back up the strategy.

### *Are services accessible, relevant and available to specific groups*

The review has identified four groups whose needs are not adequately addressed by existing housing advice services. They are: people living in the West of the borough, especially in the most severely deprived areas where early intervention and prevention services are also needed; low income and working households living in or seeking private rented housing and unlikely to access social housing; young people, particularly 16 and 17 year olds; and people whose first language is not English. These groups were highlighted in different ways throughout the review. Advice to someone experiencing domestic violence was extremely poor in the mystery shopping exercise although this was not mentioned elsewhere. The review has yielded very little information either way on ex-offenders, ex-service personnel and people with disabilities. Access for Asian



and Asian British households would be worth exploring further in partnership with local community organisations.

Most agencies open during office hours, close at lunch time and operate a small number of evening sessions, usually for legal advice. There is very little outreach work bringing housing advice to groups not accessing services. Little use is made of translation and interpreting services, although most organisations have diverse staff groups who offer a range of languages between them.

### **3. Key findings**

This section sets out the key findings of the review..

#### **Provision of housing advice**

- There are 12 centres in the London Borough of Barnet offering some kind of housing advice service. These are delivered by eight organisations of which two are statutory (Barnet Homeseekers, 331) and the rest voluntary or independent.
- They are located across the borough with seven in the East of the borough and five in the West. All three organisations that specialise in housing or homelessness are located in the East. BHAC is the only agency in the borough that specialises in the provision of housing advice.
- Four client groups are thought to be missing out on advice: people in the West of the borough; young people; non priority households living on low incomes and renting privately; and people for whom English is a second language. Although most agencies make excellent use of their staff and volunteer languages (suggesting that they recruit ethnically diverse teams), there is virtually no use of the formal translation and interpreting services to back this up.
- On average about half of all clients are white with a fifth being Black or Black British. The proportion of Asian or Asian British clients varies more but is a little above or below 10 per cent. Comparison with the national census figures reveals that agencies are seeing far fewer white households and many more Black or Black British households than are resident in the borough. The proportions of Asian and Asian British households are closer to the borough's overall population.
- The key housing issues appear to be relationship breakdown whether between partners or parents and children and sometimes involving violence; and having to move when a tenancy comes to an end in the private rented sector.

#### **About the advice services**

- Typically, agencies in Barnet open 4.5 days a week during office hours and close for at least an hour at lunchtime. There is a small amount of evening

opening for specialist advice sessions but no provision for evening drop in or calls.

- The advice agencies offer a range of services in addition to housing advice. They include: legal advice sessions; outreach advice for specific groups; homelessness prevention services.
- All agencies are to some degree dependent on temporary paid or unpaid staff. BHAC and BH, in particular need to address staff retention issues including pay scales that compare unfavourably with other boroughs.
- The CLS Quality Mark is the only common method for measuring quality of advice. All but one of the agencies in the sample collect some kind of client feedback on their service.
- There is no mechanism for gathering client information from all advice agencies. However, some common information is collected and this could be collated as a first step towards cross borough monitoring.

### **Results of the call for information**

- Nearly two thirds of respondents believe that the existing network of housing advice services is not accessible, relevant or available to their clients/members. Their main criticisms are uneven geographical distribution and poor quality of services.
- All of the agencies or groups that responded get asked for housing advice and three quarters of them see one or more of the client groups that have been identified as not being well served by existing housing advice services.
- Over 80 per cent of agencies and groups are keen to refer clients to appropriate agencies. They are sometimes prevented from doing so by a lack of information or lack of confidence in those other services. Any improvements to the existing housing advice services will need to be well publicised.

### **Results of the mystery shopping exercise**

- Over two thirds of all 26 shops carried out by trained housing advisers performed poor or very poorly for accuracy of advice and information. Only 23 per cent were recorded as good or very good. These results are consistent across all agencies.
- About half of all shops rated poor or very poor for providing comprehensive advice. It is probable that only a fifth of advice would have been effective and appropriate if these were real cases.
- Less than a fifth of all 42 shoppers were given information about the housing register or about making a homelessness application. Homeseekers was most likely to give out the information but least likely to get it right – with three out of four cases said to be neither accurate nor appropriate.
- Between 70 to 75 per cent of shoppers rated services as adequate or good/very good for providing clear information; being easy to find or get through to over the phone and for advisers being friendly and interested. These results do conceal some variation. EFAS and Sangam both rate highly

for being easy to get through to, whereas shoppers highlighted Barnet Homeseekers, Hendon CAB and 331 Young People's Centre as difficult to access by phone.

- The shopper seeking advice about renting privately fared best (3 good scores), while the woman experiencing domestic violence received the worst advice (all poor or very poor). Overall, the shoppers with the domestic violence scenario reported very poor experiences.
- Where a shopper was referred to or signposted to another agency, 60 per cent said that they were given full details of how to approach that service.
- Roughly equal thirds of all shoppers rated the overall service they received very/good, adequate or poor/very poor.
- Although the majority of agencies were said to be easy to get through to, well over a third (38 per cent) scored poor/very poor when asked how easy it was to speak to someone who could help them. Nearly half of shoppers described this aspect of the service as good or very good.
- Three quarters of shoppers rated advisers at pass level or above for being friendly and interested. This is a reasonable performance.
- The slight majority (55 per cent) felt that they did not have enough time and space to explain their problem. This aspect of the service was either poor or inconsistent across the sector.

## 4. Recommendations

*The recommendations set out below are intended as a guide to defining a comprehensive model of housing advice and raising standards across the sector. It is essential that the agencies involved spend time reaching a common understanding of these recommendations and addressing any points of disagreement. While these long term changes are being discussed, it is suggested that Barnet Homeseekers implement a small number of short term changes to their own service.*

### **A new model of housing advice in Barnet**

The proposed model of housing advice seeks to make the best use of existing services while addressing some of the key problems identified in the review, namely, uneven geographical distribution of services; poor quality of advice; and weak partnerships particularly between BHAC and Barnet Homeseekers. The model should help define more clearly the role of each agency.

The **table overleaf** summarises the proposed model and is designed to be discussed and amended as the sector reaches agreement on the way forward. The housing advice sector has been split in three, with each category taking on a separate role.

All agencies delivering housing advice should be invited to participate fully in the Advice Forum, help set targets for implementation of the model and agree joint training programmes to support the work.

### Category 1: Barnet Homeseekers: Leading on prevention

LB Barnet wishes to see an expansion of prevention and early intervention work in the borough and also needs to discharge its statutory duty to provide advice and assistance to non priority homeless households. Barnet Homeseekers is not currently providing a high quality service in terms of advice or customer care. The borough needs to be realistic about what can be achieved in the expansion of housing advice services when basic service failures also need to be addressed.

The review has produced a list of short term changes (see list below) that would begin to improve the service. Barnet Homeseekers needs to have implemented these and to have a clear programme of work to raise standards before making more radical changes are possible.

In the long term, Barnet Homeseekers' advice service would concentrate on leading the prevention agenda, discharging its advice and assistance duty, maintain and expand its work on the private rented sector including bringing the Tenancy Relations Officer post back in house; and establishing a young people's service.

All staff would need to be trained to deliver accurate basic housing advice, make appropriate referrals and identify and correctly refer on urgent or emergency cases.

#### *Special issues:*

- *Reorganisation within the borough will mean that the Customer Services posts will be replaced. It is essential that staff understand that this will be a different type of service requiring greater expertise. The training, support and supervision needs of reception staff need to be addressed as part of this.*

### Category 2: BHAC: Independent specialist housing advice.

BHAC is the only independent specialist housing advice agency in the borough and this review indicates that there is an ongoing need for that kind of organisation. It is recommended that BHAC continue to operate under the same name. But it is urged that an organisation with an excellent reputation and solid expertise in the delivery of specialist housing advice be recruited as partner or parent agency to drive up standards. Quality targets should be set with a fixed deadline for delivery. It may be worth considering a name change at a later date.

BHAC would provide specialist advice across the board including challenging homelessness decisions, advising council and housing association tenants and finding ways to target low income working people. They will provide a second tier of advice to general advice agencies as well as providing training and outreach services. Under this model, they would not take on any new prevention or options work until they have achieved a considerable improvement in the quality of

housing advice. The post of Tenancy Relations Officer would return to be based with Barnet Homeseekers.

### Category 3: General advice agencies: Basic advice/excellent referrals

Agencies providing basic housing advice have an important role to play. At present, however, some advice is inaccurate, referrals are not always appropriate and in some instances urgent needs are not being picked up.

Under the proposed model, general advice and support agencies would continue to provide basic housing advice, would make referrals and would have a procedure for identifying urgent housing needs and dealing with these appropriately.

It is recommended that the LB Barnet consider allocating some funds to general advice agencies on condition of participating in the Advice Forum and working with other advice providers to drive up standards.

#### *Special issues:*

- *In the future, there will be local housing offices on all regeneration estates. These offices are/will receive requests for housing advice. This role should be acknowledged and staff offered the same training and information as those working in general advice and support agencies. This will help address the lack of services in the West of the borough.*
- *The Sangam Centre appears to provide a good appointments service but advisers are often unable to come to the phone for people who ring for advice. Sangam would benefit from training to ensure that people in urgent housing need are identified and referred on immediately and appropriately. If this could be addressed, it is recommended that LB Barnet consider making a funding allocation to the Sangam Advice Centre.*
- *East Finchley Advice Centre has seen a significant drop in funding recently. The service is well regarded and located away from other services. The agency has a strong volunteer base, although the quality of service is uneven and seems to depend on which volunteer is advising. If EFAS agrees to review volunteer recruitment and training, participate in the development of the model, including training to drive up quality of advice, then it is recommended that a more generous allocation of funding is granted.*

## **Short term recommendations to Barnet Homeseekers**

### **Within one month**

- Draw up a user friendly organisational map for all advice agencies
- Give a direct line number to all agencies delivering housing advice
- Collate and circulate information about all advice agencies (see Appendix B of the main report)

- Set dates for individual officers or teams (as appropriate) to visit all advice agencies to explain their work and hear about the agency's work.
- Set date for BHAC and Barnet Homeseekers frontline staff to meet
- Set date for internal discussion involving frontline and senior officers
- Install a freephone between Barnet Homeseekers and BHAC for clients
- Make good all broken equipment in Barnet Homeseekers reception area
- Clean and reequip the children's play corner and family interview room or get rid of them.

### **Within three months**

- All planned events above to have been completed
- Hold one off training session with all existing reception and telephone advice staff to raise standard of basic advice, referrals and ensure that urgent or emergency cases are being identified. During this training, tackle appropriate language and customer courtesy.
- Contact all advice agencies to find out whether access has been easier since having correct direct line numbers.
- Working with 331, agree procedure for homelessness assessments that will reduce staff and client time spent waiting in Barnet House. This may mean training a homelessness assessment officer to work with young people so that they can undertake outreach sessions at 331 centres. These plans must be developed in partnership with 331.

### **Long term recommendations for the new model**

- Work towards less lunch time closures and more out of hours services.
- Identify local language needs and brief staff on use of language services
- Work towards common client monitoring
- Devise training programmes with all three categories of advice provider and ensure that these cover skills based and knowledge based training
- Review staff pay levels
- Discuss with advice agencies how to coordinate housing advice volunteers<sup>1</sup>
- Devise clear list of tasks for the members of the Advice Forum
- Plan how and when BHAC and Homeseekers staff will achieve CLS Level 2
- Identify shadowing and secondment opportunities between agencies
- Ensure that all BHAC staff have induction with Homeseekers and vice versa
- Build in regular consultation with users and staff of advice agencies.

### **Groups whose needs are not being served**

With members of the Homelessness Forum, Advice Forum and other relevant departments and organisations, examine ways to better meet the housing advice needs of low income working people; 16/17 year olds; those living in West

---

<sup>1</sup> Volunteers may be used by statutory as well as non statutory services. There is a well established procedure for recruiting, training and supervising volunteers in the local PCT which is used by 331 and is said to work well. BVSC can also screen applicants.

Barnet; and people with English as a second language. Also review what advice is given to women who mention violence in the home when they seek advice.

## **Acknowledgements**

Thanks are due to the agencies that participated in the research and to staff in the LB Camden and RB Kensington and Chelsea who provided information about their services. Thanks also to all those who worked on the mystery shopping exercise.

The mystery shopping exercise was conducted in partnership with Shelter's Performance and Quality Team.

## **List of abbreviations used in the report**

BHAC	Barnet Housing Advice Centre
BH	Barnet Homeseekers
CAB	Citizens Advice Bureau
EFAS	East Finchley Advice Service
HAB	Homeless Action in Barnet
331	331 Young People's Centre



## Building on Success

In addition to the three core objectives that we continue to work on, our strategy is evolving and includes a number of new objectives to help us deliver on our vision:

### Objective 1: Reducing Homelessness Against its Main Causes

We aim to reduce the number of homeless applications that result from evictions from parents' and friends' accommodation, the loss of private sector accommodation and homelessness resulting from domestic violence by:

- Implementing recommendations from the Barnet housing advice review
- Replacing the customer service team with a housing advice team
- Reviewing and updating the Council's use of mediation services
- Developing the 'Sanctuary Project' to assist people who have experienced domestic violence to remain safely in their homes
- Introducing early warning systems to prevent arrears-based evictions in all three housing sectors.

### Objective 2: Reducing Levels of Repeat Homelessness

Reducing levels of repeat homelessness is dependent on ensuring that tenants are re-housed in appropriate accommodation with the right housing support packages. Barnet is committed to achieving this through the following actions:

- Carrying out organisational changes to ensure that the Council's housing support service is made available to all clients at the onset of their contact with the Homeseekers service

Barnet Homelessness 04  
Strategy Update 2004

- Implementing the recommendations from the department's joint working audit, including the development of new protocols and procedures

- Commissioning research into the causes of repeat homelessness and putting robust monitoring processes in place.

### Objective 3: Reducing the Inappropriate Use of Temporary Accommodation

This strategy aims to reduce the use of traditional temporary accommodation and encourage the pursuit of a wide range of new and affordable housing options. When temporary accommodation is provided it needs to be of a good quality and cost effective for local tax payers. We aim to achieve this by:

- Conducting routine inspections of temporary accommodation to check if the properties are lived in and there is a genuine need for temporary accommodation
- Expanding the use of rent deposits schemes for single people to enable them to access alternative forms of housing
- Establishing a new Private Sector Leasing Scheme to raise standards of temporary accommodation and bring families housed outside of the borough back into Barnet
- Accepting the recommendations of the Best Value Review of children in temporary accommodation
- Consulting with partners regarding child welfare at the Homeless Families and Young Persons Forum
- Developing new options and alternative forms of temporary accommodation for young people, such as supported lodgings.

### Objective 4: Reducing Rough Sleeping Levels to Close to Zero

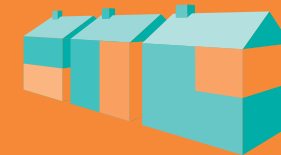
A draft rough sleeping prevention strategy was produced in May 2004 and is still undergoing consultation. The strategy aims to ensure that levels of rough sleeping remain close to zero by:

- Introducing new monitoring procedures to identify and record the incidence of rough sleeping
- Assisting existing rough sleepers off the streets and supporting them to maintain accommodation
- Preventing future rough sleepers through the use of early intervention procedures.

## Remembering Our Core Principles: Providing Quality Services and Responding to Diversity

**Our two guiding commitments to providing quality services and responding to diversity underpin everything we do. Specific actions that are underway to support these objectives are as follows:**

- Building a modern reception area for all Homeseekers clients, set to be completed by December 2004
- Publishing a Black and Minority Ethnic (BME) Housing Strategy by April 2005
- Working with partner agencies to ensure that interpreting support is available to people where English is not their first language
- Aiming for a 10% reduction in the percentage of review requests for homeless decisions by April 2005
- Reviewing Homeseekers monitoring, performance management and information technology systems by April 2005
- Updating the user consultation strategy to ensure consultation takes place with hard-to-reach groups and customers are involved in service planning.
- Conducting regular mystery shopping exercises and developing new training programmes for all front line staff



Barnet Homelessness 05  
Strategy Update 2004

### Key Priorities for our Community

- A First Class Education Service
- Tackling Crime
- Supporting the Vulnerable in our Community
- A Cleaner Greener Barnet
- Repairing Roads and Pavements



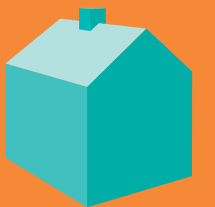
## Putting the Community First

**BARNET**  
LONDON BOROUGH



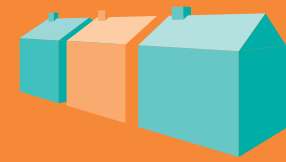
# Working Together to Tackle Homelessness:

## Summer 2004 Update



[www.barnet.gov.uk](http://www.barnet.gov.uk)

**Beacon Council**  
2002-2003  
Improving Urban Green Spaces  
Libraries as a Community Resource  
2003-2004  
Community Cohesion



# Working Together to Tackle Homelessness: Summer 2004 Update



## Last year, Barnet Housing Service produced its first ever homelessness strategy 'Working Together to Tackle Homelessness'.

This plan has enabled the Council and its partners to develop a strong and ambitious vision for the future:

*"To provide the widest range of housing options for Barnet People."*

The strategy's impact can already be felt within the community. Since publication, homeless families no longer have to live in hotels with shared bathroom and kitchen facilities and local community groups have a greater say in housing policy through the re-launched Barnet Homelessness Forum.

This summary document records our progress towards implementing the strategy and sets out new targets and objectives that have emerged as a result of the strategy's development.

Barnet Housing Service is committed to strengthened partnership working and would like to thank all of the individuals and agencies that have helped to turn the strategy into a living document that promotes real change.



## What We Have Achieved From Working Together

The Council identified three core objectives to realise its vision:

- To provide alternatives to homelessness
- To develop good quality temporary accommodation (TA)
- To provide appropriate services and support to homeless people.

All three strategic aims were underpinned by a corporate commitment to providing quality services and responding to diversity.

The following progress report shows how we have delivered on each of these objectives during the past year.

### Objective 1: To Provide Alternatives to Homelessness

- The homeless prevention team intervened in 166 cases where people were threatened with homelessness. 21% of these tenants were helped to remain in their homes and a further 21% were provided with alternative accommodation options, such as the New Start scheme.
- North London Family Mediation Service (NLFMS) provided a service to 437 households in housing need as a result of relationship breakdown. Following mediation, only 22% of those referred to NLFMS ended up in temporary accommodation as homeless
- The Integration Project is helping families to remain in their properties following the withdrawal of support from Social Services. The project is still in its infancy but in the first two months, eleven families were able to remain in their homes as private tenants
- A comprehensive review of local housing advice services was undertaken by external consultants and completed in June 2004. Plans to implement the findings are outlined later in this document.

### Objective 2: To Develop Good Quality Temporary Accommodation

- The last Barnet family was moved out of shared bed and breakfast accommodation in October 2003, six months ahead of target
- As of May 2004, 89% of temporary accommodation is provided within the borough. This is a marked improvement from April 2003 when only 80% of TA was provided within Barnet
- The Council has reduced its dependence on unsuitable annexe accommodation and is now more able to provide homeless households with self-contained long-term leases from housing associations (known as HALS), which provide good quality medium-term housing. Between April 2003 and 2004, the ratio of the Council's use of HALS to annexes increased by 30%.

### Objective 3: To Provide Appropriate Services and Support to Homeless People

- The housing support team have improved and expanded their support services. In April 2003 the team supported 65 people, by April 2004, this number had almost trebled to 182
- Barnet's housing support team and local mental health services have undergone a comprehensive review that is due to be completed by August 2004
- Joint working between local statutory and voluntary services has been improved by the re-launch of the Barnet Homelessness Forum in January 2004
- Coherent planning for 16 and 17 year olds is being developed through the 'Homeless Families and Young Persons' sub group of the Barnet Homelessness Forum
- The NOTIFY project went live in June 2004 and now enables housing, social services, education and health services to notify each other about the movement of vulnerable individuals in temporary accommodation.



**AGENDA ITEM: 6**

Page nos. 1 – 5

Meeting	Cabinet Resources Committee
Date	4 <sup>th</sup> November 2004
<b>Subject</b>	<b>Dollis Valley estate regeneration – Underwriting agreement with the Home Group Ltd (Warden Housing Association)</b>
Report of	Cabinet Member for Housing, Neighbourhoods & Community Safety
Summary	The report details the underwriting agreement between the Council and Warden HA for the Dollis Valley estate

Officer Contributors	Regeneration Manager, Borough Treasurer.
Status (public or exempt)	Public (with a separate exempt section)
Wards affected	Underhill
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not Applicable

Contact for further information: Jon Lloyd-Owen x7126

## **1 RECOMMENDATIONS**

### **1.1 That approval be given to enter into the proposed underwriting agreement with Warden Housing Association**

## **2. RELEVANT PREVIOUS DECISIONS**

### **2.1 At its meeting on 1 December 2003 the Cabinet resolved the following:**

“That the Council enter into further negotiations with Warden Housing Association for the regeneration of the Dollis Valley estate in order to consider possible amendments to the two schemes under consideration.”

### **2.2 It was noted that underwriting provisions were anticipated in relation to Warden HA master planning and related costs . It was also clearly noted that these would be on the basis of risk-sharing between the Council and Warden Housing Association.**

### **2.3 On 27<sup>th</sup> September 2004 the Cabinet agreed to endorse Warden Housing Association as its preferred partner to take forward the regeneration of the Dollis Valley estate.**

## **3 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

### **3.1 The proposed regeneration will help towards meeting the Council’s obligations to achieve decent homes standards by 2010.**

### **3.1 The proposal supports the corporate policy of “Putting the Community First”, and contributes to the five key Priorities for our Community in the Corporate Plan:**

### **3.2 A First Class Education Service: Each of the bidders proposed radical changes to Barnet Hill Primary and proposed working with further education providers and contractors to provide a first class education service and good quality opportunities to learn and strengthen business success and the health and quality of life of the residents.**

### **3.3 Tackling Crime: The bids promoted community safety through “Secure by Design” principles**

### **3.4 Supporting the Vulnerable in our Community:Regeneration of priority estates is one of the keys for helping the diverse members of the community to participate in shaping their future and accessing wider opportunities.**

### **3.5 A Cleaner Greener Barnet: The bidders were encouraged to use the adjacent green belt to improve the vista for residents and incorporate access to the green belt from the regenerated estate**

- 3.6 Repairing Roads and Pavements: The proposals allow for the renewal and replacement of the existing highway infrastructure and for improvement to public transport services.

#### **4 RISK MANAGEMENT ISSUES**

- 4.1 Similar agreements in respect of projects at Grahame Park and Stonegrove have been underwritten against the value of surplus land on those estates. As with West Hendon, this is not available and it is proposed that these costs be underwritten against the Housing Revenue Account (HRA) working balance.
- 4.2 The budget estimate and capped amount to be underwritten is £1,300,000 inclusive of VAT.
- 4.3 Should this be called upon, it will impact on the proposed investment towards meeting Decent Homes standards in the Council's housing stock and generally supporting the HRA for financial years 2004/05 to 2006/07.

#### **5 FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

- 5.1 Details of the amounts involved are included in the report containing exempt information
- 5.2 This agreement will commit the Council to underwriting up to a maximum of £1.3m. Comparable underwriting provisions have been agreed for the Grahame Park, Stonegrove & Spur Rd and West Hendon regeneration projects.
- 5.3 The maximum total value of the underwriting agreements to date is £4.49m. If the Dollis valley agreement is entered into, this takes the maximum commitment to some £5.79m. However, the agreements for Stonegrove & Spur Road and Grahame Park contain the opportunity to meet those underwritten sums from the value of land released by the relevant regeneration schemes. This could fund up to £3.19m of the overall commitment.
- 5.4 The ultimate source of any remaining funds necessary to meet the residual sums required for the overall underwriting provision would be the Housing Revenue Account (HRA) working balance. The forecast of the HRA balance position at the end of 2004-05 currently stands at £5.4m and current good practice means we assume a minimum requirement of £2m. However a full monitoring exercise is currently underway on the HRA and this will update the balances position. Alternative funding can also be considered around opportunities presented by the new housing capital financing regulations.
- 5.5 Regular risk assessment appraisals for the existing underwriting commitments are carried out and these have been used to establish the context for this final underwriting agreement.

## **6 COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (Head of Paid Service, Chief Finance Officer, Monitoring Officer)**

6.1 Comments have been incorporated within the main body of the report

## **7 BACKGROUND INFORMATION**

- 7.1 Following the decision of Cabinet on 1<sup>st</sup> December 2003, the Council entered into further negotiations with Warden Housing Association. These negotiations have now reached a stage where more detailed work and extensive consultation needs to take place. On 1<sup>st</sup> July 2004 Warden Housing Association became a division of the Home Group Ltd, therefore the underwriting agreement will be made directly with the parent company.
- 7.2 Over the next period the masterplan will be developed in consultation with residents to the point of submission of an Outline Planning Application by June 2005.
- 7.3 Warden Housing Association has incurred substantial expense to date and the next stage in the project's development will involve the expenditure of considerable resources, including a large proportion of costs on external consultants. Warden Housing Association currently has no contractual relationship with the Council and has been proceeding entirely at risk.
- 7.4 Over the next period it is intended to negotiate a detailed Principal Development Agreement that will establish a contractual relationship between the Council and the consortium which will be reported to Members for agreement in 2005/06.
- 7.5 In the interim, it is proposed to enter into an underwriting agreement. This will commit to a sharing of risk between the Council and its selected partner and provide for certain costs to be underwritten in specific circumstances that are substantially outside of Warden Housing Association's control.
- 7.6 The Underwriting Agreement will exclude costs relating to Warden HA's own personnel and services, with the exception of dedicated project staff. The primary costs eligible to be underwritten will relate to third party consultants, their fees and disbursements.
- 7.7 Warden HA has provided a breakdown of its own projected costs, its budgeted costs for third party consultants and cost incurred to date and this is provided in the Exempt Report. The Council has engaged construction cost consultants Davis Langdon to carry out an initial review of the projected costs.
- 7.8 It is envisaged that the circumstances under which payments may become due under the Agreement would be the following:
- Outline Planning Consent – Provided the consortium has used its reasonable endeavours, the Council would commit to underwrite a proportion of eligible costs in the event that outline planning consent was not obtained.

- Compulsory Purchase Order (CPO) – In the event that the Council decides to use a CPO to purchase certain leasehold and freehold interests to enable the scheme the Council will be responsible for the CPO's promotion and for setting out the case for its approval. The decision on whether to approve a CPO is reserved to the Secretary of State. If the CPO was required for the scheme to proceed and was not confirmed the Council would commit to underwrite a proportion of eligible costs.
- Council withdrawal from the project – Until a Principal Development Agreement is in place the Council will agree to underwrite eligible costs in the event that it withdraws from the project and its partnership with Warden HA .
- Failure to gain resident support for the regeneration proposals. Following development of the masterplan, management and associated proposals a survey to establish residents support will be held. If residents do not support the proposals a proportion of the costs will be underwritten

7.9 Warden HA also indicated their willingness to underwrite a certain proportion of the Council's costs relating to third-party consultants (e.g. external legal advisers), in the event that they unreasonably withdraw from the project.

## **8 LIST OF BACKGROUND PAPERS**

None

MO: POJ  
BT: JO

**AGENDA ITEM: 7**      Page nos.10 – 16

---

Meeting	Cabinet Resources Committee
Date	4 November 2004
<b>Subject</b>	<b>Parks golf courses.</b>
Report of	Cabinet Member for Resources Cabinet Member for Environment and Transport
Summary	This report seeks approval to grant leases for three parks golf courses and to the appointment of agents to undertake the marketing.

---

Officer Contributors	Dave Stephens, Chief Valuer and Development Manager David Dench, Greenspaces Manager
Status (public or exempt)	Public
Wards affected	Hadley, East Barnet & Friern Barnet
Enclosures	Location Plans
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Dave Stephens, Chief Valuer and Development Manager.  
Tel : 020 8359 7353



## **1. RECOMMENDATIONS**

- 1.1 That approval be given to market the leasing of the golf courses at Bethune Park, Tudor Park and Oakhill Park and that the appropriate Chief Officers be instructed to:**
- i. advertise the proposed leasehold disposals in accordance with the requirements of Section 123 (2A) of the Local Government Act 1972; and**
  - ii. seek fee quotes and marketing recommendations from suitable experienced private sector firms with the Cabinet Member for Resources approving the appointment of a firm to act as the Council's agent under delegated powers;**
- 1.2 That the results of the Section 123 advertising and the marketing be reported to a future meeting of the Committee for further consideration.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Resources Committee 22 July 2002 – Considered a report upon the poor condition and lack of investment in the three parks golf courses and the revenue costs of running the facilities, and agreed to enter into a management agreement with Golfwise Limited.**
- 2.2 Cabinet Resources Committee 19 August 2004 – A report requesting temporary closure of the Bethune and Oakhill courses from October 2004- April 2005 whilst there future was reviewed was approved. Tudor is remaining open with the support of the associated club.**

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Corporate Plan commits the Council to “plan and manage land use and development in Barnet to enhance the quality of life and provide tangible benefits for the community. The proposals in this report may achieve this by attracting potential lessees who will be prepared to invest in the golf courses to improve the quality of the facilities.**

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Finding organisations willing to invest in these golf courses without them having the major control over the use and management of the facilities has been unsuccessful. In this instance it is proposed that leasehold interests in the golf courses be offered on the basis that the lessees can chose how they manage and market the facilities thereby having greater control over their financial viability. The Council's control will be limited to ensuring that the courses cannot be used for any other purpose and that their use does not prejudice the public use of the adjacent open spaces.**
- 4.2 There is no certainty that this latest attempt to find an operator or operators of the golf courses will be successful.**
- 4.3 The advertising of the intention of granting leases of the golf courses pursuant to Section 123 (2A) of the Local Government Act 1972 is likely to generate some negative public reaction in the form of letters, maybe a petition and contact with Councillors. Any representations received will be reported to a future meeting of the Committee when the results of the marketing are reported.**

## **5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

- 5.1 If the golf courses are let there will be a saving in revenue costs in the sum of £155,000 per annum.
- 5.2 The Council employed 8 members of staff to maintain and manage the courses. These officers have accepted voluntary redundancy packages.
- 5.3 The grounds maintenance of the courses is currently carried out by the equivalent of 2 full time members of staff. This area of work would be under threat if the courses are externalised however, the officers would be re allocated to other work within the grounds maintenance teams.
- 5.3 There are no ICT issues.

## **6. COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (HEAD OF PAID SERVICE, CHIEF FINANCE OFFICER, MONITORING OFFICER)**

- 6.1 These are incorporated in the report

## **7. BACKGROUND INFORMATION**

- 7.1 The Council owns and manages three nine-hole golf courses – one each in Tudor Park, Oakhill Park and Bethune Park – shown edged black on the attached plans. Currently they are run at an annual revenue loss and each requires investment if they are to continue to be used for golfing purposes.
- 7.2 The first attempt to find private sector operators for these golf courses was made in 1992 when they were offered as part of a package which included the possible golf development sites at West Hendon Playing Fields and at Copthall. No-one was interested in the three parks courses. In 2002 a proposal to transfer the management of the courses to Golfwise Limited was approved by the Cabinet Resources Committee. Subsequently Golfwise Limited withdrew from the negotiations of the management contract.
- 7.3 The circumstances which led to the decision in 1992 to find a private sector operator of the courses have not changed – they are run at an annual revenue loss part of which is a consequence of a lack of investment in the facilities. If it is not to continue to incur revenue losses, the Council appears now to have two options – (i) to remove the courses and incorporate the land within the parks as fully accessible public space; or (ii) pursue a final marketing exercise to try and find people interested in taking leases of the courses. In the case of (i) there would be capital costs for which there is no budgetary provision. If option (ii) is to be pursued it will need to be on the basis that prospective lessees are offered reasonable length leases on terms which will not fetter their abilities to enhance the facilities and operate them on a financially advantageous basis.
- 7.4 As there is no capital provision to undertake option (i), it is recommended that option (ii) is pursued. It is also recommended that a private sector firm experienced in the marketing of golfing facilities be appointed to provide advice on the leasing arrangements and to act as the Council's marketing agents.
- 7.5 Because (a) the courses are located in parks; and (b) the grant of leases are deemed to be 'disposals', it will be necessary, pursuant to the provisions of Section 123 (2A) of the Local Government Act 1972, to advertise the Council's intention to 'dispose' of the

courses. Any representations received can be reported to the Committee when reporting upon the outcome of the marketing.

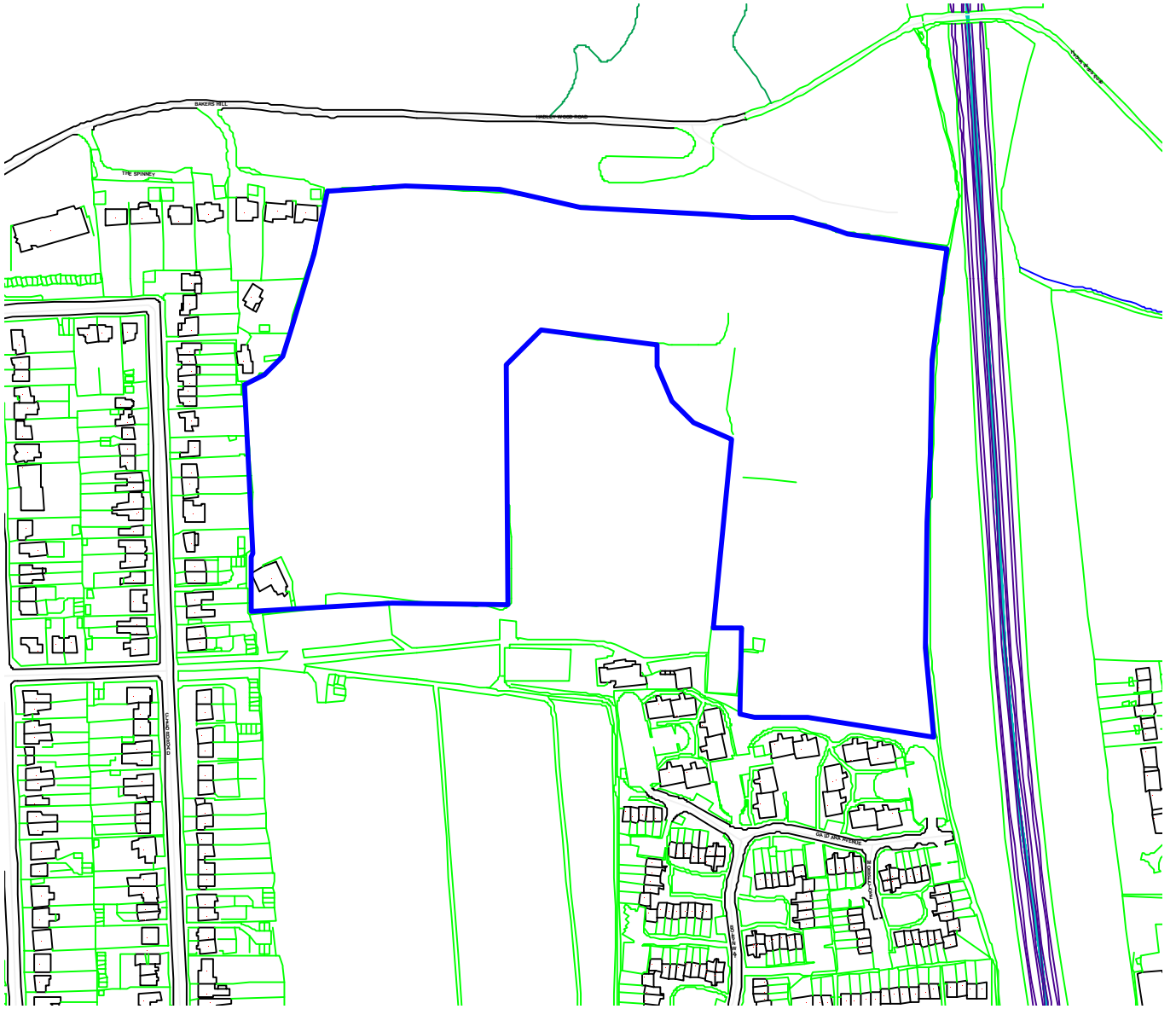
## **8. LIST OF BACKGROUND PAPERS**

8.1 None

MO: DP

BT: BS

# **TUDOR PARK**



Based on the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.

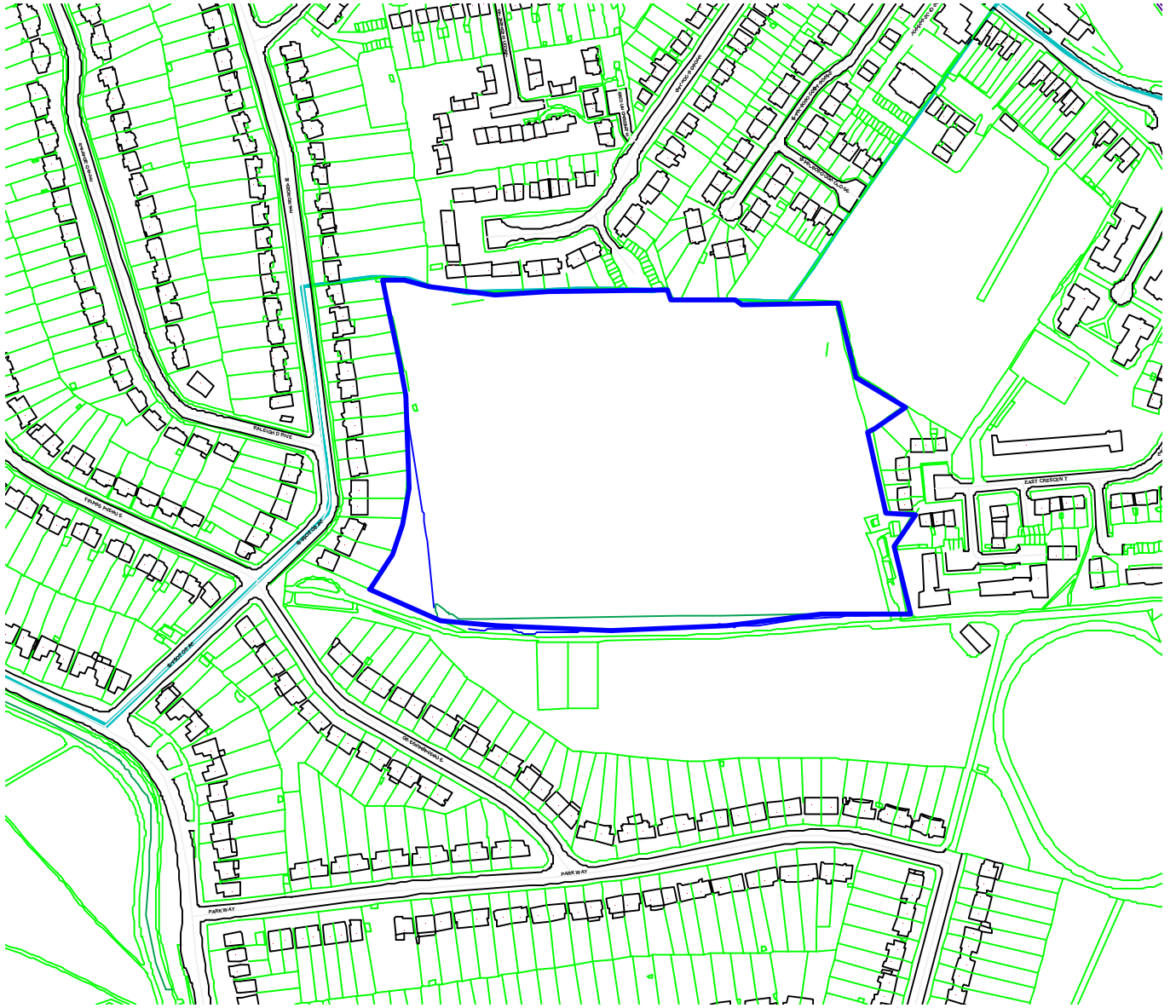
London Borough of Barnet LA086290 2003

**OAKHILL PARK**



Based on the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office  
Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil  
proceedings.  
London Borough of Barnet LA086290 2003

## **BETHUNE PARK**



Based on the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.

London Borough of Barnet LA086290 2003

**AGENDA ITEM: 8**

Page nos. 17 – 19

---

Meeting	Cabinet Resources Committee
Date	4 November 2004
<b>Subject</b>	<b>Works at: Stoneyfields Park, Glebelands Open Space and Highlands Gardens (S106 funding)</b>
Report of	Cabinet Member for Environment & Transport
Summary	This report seeks approval to undertake Section 106 funded work at Stoneyfields Park, Glebelands Open Space and Highlands Gardens.

---

Officer Contributors	Matthew Mardling, Principal Greenspaces Manager
Status (public or exempt)	Public
Wards affected	Hale, Woodhouse, High Barnet.
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency/exemption from call-in (if appropriate)	N/A

---

Contact for further information: Matthew Mardling 020 8359 7823

## **1. RECOMMENDATIONS**

- 1.1 That the improvement works at Glebelands Open Space be added to the 2004/5 Environmental Services Capital Programme**
- 1.2 That the improvement works at Stoneyfields Park, and Highlands Gardens be added to the 2004/5 Greenspaces revenue budget.**
- 1.3 That the works be funded from the Section 106 Agreements detailed in the report.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 None.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 Working towards the Council's priority of "a cleaner, greener borough".

## **4. RISK MANAGEMENT ISSUES**

- 4.1 If five years elapses from the date payment of the relevant S106 contribution is made to the Council and the contribution is left uncommitted or unspent within that time frame, then the contribution will have to be returned to the developer with interest.
- 4.2 The Glebelands is made up land of uncertain condition. Trial pits will be necessary to determine the viability of the work. Should the ground prove unsuitable for a permanent drainage system, then surface drainage will be installed. This will be less expensive but have a shorter effective life.

## **5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

- 5.1 The S106 funding availability is as follows:
  - Stoneyfields Park (Revenue) £20,000
  - Glebelands (Capital) £75,200
  - Highlands Gardens £20,000
- 5.2 These works will serve to enhance the life span and utility of existing features.
- 5.3 A legal agreement exists obliging the Council to let three sports pitches at Glebelands Open Space, on a seasonal basis to Finchley Rugby Club, for a period of 23 years from October 1995. The agreement is silent as to the required condition of the pitches, though the current condition is a cause of contention.



**6. COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (HEAD OF PAID SERVICE, CHIEF FINANCE OFFICER, MONITORING OFFICER)**

6.1 None

**7. BACKGROUND INFORMATION**

Three Section 106 agreements provide the funding required for the improvement of local Greenspaces, and the proposed work:

- 7.1 A section 106 agreement, ref DEV2.57685.GXL/SJC made between the Council and Laing Homes Limited dated 29 March 2004 in relation to the development of 2,4,6 Gibbs Green, planning application ref W06662F/03, secured a £20,000 contribution towards the improvement and enhancement of public open space within the Hale Ward. The following works are proposed:
- 7.1.2 Refurbishment of the Stoneyfields Park play area to enable it to be reopened to the public with some up dated equipment at an estimated cost of £15,000. The remainder to be used to refurbish the adjacent picnic area and make safety improvements to the lake and stream banks. Plus the installation of a 'five-a-side' pitch.
- 7.2 The development by Barratt Homes Ltd of the former T A Cadet Centre off High Road., planning application C01098C (Reference DEV2. 55492. gxl), set aside £83,000 for works on the Glebelands open space. £7,800 has already been allocated for essential tree work.
- 7.2.1 From the remainder £69,000 will be used to provide permanent drainage to the sports pitches. These currently become very water logged resulting in them not being capable of being played on through out the normal season.
- 7.2.2 A new metal rail will be installed to prevent unauthorised vehicular access to the sports pitches at an estimated cost of £6200.
- 7.3 The development of 43-55 Bulwer Road, EN5 5EU, planning application N13387/02 (reference DEV2.56749.GXL.vf) provided £20,000 for the improvement of Highland Gardens in High Barnet Ward. The contribution is to be used specifically for the restoration of the historic water feature which runs the length of the park adjacent to Highland Gardens.

**8. LIST OF BACKGROUND PAPERS**

8.1 None.

MO: POJ

BT: BH

**AGENDA ITEM: 9** Page nos. 20 – 22

---

Meeting	Cabinet Resources Committee
Date	4 November 2004
<b>Subject</b>	<b>Use of S106 Monies Designated for Employment &amp; Training Purposes</b>
Report of	Cabinet Member for Regeneration & Development
Summary	Approval to use monies designated for employment and training purposes, arising from a S106 agreement with Nortel Network Properties Ltd, to commission a study to employ consultants to produce a joint action plan to target and co-ordinate training and employment investment, to match future business needs and opportunities arising from the major housing and commercial regeneration schemes in the borough.

---

Officer Contributors	Alison Young, Strategic Development Unit
Status (public or exempt)	Public
Wards affected	All wards
Enclosures	None
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	None

Contact for further information: Yvonne Shaw, Strategic Development Unit. Tel; 0208 359 7278,

[yvonne.shaw@barnet.gov.uk](mailto:yvonne.shaw@barnet.gov.uk)

## **1. RECOMMENDATIONS**

**1.1 That approval be given to the use of S106 monies designated for employment and training purposes, up to a maximum of £30,000 for the employment of consultants to**

- **produce a joint action plan to target and co-ordinate training and employment investment,**
- **to match future business needs and opportunities arising from the major housing and commercial regeneration schemes in the borough.**

## **2. RELEVANT PREVIOUS DECISIONS**

2.1 None

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

3.1 The study will support a number of Council priorities, policies and targets:

- The study will support the Barnet Community Plan 2003-6 priority to 'Foster an Enterprising Community', specifically the objective of ensuring a good climate for business by delivering appropriate courses to meet local skills needs.
- The mainstreaming of regeneration activities across the Council. Target 2004/5 - to develop supporting strategies for a co-ordinated approach to regeneration and proposals for infrastructure. Target 2007/8 – maximise range of measurable benefits arising from major regeneration schemes
- Improved corporate approach to securing physical, economic and community benefits. Target 2004/5 – development of agreed corporate approach to Section 106 and other mechanisms to secure benefits reported to Strategic Development Group for implementation plan to be in place by March 2005.
- The provision of lifelong learning and leisure opportunities for all as part of a first class education service.

## **4. RISK MANAGEMENT ISSUES**

4.1 The developer paid the cash for this purpose to the Council in January 2002, but there is a risk of losing it if it is not spent on the agreed purposes within the expiry period i.e 3 years from the date of receipt of the money.

## **5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS**

5.1 £30,000 will be spent from pot of £75,000 received from the developer.

## **6. COMMENTS, IF ANY, OF THE COUNCIL'S STATUTORY OFFICERS (Head of Paid Service, Chief Finance Officer, Monitoring Officer)**

6.1 None

## **7. BACKGROUND INFORMATION**

- 7.1 Under a S106 agreement dated 30/07/01, in connection with the planning consent to erect a four storey building extension at Brunswick Park, New Southgate, developers Nortel Network Properties Ltd agreed to pay £75,000 for skills training and economic initiatives in return for loss of employment land. This cash has been received by the Council but not yet spent. If not spent within 3 years from the date of receipt (January 2002) it will be lost.
- 7.2 The £75,000 is designated for skills training and labour market initiatives, including, specifically, a job brokerage service, to enable persons resident in LBB to obtain local employment and to provide facilities, including childcare, to enable parents in LBB to obtain local employment.
- 7.3 It is proposed that these funds should be used to employ consultants to produce a study which will be used by the Council to:
- Mainstream the strategic regeneration of Barnet through the development of tighter working practices between major regeneration schemes and key deliverers, thereby ensuring a skilled workforce is in place to meet the needs of the new developments both during and after construction.
  - Ensure that effective linkages are established between planned developments and that community benefits on each are maximised.
  - Provide the London Borough of Barnet and its partners with the strategic information necessary to design and implement a successful 'People Into Jobs' initiative, which will help to ensure a good match between the skills of the local workforce and those needed by business during both the construction and post construction phases on each of its developments.
  - Develop Supplementary Planning Guidance and S106 agreements in order to negotiate economic benefits for the community from major redevelopments.

## **8. LIST OF BACKGROUND PAPERS**

- 8.1 Nortel Networks Properties Limited, S106 Agreement dated 30/07/01. Planning reference 115. Planning application number N00429EP/00.

MO: JL

BT: CM