

**MEETING**

**HOUSING AND GROWTH COMMITTEE**

**DATE AND TIME**

**MONDAY 14TH JUNE, 2021**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF HOUSING AND GROWTH COMMITTEE (Quorum 3)**

Chairman: Richard Cornelius

Vice Chairman: Sarah Wardle

**Councillors**

Sara Conway

Kath McGuirk

Daniel Thomas

Paul Edwards

Alex Prager

Peter Zinkin

Ross Houston

Thomas Smith

**Substitute Members**

Anne Clarke

Nizza Fluss

Laithe Jajeh

Geof Cooke

Rohit Grover

Alison Moore

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**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

Governance Services contact: [faith.mwende@barnet.gov.uk](mailto:faith.mwende@barnet.gov.uk)

Media Relations Contact: Tristan Garrick 020 8359 2454

**ASSURANCE GROUP**

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## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING	5 - 14
2.	ABSENCE OF MEMBERS	
3.	DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS	
4.	REPORT OF THE MONITORING OFFICER (IF ANY)	
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	
6.	MEMBERS' ITEMS (IF ANY)	15 - 18
7.	COVID-19: Recovery Plan - Thriving	19 - 62
8.	Chipping Barnet Community Plan	63 - 110
9.	Housing Revenue Account (HRA) Business Plan	111 - 130
10.	Barnet Homes Delivery Plan 2021/22	131 - 156
11.	Review of Council Temporary Accommodation rents for 2021/22	157 - 170
12.	Private Sector Housing Licensing Schemes	171 - 452
13.	Fosters Estate Development Project Update	453 - 466
14.	Strategic Outline Case for the Regeneration of Part of Grahame Park Estate by Barnet Council	467 - 478
15.	Northway/Fairway Proposed Approach to Site Disposal	479 - 506
16.	Watling Car Park Proposed Approach to Site Disposal	507 - 536
17.	Brent Cross Update Report	537 - 550
18.	COMMITTEE FORWARD WORK PROGRAMME	551 - 556

19.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	
20.	MOTION TO EXCLUDE THE PRESS AND PUBLIC	
21.	Exempt - Fosters Estate Development Project Update	557 - 562
22.	Exempt: Strategic Outline Case for the Regeneration of Part of Grahame Park Estate by Barnet Council	563 - 606
23.	Exempt - Northway/Fairway Proposed Approach to Site Disposal	607 - 620
24.	Exempt - Watling Car Park Proposed Approach to Site Disposal	621 - 636
25.	Exempt - Brent Cross Update Report	637 - 684
26.	ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT	

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# Decisions of the Housing and Growth Committee

25 January 2021

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)

Councillor Sarah Wardle (Vice-Chairman)

Councillor Daniel Thomas

Councillor Peter Zinkin

Councillor Thomas Smith

Councillor Alex Prager

Councillor Ross Houston

Councillor Paul Edwards

Councillor Sara Conway

Councillor Kath McGuirk

## 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** that the minutes of the meeting of the Housing and Growth Committee held on 24 November 2020 be approved as a correct record.

## 2. ABSENCE OF MEMBERS

None.

## 3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor Wardle declared a pecuniary interest in relation to item 11 by virtue of the company with which the lease was looking to be agreed, currently being a client of her employer.

Councillor McGuirk declared a non-pecuniary interest in relation to item 10 by virtue of being an employee of the John Lewis Partnership.

Councillor Houston declared a non-pecuniary interest in relation to item 8 and item 9 by virtue of being a Council appointed member of the Barnet Group Board and by virtue of having a £1 non-recoverable share in Notting Hill Genesis.

## 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

## 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

## 6. MEMBERS' ITEMS

**Cllr Kath McGuirk – Self-employed ad small business support.**

Members agreed to discuss this item as part of the discussion on the Recovery report.

**Cllr Ross Houston – Cladding and appropriateness of insulation materials at Zenith Close.**

Councillor Houston introduced his Members items and asked officers to comment on the actions he requested.

The Deputy Chief Executive updated the Committee that major registered providers were working on the cladding issues directly with the MHCLG. The MHCLG was co-ordinating and prioritising the cladding issue across the whole country. The Deputy Chief Executive agreed that it would be sensible to have an update on the Barnet Homes programme, to confirm no inappropriate materials were being used within the council's schemes. Cladding reports are published on the website, which would be shared with the committee and any issues for discussion could be brought back to a future meeting.

Members asked that landlords be informed that the Council did not want any discontinued material to be used. Officers agreed to work with MHCLG to ensure any cases raised, around suspected inappropriate materials being used, were dealt with appropriately.

Members also agreed to meet with residents to discuss the matter, ensuring that residents understood that the Council was working with MHCLG to resolve cladding issues.

**Cllr Paul Edwards – Homelessness and evictions – follow-up.**

Members agreed to discuss this item as part of the discussion on the Recovery report.

**Cllr Sara Conway – Review of boiler and general maintenance in Barnet Homes properties.**

Councillor Conway introduced her Members item and stressed the seriousness of the living conditions of some residents living without heating for long periods of time.

Officers advised that a programme of work had been started, to review the boiler and maintenance in Barnet Homes properties and agreed to take forward all the actions outlined within the member's item.

**7. ASSET ACQUISITION STRATEGY**

The Chairman introduced the Asset Acquisition Strategy report. The proposed strategy set out how the Council would acquire assets, identify, and manage risks and the overarching governance arrangements that would be deployed to improve the acquisition of assets as outlined in Appendix A to the report.

Following consideration of the item, the Chairman moved to vote on the Officer's recommendations as outlined in the report.

The votes were recorded as follows:

For	6
Against	0
Abstain	4

**RESOLVED that the Committee:**

- **Approved the Asset Acquisition Strategy as per Appendix A of the report.**

**8. ANNUAL REVIEW OF COUNCIL DWELLING RENTS AND SERVICE CHARGES AND TEMPORARY ACCOMMODATION RENTS FOR 2021/22**

The Chairman introduced the report outlining the proposed changes to the Council dwelling rents and service charges including accommodation rents, to take effect from the 1<sup>st</sup> April 2021.

Following discussion, the Chairman moved to vote on the Officer's recommendations as outlined in the report.

The votes were recorded as follows:

:

For	10
Against	0
Abstain	0

**RESOLVED that the Committee:**

- **Noted and commented on the proposed rent increase in line with Government policy for existing council tenants as set out in paragraph 1.5 for social rent dwellings and 1.7 for affordable rent dwellings to take effect from 1 April 2021.**
- **Noted and commented on the proposed rent increases for temporary accommodation to the relevant outer London Local Housing Allowance rates as set out in paragraph 1.9 to take effect from 1 April 2021.**
- **Noted and commented on the proposed service charges and garage rents as set out in paragraphs 1.11 to take effect from 1 April 2021.**

**Noted that the proposed rent increase and charges would be submitted to the Policy and Resources Committee as part of the budget proposal paper and then take to Council for approval.**

**9. RECOVERY PLAN**

The Chairman introduced the report on the latest Covid-19 recovery plan for the Thriving workstream. The report provided an update to Committee on progress across a number of core themes under the workstream including business support, unemployment, homelessness, housing supply and digital connectivity.

Councillor McGuirk discussed her Members item on self-employed and small business support. She raised the issue that many businesses had not been able to work or generate income due to the lockdown restrictions, however, were not eligible for furlough arrangements. Councillor McGuirk requested that figures outlining how many people and business had been affected and the types of support available to assist them, be included within the body of the recovery plan report submitted to the next Housing and Growth Committee meeting. Councillor McGuirk also asked for an update on what assistance could be provided to those working in the creative industries, which had been particularly adversely affected by Covid-19.

Officers advised the Committee, that work had been done in collaboration with the FSB to identify sole traders and small businesses seeking grants and offering support. Officers notified the Committee that a significant amount of small business grants had already been distributed out across the borough to 4,800 businesses but acknowledged that there was still more work to be done. Officers also flagged two schemes currently available and advertised on the Council's webpages; 1) Additional restrictions scheme for small businesses and 2) Self employment income support scheme run by central

government. Officers agreed to incorporate an update on this work within the next recovery report.

Councillor Edwards introduced his Members item on homelessness and evictions. Councillor Edwards thanked Barnet Homes for all the work that had done to prevent any evictions taking place since March 2020. He asked for clarification on the reference to targeting recruitment in the care sector within the report and asked that the Council worked to improve the image of the care sector, including increasing training, professionalism, and the rates of pay. Councillor Edwards also asked officers to update the Committee on the situation regarding homeless applications within the private sector and what the impact of the governments ban on bailiff evictions ending on the 21<sup>st</sup> February might be.

The Assistant Director of Development and Economy advised that employment opportunities had arisen within the care sector and the Council was working to support and develop individuals currently unemployed, into these roles. The Covid vaccination programme had provided a number of opportunities for individuals to find employment via supporting this campaign, which would also result in permanent and long-term employment.

The Barnet Group Chief Executive advised that there had been a reduction in the amount of homeless applications within the private sector, however the rate was not zero, but a significant decrease. The homeless service was supporting a far higher number of single homeless people than families during this time, which brought different challenges in terms of finding suitable and available accommodation. Following the 21<sup>st</sup> February, officers felt there could be difficulties due to the restrictions around face to face consultations, particularly when assisting families, but felt that any rise in applications would be gradual. The Barnet Group Chief Executive advised that they had seen a trend, in which landlords were being more realistic about who they would rent to and for how long they would provide tenancies.

Councillor Edwards asked that if the ban on bailiff evictions ends on the 21<sup>st</sup> February, an update be brought back to the next meeting to outline what the implications of the changes have been on the community. Officers agreed to provide a report.

Councillor Conway asked officers if accreditation schemes could be used to assist residents moving from one sector to the other, to demonstrate their transferable skills and for those that have been volunteering during the pandemic or whilst on furlough. The Deputy Chief Executive advised that an accreditation scheme could be looked into as part of the overall piece of work being done on helping people get back into work following the pandemic.

Following discussion of the report, the Chairman moved to vote on the recommendations as outlined in the officer's report.

The votes were recorded as follows:

For	10
Against	0
Abstain	0

**RESOLVED that the Committee:**

- **Noted the report.**
- **Requested that the figures outlining how many people and businesses had been affected by the pandemic and the types of support available to them be included in the next update report.**
- **Requested that an update be provided at the next meeting on the implications following the potential ban on bailiff evictions on the 21<sup>st</sup> February 2021.**

**10. BRENT CROSS CRICKLEWOOD UPDATE REPORT**

The Chairman introduced the Brent Cross Cricklewood update report, which provided an update on the progress across the programme since the last committee meeting on the 24<sup>th</sup> November 2020, with particular regard to the updated Brent Cross West delivery programme, the acquisition of Brent Cross Retail Park, delivery strategy of the replacement homes for Part 1 of the Whitefield Estate and land assembly strategy.

Members asked officers to review the engagement strategy with residents. Members also requested Ward Councillors automatically be invited to the working group, in addition to the Administration and Opposition leads. Members and officers agreed to further discuss the best way to involve interested parties in the forum, outside of the committee meeting.

Members enquired as to whether the Donoghue site could be moved at the same time as the waste management site. The Brent Cross Programme Director advised that meetings with Donoghue were taking place, and an update would be provided in due course.

Following discussion of the item the Chairman moved to the vote on the officer's recommendations.

The votes were recorded as follows:

For	6
Against	0
Abstain	4

**RESOLVED that the Committee:**

- 1) Noted the updated Brent Cross West programme to reflect the agreed rail possessions with Network Rail and that the station contract with Volker Fitzpatrick has been updated to align with this programme as set out in paragraph 1.7;**
- 2) Approved the council entering into contract with Network Certification Body (NCB) to undertake the role of Assessment Body (AsBo) to provide assessment with regard to CSM-RA; the services of a Notified Body (NoBo) and Designated Body (DeBo) under the Railways Interoperability Regulations for GRIP 5-6 of the Brent Cross West Station project (paragraph 1.8);**
- 3) Delegated to the Deputy Chief Executive to procure in accordance with all lawful requirements, including the Public Contracts Regulations 2015 (as amended or as appropriate replaced) and the Council's Contract Procedure Rules the necessary resources to maintain the BX programme and manage**

the Brent Cross South Retail Park and extend the existing contracts in place as required in accordance with the Council's procurement rules on the contract as set out in paragraph 1.16 and 1.53 of this report.

- 4) Noted that the legal documentation for the student accommodation block on plot 25 as set out in this report is being progressed with a target date end of January and delegated authority to the Director of Finance in consultation with the Chairman of the Committee to finalise legal agreements and to authorise that the Council enters into contract with BXT JVLP and Vita in relation to plot 25 and completes any other related contractual documentation including agreements relating to Station; the form of lease and development matters; and change of use of the ground floor and, a side letter relating to the operation of particular clauses in the project agreement and approval of the forms of documents restricting competing development on neighbouring sites, and relating to failure to satisfy the funding condition (paragraph 1.19);
- 5) With respect to the relocation of Part 1 of the Whitefield Estate to Plots 53 and 54 on Brent Terrace, approved that officers progress the mitigation strategy to commence works on site as set out in paragraphs 1.40-1.41 of this report and delegated authority to the Deputy Chief Executive in consultation with the Chairman of the Committee to finalise that strategy, make the required consequential changes required to the Funding Development Agreement with L&Q to implement the strategy and authorise the commencement of works and to complete any documentation required to give effect to the same (paragraphs 1.40-1.41);
- 6) Noted that the Brent Cross South Business Plan was updated in November 2020 to reflect the consequential changes resulting from the approval of the First Phase Proposal, the completion of the Homes England Loan Facility and the acquisition of the Toys R Us site (paragraphs 1.23-1.26);
- 7) Noted that the Urgency Committee held on 5 January 2021 approved the Heads of Terms with Hammerson and Aberdeen Standard appended to the Exempt report to the Committee for the council to acquire the Brent Cross South Retail Park and delegated authority to the Chief Executive in consultation with the Chairman of the Housing and Growth Committee and Director of Finance to a) finalise and execute the sale contract and any associated and required documentation on behalf of the council to enable completion of the acquisition by 29 January 2021; and b) to make the required changes to the Capital Financing Requirement and associated indicators to enable the Chief Finance Officer to drawdown the required borrowing to facilitate the purchase from the Public Works' Loans Board (paragraphs 1.48-1.53) ;
- 8) Noted the expiry dates for the confirmed Compulsory Purchase Orders within paragraph 1.54 of this report and delegated to the Chief Executive in consultation with the Chairman of this Committee to finalise the land acquisition strategy to deliver comprehensive development and to authorise serving any notices required to implement the Compulsory Purchase Orders or to effect the acquisition of all interests and estates in the relevant

part of the site including any required Notice to Treat or to Enter, or General Vesting Declaration/s notices as identified in the land acquisition strategy in line with the programme (paragraphs 1.54-1.58);

- 9) Noted that the governance arrangements for the BX programme have been reviewed to ensure that they remain fit for purpose and approved that the remit for the BX South Shareholder Working Group be widened as set out in paragraph 1.70 of this report (paragraphs 1.65-1.72).

**11. RENEWING LEASES FOR PTS OFFICE AND MINIBUS PARKING AT NORTH LONDON BUSINESS PARK**

The Chairman introduced the report which update the committee on the Passenger Transport Service (PTS) leases for the PTS office and minibus parking, which expires on the 28<sup>th</sup> February 2021. The report request approval for renewing both the office and the minibus parking leases.

Following discussion, Members agreed that the current cost of the rent for the office and minibus parking spaces was at an unacceptably high rate and that the Council should only enter into this agreement if there were a break clause at 12 months, rather than the current proposal of 24 months. This would allow officers an opportunity to investigate alternative options for parking, which during the pandemic had not been possible.

Members moved to amend the recommendation, which was unanimously agreed as follows:

That the Committee approve the renewal of the Passenger Transport Service (PTS) office and minibus parking leases for 1 year only from 1<sup>st</sup> March 2021 to 28<sup>th</sup> February 2022, for an annual rent of £98,166 plus VAT for the office, and £495,000 plus VAT for the minibus parking spaces. The lease would be reviewed after the 12-month period and is subject to Stamp Duty and Land Tax at £4,329 and reasonable legal fees.

The Chairman moved to vote on the recommendation, as amended.

The votes were recorded as follows:

For	9
Against	0
Abstain	0

\*Cllr Wardle did not vote on this item – due to her pecuniary interest outlined earlier in the meeting.

**RESOLVED that the Committee:**

**Approved the renewal of the Passenger Transport Service (PTS) office and minibus parking leases for 1 year only from 1<sup>st</sup> March 2021 to 28<sup>th</sup> February 2022, for an annual rent of £98,166 plus VAT for the office, and £495,000 plus VAT for the minibus parking spaces. The lease would be reviewed after the 12-month period and is subject to Stamp Duty and Land Tax at £4,329 and reasonable legal fees.**

**12. REFERRAL FROM CHILDREN, EDUCATION & SAFEGUARDING COMMITTEE - HOUSING NEEDS OF CARE LEAVERS - TO FOLLOW**

The Chairman introduced the referral report from Children, Education and Safeguarding Committee on the Housing needs of Care Leavers.

Following discussion, the Chairman then moved to vote on the recommendations as outlined in the report.

The Committee unanimously agreed the recommendations.

**RESOLVED that the Committee:**

- 1) Recognised the importance of effectively meeting care leavers' housing needs, as set out in the report at Appendix 1.**
- 2) Agreed to the following work being undertaken:**
  - a. A review of the Care Leaver Housing Protocol, including reviewing the target of providing long-term housing for 4 new care leavers per month.**
  - b. A review of existing and known pipeline local affordable housing stock, and to explore other options such as shared accommodation in larger properties to ensure more long-term tenancies can be secured by care leavers, reflecting growth in this cohort.**
  - c. The Barnet Group be invited to collaborate with council officers, including Family Services, to identify the most effective route to purchase approximately 30 units for use by care leavers, if possible, within existing programmes.**
  - d. To ensure that the Infrastructure Delivery Plan to be considered by [Policy and Resources] Committee in due course reflects the need to deliver further properties to meet future forecast need.**
  - e. A review of the banding options for care leavers.**
  - f. To ensure when sourcing additional temporary accommodation, that accommodation that is suitable for care leavers is included and explore the acquisition of new provision that specifically meets the needs of increased numbers of care leavers.**
  - g. A review of the booking policy for transitional / TA accommodation for care leavers, with a view to moving away from the nightly booking arrangement to enable stability within ring-fenced units.**
- 2) Noted that on completion of the activities outlined in recommendation 2), recommendations that cannot be implemented within existing officer delegations be reported to a future Committee for decision.**

**13. POST-DECISION SCRUTINY - RENT RELIEF POLICY DPR**

The Chairman introduced the post decision scrutiny report for the rent relief policy DPR. In response to the Coronavirus pandemic, the Urgency Committee on the 27<sup>th</sup> April 2020 provided delegation to Chief Officers (in consultation with the relevant Committee Chairmen) to take decisions on business-critical matters normally reserved to theme committees. The Committee resolved that any and all such decisions taken, shall be reported back to the relevant committee for post-decision scrutiny.

Following discussion of the item the Chairman moved to the vote on the officer's recommendations.

The votes were recorded as follows:

For	10
Against	0
Abstain	0

**RESOLVED** that the Committee:  
Noted the decision taken by Chief Officers via delegated powers in response to the Coronavirus Pandemic or related matters.

**14. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the Forward Work Programme.

**15. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

**16. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

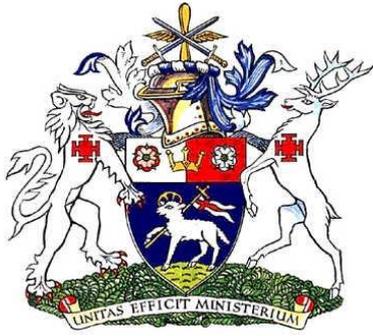
None.

**17. ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 8.35pm.

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# Housing and Growth Committee

14 June 2021

<b>Title</b>	<p><b>Member's Items</b></p> <p><b>Councillor Sara Conway - Fourth anniversary of the Grenfell tragedy</b></p> <p><b>Councillor Ross Houston - Lift of eviction ban</b></p> <p><b>Councillor Paul Edwards - Homelessness</b></p>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All Wards
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Faith Mwende, Faith.Mwende@governance.gov.uk

## Summary

The Committee is requested to consider the item and give instruction to Officers.

## Officers Recommendation

**That the Housing and Growth Committee's instructions in relation to these Member's Items are requested.**

## 1. WHY THIS REPORT IS NEEDED

- 1.1 Members of the Committee have requested that the item tabled below are submitted to the Housing and Growth Committee for considering and determination. The Housing and Growth Committee are requested to provide instructions to Officers of the Council as recommended.

<b>Sara Conway</b>	<b>Fourth anniversary of the Grenfell tragedy</b>  The June 2021 Housing & Growth Committee meeting falls on the fourth anniversary of the Grenfell tragedy.  I request that the Committee marks the anniversary with a minute silence at the start of the meeting to remember the victims of the tragedy followed by an update on work to #EndTheCladdingScandal in Barnet.
<b>Ross Houston</b>	<b>Lift of eviction ban</b>  With the end of the eviction ban I request that the Committee is updated as to the likely impact of the ban being lifted on tenants and Barnet's housing services, and what the Council and Barnet Homes plan to do to support tenants and those in the borough living in the private rented sector.  According to research by the Joseph Rowntree Foundation about 400,000 renters have now had eviction notices or been told to expect them. As the Joseph Rowntree Foundation state "ending the eviction ban risks "a two-tier recovery" with a risk of "a wave of homelessness coming through"  The findings suggest that, compared with homeowners, renters are more than three times as likely to be behind with rent or bills (6% vs 19%). They were also twice as likely to worry about: <ul style="list-style-type: none"><li>• meeting their housing costs (10% vs 20%)</li><li>• and losing their homes within three months (5% vs 11%)</li></ul> Black and minority ethnic households, those on lower incomes and those with children had the highest levels of concern, the research suggests.

<b>Paul Edwards</b>	<p><b>Homelessness</b></p> <p>With the end of the eviction ban and the proposed lifting of lockdown restrictions there is likely to be additional pressure on street homelessness, as well as changes in the type of provision that is allowed. I request that the Committee is updated as to the likely impact on homelessness in Barnet and on the services provided by the council working with Barnet Homes, Together in Barnet and Homeless Action Barnet.</p>
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## 2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

## 4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

## 5. IMPLICATIONS OF DECISION

### 5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

- 5.2.1 None in the context of this report.

### 5.3 Legal and Constitutional References

- 5.3.1 A Member (including Members appointed as substitutes by Council) will be permitted to have one matter only (with no sub-items) on the agenda for a meeting of a committee or Sub-Committee on which s/he serves. The matter must be relevant to the terms of reference of the committee.

- 5.3.2 The referral of a motion from Full Council to a committee will not count as a Member's Item for the purposes of this rule.

### 5.4 Risk Management

5.4.1 None in the context of this report.

## **5.5 Equalities and Diversity**

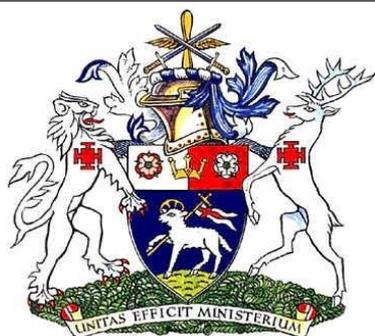
5.5.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

## **5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

## **6. BACKGROUND PAPERS**

6.1 Emails received on the 27 May and 2<sup>nd</sup> June from the Members.



## Housing & Growth Committee

### 14 June 21

<b>Title</b>	<b>COVID-19: Recovery Plan – Thriving</b>
<b>Report of</b>	Chairman of Housing and Growth Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 – Growth Strategy annual update Appendix 2 – Barnet Work, Skills and Productivity Action Plan
<b>Officer Contact Details</b>	<p>Luke Ward, Assistant Director Development and Economy,  <a href="mailto:Luke.ward@barnet.gov.uk">Luke.ward@barnet.gov.uk</a></p> <p>Susan Curran, Head of Housing and Regeneration,  <a href="mailto:susan.curran@barnet.gov.uk">susan.curran@barnet.gov.uk</a></p> <p>Jamie Robinson, Head of Economic Development,  <a href="mailto:Jamie.robinson@barnet.gov.uk">Jamie.robinson@barnet.gov.uk</a></p> <p>Elliot Sweetman, Group Director, Operations &amp; Property, The Barnet Group, <a href="mailto:Elliott.sweetman@barnethomes.org">Elliott.sweetman@barnethomes.org</a></p>

## Summary

Housing and Growth Committee is the lead committee for the Thriving theme of the Barnet Plan, approved by Policy and Resources Committee in February 2021 and the council's COVID-19 Recovery Plan. Delivery of the council's Growth Strategy is a key objective of the Thriving theme.

This report provides an update to Committee on progress across a number of Recovery workstreams including skills, employment, homelessness, town centres, housing supply and digital access and inclusion.

Appendix 1 of the report also includes an annual progress report on delivery of the Growth Strategy since February 2020, alongside the delivery plan for the year ahead (2021/22). A detailed plan on the council's approach to skills and employment over the coming year is also set out in Appendix 2, following a period of development across a range of council service areas and external partner organisations.

## Recommendations

### That the Committee:

1. note the report;
2. note the annual report on the Growth Strategy as set out in Appendix 1
3. approve the Barnet Work, Skills and Productivity Action Plan set out in Appendix 2

## 1. WHY THIS REPORT IS NEEDED

### Background context

- 1.1 The Barnet Plan was approved by Policy and Resources Committee on 8 February 2021 and sets out the council's vision and strategy for the next four years. The council and its partners will focus on four priorities to realise the vision:
  - Clean, safe and well run: a place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
  - Family Friendly: creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
  - Healthy: a place with fantastic facilities for all ages, enabling people to live happy and healthy lives
  - Thriving: a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.
- 1.2 The Covid-19 pandemic provides an extremely challenging economic challenges for residents, businesses and town centres in Barnet.
- 1.3 The council's recovery programme is split into five workstreams, based on the cross-cutting themes of the Barnet Plan. This report provides an update to Housing and Growth Committee on the Thriving workstream, which has a focus on:
  - supporting residents to improve their skills and get good jobs in the post-COVID economy
  - enabling town centres and our regeneration areas to thrive, and create an environment in which businesses can succeed, by implementing our growth strategy
  - accelerating the borough-wide roll out of high-quality digital connectivity
- 1.4 The report also provides an update on homelessness reduction, a commitment to which is a core part of both the Healthy and Thriving workstreams of the Barnet Plan.

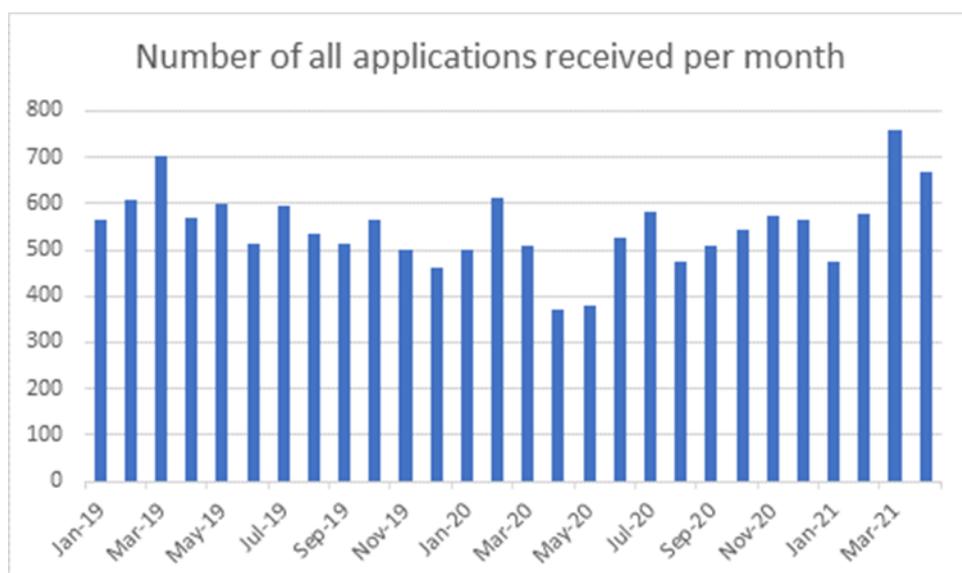
## Implementation of the Growth Strategy

- 1.5 Implementation of the Growth Strategy is a key objective of the Barnet Plan. Throughout the pandemic work on this has progressed, albeit activities that supported the COVID-19 response and recovery have been prioritised with an emphasis on delivering at a scale and pace consistent with the economic impacts of the pandemic.
- 1.6 The report in Appendix 1 summarises the work undertaken in 2020/21 to implement the Growth Strategy and also sets out the programme of activity for this year.

## Barnet's Housing Market

- 1.7 The housing market has continued to show resilience across a number of indicators since the last meeting of the Committee.
- 1.8 Between March and April house prices nationally grew by 1.4%, meaning that the annual rate of growth in April was 8.2% according to the Halifax House Price Index. This was the fastest rate of growth since 2016. The extension of the Stamp Duty break from March 2021 to June 2021 has also played a role in driving sustained market demand and growth is expected to slow once the scheme concludes. March also saw a record level of net mortgage borrowing nationally, at £11.8bn. the number of mortgage approvals is also high, suggesting high volumes of households are planning to move home over the Spring and Summer.
- 1.9 Sales have continued across the council's regeneration estate. At Millbrook Park 44% of all private units are sold and occupied, including all units on phases 1, 1a, 2, 3, 3a & 4b.
- 1.10 In terms of Barnet's planning system, this picture of market resilience is reinforced by figure 1 below, which shows the volume of applications received by the council up to April 2021. March saw the highest number of applications received for over two years, with the figure for April 2021 also higher than the equivalent month in 2019.

Figure 1



## Skills and Jobs

- 1.11 The past year has been a challenging one for residents and employers in Barnet, with the pandemic and multiple lockdowns having far reaching impacts on the working lives of people from every background, age group and skills level. The unemployment rate has risen in the borough as elsewhere, with 7.5% of working age adults claiming some sort of unemployment benefit. This is more than twice the pre-pandemic level.
- 1.12 The pandemic has accelerated a number of existing trends, particularly in relation to technological change and the role of the internet. Sectors that were declining before March 2020, such as retail and hospitality, are expected to continue to do so, whilst others, such as health and care, construction, and the creative industries, continue to grow at unprecedented rates.
- 1.13 The scale of the employment and skills challenge creates a pressing need for us to respond in a joined up and practical way across the borough, including with our partners in the further and high education sectors, with major employers such as the NHS and Brent Cross, as well as the voluntary and community sector.
- 1.14 As we start to emerge from the pandemic, officers are working to ensure that all Barnet residents are able to succeed in sustainable, good work that benefits them, their families, and the wider economy. The Barnet Work, Skills and Productivity Action Plan (see Appendix 2) has been developed with input from a range of council service areas and external partners. It outlines how we will deliver the following:
- Minimise the long-term impacts of the pandemic on workers and businesses.
  - Create the jobs of the future by supporting learning and work opportunities in our highest growing sectors.
  - Ensure that young people have the best possible foundation through targeted learning and employment opportunities.
  - Boost economic productivity and closing the skills gap by ensuring everyone has an opportunity to work, including those furthest from the labour market.
- 1.15 Going forward through 2021/22 a monthly reporting process has been established to enable the continuous monitoring of KPIs for employment and skills throughout the year. The Shaw Trust have also committed to providing statistics each month from the Barnet Work and Health Programme (WHP). Targets have been agreed and the first set of statistics for April have been received.
- 1.16 Ingeus have been confirmed as the successful prime contractor who will deliver the government's new Restart programme in Barnet. The scheme will give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area. The programme is expected to launch in August and Ingeus are fully engaged with the council to develop plans for delivery in Barnet.
- 1.17 On 12th April BOOST resumed face-to-face services from Burnt Oak Library and expect to be busy over the coming weeks and months. Options for increasing their funding, including through external sources, to meet growing demand are being actively developed.
- 1.18 The old library building at Grahame Park is now fully fitted out and has received all the IT kit necessary to reopen to provide a range of support, advice, and guidance to local people. Notting Hill Genesis will confirm the date for opening shortly and it will provide Covid compliant, safe space for group training and one-to-one support.

## **Business Support**

- 1.19 As previously reported to Housing and Growth Committee, since the beginning of the pandemic, the council has undertaken a wide range of actions to support businesses, including:
- Disbursing grants of £99.6 million to local businesses across a range of schemes targeted at specific sectors and micro-businesses.
  - Offering rent relief to council tenants of commercial properties
  - Supporting business start-ups through initiatives such as Pop-Up Business School and the Entrepreneurial Barnet Competition
  - Regularly promoting and updating sources of advice and guidance for businesses through Barnet Business Buzz and other communications
  - Partnering with organisations such as the Federation of Small Businesses and West London Business to enable businesses to directly access further advice and support
  - Brokering relationships between workspace operators and developers/landlords to bring forward new flexible workspace
- 1.20 This is in addition to the support being provided to town centres aimed at activating the public realm, promoting local business and otherwise helping to drive footfall back to town centres. Consultants are also being procured to deliver a package of support for businesses in West Hendon Broadway and Burnt Oak, including marketing, digital skills, improving shop fronts.
- 1.21 Since the previous update to Committee, further activities have included:
- Continued promotion of the government's Kickstart programme to Barnet businesses to enable them to benefit from additional employees.
  - Commencement of a series of webinars to enable businesses to access professional and technical support as they start to recover from the pandemic; the first of these was held in May 2021 and focused on the Retail, Hospitality and Leisure Sector.
  - Progressing support for the delivery of new flexible workspace in the borough, through a feasibility study focused on the old Cricklewood Station Building.
  - On-going partnership working with key organisations such as the Federation of Small Businesses, North London Chamber of Commerce and Enterprise, Barnet and Southgate College and Middlesex University.
- 1.22 In addition, officers have continued to develop a package of targeted support for retailers in town centres including a 'Welcome Back' pack providing a variety of resources.

## **Town Centres**

- 1.23 The Growth Directorate is working closely with colleagues across a range of services – notably Communications, Highways, Licensing and Enforcement – to progress town centre recovery plans, as well as engaging directly with businesses, Town Teams and other stakeholders. Key recovery updates in Town Centres include:
- *West Hendon Broadway*: planning is underway to deliver light touch improvements to local shopfronts and areas of the public realm, alongside a wider package of Business Support to help the high street. A local Business Audit has been conducted with Enforcement and Community Safety colleagues to identify long-standing issues with businesses not complying with regulations. Planning permission has been granted to

erect a new mural on a derelict building on the Broadway to reduce the blight this causes.

- *Burnt Oak*: planning underway for shopfront and urban design improvement project, as identified in the Town Centre Strategy. As above, local Business Audit conducted with Enforcement and Community Safety colleagues to identify issues with businesses not complying with regulations. Additional activities commenced to install murals and artworks and to improve graphic identity across the town centre. A council-wide stakeholder partnership group has been developed to integrate activities across the town centre.
- *Edgware*: Planning is on-going with the new Edgware Partnership Board established with Ballymore, Transport for London and local business stakeholders to drive town centre revitalisation. A draft programme of activities has been developed and will be shared with ward members, local businesses and others.
- *Chipping Barnet*: Community Plan being recommended for adoption – see separate Committee report.
- *North Finchley*: Final stages of legal agreements underway to agree terms with Regal London/Joseph Partners. Engagement Strategy in development including proposals for launch of North Finchley Partnership Board.
- *Finchley Central*: Design work is progressing on Finchley Square with ward member and community engagement on-going. Remains on target for start on site early 2022. Team has appointed a Cultural Coordinator to support the activation of the existing space and new square.
- *Golders Green*: Scoping commenced on project to bring forward town centre public realm improvements. This will be accompanied by short-term initiatives to improve wayfinding and graphic identity, as identified within the Golders Green Town Centre Strategy.

1.24 In addition to the above, for all town centres planning is well underway for the safe re-opening of town centres in line with the timetable set out by the government. Activities include a programme of festivals and events across town centres and parks, an expanded Discover Barnet campaign, a new shop front competition and further activities to support al fresco dining where appropriate.

### **Digital access and inclusion**

1.25 The partnership with Community Fibre continues and to date has seen build completed and service switched on for several estates within Colindale, Burnt Oak and Hendon wards. Approximately 2,000 Barnet homes properties have been connected since the Committee approved the borough wayleave programme in September 2020. Approvals for further estates in these areas and within West Hendon, Childs Hill and Golders Green are ongoing to unlock delivery plans for May-Jul 2021. Opportunities to speed up rollout plans and kickstart the programme of delivery to single dwelling units are also underway.

1.26 Partnership proposals with other network operators are also being progressed, and these are expected to enhance the scale of investment across the wider rollout programme as well as unlocking greater potential for investment in non-council housing stock. Alongside

this, work with the West London Alliance continues to extend engagement across various aspects of the telecoms sector to include mobile networks, small cells providers, and projects related to 5G ‘use cases’; collectively this programme covers digital access and inclusion matters.

- 1.27 On the back of the Gigabit Broadband Programme, the council is developing tools and resources to provide a coordinating function for Digital Inclusion. Mapping of services and projects has been undertaken to build upon the ways support is already being delivered to communities, including programmes such as ‘Make It Click’ run by BOOST. A project from January-March 2021 saw over 400 former council devices assessed for reuse, providing 240 refurbished devices to support pupils without access to devices and adults facing social isolation.
- 1.28 In terms of understanding needs, Barnet’s successful joint bid to the London Office for Technology and Innovation (LOTI) will deliver a research project to help identify households most at risk of digital exclusion. Work is also underway to reach out to schools and colleges, the Voluntary and Community Sector, and via employment and skills networks to ensure that people are aware of the resources available to support those in need.

### **Supporting Homeless Reduction**

- 1.29 Officers are focused on ensuring that the needs of the borough’s rough sleepers are assessed and that ongoing housing solutions can be found to meet these.
- 1.30 As of 12 May, Barnet accommodates 102 rough sleepers in temporary accommodation and has already successfully placed 78 rough sleepers into suitable long-term properties. A key challenge is the lack of housing options for those with no recourse to public funds (NRPF). In response to the Brighton and Hove City Council court ruling Barnet is continuing to fund the accommodation costs of 46 NRPF rough sleepers whilst every attempt is being made to help them with becoming eligible for support. This includes referrals to immigration legal advice, employment support and substance misuse services.
- 1.31 Rough sleepers are eligible for vaccinations with jabs being delivered by mobile units visiting the larger blocks of temporary accommodation and at pop up clinics located at Homeless Action in Barnet. Homeless Action in Barnet have agreed to provide support to a 43-unit block of accommodation in Golders Green which will act as second stage accommodation for rough sleepers moving on from the Somewhere Safe to Stay Hub, winter night shelter and temporary accommodation. The property should be available from 21st June and will greatly assist with moving on rough sleepers housed during “Everyone In”.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 As noted, the council is taking a comprehensive, cross-service approach to Covid-19 recovery, aligned to the Barnet Plan. All measures and interventions set out above directly support the borough’s Recovery Plan, as approved by Policy and Resources Committee on 17 June 2020.
- 2.2 Additionally, all measures outlined in this report align with council strategy and priorities, for example, as set out in the Corporate Plan, Growth Strategy 2020-30, the Long-Term

Transport Strategy, the Housing Strategy 2019-24 and the Homelessness and Rough Sleeping Strategy 2019-24.

- 2.3 On approval of the Growth Strategy in January 2020, Housing and Growth Committee agreed to receive an annual update on progress on delivery, as well as an annual update to the delivery plan.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The council could opt not to support economic recovery throughout the Covid-19 emergency. This would, however, see the failure of many more Barnet companies, leading to deeper and longer-lasting social and economic impacts within the borough than would otherwise be the case. It would also likely have a negative impact on council revenue streams through Business Rates.
- 3.2 The council could opt not to support those facing or experiencing unemployment or homelessness. However, as noted, this would lead to long-term consequences and impacts on households, mental health and demand for public sector services.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Following Committee, officers will continue to support economic recovery as part of the council-wide Recovery Framework. Any individual decisions and actions will be taken by Housing and Growth Committee, the Chairman and Senior Officer in line with the relevant scheme of delegation.
- 4.2 Officers will continue to deliver the programme of activity set out in the Growth Strategy annual report in Appendix 1. Implementation of the Work, Skills and Productivity Action plan will also commence.
- 4.3 Officers will assess the impact of projects throughout project delivery.
- 4.4 Following Committee, officers will continue to maintain regular communication with relevant stakeholder groups – notably businesses, Members and residents – in accordance with the various programmes of work.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The council's response to Covid-19 and its impacts on businesses directly support objectives in the Barnet Plan, particularly the 'Thriving' workstream, as well as objectives set out in the Growth Strategy 2020-30 and the Long-Term Transport Strategy.

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

- 5.2.1 Where there are financial implications or decisions associated with recovery activities, these will be addressed on a case-by-case basis, as will any funding decisions associated with projects outlined in the Growth Strategy annual report and future employment and skills activities.

5.2.2 In order to regain the momentum in being a high performing organisation, financial stability must be achieved through the recovery planning process. This includes minimising the call on reserves and setting a balanced budget from 2021/22 onwards. This budget must deliver the required strategy in relation to reserves required to withstand future economic shocks.

5.2.3 The council will procure service contractor(s) in accordance with Barnet's Procurement Procedures, its Contract Procedure Rules and the Public Contracts Regulations 2015 to support the delivery of all associated capital works identified in this report.

### 5.3 **Social Value**

5.3.1 The council must take into account the requirements of the Public Services (Social Value) Act 2012 to consider how what is to be procured might improve the social, economic and environmental well-being of the area and how it might act to secure such improvement in conducting procurement. Social value is a core part of the Recovery Framework and will be maximised throughout.

### 5.4 **Legal and Constitutional References**

5.4.1 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee:

- Responsibility for housing matters including strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing, regeneration strategy and oversee major regeneration schemes, asset management, employment strategy, business support and engagement.
- To receive reports on relevant performance information and risk on the services, under the remit of the Committee.

5.4.2 Any procurement activity will be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 as applicable; any procurement exercise will also be subject to the EU Treaty principles of equal treatment, fairness and non-discrimination. If the council chooses to use an existing Framework Agreement to appoint a contractor to deliver the services, it must comply with the requirements of the Framework Agreement. In accordance with Rule 5.4 of the Contract Procedure Rules, before entering into a call-off contract under a Framework Agreement due diligence checks must be carried out to demonstrate that the Council can lawfully access the Framework Agreement and that it is fit for purpose and provides value for money.

### 5.5 **Risk Management**

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Strategic and operational risks are being reviewed in light of our response to Covid-19 and priorities for recovery and the new Corporate Plan. Managing risk will be an essential part of programme management and will be used to inform key decisions relating to economic recovery.

5.5.2 There is a risk that there will be resistance from the community with regards to some proposals in town centres. All work identified in this report builds directly on priorities already identified through strategies that have been consulted on and the Council has

allowed for ongoing community and stakeholder engagement throughout the delivery of these projects.

## **5.6 Equalities and Diversity**

- 5.6.1 The Equality Act, 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act, 2010;
  - Advance equality of opportunity between people of different groups; and
  - Foster good relations between people from different groups.
- 5.6.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.6.3 The Barnet Plan, the council's Recovery Framework and the Growth Strategy are intended to benefit all communities and groups who live, work and visit the borough, including those with protected characteristics.
- 5.6.4 An Equalities Impact Assessment and Health Impact Assessment was undertaken on the Growth Strategy, and the outcomes of these were summarised in the report to Housing and Growth Committee seeking approval of the Strategy.
- 5.6.5 Where individual decisions are required in relation to the recovery programme or Growth Strategy Delivery Plan, these will be considered on a case-by-case basis to ensure no group is disadvantaged or left behind. As required, officers will undertake Equalities Impact Assessments (EQIA) on a case-by-case basis to fully appraise the impacts associated with any proposed course of action.

## **5.7 Corporate Parenting**

- 5.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in all relevant decision-making. These will be considered as specific plans for recovery are further developed.

## **5.8 Consultation and Engagement**

- 5.8.1 Officers are clear that the Recovery Framework cannot be developed in isolation if it is going to be fully responsive and effective in enabling the borough to emerge stronger from the Covid-19 pandemic. Consultation with other levels of government, partners, service users and the wider community is critical to ensuring that our recovery activities are focused on the end user.
- 5.8.2 Meaningful stakeholder engagement remains a key part of project development. Consultation and engagement plans will be prepared for all new housing, regeneration and development projects where required. Any new schemes brought forward in 2021/22 will be subject to consultation where legally required or where the council considers it appropriate.

## 5.9 Insight

- 5.9.1 In recent months, the council has significantly improved the way in which it uses data, insight and analysis to drive decision making and service delivery. A new cross-cutting data insight team has been established which is now working closely with Growth colleagues as well as others across the organisation.
- 5.10 At present council-wide insight requirements are being mapped and questions of each service in order to structure further insight and data analysis.

## 6. BACKGROUND PAPERS

- 6.1 Urgency Committee, 27 April 2020: Approval of Emergency Decisions and Delegation to Chief Officers  
<https://barnet.moderngov.co.uk/documents/s58641/Urgency%20Committee%20-%20Emergency%20Decisions%20Final.pdf>
- 6.2 Policy & Resources Committee, 17 June 2020: Covid-19 Recovery Planning  
<https://barnet.moderngov.co.uk/documents/s58985/Covid-19%20Recovery%20Planning.pdf>
- 6.2 Council Budget 2018/19 Financial Forward Plan and Capital Programme, Appendix E2 Capital Programme by Delivery Unit:  
<http://barnet.moderngov.co.uk/documents/s45350/Appendix%20E2%20-%20Capital%20Programme%20by%20Delivery%20Unit.pdf>
- 6.3 Growth Strategy (Housing and Growth Committee, 27 January 2020):  
<https://barnet.moderngov.co.uk/documents/s52934/Growth%20Strategy.pdf>
- 6.9 Housing and Growth Committee, 14 September 2020, Item 12, COVID-19: Recovery Plan  
– Thriving,  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10226&Ver=4>
- 6.9 Housing and Growth Committee, 25 November 2020, Item 17, COVID-19: Recovery Plan  
– Thriving  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10227&Ver=4>
- 6.10 Housing and Growth Committee, 25 January 2021, item 9, Recovery Plan,  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=10228&Ver=4>

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# Growth Strategy Annual Report 2020-21

## Contents

Introduction .....	1
Structure of the delivery plan .....	1
Theme: A Growing Borough.....	2
Theme: A Connected Borough.....	6
Theme: An Entrepreneurial Borough.....	9
Theme: A Borough of Thriving Town Centres.....	13
Theme: A Great Borough to Live in and Visit.....	17

## Introduction

The annual report 2020-21 has two main purposes; principally to review what has been delivered over the past 12 months, and secondly to set out the projects and programmes that the council will focus its energies on delivering as part of the Growth Strategy over the coming year.

Following the approval of the Growth Strategy by Housing and Growth Committee in January 2020, a number of the projects and schemes referenced within the report have been affected by the COVID-19 pandemic., Over the last year we have focused on delivering projects that have directly helped our communities and businesses to adapt and respond to COVID-19 in addition to progressing the existing regeneration and affordable housing schemes.

The projects set out in the plan for 2021-22 will continue to be shaped by the council's response to COVID-19, whilst keeping a clear focus on delivering the Growth Strategy originally agreed by the Committee.

## Structure of the delivery plan

The delivery plan has been structured to reflect the key aspects of the council's approach to growth as set out within the Growth Strategy 2020-2030.

This delivery plan recognises that the council broadly has three main roles / mechanisms for securing delivery of outcomes:

**Policies** – Through statutory and non-statutory policy-making processes the council can influence and guide the behaviour of landowners, developers, businesses and residents.

**Partnerships** – Through formal and informal partnerships and networks the council can encourage work towards the delivery of specific outcomes.

**Direct Delivery** – As a commissioner and deliverer of services, and also as a landowner and developer of housing and other developments the council can specifically deliver outcomes.

The projects set out in the Delivery Plan for 2021-22 will be subject to the approval of business cases by the appropriate Committee.

## Theme: A Growing Borough

### What have we achieved this year?

#### Delivery:

- Delivered 245 new affordable homes across our regeneration schemes, and supported Opendoor Homes to deliver 145 affordable homes in 20/21.
- Delivered 1,128 mixed tenure homes (private for sale, affordable rent, social rent, shared ownership) across our regeneration estates.
- Full Business case approved, start on site achieved and development agreement with Sage Housing Limited signed, for scheme at Upper and Lower Fosters in Hendon,
- Sustained development activity at sites across the borough despite COVID 19 restrictions.
- 103 homes acquired by The Barnet Group in 20/21.
- Construction work commenced to deliver new extra care homes at Stag House in Burnt Oak, and build contract in place to deliver Cheshir House.
- Outline business case approval for Hendon Hub project to deliver nearly 700 student homes in partnership with Middlesex University.
- Commenced construction of Phase 4 of the West Hendon regeneration scheme.
- Commenced construction of Phase 3 of the Dollis Valley regeneration scheme.

#### Policy-setting:

- Published the Draft Local Plan (Regulation 18) and commenced preparation of the Regulation 19 stage Local Plan for submission to Committee. To support the development of these, the Stage 2 Strategic Flood Risk Assessment, the Infrastructure Delivery Plan, and a Strategic Transport Assessment have been published.
- Consulted on a new Community Infrastructure Levy (CIL) charging schedule, to support the development of the Local Plan (Reg 19).
- Public consultation undertaken on area-based SPD frameworks for Edgware Growth Area and the Burroughs and Middlesex University.
- Approved the masterplan for plot 10 of the Grahame Park regeneration scheme.
- Full Business Case approval for Hermitage Lane and Burnt Oak Broadway Flats to deliver 70 new homes.



The infographic is titled "A Growing Borough 2020 - 21 Highlights" and features a dark blue background with a circular inset image of a modern residential development at the top. It contains five informational boxes, each with an icon and text:

- Local Plan:** An icon of a clipboard with a document. Text: "We have published our Local Plan (Reg 18), and prepared Reg 19 for approval and consultation over the summer".
- Home Delivery:** An icon of a house. Text: "We have delivered 245 new affordable homes and 1,128 mixed tenure homes this year across our regeneration schemes".
- Public Consultation:** An icon of two people shaking hands over a puzzle piece. Text: "Public consultation has taken place on the Local Plan, Edgware and Middlesex and the Burroughs, to shape our new area based frameworks for Growth".
- Extra Care Homes:** An icon of a person using a walker. Text: "To accommodate our growing older population, work has commenced on Stag House and Cheshir House extra-care homes, delivering 217 new homes by 2024".
- Rough Sleepers:** An icon of a multi-story apartment building. Text: "We have housed 269 rough sleepers and people at risk of sleeping rough into Emergency Temporary Accommodation".



### **Rough Sleeping “Everyone in”**

In response to the COVID-19 pandemic and the Government’s “Everyone In” request, Barnet Homes have housed 269 rough sleepers and people at risk of sleeping rough within emergency temporary accommodation. Of these clients, 72 have been supported into settled accommodation, and a further 63 have moved on and made their own arrangements. Over half of these rough sleeps have only been moved once, and work is continuing to support the remaining rough sleepers, as well as any that are newly identified.

Our ambition is to ensure that all rough sleepers in emergency accommodation are given the opportunity to end their rough sleeping either through a move into longer term accommodation, or through reconnection with friends or family. With funding from MHCLG Barnet Homes are, through Open Door Homes, acquiring 15 studio flats in the borough to be used as move-on accommodation for rough sleepers, who will be provided with ongoing floating support. Three of these have now been allocated, with further units in the pipeline. Alongside these we are establishing our Somewhere Safe to Stay Hub. The Hub, which opened on 26th April, is an assessment centre providing short-stay accommodation of up to six weeks for rough sleepers direct from the streets, and will allow for detailed housing and support needs assessments to support longer term move-on plans.

### **2020 – 21 Delivery of the Housing Programme**

The total programme of new build homes being directly delivered by The Barnet Group’s (TBG) development team now covers some 1,188 homes. Of these 297 were completed during 2020/21, representing the largest individual year of completions since building re-commenced with 145 homes all for affordable rent being completed in year.



The Barnet Group team develops new homes for its own Registered Provider subsidiary Opendoor Homes and council housing for Barnet Council. To meet our homelessness needs in Barnet, 90% of the homes being built are affordable rent, and less than 3% of the total are currently for outright market sale with positive use being made of both Right to Buy receipts and GLA grant to support the programmes. The programmes themselves include a rich diversity of projects ranging from a small 2 bungalow scheme in High Barnet through to a 50-home tower block at Prospect Ring in East Finchley.

An innovative roof top development of 18 homes for affordable rent also entered contract in March 2021 which may create an alternative approach to delivery at a time when land availability continues to be a challenge. Alongside this are three extra care schemes delivering 179 homes. The first in Mill Hill has already completed. The second at Stag House in Burnt Oak is progressing well, with completion due in early 2024. The third is part of our largest single scheme on the Fosters Estate in Hendon, where start on site was achieved in March 2021. The Fosters Estate scheme will also deliver 142 new homes in addition to the 75-home extra care scheme.

Looking ahead the main objective is to seek to develop an approach to regeneration that will support the fast track delivery of new homes with an emphasis on quality of design including the creation of excellent places.

## What will we deliver next?

Objectives	Projects and Deliverables	Timing
Increase the supply of housing	<ul style="list-style-type: none"> <li>• Provide the annual update to the ‘Housing Delivery Action Plan’ to help deliver new housing and target resources to address issues that are delaying the completion of homes.</li> <li>• Continue the Local Plan review, including Regulation 19 ‘publication’ stage consultation in summer 2021, and submission in Autumn 2021, ahead of Autumn 2022 adoption.</li> <li>• Consider the scope for planning guidance to foster growth and shape improvements within areas of development opportunity including all main town centres, major thoroughfares, and emerging growth opportunities.               <ul style="list-style-type: none"> <li>○ Submit for approval The Burroughs and Middlesex University SPD</li> <li>○ Submit for approval Edgware Growth Area SPD</li> <li>○ Review and update the Planning Obligations SPD</li> <li>○ Review and Produce the Building Heights SPD, ensuring that the right heights for development occur in the most appropriate parts of the borough.</li> <li>○ Adopt the North London Waste Plan DPD</li> <li>○ Publish an updated Local Development Scheme</li> </ul> </li> <li>• Adopt revised Community Infrastructure Levy (CIL) rates to ensure new homes demonstrate support for infrastructure.</li> <li>• Conduct assessment of sites in the borough and engage with developers and landowners to bring forward delivery.</li> <li>• Commence work on site at Hermitage Lane, the first of Opendoor Homes mixed tenure schemes.</li> </ul>	<p>2021 - 22</p> <p>2021 – 23</p> <p>Ongoing</p> <p>2021 - 22</p> <p>2021 - 22</p> <p>2021 - 23</p> <p>2021 - 22</p> <p>2021 - 22</p> <p>2021 - 22</p> <p>2021 – 22</p> <p>Ongoing</p> <p>2021-22</p>
Deliver more homes that people can afford	<ul style="list-style-type: none"> <li>• Identify opportunities for new affordable homes to be secured within town centre regeneration schemes.</li> <li>• Work with The Barnet Group to identify opportunities for delivering infill affordable housing within existing estates, bringing forward at least 2 schemes to outline business case in 21/22.</li> <li>• Support the Barnet Group to deliver over 1700 new affordable homes within existing estates, infill sites, top hatting and through up to 600 housing acquisitions.</li> <li>• Work with development partners to continue delivery of new and replacement affordable homes in regeneration estates.</li> <li>• Continue work with the Mayor of London and Housing Associations to secure new affordable homes within Barnet.</li> <li>• 63 homes to be completed by Opendoor Homes.</li> <li>• 296 homes to be delivered through the estate and estate infill regeneration programme, 49 for affordable rent.</li> <li>• Continue to deliver on 546 on-site homes across our Estate Regeneration Programme, 100 for affordable rent.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2021 - 22</p> <p>2021 – 22</p> <p>2021 - 26</p>

Objectives	Projects and Deliverables	Timing
Support our growing older population	<ul style="list-style-type: none"> <li>• Work to deliver 126 extra-care homes; 51 at Stag House (Burnt Oak) and 75 at Cheshir House (Hendon) to continue on site.</li> <li>• Prepare the business case for a new nursing care home capacity for people with complex needs (up to 100 places).</li> <li>• Deliver against policy of 10% of new homes, in developments with more than 10 units, to be wheelchair accessible.</li> <li>• Work with Adults Services to develop a forward programme in response to the adopted needs assessment and action plan.</li> </ul>	<p>2021 - 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Deliver homes on public sector land	<ul style="list-style-type: none"> <li>• Continue to work with development partners to bring forward delivery of new homes within regeneration schemes.</li> <li>• Bring forward business cases for schemes at Watling Car Park, Bunns Lane Car Park and Northway/Fairway.</li> <li>• Provide leadership through the One Public Estate (OPE) Board to unlock new homes through key strategic partnerships such as with the NHS and TfL. <ul style="list-style-type: none"> <li>○ Undertake an Options Appraisal for 40-unit scheme at Osidge Lane</li> </ul> </li> <li>• Identify pipeline of future projects and strategic interventions.</li> </ul>	<p>Ongoing</p> <p>2021 – 22</p> <p>Ongoing</p> <p>2021 - 22</p> <p>Ongoing</p>

## Theme: A Connected Borough

### What have we achieved this year?

#### Delivery:

- Implemented social distancing measures at nine schools and around town centres.
- Signed our first Wayleave Framework Agreement with Community Fibre Limited to bring gigabit broadband to all council properties, alongside other social value benefits, with 977 connections made at Grahame Park estate.
- Continued to develop our Digital Inclusion Programme, through the provision of 240 laptops to adults and schools.
- Worked with TfL to introduce step free access at Mill Hill East Station which supports passengers, especially disabled people, older people and those with young children.
- Ongoing construction at Brent Cross West railway station has progressed, with VolkerFitzpatrick awarded the contract to build the new station in January 2020, who completed the new sidings and level crossing in March 2021, following the installation of a temporary footbridge in December 2020.
- Completed first phase of highway improvements to Southern Junction at Cricklewood Broadway.
- Installed a trial cycle way along the A1000 to promote active travel from North Finchley Town Centre to East Finchley to connect with the emerging Cycle Superhighway 12 in Haringey.

#### Policy-setting:

- Produced the borough's first Long Term Transport Strategy 2020 - 2041 adopted by Environment Committee in September 2020.
- Secured over £1.3m in Covid-19 funding from for projects to support social distancing and encourage active modes of travel, including walking and cycling.
- Secured additional funding from Round 2 of the Go Ultra Low City Scheme (GULCS), which has enabled the installation of two community electric vehicle charging hubs at Watling Avenue and Lodge Lane Car Parks.



The infographic is titled "A Connected Borough 2020 - 21 Highlights" and features a blue background with white and purple text and icons. At the top, there is a circular image of a train. Below the title, there are five horizontal bars, each with an icon and a text box. The icons are: a Wi-Fi symbol, a bus, a bed, a train, and a family. The text boxes contain the following information:

- Wi-Fi icon:** Signed our first Wayleave Framework Agreement with Community Fibre, and secured a commitment to deliver gigabit broadband to 14,000 Council Homes by 2023
- Bus icon:** Barnet's first Long Term Transport Strategy has been adopted by Environment Committee
- Bed icon:** Secured over £1,350,000 in COVID-19 funding for projects to support social distancing measures and promote active travel modes
- Train icon:** Appointed VolkerFitzpatrick to build the new Brent Cross West Thameslink Station, on course for completion in May 2022
- Family icon:** Implemented social distancing measures at 9 schools to improve safety for families and children





### **Brent Cross West Station**

Works on Brent Cross West reached a £180million landmark in March, when the new sidings and level crossing were completed. This was a major milestone, which over the preceding 17 months had required almost 800,000 hours of labour, with up to 300 people working on sidings construction at any time. Work was carried out by Amey, and project managed by Mace, on behalf of Barnet Council.

The sidings replaced the old Brent/Cricklewood sidings, which had been used as a marshalling yard for trains since the 1860s when the Midland Main Line was built. Moving them was crucial in clearing space for the new station to be built. These sidings can be reached from the new level crossing, which was completed over the same weekend. Adjacent to the train operators' compound (TOC) which opened in December 2019, it allows staff to cross the tracks safely to get to and from the trains. Work continues on Brent Cross West, and is due to be completed in May 2022, with the station to open in December 2022. It will offer services to central London in just 12 minutes, as well as direct links to both Luton and Gatwick airports, plus Eurostar trains from St Pancras International.

There is now agreement for the new station to have passive provision for the West London Orbital line which would further promote active and accessible travel, cutting journeys between Brent Cross and Harlesden from hours to a few minutes and taking vehicles off some of the country's busiest roads including the North Circular.

### **Gigabit Broadband Programme**

The council has worked collaboratively with neighbouring boroughs across the West London Alliance to establish the Gigabit Broadband Programme. In September 2020, Housing and Growth approved the programme for council officers to remove barriers to investment in digital connectivity and improved broadband infrastructure.



An overarching Wayleave Framework Legal Agreement has been finalised to make it easier for broadband network operators to invest in new fibreoptic cable networks across the borough, that will enable the faster roll-out of gigabit speed broadband services for residents and businesses. One network operator, Community Fibre Ltd, had signed up to the Wayleave Framework Agreement by Spring 2021; and the council is actively working with several other operators to unlock competition and further accelerate the pace of installation.

The programme will directly benefit residents living in council-owned properties, as the council has secured commitment to all 13,709 properties receiving access to affordable and reliable high-speed gigabit broadband connections by 2023. In the final quarter of 2020-21 the pilot phase to install Gigabit Broadband to 977 properties in Grahame Park was completed, and planning and delivery for a further 4,300 properties across Colindale, Burnt Oak, Edgware, Hendon and West Hendon was underway to ensure delivery of new connections by December 2021. Neighbouring businesses and residents will also benefit from the programme as the operators expand their investments beyond the council's own estate. Our aim is for properties across the borough to be connected by 2025. As part of unlocking the broadband investments, the council is seeking to secure a variety of social value benefits, including jobs, training and skills opportunities, and free connections for new digital inclusion hubs in local community facilities.

## What will we deliver next?

Objectives	Projects and Deliverables	Timing
Enable new and enhanced public transport connections	<ul style="list-style-type: none"> <li>Secure funding through TfL for greater capacity to engage on and champion public transport matters in the borough, particularly following Covid-19 uncertainty.</li> <li>Investigate proposals for improvements associated with the Long-Term Transport Strategy, including express and orbital bus routes, improvements to existing bus routes, improvements to existing rail services, and on-demand services.</li> <li>Subject to the confirmation of funding, working with TfL to undertake feasibility studies to improve orbital travel.</li> <li>Support continued delivery of the West London Orbital Line with TfL and our partners across the West London Alliance.</li> <li>Working with TfL and Network Rail to continue to introduce Step Free access to tube and rail stations across the borough, including Mill Hill Broadway Station.</li> <li>Deliver Brent Cross West Thameslink Station by December 2022.</li> </ul>	2021 - 30  2021 - 25  2021 - 30  2021 - 25  2021 - 30  2021 - 23
Deliver healthier street design to support all forms of travel	<ul style="list-style-type: none"> <li>Investigate proposals for improvements associated with the Long-Term Transport Strategy, including signage and wayfinding, investing to improve the footway network, cycle parking and cycle network.</li> <li>Commence work with partners on active corridor improvements at Edgware-Mill Hill-Finchley Central.</li> </ul>	2021 - 25  2021 - 22
Deliver a cleaner, greener, and more pleasant borough	<ul style="list-style-type: none"> <li>Investigate proposals for improvements associated with the Long-Term Transport Strategy, including a new controlled parking zone programme and policy principles, car club and car sharing opportunities and behaviour change activities to support proposals.</li> <li>Develop proposals to expand the network of electric vehicle charge points, including increasing our network of freestanding and lamp column charge points, and installing the first rapid charge points. Continue to bid for funding when available and explore innovative ways in which we can continue to support our residents in a shift to Electric Vehicle.</li> <li>Refresh our Parking Policies to ensure a balance of kerbspace across road users, to encourage cycling, use of car clubs, and electric vehicles.</li> </ul>	2021 - 25  Ongoing  Ongoing
State of the art digital infrastructure	<ul style="list-style-type: none"> <li>Support measures to ensure continued gigabit broadband rollout across council Estates.</li> <li>Support programme to deliver new Ultrafast Broadband network to communities and businesses via grant and private-sector funded investment programme for upgrading public assets.</li> <li>Work with West London Alliance on 5G rollout needs and the market for small cell investments across the region.</li> <li>Work with partners to identify priority steps for the council in relation to 5G technologies (e.g. construction, social care and transport).</li> <li>Ensure digital infrastructure investment is complemented with a resident-focused programme for Digital Inclusion.</li> </ul>	2021 - 23  2021 - 23  2021 - 23  2021 - 23  2021 - 23

## Theme: An Entrepreneurial Borough

### What have we achieved this year?

#### Delivery:

- Secured Gateway status for the government's Kickstart Programme and secured roles for three cohorts within the council (98 job placements) throughout 2021/22, as well as 500 roles across the borough more broadly.
- Supported Argent to engage local residents in developing early employment and skills opportunities on the Brent Cross Town site.
- Created a gateway Jobs, Skills and Training webpage which has provided residents with skills and employment opportunities during COVID-19, and achieved 25,000 page views by April 2021.
- Local Hubs at West Hendon, Grahame Park and Dollis Valley are ready to be launched once lockdown restrictions are lifted; these will deliver a range of employment and skills services onsite, including BOOST and DWP programmes.
- Continued to facilitate the Barnet Employability Group, bringing together 300 partners from across the borough to share information and collaborate in supporting skills development.
- Provided ongoing support to our start-up businesses despite COVID-19, with initiatives like the Pop-up Business School attracting over 100 participants.
- Worked in partnership with WLA boroughs on a range of cross-borough initiatives, including collaboration on S106 activities and new funding opportunities.
- Brent Cross Team launched the Brent Cross Office Strategy in January 2021, revealing the first three office buildings at Brent Cross Town.

#### Policy-setting:

- New Work, Skills and Productivity Action Plan developed in association with council services and external partners, setting clear priorities and principles for how the council will target employment support while rising to the challenges posed by the pandemic.
- Provided BOOST and BELS with funding through 2021/22 thus sustaining important supports to borough residents furthest from employment during the pandemic and its lockdowns.

**An Entrepreneurial Borough  
2020 - 21 Highlights**

-  **£99m** grant funding has been distributed to support businesses since the start of COVID-19
-  Together with Barnet and Southgate College, the Government's ESOL for Integration Programme in Barnet supported **540** people to improve their English skills, the top performer across the programme
-  BOOST has supported **275** claimants since April 2020, and directly helped **99** people find work
-  Supported **75** young people NEET to develop practical skills and access Apprenticeships and training through Barnet's education and learning service
-  Working with NCL partners to support COVID-19 Vaccination Programme rapid recruitment, with over 1,000 offers made

## Impact of COVID-19 on Employment and Skills in Barnet



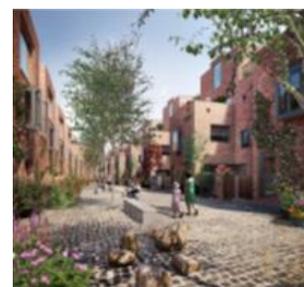
The past 12 months has been a uniquely challenging period for residents and employers in Barnet, with COVID 19 having far-reaching impacts on the working lives of people from every background, age group and skill level. Barnet's economy is relatively exposed to the short-term impacts of the pandemic, and the borough has seen an increase in unemployment, with 19,135 people out of work in March 2021.

Over the year, we have kept a close eye on this impact, and have taken steps to support our residents, particularly across four main areas: supporting young people between 16 and 24, who are more likely to be out of work than other groups; working directly with those furthest from the labour market to unlock opportunities to access employment; improve pathways into work by prioritising high growth sectors; and delivering at scale and pace to ensure a fast recovery and prevent many residents from falling out of work.

Some examples of this include encouraging young people into apprenticeships and supporting local businesses to train and support them. For example, Adam has recently completed an apprenticeship in the construction industry as a Level 6 Project Manager and Civil Engineer apprentice. Commenting on his experience he said 'I am grateful for the support myself and fellow apprentices are receiving though the difficult times by the London Borough of Barnet, and to the construction industry. Their efforts are fully felt by me and other Apprentices'. Over the next few months, we are particularly focussed upon delivering the borough's new Work, Skills and Productivity Action Plan, which runs up to 2025, and will join up our priorities and measures taken to support our residents as our economy begins to recover.

## Beechwood Mews - Partnership working with Kuropatwa

Despite COVID 19, the council has continued to deliver on the Entrepreneurial borough theme and, in particular, to create and promote employment and apprenticeship opportunities for local residents. Kuropatwa Ltd, a London based developer-contractor, has been delivering on Beechwood Mews in Finchley, an award-winning development programme that forms part of Transport for London's current 10,000 home pipeline, following a decision taken at Planning Committee in March 2019. Using a unique, street-based, celebrated design, the scheme is creating 97 homes and two commercial spaces around a new, cobbled, pedestrianised mews street.



Kuropatwa has fully committed to working with Transport for London to invest in skills and employment opportunities through their Mayor's Construction Academy Hub across London and within Barnet. This approach helps to maximise the social and economic impact locally by supporting local Barnet residents' and businesses access to opportunities on development projects. Working with Transport for London, Kuropatwa has achieved successful apprenticeship and work experience placements, as well as employment opportunities for candidates to progress into full time work on the Beechwood Mews project in construction, traffic, and office management. We have engaged positively with local apprentice and labour candidates to provide four apprentices and six back-to-employment opportunities, together with local school and college work experience and training days.

Louis, a Level 2 Mechanical and Engineering Apprentice, has recently completed an apprenticeship with Kuropatwa. When asked if he would recommend an apprenticeship he said 'Yes 100% it's the best option, I think. It's the best way to learn a trade, seeing it first-hand'. This work will continue for the duration of the project with further opportunities also being created.

## What will we deliver next?

Objectives	Projects and Deliverables	Timing
Deliver first class customer service to the borough's businesses	<ul style="list-style-type: none"> <li>• Produce an annual Business Health Report to measure and understand the vitality of Barnet's economy, and to assess the impact of services provided to businesses by the council.</li> <li>• Convene regular business events to directly engage with and understand the needs of Barnet-based businesses.</li> </ul>	2022 – 23  Ongoing
Identify and support growing business sectors across the borough	<ul style="list-style-type: none"> <li>• Identify and engage with strategically important sectors, and those of potential greater future importance in Barnet's local economy, to assess ways that the council can support them to maintain and grow their contribution to the borough. Initial sectors of focus are:               <ul style="list-style-type: none"> <li>○ Health and Social Care</li> <li>○ Recreation and Leisure</li> <li>○ Construction</li> <li>○ Creative Industries</li> <li>○ "Green" economy jobs e.g. upgrading buildings energy efficiency</li> </ul> </li> <li>• Ongoing work with Higher and Further Education institutions, and other partners, to launch a new programme of support focused on these key sectors.</li> <li>• Develop and implement proposals as set out in the draft Work, Skills and Productivity Action Plan 2021 – 25, including:               <ul style="list-style-type: none"> <li>○ Encourage developers to actively create new local job opportunities alongside upskilling their existing workforce</li> <li>○ Develop effective partnerships between training providers and businesses so that residents are able to develop the skills employers need in growing sectors.</li> </ul> </li> </ul>	2021 – 25  2020 – 25  2021 – 25  2021 – 22  2021 - 22
Maximise employment opportunities through growth	<ul style="list-style-type: none"> <li>• Continue delivery of targeted programmes to support entrepreneurs.</li> <li>• Continue delivery and support for projects such as BOOST and BELS that support those furthest from employment, those on low incomes and key groups including NEETs and care leavers, into growing sectors.</li> <li>• Develop and implement proposals as set out in the draft Work, Skills and Productivity Action Plan 2021 – 25, including:               <ul style="list-style-type: none"> <li>○ Ensure that essential training opportunities and support is available to those who need it, including to residents who have lost their job for the first time as a result of the pandemic</li> <li>○ Work with our partners (DWP and the WLA) to ensure Barnet residents are able to fully access the JETS programme</li> <li>○ Expand our existing provision of digital skills to help break down the biggest barrier to employment</li> </ul> </li> </ul>	Ongoing  Ongoing  2021 - 25

Objectives	Projects and Deliverables	Timing
	<ul style="list-style-type: none"> <li>○ Continue to work closely with our partners (DWP and JCP) to continue the successful rollout of the Work and Health Programme</li> <li>○ Support young people into work through the Kickstart Programme, both as an employer and a facilitator</li> <li>● Work with Brent Cross Employment and Skills Steering Group partners to progress actions, including: <ul style="list-style-type: none"> <li>○ Construction phase employment skills support</li> <li>○ Supply chain opportunities</li> <li>○ Support in relation to end user jobs</li> </ul> </li> <li>● Continue to secure further employment and skills outcomes through obligations relating to new development.</li> <li>● Increase the number of apprenticeship opportunities available across the council and key partners.</li> <li>● Revise the council's Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase and improve delivery of outcomes from new developments relating to employment and skills.</li> <li>● Work with partners (The Barnet Group, Cambridge Education and DWP) to implement actions identified in the employment and skills needs assessment, ensuring council resources are targeted at those most in need, including: <ul style="list-style-type: none"> <li>○ People on low incomes</li> <li>○ People not in employment, education, or training</li> <li>○ Young people leaving the care system</li> </ul> </li> <li>● Promote and deliver skills and productivity initiatives with partner boroughs through the West London Alliance.</li> <li>● Collaborate with BELS and council services to contribute to the coordinate delivery of the post-16 Strategy.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>2021 - 25</p> <p>2021 - 22</p> <p>2021 - 25</p> <p>2021 - 22</p> <p>2021 - 25</p> <p>2021 - 25</p>
Support the local economy including promotion of local supply chains	<ul style="list-style-type: none"> <li>● Work with council services, as appropriate, to develop a more targeted approach to local supplier procurement.</li> <li>● Enhance delivery of local supply chain commitments through potential policy changes, new regeneration scheme contracts, and council-wide social value contractual commitments.</li> <li>● Develop a new supply chain initiative to better promote the opportunities for, and benefits to, local businesses in relation to the regeneration of Brent Cross Cricklewood.</li> </ul>	<p>2022 - 25</p> <p>Ongoing</p> <p>2021 - 22</p>

## Theme: A Borough of Thriving Town Centres

### What have we achieved this year?

#### Delivery:

- Installed 26 parklets to provide space for outdoor seating for businesses.
- Launched a raft of support for town centre businesses to help address the impacts of Covid-19, including facilitating new street trading measures to enable them to remain open while adhering to social distancing rules.
- Established a 'Team around the Town' partnership with neighbouring boroughs, including LB Brent and LB Harrow, to address cross-borough issues impacting Burnt Oak town centre and joint delivery of initiatives.
- Created local community networks and working groups in Burnt Oak and Finchley Central to provide a consultation and engagement platform to implement Town Centre strategies.
- Taken initial steps towards delivery of a new workspace community hub at the old railway house site in Cricklewood by commissioning a feasibility study.
- Formed a new town team for Finchley central and engaged with the local community through workshops, business and community surveys and on street pop up market events, to inform the design of Finchley Square.
- Led a 'Virtual Workspace Tour' bringing together flexible workspace operators and developers/owners to promote Barnet

#### Policy-setting:

- Developed new Supplementary Planning Document for Edgware Town Centre to support a shared vision for adoption and developed a parallel Town Centre Partnership Board with Ballymore, Transport for London and local businesses to deliver town centre improvements in advance of development.
- Established an action plan for West Hendon Broadway to deliver shop front improvement and business support, as set out within the adopted West Hendon Strategy.

## A Borough of Thriving Town Centres 2020 - 21 Highlights

-  Promoted local trading through two successful rounds of the Discover Barnet campaign, developing local stories for 15 town centres and celebrating Barnet's high streets
-  Delivered a Temporary Street Space Programme throughout lockdown, supporting 26 businesses to install parklets and additional outdoor street space, to promote local trading
-  Developed Chipping Barnet Community Plan, following a successful consultation with over 700 comments received on plans for the future of the Town Centre
-  Launched the Business Buzz newsletter in December 2020 to offer support and advise for Barnet businesses, with 763 subscribers
-  Entered into partnership with a multi-disciplinary in Finchley Central to develop designs to undertake public realm improvements to create Finchley Square.



## Business support across our Town Centres

Covid-19 has had a major impact on businesses across our town centres, however throughout the pandemic our independent businesses have shown great resilience and gone above and beyond to continue to serve the needs of our communities.

The council has played a prominent role in supporting local businesses. One of the measures has been the distribution of government funding grants, including Local Authority Discretionary Grants, Additional Restrictions Grant, National Business Restart Grant, and Local Restriction Support Grant. Over the past 12 months the council has distributed over £99m to businesses to support them through this unprecedented challenging period.

As well as distributing grants, the council has also led and delivered a major 'Shop Local, Shop Safely' campaign as a part of the Discover Barnet Programme. This has featured 15 local independent businesses, including Ebony & Ivory, a music shop and school owned by Christian, which has been a prominent feature of Colindale's high street for over 40 years. Phase two of the campaign reached almost 200,000 people through digital engagement channels, and the council will continue this messaging in the coming months to encourage and celebrate the diverse offerings across our town centres as town centres begin to re-open. We have also created a monthly newsletter Barnet Business Buzz to ensure our businesses remain aware of any support available at this challenging time.



A Town Centres Volunteer Programme has also been established by the council to support the public and businesses. Once trained, volunteers offer support and reassurance to residents on the high streets, and to support and direct them to the correct council service to assist with any queries arising relating to changing COVID-19 regulations and safety concerns.

Alongside this, the council has undertaken a number of measures to support our residents to visit their town centres safely across the pandemic, putting temporary barriers in to widen the footway in areas of high-use and/or narrow areas of paving and installing new temporary cycle lanes; to ensure our residents were able to social distance and remain safe when visiting our town centres.

Finally, following undertaking engagement with local businesses across the London Borough of Barnet, it was identified that a number of businesses, in particular hospitality businesses, were under significant pressure due to spatial implications COVID-19 has had on their operational viability. In response the council issued a series of fast-track and affordable street trading licenses and also set up the Temporary Town Centre Street Space fund to help businesses to access additional outdoor trading space in front of their premises so customers could follow social distancing rules.

Since implementation, the scheme has supported over 30 businesses to access additional space across 10 town centres in the borough. The council will continue to work with these and new businesses to support and grow this initiative in the coming year.



<p>delivery across the council for healthier high streets</p>	<ul style="list-style-type: none"> <li>○ Action to address issues including planning and other enforcement activities, licensing, street cleansing, and waste collection</li> <li>○ Consider concerns about parking arrangements</li> <li>● Provide input to the council’s MARAC group and take a joined-up approach to addressing community safety in town centres, starting with cases in Burnt Oak.</li> <li>● Work with partners to launch a programme to address the impact of empty shops on the borough’s high streets, and scope a programme to repurposing vacant retail units in town centres through meanwhile uses such as pop-up shops, arts and community.</li> <li>● Consider a more active council approach to assessing and improving the health outcomes of town centres: <ul style="list-style-type: none"> <li>○ Pilot in the Finchley Area</li> </ul> </li> <li>● Work with planning colleagues at pre-application stage to ensure proposed development in town centres will fully support and help to deliver the council’s ambitions in relation to both the Local Plan and the Growth Strategy.</li> <li>● Partner with neighbouring boroughs to address cross-borough issues impacting town centres.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>2021 – 23</p> <p>2021 – 25</p> <p>Ongoing</p> <p>2021 – 23</p> <p>Ongoing</p> <p>2021 - 25</p>
<p>Deliver high quality workspace</p>	<ul style="list-style-type: none"> <li>● Conduct a workspace viability assessment to identify demand and target locations.</li> <li>● Engage real estate agents and landowners to unlock and improve access to commercial stock.</li> <li>● Align main town centres approach with local plan classifications (major, district and local centres etc).</li> <li>● Deliver new, specialist SME, creative and light industrial workspace aimed at key sectors through investment in council assets and by influencing private development.</li> <li>● Revise the council’s Delivering Skills, Employment, Enterprise and Training SPD (Supplementary Planning Document) from Development to increase outcomes and to improve delivery of affordable and flexible workspace. Deliver on flexible and community workspace through existing proposals at: <ul style="list-style-type: none"> <li>○ Feasibility Study at Cricklewood Workspace Community Hub</li> <li>○ Feasibility Study at Finchley Workspace Hub</li> <li>○ Feasibility Study at Golders Green Pump House Square</li> </ul> </li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>2021 – 23</p> <p>Ongoing</p> <p>2021 - 22</p> <p>2021 – 22</p> <p>2021 – 23</p> <p>2021 - 23</p>
<p>Build on existing strengths to create a thriving evening economy</p>	<ul style="list-style-type: none"> <li>● Support preparation of Regulation 19 stage Local Plan and the Visitor Economy Plan by using best practice to identify locations and activities that best support new ‘evening economy zones’ to enable joined-up regulatory support for cafes, bars, festivals and activities. <ul style="list-style-type: none"> <li>○ Ensure Barnet's town centres remain safe and antisocial behaviour is minimised</li> </ul> </li> <li>● Support the enhancement of existing and development of new markets in town centres to animate public space.</li> <li>● Support community-led initiatives to promote the distinctive cultural and heritage merits of town centres. <ul style="list-style-type: none"> <li>○ Pilot in Finchley Central as a part of the Finchley Square project</li> </ul> </li> <li>● Deliver a significant ‘Welcome Back’ programme to activate town centres, promote the safe return.</li> </ul>	<p>2021 – 22</p> <p>Ongoing</p> <p>Ongoing</p> <p>2021 - 23</p>

## Theme: A Great Borough to Live in and Visit

### What have we achieved this year?

- Launched the vision for Brent Cross Town as a new park town centre at Brent Cross South.
- Completed the £5m park investment transformation of Montrose and Silk Stream Parks in Colindale.
- Opened the new Exploratory Park and the Workshop exhibition space at Brent Cross Town.
- Completed the acquisition of Brent Cross South Retail Park to unlock the potential for earlier Brent Cross Town redevelopment.
- Supported closure and reopening processes and COVID compliance across leisure services, creative industries and the visitor attractions.
- Completed Gaelic football pitch improvement works at King George V Playing Fields.
- Completed improvement works on Cool Oak Lane pedestrian and cycle Bridge and West Hendon Perimeter.
- Continued a programme of park improvements through the enhancement of play equipment at Victoria Recreation Ground and Friary Park.
- Supported health and leisure opportunities across our Greenspaces through the delivery of improvements to the tennis courts and play area at Victoria Park, installation of table tennis tables at Sunny Hill and Mill Hill Park, and upgrade of court areas at Lyttleton Playing Fields and Cherry Tree Woods.
- Commenced investment project at Childs Hill Park as part of masterplan, and completed improvement works at Swan Lane Open Space.
- Developed opportunities to support increased education needs within our growth areas through ongoing work to expand capacity at Blessed Dominic Primary School.
- Completed improvement works to Finchley Lido Leisure Centre.



## A Great Borough to Live in and Visit 2020 - 21 Highlights



Supported delivery of the Brent Cross Town Regeneration Programme through the acquisition of Brent Cross South Retail Park

Completed infrastructure works on Cool Oak Bridge and the Welsh Harp Perimeter for residents of the West Hendon Estate



Invested £5m in the re-development of Montrose and Silkstream Parks to ensure provision of high quality open spaces in Colindale

Supported the council's Covid-19 response for vulnerable residents through delivery of the Essential Supplies Hub



Promoted active lifestyles through improvement works at Finchley Lido Leisure Centre and Victoria Park Tennis Courts

## Delivering a new park town at Brent Cross

The Brent Cross Cricklewood team, in partnership with Argent Related, revealed the vision for the new park town at Brent Cross in Autumn 2020. Embedded within the vision is the objective of being London's biggest '15-minute town', where shops, offices, restaurants, parks and the train station are all fitted within close proximity.



Set amongst 50 acres of parks and playing fields, the area will be transformed into an inclusive, accessible town centre that will enable new and existing communities to thrive. The town centre will deliver 6,700 new homes and will be a major office destination providing jobs for 25,000 employees, as well as delivering new student accommodation and the redevelopment of three local schools. It will incorporate 50 acres of parks and playing fields, including eight public squares, and seven new and improved parks, landscaped to encourage walking and cycling. The public spaces created will act as a springboard for public performances, with acoustics designed specifically for live performances.

Over 2020, the programme has also seen a number of immediate successes and community benefits that help make Barnet a great place to live. Brent Cross Town's Community Fund gave support to 11 community initiatives, including libraries, community farms and allotments. The opening of the Exploratory Park in August also saw the first open space arrive as part of the park town vision to create the place in London to participate in and play sports, delivering a landscaped open space designed to promote health and leisure for all ages, as well as planting 41 new trees and flowers to bring the area to life in a sustainable way.



## Montrose and Silkstream Parks Transformation

The lockdown restrictions triggered by Covid-19 has highlighted the role of having a great portfolio of parks and open spaces across Barnet, and the rest of the United Kingdom, in supporting new homes and ways of living for families and maximising the opportunities for improved health and wellbeing.

In the summer of 2020, our Regeneration and Greenspaces services completed work on Montrose and Silkstream Parks, a £5m transformation of the Silk stream Valley Park to form a green corridor connecting Colindale and Burnt Oak. The enhancement of the area has been funded primarily from development contributions to infrastructure, as well as funding from the Mayor of London, Environment Agency, and London Marathon Trust. Alongside other features, a string of new facilities has been completed across the two parks for families to enjoy, including an 'Active Zone' and playground in Montrose Playing Fields, in proximity to the UNITAS Youth Zone, a new pavilion and café, and a wetland area fostering biodiversity.

Looking forwards to the next 12 months, Colindale's Parks continue to be a key focus of regeneration activity and will continue to support the objectives of our Parks and Open Spaces Strategy. On site works have already started in redeveloping Colindale Park, with key features including a new reading room, playground, and picnic tables and communal space to enable residents to enjoy the borough's cultural and natural heritage, with the scheme due to complete in the autumn. In addition, proposals are also being developed for neighbouring Rushgrove and Heybourne Parks in later years.

## What will we deliver next?

Objectives	Projects and Deliverables	Timing
Delivering social infrastructure	<ul style="list-style-type: none"> <li>• Deliver Grahame Park and West Hendon community centres and digital support hubs at Brent Cross Cricklewood, Grahame Park and West Hendon.</li> <li>• Explore the potential of a new programme of leisure services investment, including at Finchley Lido, Hendon Leisure Centre and Burnt Oak Leisure Centres.</li> <li>• Support the delivery of new and improved schools, healthcare, early years provision and community facilities to facilitate regeneration and growth as set out within the Infrastructure Delivery Plan.</li> </ul>	<p>2021-22</p> <p>Ongoing</p> <p>Ongoing</p>
Get the best out of the borough's green assets	<ul style="list-style-type: none"> <li>• Develop an Outline Business Case for West Hendon Playing Fields, reporting next steps for delivery to Policy &amp; Resources Committee.</li> <li>• In partnership with the Canals &amp; Rivers Trust, the Environment Agency and LB Brent support the development of a vision for the Welsh Harp.</li> <li>• As part of Colindale Parks Improvement Programme; complete capital investment project for Colindale Park.</li> <li>• Subject to planning approval, commence the delivery of the masterplan for Rushgrove Park.</li> <li>• In partnership with stakeholders, continue to develop the design proposals for Heybourne Park for delivery.</li> <li>• Working in partnership with stakeholders, continue to develop the Copthall and Mill Hill Open Spaces Masterplan for delivery.</li> <li>• Working with commissioned providers, deliver a diverse events programme across parks and open spaces.</li> <li>• Complete a Borough wide review of parks infrastructure (eg bins, benches) to support investment proposals.</li> </ul>	<p>2021 - 22</p> <p>2021 - 22</p> <p>2021 - 22</p> <p>2021 – 22</p> <p>2021 - 22</p> <p>2021 - 22</p> <p>2021 – 22</p> <p>2021 - 22</p>
Grow the visitor economy	<ul style="list-style-type: none"> <li>• Work with development partners to deliver and launch the Brent Cross Visitor Pavilion.</li> <li>• Commence work to prepare the 'Visitor Economy Plan' (incorporating update and replacement of the Arts and Culture Strategy) by undertaking a visitor asset mapping exercise.</li> </ul>	<p>2021 - 22</p> <p>2021 - 22</p>
Provide a broader canvas for creative industries	<ul style="list-style-type: none"> <li>• Conduct a cultural audit, mapping the borough's existing creative industries assets and identifying gaps in access: <ul style="list-style-type: none"> <li>○ Consider the opportunities for and barriers to growth of the creative industries sector</li> <li>○ Explore need for arts provision in west of Barnet</li> <li>○ Identify gaps in support for creative industries</li> </ul> </li> <li>• Implement recommendations of the cultural audit.</li> </ul>	<p>2021 - 22</p> <p>2021 - 22</p>

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# WORK, SKILLS AND PRODUCTIVITY ACTION PLAN

2021-2025

# CONTENTS

OUR APPROACH.....	<b>Error! Bookmark not defined.</b>
BARNET'S ECONOMY.....	4
PRINCIPLES.....	6
OUR PRIORITIES.....	7
PRIORITY ONE: SUPPORTING YOUNG PEOPLE .....	8
PRIORITY TWO: WORKING WITH THOSE FURTHEST FROM THE LABOUR MARKET .....	9
PRIORITY THREE: DELIVERING AT SCALE AND PACE.....	10
PRIORITY FOUR: PRIORITISING HIGH GROWTH SECTORS .....	10
IMPLEMENTATION .....	12

# OUR APPROACH

2020 was a challenging year for residents and employers in Barnet, with the pandemic and its lockdowns having far-reaching impacts on the working lives of people from every background, age group and skills level.

The pandemic also accelerated a number of existing trends, particularly in relation to technological change and the role of the internet. We've seen this in the continued move towards online retail, growth in the size and importance of the "gig" economy and other forms of temporary work and, for some, the creation of a whole new world of remote working away from traditional work locations.

**Sectors that were declining before March 2020 such as retail are expected to continue to do so, whilst other sectors such as health and care, construction, and the creative industries continue to grow at unprecedented rates. This creates new opportunities for the future that many residents who have found themselves out of work, often for the first time in their lives, will be able to benefit from.**

The scale of the employment and skills challenge creates a pressing need for us to respond in a *joined up* and *practical* way across the borough, including with our partners in the further and high education sectors, with major employers such as the NHS and Brent Cross, as well as the voluntary and community sector.

Our objective is to ensure that all Barnet residents are able to succeed in sustainable, good work that benefits them, their families, and the wider economy. This action plan outlines how we aim to achieve the following:

- **Minimising the long-term impacts** of the pandemic on workers and businesses;
- **Creating the jobs of the future** by supporting learning and work opportunities in our highest growing sectors;
- **Ensuring that young people have the best possible foundation** through targeted learning and employment opportunities;
- **Boosting economic productivity and closing the skills gap** by ensuring everyone has an opportunity to work, including those furthest from the labour market.

# BARNET'S ECONOMY

## The Challenge

Barnet is the largest borough in London by population, with 402,700 residents in 2020. It is a relatively affluent place, although there are areas with notably higher levels of poverty focused around Burnt Oak, Colindale and West Hendon. The borough is hugely diverse, with the needs of residents varying across the borough. Some are more likely to be at risk of long-term unemployment, particularly those who have a physical or learning disability, are aged 16 to 24 or over 50, are from an ethnic minority, and/or live in the west of the borough.

The borough's economy reflects its suburban character, with high levels of self-employment<sup>1</sup> and a concentration of small and micro-businesses focused on professional services, construction, and retail. The average earnings of all residents in Barnet are 25% higher than those who work within the borough, reflecting its role as home for workers in highly paid central London jobs.

These characteristics mean that Barnet's economy is relatively exposed to the short-term impacts of the pandemic. Retail is also one of the sectors that has been most impacted by wider trends in online shopping and changing consumer behaviour over the last few years, and which pre-date the pandemic.

As a result of this, the borough has seen an increase in unemployment over the last year, with 10,200 people out of work at the end of 2020<sup>2</sup>; a rate of 4.9%, which is significantly higher than the pre-pandemic level of 3.9%. This is expected to

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<sup>1</sup> 33,800 self-employed workers in 2018 (Oxford Economics, 2020)

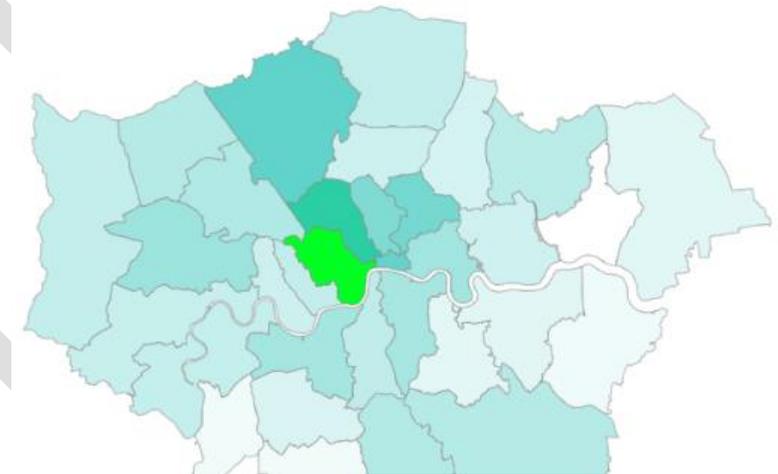
<sup>2</sup> NOMIS: [Official Labour Market Statistics \(nomisweb.co.uk\)](https://nomisweb.co.uk)

increase further over 2021 before falling again in Barnet and nationally, as the impacts of the pandemic and wider structural changes to the economy continue to take effect.

## The Opportunity

There are a number of significant opportunities ahead of us despite this challenging climate. Whilst retail is declining for example, other sectors are growing. These include health and care, construction, and the creative industries. In the care sector alone, it is estimated that over 4,000 new jobs will be created by 2030. Across North London over 10,000 new roles are expected to be created in the health sector. Many of these will be good quality at all levels and with opportunities to learn and progress for those who secure them.

Furthermore, the regeneration at Brent Cross and more widely across the borough will create many high-quality jobs in a range of different sectors, benefitting residents and communities directly as well as through the increase in spending in the local economy that will come to local businesses.



*Barnet has the 3<sup>rd</sup> highest number of enterprises in London<sup>4</sup>*

low high

**There is an opportunity to respond to and offset the impacts of the pandemic by developing new approaches to supporting work in our fastest growing sectors, benefitting not only those furthest from the labour market but also the many residents who have found themselves unemployed for the first time in their lives as a result of the pandemic.**

<sup>3</sup> [Barnet Employment & Skills Dashboard](#) (2021)

# PRINCIPLES

This plan respects the fact that there is already much work underway to support the delivery of good employment, training and learning outcomes in Barnet, and also that our current programmes will need to evolve in order to meet the challenges ahead.

The way we will deliver the programme reflects this, focusing on a more joined-up and strategic approach to boosting employment and productivity at scale. Four key principles have been developed accordingly which will be used to guide its implementation:

## Inclusive

- We want to ensure that residents from all backgrounds have the opportunity to benefit from growth through good quality work and training opportunities

## Preventative

- We recognise the relationship between good work, health and wellbeing, and the fact that supporting residents into meaningful jobs is one of the most effective prevention activities we can undertake as a local authority.

## Evidence-based

- It is important that our response to the impacts of the pandemic and wider economic change reflects real-world data and evidence about "what works" and which programmes are most effective

## In partnership

- We recognise that it is not for the council to respond alone, and that there is a diverse range of partners, including the business community, private sector and VCS, who we will need to work with to deliver the best possible outcomes for people in Barnet.

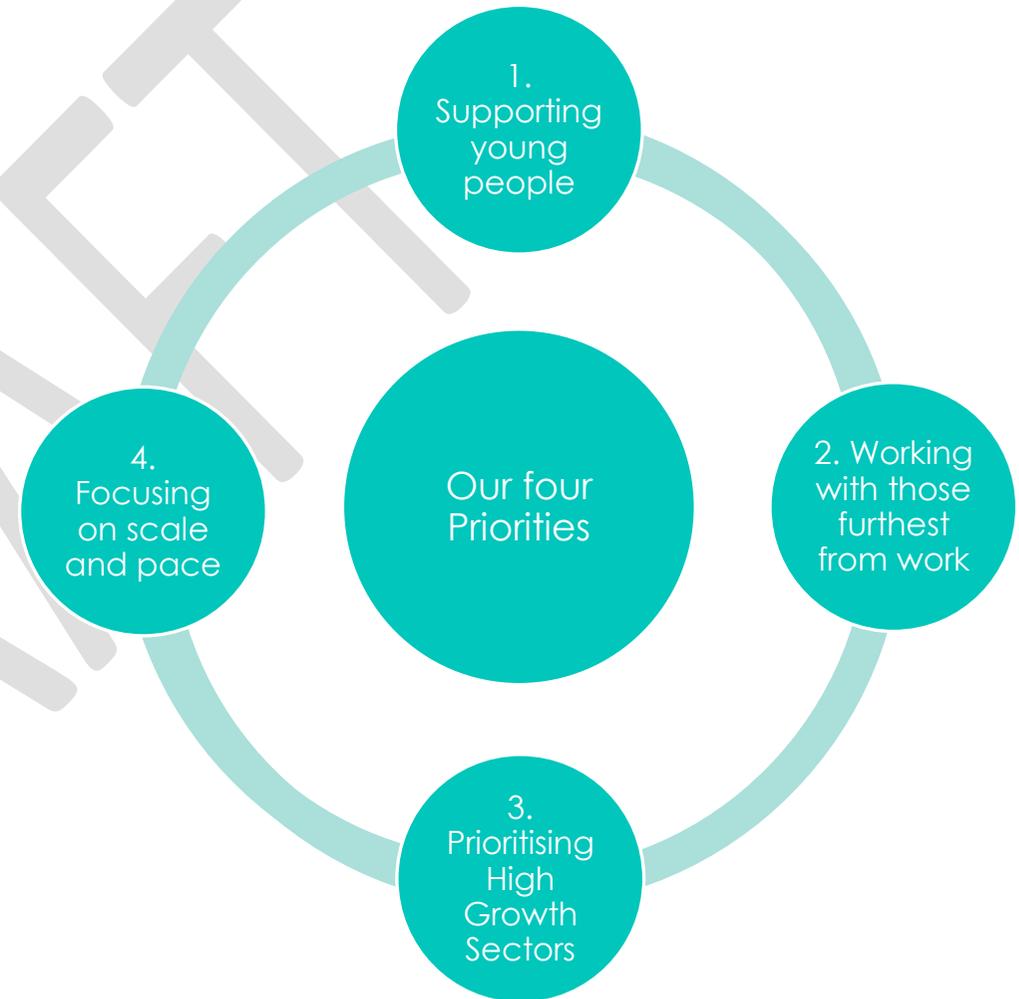
# OUR PRIORITIES

We want to enable residents from all backgrounds and communities of the borough to have access to high quality employment, learning and skills opportunities, and for this to happen at a scale that is consistent with the challenge facing us as a result of the pandemic.

This means encouraging residents into jobs and learning opportunities that have good prospects for progression within the fastest growing sectors of the economy.

We have therefore developed four key priorities with our partners, each with an associated action plan that will contribute to the realisation of this objective.

**Under each of these four priorities, the actions are split into “now” (this year), “soon” (the next 1-2 years) and “later” (2-4 years).**



# PRIORITY ONE: SUPPORTING YOUNGER PEOPLE

We know that those aged 16 to 24 are more likely to be out of work than other age groups, and that it can be a challenge for many young people to get onto a pathway to high quality employment. We will work with our partners to ensure that young people have access to the work and learning opportunities that allow them to succeed, and that we fulfil our role as a corporate parent for those in our care.

## Now

- ⑩ We will collaborate with BELS and the Post-16 team to contribute to the coordinated delivery of the post-16 strategy
- We will review approaches to Section 106-funded and other apprenticeships to ensure they are having maximum positive impact with a strong focus on 18 to 24 year olds
- ⑩ We will maximise opportunities for care leavers and further develop Routes into Construction and the Risk of NEETs projects to ensure that every NEET young person has at least one intervention or referral
- ⑩ We will identify pathways into work for NEETs and young offenders that support them into sustainable and good quality work
- ⑩ We will initiate a new programme of supported internships for those with special educational needs (SEND) with local partner organisations to support those with disabilities to find good work
- We will encourage greater collaboration between specialist youth service providers through facilitating joint funding bids to enable smoother transitions for 16 to 24 year olds
- ⑩ We will support at least 300 young people into work through the Kickstart programme, both as an employer and a convener

## Soon

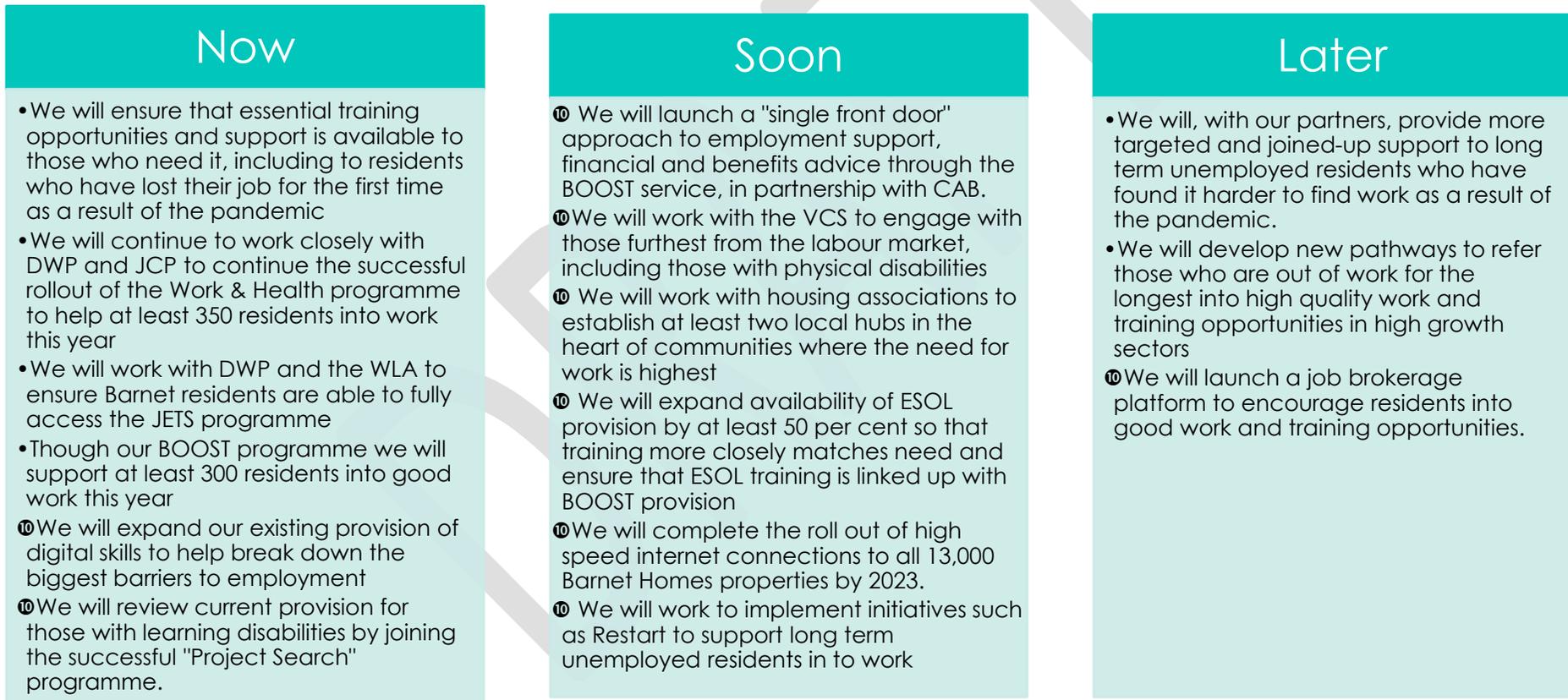
- We will refresh the Section 106 Supplementary Planning Document to reflect the needs of young people and that they are supported into quality work in the construction sector.
- We will work with Barnet and Southgate College to encourage young people into work in high growth sectors
- ⑩ We will increase the capacity of the Barnet Education, Employment and Training Service (BEETS) by 50 per cent to provide intensive support to disengaged young people
- We will form new partnerships with training providers and education institutions to encourage lifelong learning
- ⑩ We will work closely with businesses to encourage them to employ and develop local young people with disabilities and special educational needs so that they can find good, sustainable work
- We will develop strengthened partnerships between schools, higher education providers and employers so that young people develop the skills that employers are looking for
- ⑩ We will lead by example through doubling the number of apprenticeships and creating a locally sourced management programme for A-level students not in university

## Later

- We will work with employers and industry led bodies to identify and promote new pathways in to work e.g. via placements, vocational training and internships.
- We will increase the number of opportunities offered to young people by making better use of our buying power and local supply chains across the Barnet Partnership.
- We will design new programmes to target specific groups of disengaged young people and to put them at the heart of the skills system
- ⑩ We will pivot the training and employment system towards the high growth sectors of the future, where the jobs that will benefit young people in the coming decades are being created.

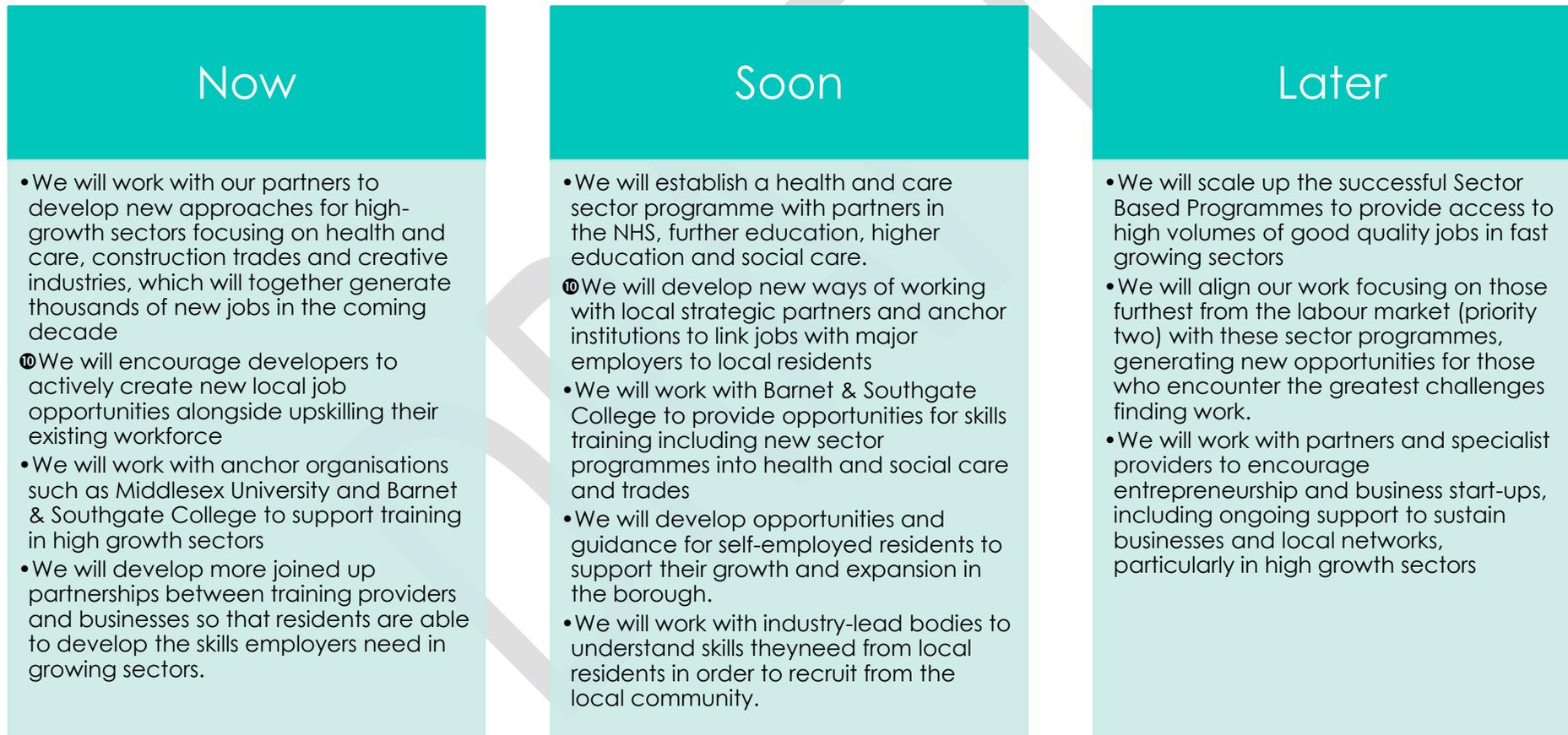
# PRIORITY TWO: WORKING WITH THOSE FURTHEST FROM THE LABOUR MARKET

We recognise that some groups and individuals can experience greater barriers to work and learning opportunities, and that there is a clear relationship between access to employment, health, and wellbeing. Working across our partnership we will work to reduce these barriers so that residents from all backgrounds can access good work.



# PRIORITY THREE: PRIORITISING HIGH GROWTH SECTORS

We will focus on creating new pathways into work that focus on the highest-growth sectors with the best long-term prospects for progression: health & care, construction and trades, and the creative industries.



# PRIORITY FOUR: DELIVERING AT SCALE AND PACE

The pandemic has accelerated many existing employment trends, particularly in the retail sector and for workers with lower levels of skills. This means that a focus on delivery at a faster pace and wider scale than has been the case for the last de



# IMPLEMENTATION

## **Governance**

The economy-wide nature of this plan means that delivery will be undertaken by a wide range of internal council services, and with our external delivery partners.

The plan will be underpinned by a more detailed programme, which will set out how each of the strands of activity described in the sections above will be implemented and by when.

Oversight will be undertaken in line with the governance arrangements of the various partners involved, with overall progress being reported on at least an annual basis.

## **Resourcing Delivery**

The nature of the challenge facing Barnet's labour market will require an increasingly joined up and coordinated approach from the council and its partners, who will each contribute to the delivery of this programme in a wide variety of ways. In addition to this

wider rallying and coordination of existing resource, new funding to deliver the strategy will be secured via a range of channels including from Section 106 and other developer contributions, from existing council resources where appropriate, and via external funding.

## **Communication and Engagement**

It will be crucial to clearly communicate and engage with our key stakeholders in the borough, including businesses, residents, local voluntary and community sector organisations, and major employers. This will therefore be an important part of our approach.

Doing this will ensure that all employers and learning providers understand and are able to effectively engage with the delivery of this plan, and also that residents here are able to find the information, advice, and guidance that helps them to secure the good work they will need to thrive in coming years.



## HOUSING AND GROWTH COMMITTEE

14 June 2021

<b>Title</b>	Chipping Barnet Community Plan
<b>Report of</b>	Councillor Richard Cornelius
<b>Wards</b>	High Barnet Ward
<b>Status</b>	Public
<b>Urgent</b>	Non-urgent
<b>Key</b>	Non-key
<b>Enclosures</b>	Appendix : CBCP Engagement Summary and Next Steps (pdf)
<b>Officer Contact Details</b>	Ashleigh Watkins, <a href="mailto:ashleigh.watkins@barnet.gov.uk">ashleigh.watkins@barnet.gov.uk</a> Jamie Robinson, <a href="mailto:jamie.robinson@barnet.gov.uk">jamie.robinson@barnet.gov.uk</a>

### Summary

This report presents the Chipping Barnet Community Plan found at <https://cbcommunityplan.co.uk>, for approval by Committee. In keeping with the approach taken in other main town centres, the Plan includes a range of projects and interventions aimed at improving Chipping Barnet Town Centre. These broadly cover land use, public realm, community and economic development. The Community Plan was developed through extensive consultation with residents and businesses.

This report recommends that officers proceed to develop five priority projects identified in the Community Plan. These projects have been highlighted by community members, local businesses and ward members as being of particular significance or priority through the engagement and consultation process. Subject to Committee approval, the next step will be to undertake further feasibility and business case development of these projects.

## Recommendations

**That the Housing and Growth Committee:**

- 1. Note and approve the Chipping Barnet Community Plan: <https://cbcommunityplan.co.uk>, which sets out a range of ways that the council can work with community members, businesses and other partners to improve Chipping Barnet Town Centre.**
- 2. Agree that the five recommended priority projects listed under paragraph 2.6 can proceed to further feasibility and business case development.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1** Barnet's Growth Strategy 2020-30 sets out a vision for thriving town centres. It commits the council to working with local communities and partners to support the economy by enabling small businesses to succeed and helping to create places in which people want to live, work and invest.
- 1.2** The Growth Strategy includes proposals for assisting town centres to respond to the challenges and opportunities associated with national trends, such as increasing use of internet shopping, a move away from retail towards a greater mix of uses, and a growing population. The COVID-19 pandemic has accelerated many of these trends, particularly in relation to online retail.
- 1.3** Over a number of years, the council has worked with traders, residents and other groups in Barnet's high streets to develop town centre strategies and implementation plans. These aim to build consensus around a number of practical actions designed to improve the look of the centre, guide future investment, and develop the unique character of each centre. The strategies have also acted to direct council Town Centre Capital funding and have been instrumental in enabling the council to apply for external funding to deliver improvements.
- 1.4** In 2019, following a competitive tender process, the council appointed consultancy *Architecture 00* to develop a Community Plan (also known as a Town Centre Strategy) for Chipping Barnet, work on which started in December 2019. The Plan is now complete and ready for adoption. The Plan does not commit the council, or indeed any other partner, to a particular investment or course of action. Rather, it sets out an over-arching vision for the area, based on extensive engagement with the local community, and presents a number of projects to support delivery of the vision.
- 1.5** To move the Community Plan into a delivery phase, this report also recommends that officers swiftly move to undertaking further feasibility work on five prioritised projects identified through the consultation process. This will entail development of outline business cases, project programme and outline budgets to support officers to work with the community and other partners to realise these projects.

- 1.6 Officers will continue to share progress and engage with the public on all of the projects identified within the plan via the Chipping Barnet Community Plan website. Updates will also be included in future reports to Committee.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Barnet Council is committed to improving its residents' lives and making its high streets great places to live, work, learn, shop, relax, invest, socialise and visit for all. Chipping Barnet is classified as a 'main town centre' and is therefore prioritised in terms of development and investment. The purpose of the Community Plan is to provide a handbook and overarching guidance for the council, local communities and partners that will kick-start improvements to the Town Centre.

- 2.2 This Plan has been shaped by an understanding of the area's unique history and current conditions, physically, socially, politically, economically and environmentally, considering:

- What is driving change
- The way the place is today and the trends it needs to adapt to
- What changes local people and stakeholders want to see

- 2.3 Through engagement with the community, a series of seven shared principles have been established for Chipping Barnet Town Centre. Together these contribute to a vision for what the Community Plan aims to achieve and act as principles to inform any future development within the town centre. The seven principles are:

1. We want to be proud of Chipping Barnet
2. We want our town centre to be a destination that is enjoyable to visit
3. We want more reasons to visit and stay in the town centre throughout the day, evening and weekend
4. We want high street businesses and ventures to thrive
5. We want to expand and establish new civic and cultural and community assets for all
6. We want to actively be involved and invest in our town centre
7. We want Chipping Barnet to be a vibrant, thriving place to live, work and visit

- 2.4 The strategy was developed through extensive engagement and consultation and represents the views of local people, businesses and others. Engagement activities included: hosting and attending project events; undertaking business and resident surveys; holding workshops with local groups, individuals, college students and others to develop ideas; business surveys were also carried out door-to-door and online; hosting 'walk and talks'; maintaining contact through a mailing list on project progress; and developing an online website to enable the community to engage with the Plan.

This consultation was undertaken in three main rounds: at the formation stage, testing our understanding at an outline draft stage and, finally, at the end of the process when people were asked to respond to the draft Community Plan. The engagement can be summarised as follows:

- Over 270 people subscribed to the project mailing list
- 145 responses were received to the online surveys completed at the formation stage
- Over 35 one-to-one conversations with local businesses and key local groups
- Over 160 conversations were held with individuals and local groups at local events at the formation stage
- Five focus groups were hosted to test the outline draft of the community plan
- Over 3,500 visits were made to the Community Plan website during the six-week consultation period
- Over 700 comments received in response to the draft Community Plan
- A series of dedicated engagement and consultation sessions with ward members and the local MP

2.5 Overall, consultation on the final draft of the Chipping Barnet Community Plan shows that people are largely supportive of the principles, character areas and project ideas captured. As set out within the Appendix CBCP Engagement Summary and Proposed Next Steps, the final Community Plan now being recommended for adoption has been revised in response to public consultation on the draft version.

2.6 Through the consultation process we gathered the community's thoughts, support and commitments regarding all of the project ideas proposed within the Plan. Following this assessment, which is detailed in the Appendix, the recommendation is that these proceed to feasibility and outline business case stages to assess whether and how they should proceed. The five recommended priority projects are:

#### 2.6.1 **Routes & Riches Wayfinding**

This study will develop a brief to establish a new approach to wayfinding and placemaking throughout the town centre. The aim is to highlight key destinations locally within and near to the town centre and routes through the area, such as scenic walking paths, green spaces within Barnet and the adjacent green belt, as well as sites of historic interest. This work will identify opportunities and key locations to develop new signage and other communications tools in and around the town centre. The project builds on Chipping Barnet's existing status as a popular departure point for ramblers and supports the wider objective of developing an identity for Chipping Barnet based on its unique history and proximity to open green space.

#### 2.6.2 **Activating the Public Realm**

This study will produce a brief that identifies opportunities and measures to activate, enhance and green the public realm around the historic centre, with a particular onus on making the junction outside the college safer and improving

the experience of those moving between the station and the high street. The study will aim to improve connectivity in this area, carefully considering how the public realm can better promote the numerous historic and community assets so that they are more prominent and accessible to all users of the high street.

### 2.6.3 **Play Masterplan**

This study will produce a brief for a holistic play masterplan focused on the Old Courthouse Park. The study will include an assessment of constraints and opportunities and will propose ways in which this important local asset could better support the visitor economy of the town centre. The study will look to identify a series of play interventions that will explore physical, sensory and planting elements, whilst also identifying opportunities to improve accessibility and safety within the park.

### 2.6.4 **Co-working Space**

This study will seek to identify how the council could repurpose a underutilised high street asset to achieve the community's aspiration to have a flexible workspace for the town centre, which is also a goal of the Growth Strategy. This study will develop and test an outline business model, engage the market to help identify potential operators and demonstrate demand for flexible workspace on the high street. As part of this study, the project will also look at the potential to integrate other projects identified within the plan such as the High Street Incubator.

### 2.6.5 **Employment Hub**

This study aims to identify the longer-term potential to create an employment hub within the town centre to support new and diverse employment opportunities. It will also address potential synergies with other Community Plan priorities to increase the community infrastructure available within the town centre. This study will develop a feasibility study to define what a Chipping Barnet Employment Hub is. It will identify suitable locations, develop a concept scheme, outline space requirements and typologies, identify potential operators, governance models and partnerships (e.g. Barnet and Southgate College) and identify demand for different types of workspace.

2.7 Please refer to the Appendix CBCP Engagement Summary and Proposed Next Steps for more information on all of the priority projects.

2.8 To support the development of these feasibility studies, in addition to engaging with professional colleagues as required, the council will host project workshops with members of the community who have come forward as project champions through the consultation stage.

2.9 Upon adoption of the Community Plan by Housing and Growth Committee, officers will commence work on the projects outlined above. Alongside the feasibility studies the council will identify funding options, including external grant monies available to support the realisation of any viable initiatives.

2.10 Once adopted, the Community Plan will provide an up-to-date view of the aspirations of the council, local residents and businesses for the future of the town centre. As such, it will be an important tool in any discussions between

the council and developers. However, it is important to note that officers will also need to consider complementary planning policy, including an update to the Spires Planning Framework 2012, to ensure that there is sufficient direction to guide development through the planning process. Adoption of the Chipping Barnet Community Plan will assist the council in moving to implement any such policy and in a manner that has the support of local residents and businesses.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Town centres are important sites of economic, social and community activity and therefore form a key part of the council's approach to growth and regeneration.
- 3.2 The council could opt not to intervene in the development of town centres at all, however this would be a missed opportunity to support them to become thriving places for all and to maximise the benefits of future development for existing residents and businesses.
- 3.3 The council could opt to leave town centre renewal to the market and take only a reactive approach that responds to individual planning applications, licensing and other decisions as they come forward. However, this approach could result in dis-jointed interventions that do not sufficiently respond to the scale and opportunity in taking a more strategic approach to improve Chipping Barnet Town Centre.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Should the Committee approve the recommendation to adopt the Chipping Barnet Community Plan, officers will commence work to develop the initial five projects identified as priorities by the community. This commitment is included in the Delivery Plan for the council's new Growth Strategy.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 Barnet's approach to supporting the local economy to grow is outlined in the Growth Strategy 2020-30, which builds on the commitment set out in Entrepreneurial Barnet to provide additional support to main Town Centres.
- 5.1.2 The Growth Strategy directly supports delivery of the Corporate Plan, Barnet 2024, particularly the goals of promoting responsible growth within the borough, encouraging development and success, revitalising communities whilst protecting what residents love about the borough.

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

- 5.2.1 In relation to the Chipping Barnet Community Plan, further financial implications will be required on approval of any future Business Case. These will return to

committee as appropriate for proper democratic scrutiny.

5.2.2 There are no anticipated implications in IT or sustainability in relation to either project.

### 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to consider how they can also secure wider social, economic and environmental benefits.

5.3.2 Social benefits will principally be secured through opportunities to increase housing delivery (including affordable housing), widen the range of leisure, cultural and commercial activities and improvements to the public realm. These activities will help to make Chipping Barnet a more attractive destination.

### 5.4 **Legal and Constitutional References**

5.4.1 The proposals to develop a strategy and business plan for Chipping Barnet town centre are in line with the Localism Act (2011), and particularly the General Power of Competence which is a power introduced by section 1(1) of the Localism Act 2011 which gives local authorities the power to do anything an individual can do, unless prohibited by law (and subject to public law principles).

5.4.2 Where required, planning permission will be sought to enable the implementation of specific projects in Chipping Barnet.

5.4.3 The council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Housing and Growth Committee:

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

### 5.5 **Risk Management**

5.5.1 All projects will identify project-related risks and escalate these as and when this is appropriate. Town Centre projects can be complex as a result of the different uses, landlords and services on our high street. Council officers have recognised the need to have dedicated resource to manage the capital delivery of projects and propose to bring in additional capacity for this purpose.

5.5.2 The Feasibility studies and Business Case being undertaken for Chipping Barnet Town Centre projects will identify risks and mitigation strategies.

### 5.6 **Equalities and Diversity**

5.6.1 Equality and diversity issues are a mandatory consideration in the decision-

making of the council.

- 5.6.2 Decision-makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties, and are not duties to secure a particular outcome.
- 5.6.3 It is important that the decision-maker has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 5.6.4 A public authority must, in the exercise of its functions, have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
- a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - d) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular steps to take account of disabled persons' disabilities.
- 5.6.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
- a) Tackle prejudice, and
  - b) Promote understanding.
- 5.6.8 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

5.6.9 The project will have positive benefits for the community and will give improved access to the facilities in the area.

5.6.10 Equality and diversity issues are a mandatory consideration in the decision making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

5.6.11 The feasibility studies and Business Cases will ensure that people in the area, no matter what their background and circumstances, should have equality of opportunity to succeed and gain from the improvements and growth of the economy in the town centre.

## 5.7 Corporate Parenting

5.7.1 There aren't any direct links with the council's corporate parenting function and this project.

## 5.8 Consultation and Engagement

5.8.1 As previously noted, extensive community, business and ward member consultation was undertaken in the development of the Chipping Barnet Community Plan.

5.8.2 There will be opportunities for residents to continue to engage with these projects either through the Town Team, project workshops, ongoing consultation events or through updates that will continue to be posted upon the Community Plan website.

## 5.9 Insight

5.9.1 Insight data informs town centre strategies, including data related to town centre vacancy rates, index of multiple deprivation and footfall measurements.

## 6. BACKGROUND PAPERS

### 6.1 Growth Strategy (2020):

<https://barnet.moderngov.co.uk/documents/s57408/Appendix%201%20-%20Growth%20Strategy.pdf>

- 6.2 **Town Centres in Barnet (approved at Assets, Regeneration and Growth Committee March 2015):**  
<http://barnet.moderngov.co.uk/documents/s21967/Town%20Centres%20in%20Barnet.pdf>
- 6.3 **Entrepreneurial Barnet 2015-2020 (approved at Assets Regeneration and Growth Committee December 2014):**  
<https://www.barnet.gov.uk/dam/jcr:e326f566-5394-4a68-921c5fee57541c9a/Entrepreneurial%20Barnet%202015-2020.pdf>
- 6.4 **Chipping Barnet Community Plan :**  
<https://cbcommunityplan.co.uk>

# Draft Chipping Barnet Community Plan

## Engagement Summary & Proposed Next Steps

Final Issue: 03 June 2021

# Chipping Barnet Community Plan Engagement Summary & Proposed Next Steps

## Executive Summary

This report summarises the consultation response to the Draft Community Plan, and proposes next steps for the project ideas. While some projects from the long-list are ready for, or in the process of, being realised, this report recommends five projects which the remaining consultant resource can focus on developing in more detail to support future commissioning, fundraising and implementation.

## Engagement Summary

The consultation received over **3700** visits and over **700** comments over a period of 6 weeks from 8th January - 19th February 2022.

Out of these comments, **79** included active support to help realise project ideas with participants offering to champion and support with their skills, time, and investment.

The engagement summary includes people's support and concerns for consideration, along with proposed updates to the Community Plan, for the Key Principles, Character Areas and Project Ideas. Taking on-board participants feedback, updates have been made to the Draft Community Plan - a list of all these updates can be found in [Appendix B](#).

The feedback has been used to order the project ideas into lower, mid and higher popularity projects - [see page 10](#).

## Next Steps

The consultants have assessed the project's deliverability and impactfulness to review the ordering into lower, mid and higher priority projects - [see page 20](#).

Taking into account the community preferences and consultant's review, the following five project ideas will be progressed. This will aid the council and community to work towards securing funding to deliver these projects:

- [Routes and Riches Wayfinding](#)
- [Activating the Public Realm](#)
- [Play Masterplan](#)
- [Co-working Space](#)
- [Employment Hub](#)

How these five project ideas will be progressed in the next phase can be found on [page 29](#).

The engagement has demonstrated people's interest and support for the wider set of project ideas, with many people coming forward to actively help develop them. All the ideas will remain part of the Community Plan with the hope that they are developed separately, in addition to the initially progressed five projects, whether in parallel or at a later date. Ideas for how the projects could be separately progressed by the council and/or community are also included in this report - [see page 22](#).

To view the Chipping Barnet Community Plan visit:

[www.CBCommunityPlan.co.uk](http://www.CBCommunityPlan.co.uk)

If you have any questions/comments please email:

[hello@CBCommunityPlan.co.uk](mailto:hello@CBCommunityPlan.co.uk)

There are also summary versions available to request via the Select and Collect operating at Chipping Barnet Library. The telephone number for the library is 020 8359 4040. At the time of writing, staff will only answer the phone on Tuesday, Wednesday, Friday and Saturday.



### About the Team

Architecture 00, with Studio Weave, Retail Revival and Urban Flow, have been appointed by Barnet Council to develop the Community Plan.

## Contents

Page 1	Introduction
Page 3	Summary of Engagement
Page 10	Emerging Projects Ideas: Community Priorities
Page 20	Prioritising: Assessing Deliverability & Impactfulness
Page 22	Next Steps
Page 24	Progressed Projects Short-list
Page 25	Progressed Projects Recommendations
Page 26	Progressed Projects Mix
Page 29	Progressed Projects Next Steps

Appendix A  
Project Ideas - Summary Engagement Findings  
Project ideas with specific commitments of support

Appendix B  
Additional ideas and information  
- Updates to the Community Plan  
- Additional information/ideas compiled & saved for potential project development

Appendix C  
Deliverability & Impactfulness Assessment

Appendix D  
Project Characteristics

## Introduction

### Why this report needed

The Community Plan aims to establish a long-term plan for residents, businesses, community groups, and Barnet Council to work together to improve the town centre to meet the needs of the community, both today and tomorrow.

A website has been created to share the Community Plan, with the ability to comment and show support for project ideas during a six-week consultation period, from the 8th January until the 19th February 2021 (see [www.CBCommunityPlan.co.uk](http://www.CBCommunityPlan.co.uk)).

There are also summary versions available from Chipping Barnet Library to support people who are unable to view the website, along with a project email address ([hello@CBCommunityPlan.co.uk](mailto:hello@CBCommunityPlan.co.uk)).

After this consultation period, we have reviewed the responses and ideas, and made necessary amendments and additions to produce the final Chipping Barnet Community Plan, that the council will take for adoption.

The feedback over this period has also informed the recommendation of five initial project ideas for the council will prioritise and work with the community to develop and deliver.

### Initial Progressed Projects

#### What it means to be one of the initial progressed projects

Utilising the community priorities identified through the engagement, the council have identified an initial five projects to begin to develop to RIBA work stage 1.

This will be made up of five studies with outputs including a project brief, feasibility drawings (if appropriate), outline costing and an outline business/legacy plan (if appropriate). This information will aid the council and community to work towards securing funding to deliver these projects.

The engagement has demonstrated people's interest and support for the wider set of project ideas, with many people coming forward to actively help develop them. All the ideas will remain part of the Community Plan with the hope that they are developed separately, in addition to the initially progressed five projects, whether in parallel or at a later date. Ideas for how the projects could be separately progressed by the council and/or community are also included in this report.

### How this report prioritises the projects

The methodology for prioritising the initial projects to progress has been to:

1. Compare the levels of support, feedback and comments via the engagement, to categorise the 31 project ideas into higher, medium and lower levels of popularity for the community.
2. Assess the project's deliverability, and impactfulness to create a categorisation of higher, medium and lower priority projects, taking into account the community preferences.
3. From this ranking, the next steps for each project is proposed - this includes being short-listed for a feasibility study, progressed in parallel by the council and/or community, or developed at a later date, if possible.
4. The short-listed feasibility studies are assessed against their likelihood of being progressed independently and being most suitable for progression to RIBA Stage 1.
5. The recommended five projects are reviewed for their ability to deliver a mix of projects, in terms of cost, timescale, types and leadership.

## Summary of Engagement

### Engagement to date

The Draft Community Plan was produced following engagement undertaken with local residents, businesses, and community groups to identify Chipping Barnet's riches and challenges, and to identify opportunities to improve the Town Centre. This included:

- 270+ residents engaging with us through the mailing list;
- 160+ conversations at local events;
- 145 responses to an online survey;
- 35+ one-to-one conversations with local businesses & key local groups;
- 5 focus group workshops

The draft version of the Plan was then shared with the community via the Chipping Barnet Community Plan website as explained above, with comments collected over a six week consultation period from 8th January - 19th February 2021.

### Consultation Response to the Draft Community Plan

The consultation received over **3700** visits and over **700** comments within this period.

Out of these comments, **79\*** included active support to help realise project ideas with participants offering to champion and support with their skills, time, and invest

In addition, a focus group workshop was held with students from Barnet and Southgate College and Teenage Market traders.

(\*these **79** commitments of support came from **44** people, i.e. some individuals offered support commitment against multiple projects. For a break-down of this support against projects, please refer to Appendix A).

# General themes of support and feedback

## Key Principles

A series of seven shared principles have been established for Chipping Barnet Town Centre. They lay out a vision for what the Community Plan aims to achieve and act as principles to inform any future development within the town centre.

The Key Principles were developed through previous engagement with the local community, as outlined on the previous page.

Below is a summary of feedback from the engagement.

A list of updates that will be made to the Community Plan, is found in Appendix B.

### ‘We want to be proud of Chipping Barnet’

Support

Develop a local identity

Comments align with the original engagement findings represented by this principle, with people proud of the town’s history, and heritage and green assets, but feel it is underselling what it has to offer in terms of identity and celebrating these successes. The comments demonstrate the importance people place on the need to feel proud of Chipping Barnet.

*“I agree with nearly all the points made in this section. I think one of our challenges is to educate both visitors and residents about Barnet’s rich history, which will help engender that sense of pride in place which, in turn, drives efforts to make our community a more attractive environment in which to live, work and play.”*

The need to differentiate Chipping Barnet was highlighted, considering its edge of London location, with active curation for both its cultural and commercial offer - for example, *“make Barnet the go-to London grassroots arts and culture festival...the independent retail capital of London”*, as well, has the potential to capitalise on the leisure (rambling, cycling, sight-seeing) uses of the surrounding countryside.

As in the original engagement, people highlight the challenges of creating an attractive high street, with consideration needed for the upkeep of historic buildings, appearance of shopfronts and vacant units, and general upkeep (rubbish, cleanness).

Participants highlighted an interesting addition to the town’s history with the recent find of a 14th Century structure within the former Chudy’s Hairdressers, near the Ye Old Mitre Inne (this will be added to the principle).

### ‘We want our town centre to be a destination that is enjoyable to visit’

Support

Easy movement & improve the pedestrian experience

In line with this principle, there is general agreement that easier movement to, and around Chipping Barnet, is needed, with improvements in the pedestrian experience.

*“Pedestrian safety is a huge issue in Barnet. Traffic use roads as major cut throughs.”*  
*“I am fully in support of a strategy to improve air quality and reduce traffic on our high street whilst ensuring that residential roads do not become a rat run.”*

The consultation highlights there is a need to assure that all methods of travel to and around the town centre are considered holistically in relation to any proposals. There was a clear indication from a number of people that they thought a more pedestrian friendly environment was crucial to the town centre’s success. Whilst some residents think no changes should be made to affect traffic flows, others are positive about the pavement widenings, and promote pedestrianisation. Other suggestions included, public realm improvements such as more planting, benches for people to rest and socialise, cycle lanes and routes, and more places to play.

What is agreed on, is the need to improve the experience of travelling for both, pedestrians, cyclists, cars and public transport, and reduce the impacts of congestion. As included in the plan, it is agreed that a transport assessment and parking review is carried out for the town centre.

### ‘We want more reasons to visit & stay in the town centre throughout the day, evening & week’

Support

Diversify uses

As found in the original engagement, people want more reasons to use and visit the Town Centre, and support ideas such as, events and better links between the high street and surrounding green spaces. Also a desire to support and improve the existing community facilities such as the Old Courthouse Gardens, Barnet Museum, and The Bull Theatre. In addition, attracting more diverse business, work, social and community uses in the Town Centre.

*“It is true that there is not enough to keep people in the town centre for very long so there is need to develop leisure, hospitality and entertainment facilities. However, also need to encourage people to go beyond the town centre (Ravenscroft Park, Barnet Rugby/playing fields, Dollis Valley etc) and make sure there are town centre facilities for them when they get back to the town centre.”*

The restrictions of COVID-19, further amplified people’s appreciation of the surrounding greenspaces, as one resident explains, *“Over the last 10 months I have done a 5 mile walk in the countryside around Barnet and it is a real asset. I have a friend who lives in South London and when she could she came up to join me on my walk once a week. It would be great if we could build on this.”*

In keeping with the local focus of the Community Plan, responses highlighted that improvements should encourage and improve local residents’ use of the Town Centre, whilst promoting more visitors from further a field. Opportunities, such as, better connections with the surrounding greenspace and more diverse work, social and community uses would support this balance.

## ‘We want high street businesses & ventures to thrive’

### Support

Support businesses & employment

People support this principle, wanting to see new and existing businesses grow in Chipping Barnet.

The potential of workspace in the Town Centre due to increased home working triggered by COVID-19 was reinforced, also with the potential to increase footfall to the High Street and encourage more community.

*“I would strongly support more help being given to local businesses to make them more commercially viable. I have always commuted into a central London office but plan to work remotely after the pandemic. I’d like to see a co-working space and more opportunities and spaces to connect and socialise with other young professionals living in the area, to make up for the lack of office community when working remotely. I’d like to have more local friends and to shop and eat locally rather than always going into central London.”*

Responses also reiterate the need to support businesses and employment, identifying the many barriers there are to both setting up and long-term success. As one business owner replied, *“Several new businesses have opened on the high street due to the cut in rates (due to COVID) which shows that if the economic conditions are reasonable, there are plenty of businesses that wish to and can prosper on the high street.”* While it is Central Government that set businesses rates, not the council, at a local level there are projects that actively support businesses, such as affordable workspace and low-cost spaces to test trade.

Recognition of the new businesses that have opened recently was also made, and will be added to this section of the report.

## ‘We want to expand & establish new civic, cultural & community assets for all’

### Support

Community uses

Responses support this principle, reiterating support for raising awareness of what is on offer, and projects that cater for the whole community, including young, older people and families - and encouraging them to mix. As one respondent says, *“Community, community, community. High streets are about experiences now, not supermarkets. Weekly shopping is more and more delivered, specialist shops and entertainment is needed.”*

Alongside acknowledgement of existing cultural and community facilities (as mentioned in the Plan), many comment on the need to provide more for young people, and support improvements to the Old Courthouse Gardens. *“It would be good to improve the kids playground in the Courthouse park. This is a great meeting point for youngsters/parents.”*

The potential of greater awareness and support for community groups was also supported *“I think the biggest problem is awareness - I’ve lived in Barnet all my life and often visit the high street but don’t know about any of these community groups. Better, more prominent advertising is a good idea.”*

Additional ideas include the temporary use of vacant units to showcase social and cultural activities, such as classes to exhibitions, and an inventory of indoor and outdoor spaces that could host community based activities (these ideas will be added to the Plan).

## ‘We want to actively be involved & invest in our town centre’

### Support

Community role

In line with this principle, residents evidenced their appetite to invest their time, skills and even crowd-fund towards project ideas, with 43 community members making 79 commitments to support the Community Plan project ideas.

Responses also highlighted the benefits of bringing strategic organisation across groups, formalising volunteering opportunities, along with the benefits of when the council and community work together. The need for simpler processes to organise events and projects was also evidenced.

*“Making it easy for people to participate in a wide range of activities, including leisure activities, cultural events as well as volunteering and the ability to start something new, will make a big difference.”*

These are benefits that could be brought by collaboratively delivering the Community Plan together, and progressed projects should look for opportunities for the council and community to work together.

## ‘We want Chipping Barnet to be a vibrant, thriving place to live, work & visit’

### Support

Development to deliver wider community aims

This principle prompted considerable support for workspace that offers affordability and assistance to businesses, and space that compliments increased working from home.

It also received the most concerns, with people worried about the effects of development in the area. However, there is support for affordable homes and people were positive about the Plan’s call for all investment to prioritise wider community aims. This includes being sensitive to the Conservation Areas, and the area’s unique character and appearance; to be high quality and sustainable; and to be developed closely with the community and support civic activities in the town centre.

*“The 3 bullet points in the final part are all important ... if we want to ensure Barnet is an attractive place to visit rather than becoming just another thoughtlessly developed suburban town.”*

## Character Areas

The Plan identifies four different character areas across the town centre and sets out the existing strengths and key opportunities available to enhance these areas.

The Character Area pages were used to give an over-view of all the project ideas, and the majority of the comments against these pages related to the project ideas. Below is a summary of feedback relating to these areas. A list of updates that will be made to the Community Plan is found in Appendix B.

### Station Approach

Support

Key gateway into the town

Comments supported that this is a key gateway into the town.

Whilst people valued the copse between the station and High Street, the majority of comments related to the challenges of the Station Approach area. Reiterating the findings from the previous engagement, people highlight the physical challenges and quality of the route from the tube station to the street above, the road junction and hill up to the Town Centre.

*"The steep entrance to the station needs to be upgraded in order to make visiting High Barnet a more attractive and viable option."*

The community supported consideration being given to the appearance of the shops and buildings on this section of the High Street. As one participant said, *"It is not an ideal representation of Barnet for people getting off the Tube."*

Therefore, people support opportunities to ease movement to, from and around the station, and improve the pedestrian experience when traveling up to the main high street. The community agreed with the approach to bring more 'life' to the buildings between the station and the Historic Centre, and generally improve the area's appearance.

### Historic Centre

Support

Main focus of the Town Centre

Comments reiterate the Historic Centre as the main focal point for the Town Centre, with its history highly valued.

In line with the Draft Community Plan, the main opportunities people highlighted are making the most out of its historic and civic assets and enabling people to enjoy them. This includes, preserving and celebrating its historical buildings; reducing the detrimental impact of the traffic and junction; and supporting more pedestrian and business uses, such as greening, improved public realm and links to surrounding attractions.

*"The historic centre of the town, focussing on St John the Baptist's Church, contains a number of historic assets as well as complementary civic uses such as The Bull Theatre, Barnet & Southgate College and Old Courthouse Park. However, it is currently dominated by traffic, especially when approaching from Barnet Hill."*

Concerns to consider centred on sensitivity to the historical buildings and setting (especially St John the Baptist Church). This will be added to the Plan.

## High Street and the Spires

Support

Main focal point for retail

In line with the Draft Plan, participants support opportunities that increase footfall to this central area of the High Street, wanting to see new and existing businesses supported and a reduction in vacant units - suggesting investment in this area should support the area's economic resilience, especially within these more challenging times.

The community gave consideration as to where investment should be prioritised, whilst some welcome ideas to bring more life to Stapylton Road, the rear of the Spires and small yard spaces behind the main street, others thought the High Street should be prioritised.

Participants highlight the challenges of traffic on the High Street and the impact on both their use and the businesses.

*"Narrow roads, 3 crossing areas, increased pollution, stationary traffic, feels like High Street is just a major thoroughfare passing through the area."*

*"The widening of the pavements, planting of the Silver Birch trees and the provision of benches have all added to the pleasant atmosphere of the High Street."*

Whilst more respondents supported initiatives to improve the pedestrian experience, such as pavement widening and areas of pedestrianisation, a number of respondents raised concerns about wanting impact to vehicle movement to be minimised.

### Hadley Green Gateway

Support

Transition between town & countryside

Comments support this end of the high street as an important transition between town and countryside, with the opportunity to support outdoor pursuits and associated facilities and services.

*"I agree that the Hadley Green Gateway as the transition between 'town and countryside' offers great opportunities for outdoor pursuits and related businesses... with careful thought and mindful of retaining the historic 'village' character, we could extend the outdoor leisure pursuits theme and find ways to attract people of all ages and interests, to ensure that it is 'busy' throughout the week."*

Support for enhancing the pedestrian experience, and better linking the Town Centre to the surrounding green and open space.

There is general consideration that the visual appearance of some of the commercial buildings (namely vacant units and the car wash garage - though there have been some recent improvements) detracts from this area of the Town Centre. And any ideas for this area should sensitivity consider its 'countryside' character, a quality that residents highly value.

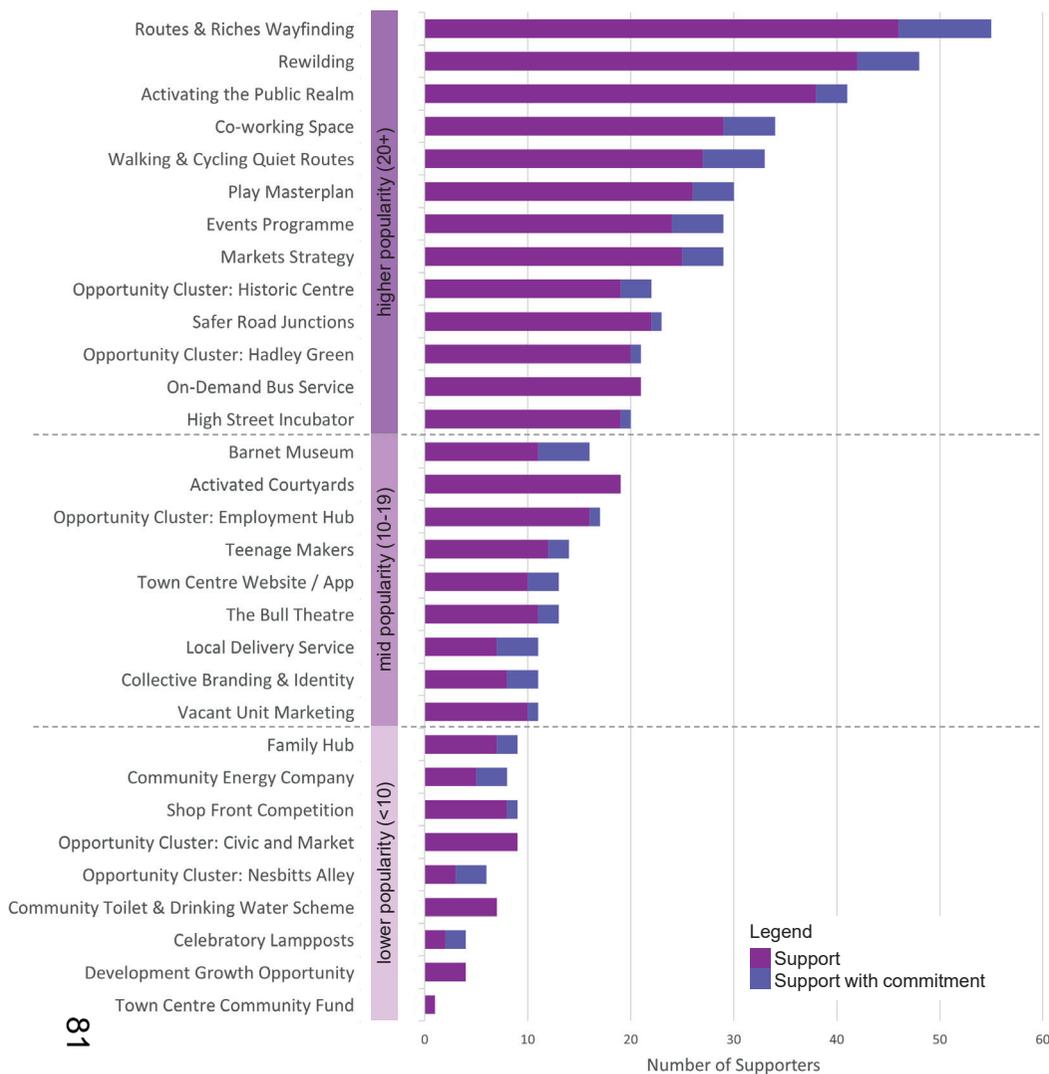
# Emerging Projects Ideas: Community Priorities

## Support for Project Ideas

Organised by popularity, we can see participants' collective preferences and comparative levels of support.

We have categorised into higher, mid and lower popularity, as shown by the chart below. Projects with less than 10 supporters have been deemed lower popularity, 10-19 mid popularity, and 20 and over as higher popularity.

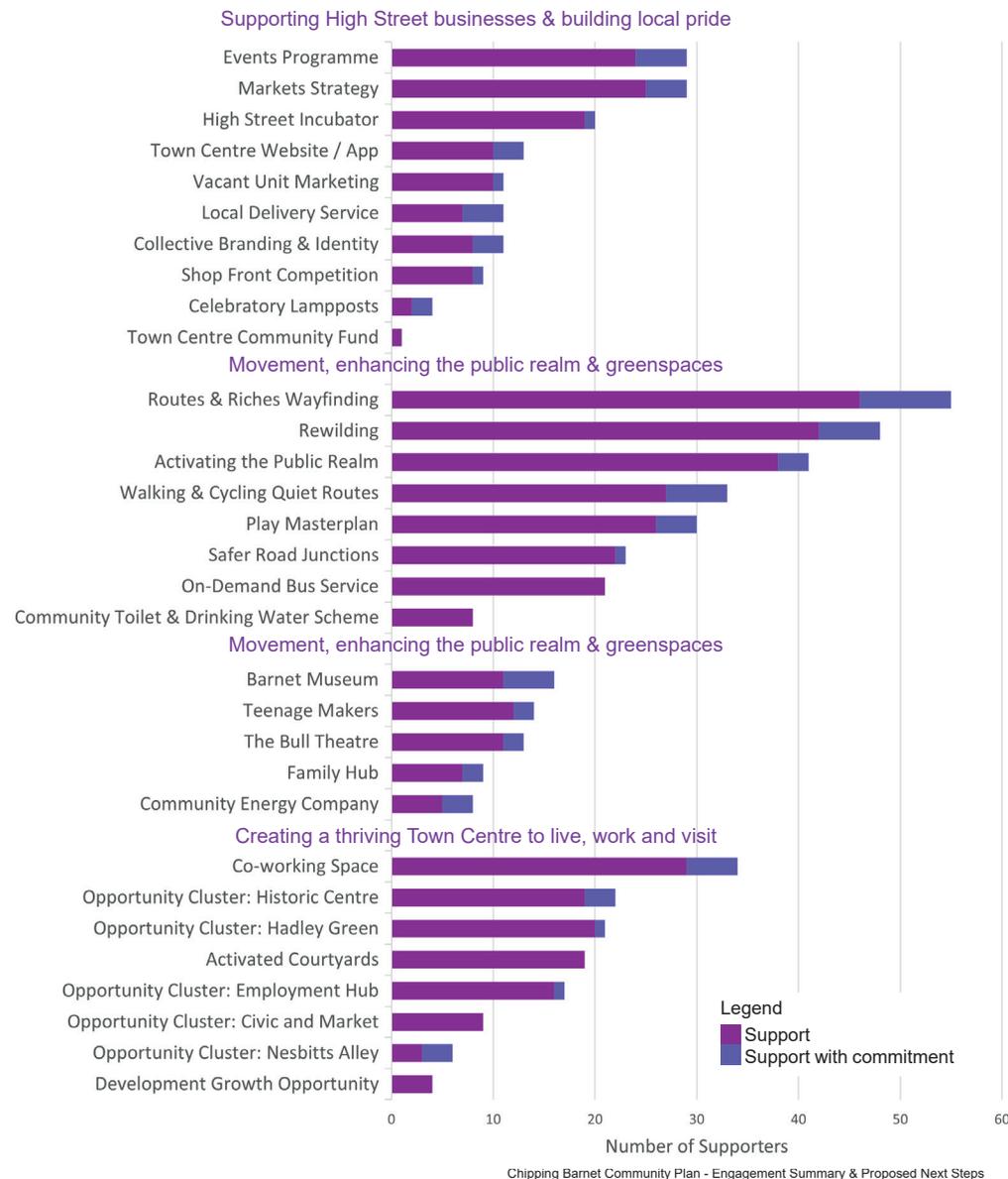
Support for Project Ideas, by Popularity



## Project Types

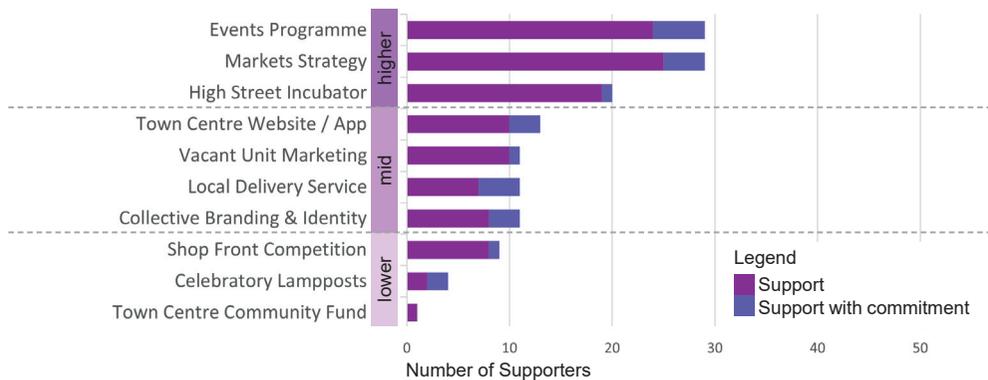
In the Draft Community Plan the project ideas are organised into the following types. We are using these headings to organise the community's feedback, preferences and priorities on proposed projects. For figures, please refer Appendix A.

Support for Project Ideas, by Project Types



# Supporting High Street businesses & building local pride

The most popular projects within this theme are the most tangible - highlighting ideas that most directly offered people additional reasons to come to the Town Centre, and support more activities here - namely improving the Market, hosting and promoting more events and creating space that supports test trading and High Street businesses.



Brief summary of peoples responses below, refer to Appendix A for a full summary.

## Events Programme

*"The calendar of seasonal events is a great idea. It would be good to see these widely advertised."*  
 The Events Programme, the most popular with Market Strategy, with 5 people committing to support and suggesting event ideas. The potential of the local area with historic buildings, civic and open spaces is highlighted, with reflections that many of these could be better used as long as protected/used with sensitively (especially green and open spaces). Suggestions included, making it easier for the community to put on events (accessible process e.g. easy and cheap to organise permits and licenses), engagement with businesses is crucial, and collectively promoting all the different events already happening.

## Market Strategy

*"The Market is the reason Barnet exists, and the Market should be central to the community plan."*  
 Responses to the Market Strategy with 4 committed supporters, highlight the importance of its potential both in terms of history, and supporting footfall and new businesses coming to the town centre - but only if it is made more visual, known and is able to expand. Ideas of trialling locations directly on the High Street (the pavement widening and College Square) are generally welcomed, however, individuals working closely with the market highlighted caution as the market suffered from its multiple moves over recent years.

## High Street Incubator

*"To adopt approaches where small new businesses can commence trading, test the market and then be confident enough to become a more permanent feature in the High Street is a great idea."*  
 Comments indicate the desire for new and independent businesses to be encouraged and supported. The success of previous pop-ups, which enabled new retail businesses to test trade, was highlighted, along with the potential shown by the new businesses opening recently. Ideas included complementing a co-working space, Teenage Makers project and acting as a destination to orientate visitors. Considerations identified the need for financial support, potentially long-term, to succeed.

higher popularity

28

## Town Centre Website/App & Local Delivery Service

*"There are lots more opportunities for online events and collaborations that could bring in new types of business and new customers."*  
 The Local Delivery Service and Town Centre Website/App were both supported, with 3 and 4 active supporters respectively, with the ability to combine these projects highlighted. The Local Delivery Service was seen as a means of bolstering businesses' resilience. A few respondents questioned how it increases town centre footfall - Local Delivery Services do this by supporting businesses to stay on the High Street, as well as reducing congestion issues. Comments recognised a very useful Town Centre Website is already in existence, with ideas for a wider reach, extended online platforms and curation included.

mid popularity

## Vacant Units Strategy

*"I love it when landlords let artists pop-up in vacant units... the space could be staged and lit to be viewed from outside."*  
 Responses demonstrate an underlying concern about the appearance of vacant units on the High Street, including ideas for how vacant units could be made more presentable with local information and unit status communicated, exhibitions and temporary reuse by the community and artists, to more formal strategies that would require landlords to fill empty units. There is an on-going concern that rents and rates are a barrier to businesses, requiring a strategic approach from national government (something which is outside of the council's control).

## Collective Branding and Identity

*"Our town needs to distinguish itself."*  
 Collective Branding and Identity is thought crucial by a number of residents with 3 commitments of support, but its lack of tangibility probably puts it lower down the response popularity generally. Across responses there is support for a commission to create a Chipping Barnet visual identity, and a physical design guidance to influence the appearance of buildings and public realm.

## Shopfront Competition

*"As a local artist, I would like to be involved."*  
 The project idea uses a competition approach to encourage businesses to maintain and improve their shopfronts, with people suggesting additional ideas such as incorporating an Arts Trail and local festivals, such as the Medieval Festival. A number of comments also highlighted the need for an updated Shopfront/Active Frontage Design Guide to support improvements. Propose changing the project name to 'Shop Windows' to acknowledge that whilst the competition is the focus, other policy moves are also required .

lower popularity

## Celebratory Lampposts

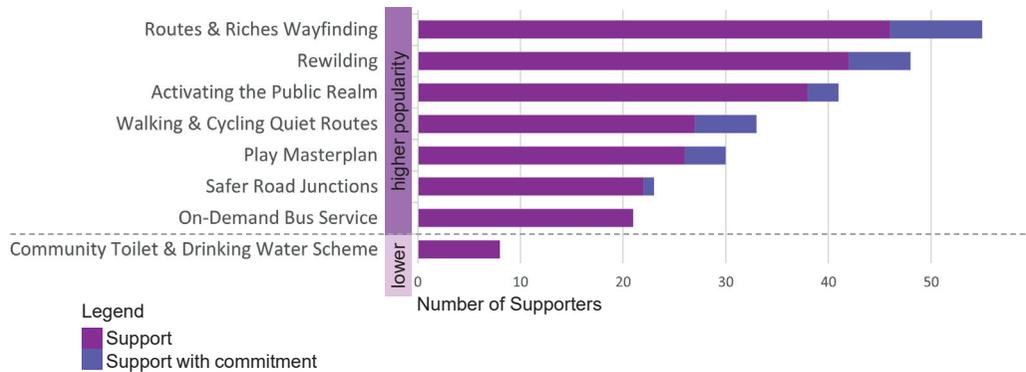
*"Celebratory lampposts always look eye-catching."*  
 External focuses effected this project's popularity, with a third party submitting a planning application for the commercial use of the lampposts in the Town Centre. The community will only support the use of the lampposts if; they are used to communicate town's local identity; considered strategically to mark landmarks and community event; and any advertising supporting local independent businesses and community organisations. A respondent highlighted the potential for banners to be used by the community between advertisements, which could suit more temporary community uses, such as the successful temporary historic banners created by Barnet Museum to celebrate the Battle of Barnet.

## Town Centre Community Fund

Town Centre Community Fund, understandably received lower levels of comments - this idea is less tangible, and not something people are as used to. However, those that did respond did see its potential to create long-term benefits to the Town Centre and facilitate the realisation of other projects.

# Movement, enhancing the public realm & greenspaces

The projects relating to movement, public realm and greenspace stand out as having some of the highest interest and support of all the projects, with 7 of the 8 projects being amongst the 12 most popular ideas. As these projects are especially tangible due to their physical nature (this would be expected in community consultation); however, this popularity should be recognised as important when selecting a short-list of projects to test further.



Brief summary of peoples responses below, refer to Appendix A for a full summary.

## Routes & Riches Wayfinding

*“This project could result in a series of specially-commissioned maps, signs or markers to highlight the locations of our many places of historical and architectural interest, as well as significant buildings such as Barnet & Southgate College and the Hospital. It would also draw attention to our many green spaces in or close to the town centre, for example Whitings Hill – from where the best views of our Green Belt can be seen – or King George’s Fields, where free blackberries grow within 10 minutes’ walk of the High Street.”*

The most popular of all projects with 55 positive comments and the highest number of active supporters (9). By its nature, it supports people’s desire for projects that develop pride and identity in the area, and uncover its riches for both residents and visitors. The main concern raised is a need for sensitivity, with people wary of any visual clutter to the streetscape and greenspaces, or detraction from historic buildings such as St John the Baptist Church.

## Rewilding

*“There’s great and growing enthusiasm for planting among the public, and especially in schools, so much of the labour could be voluntary.”*

The second most popular of all the projects included in the Plan, with 48 positive comments and 6 of these commitments of support. People were particularly attracted by the opportunity to be community-led, get quick results and improve biodiversity, urban greening, and conservation. Whilst planting could be achieved relatively quickly and people are enthusiastic, there needs to be strategic oversight to develop a cohesive plan, and over-come issues of land ownership and securing long-term maintenance commitment. Substantial support for this project also relates to retaining and improving the copse at High Barnet Tube station. It should be noted that TfL have responded to confirm that, whilst there are opportunities to improve the pedestrian route, the copse is ‘operational land’ so needs to be fenced off from the public for safety. People also question the accuracy of calling Rewilding, with suggestions of Greening, Re-Greening or Urban Greening - propose changing title to Greening.

higher popularity

## Activating the Public Realm

*“Temporary pavement widening has been implemented outside the Monk PH replacing 2 parking spaces. This could be made permanent to provide additional tables and seating as during the summer it is difficult for pedestrians to pass crowds drinking on the current narrow frontage.”*  
 Also a popular project, with 41 people supporting the idea. And whilst it received a lower number of commitments of support (3), due to the overlap with the Opportunity Clusters, a number of their active supporters would likely relate to this project if progressed (especially relating to the Historic Centre). Whilst people supported new uses such as cafe seating, stalls, greening and play, they also asked for careful consideration to be made to impact on pedestrian and traffic flow.

## Walking & Cycling Quiet Routes

*“Making it safe for children to cycle to places would be amazing.”*  
 The majority of the 33 comments supported this ideas and its benefits, specifically the health and safety of children, improving air quality and making cycling safer. Some raised concerns for considerations around any impacts due to diverting or restricting traffic. A third of respondents spoke about the need for safer cycle routes, identifying the potential for cycling within and around the Town Centre. For example, one respondent highlighted the large potential for cycling in the surrounding countryside, but due to safety concerns they drive out of Chipping Barnet before starting their family cycles.

## Play Masterplan

The was received well (supported by 30 people), with people valuing the Old Courthouse Park but highlighting that it could benefit from improvements. As one participant said, *“there are real missed opportunities for providing excellent and creative play provision for children and young people”*. Residents are looking for reasons to stay longer, with better access and visibility, and integration of the cafe. Enthusiasm for this project included ideas such as incorporating ‘rewilding’ into the play design, linking more challenging play provisions for older children/ young teenagers to a youth project offering enterprise and extra-curricular skills to more diverse uses of the park including mini-festivals.

## Safer Road Junctions

*“ For children, as well as for pedestrians and cyclists of all ages, safer junctions are vital.”*  
 Respondents highlighted the importance of pedestrian safety, especially for older and younger people, with 23 people supporting improvements to the road junctions, describing the difficulty they face with the current junction designs, and traffic (especially buses). Comments echo the Community Plan’s requirement for a wider area transport strategy, with associated assessments, before any major changes are possible, as well as the potential of simple measures that could be taken to improve the situation, e.g. changing the timing of the lights.

## On-Demand Bus

*“A shuttle bus from the station to the town centre to the hospital would be a fantastic addition and enable visitors easy access without a car.”*  
 People spoke about the difficulties they face physically moving around the town centre, and an on-demand bus is seen as a potential solution, especially overcoming the issues of Chipping Barnet being so hilly - making it challenging to walk and cycle, especially for older, and physically impaired residents and those with children. TfL have highlighted the challenges in making a viable business model, due to high operating costs and low patronage, with on-going subsidy required. They feel an on-demand bus service would duplicate existing services, and instead access could be improved to existing buses in the town centre.

## Community Toilet & Drinking Water Scheme

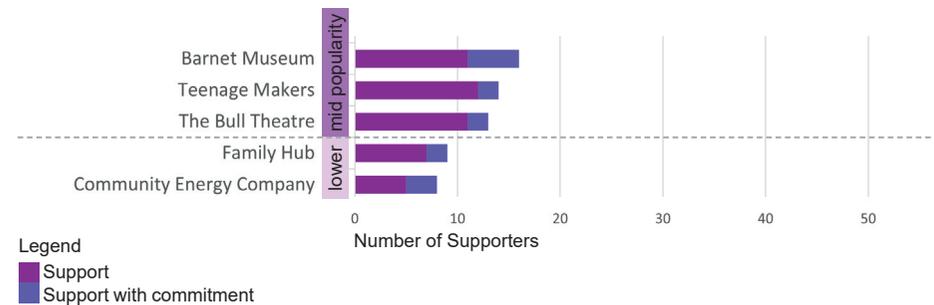
*“Good idea. There is a chronic need for more toilet facilities.”*  
 This is the least popular project in this set, with only 7 people supporting its approach. People agree on the need for increased toilet facilities to support more visits to the Town Centre but responses are split between seeing the potential of a community scheme that utilises businesses facilities, and traditional public toilets as concerns about access and location options. However, lack of funding availability to maintain and manage public toilets is leading councils generally, to explore more creative solutions such as the community toilet scheme approach.

higher popularity

lower popularity

## Supporting cultural & community infrastructure

The projects relating to supporting cultural and community infrastructure includes both existing and proposed organisations. Whilst they have not attracted the number of supportive comments as the most popular movement/public realm/greenspace and work-related projects, they are important in meeting people's desire for more reasons to visit and diverse uses of the town centre supporting different ages and interests - a desire evidenced in support for the Key Principle, outlined in the earlier section.



Brief summary of peoples responses below, refer to Appendix A for a full summary.

### Barnet Museum

*"It is a lovely gem which has a lot of potential. The Museum should be more obvious."*

The most popular of this set of projects, with 16 supportive responses and 5 commitments of support. The support for the Museum centres around the potential to expand its facilities and its visitor offer. Whilst the Museum's focus is growing its exhibition space and education facilities, a number of participants have also suggested the potential to act as a Visitor's Centre, and strengthen its connection to its surroundings and Old Courthouse Park.

### Teenage Makers

*"I strongly support the idea of fostering teenagers' creativity and connecting them with the artist and craft community in Barnet...There is great potential to bring all the different forms of creativity together under one initiative"*

With 14 comments of support, the Teenage Makers has seeded an idea, with people suggesting ways to develop it further for larger impact, including growing collaboration between the College and Teenage Market to include local schools, links to qualifications and employment and developing a wider programme in addition to arts and design, to include music, performance and fashion.

### Bull Theatre

*"Developing the Bull Theatre as a central attraction of Barnet would be fantastic. This is a hidden gem that needs help to shine. Linking the theatre with Barnet College much more would help with this."*

People are positive about the Bull Theatre and its potential to offer more public shows and events, seeing the potential to be a local cultural asset, strengthening the night-economy and reducing the need to travel into central London (13 supportive comments with 2 active commitments). Further opportunities are identified, including links to the college, making more of the building's facilities and acting as an informal information centre.

### Family Hub

*"As the community moves away from working in central London and remote work increases, I think the idea of both a Family Hub and also a dedicated 'Work Hub' could be extremely successful, and could even bring additional revenue into the town."*

The Family Hub received a lower level of interest (9 supportive comments), but still attracts active supporters (2). It resonates with parents' desire for better family facilities in Chipping Barnet, from offering classes, information and children's play facilities to support parents to work and start new businesses. The risks associated with this project not succeeding in previous attempts has been highlighted, along with the potential to de-risk by combining with a broader workspace project or develop as a programme across several existing businesses.

### Community Energy Company

*"I have held off getting solar panels for my house because it is so much more economical to make a bigger installation, and I don't want the disruption, so I would be willing to invest in the Community Energy Company."*

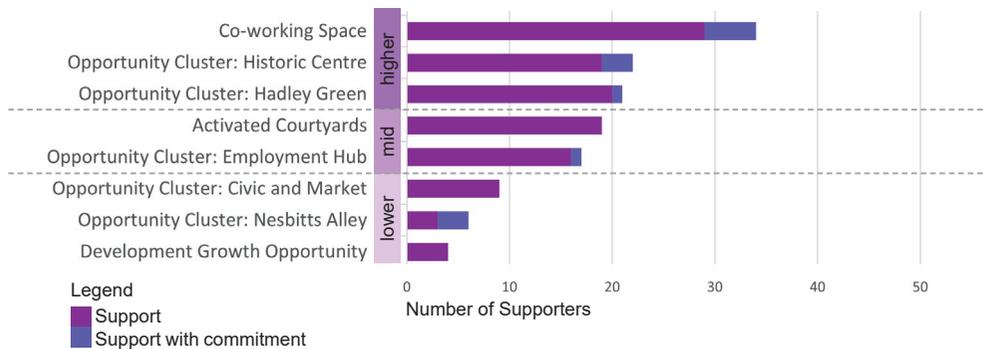
With 8 supportive comments, and nearly half of these active supporters, people are interested in the benefits of the project for sustainability and offering training/opportunities for skilled employment in the area.

lower popularity

mid popularity

# Creating a Thriving Town Centre to live, work and visit

Responses demonstrate support for new ways of working within the Town Centre workspace, with the co-working space third most popular of all the projects. It also highlights an emphasis on certain areas of the Town Centre - namely the Historic Centre, Hadley Green and Station Approach. Whilst residents are generally positive about new commercial, social and civic uses (with concerns about the impact of new housing); there was a desire for any development to directly benefit and be in consultation with the community.



Brief summary of peoples responses below, refer to Appendix \$ for a full summary.

## Co-working Space

*“My company is showing no sign of heading back to business as usual as far as office space is concerned. A co-working space would seem ideal to fit into a more flexible model of working. It would bring people into the town centre, who would then spend in local businesses.”*

This project idea received lots of interest and support, especially in-line with increased working from home, with 34 supportive comments. Five of these are people putting themselves forward to actively support and realise this project ideas, including leading the project. Ideas were suggested about encouraging networking and how locating on the High Street could support other businesses by increasing footfall.

## Opportunity Cluster: Historic Centre

*“The historic centre of the town ... contains a number of historic assets as well as complementary civic uses .... However, it is currently dominated by traffic, especially when approaching from Barnet Hill. I am particularly interested in improving the appearance and safety of the main junction...The project could also include further enhancing Church Passage, improving access to College Square and Old Courthouse Park, making more of the various restaurants on offer and promoting events. This will make the historic heart a more welcoming place for those who live and work here and will draw in more visitors.”*

The Historic Centre, with 22 supportive comments including 5 commitments, received most support across the different opportunity clusters, as it is seen as the focal point to the town centre and especially important to overcome its traffic and pedestrian access challenges. Improvements here could also support local business and new activities, as the quote above highlights. Concerns relate to any proposals in the vicinity of St John the Baptist, due to Old Church Yard area being consecrated land and the building’s heritage value. Ideas for land owned by others than the council, would only be progressed in partnership, and any proposals in a conservation area or related to listed buildings would be done in consultation with English Heritage.

higher popularity

## Opportunity Cluster: Hadley Green

*“Brilliant idea - a cafe / refuelling stop for ramblers and cyclists with information available on local routes; free water, bike pumps etc could become a real magnet. Various cafés in Hertfordshire demonstrate how appealing this offer could be.”*

Amongst the 21 supportive comments, participants support ideas that encourage visitors to the Town Centre and locals using the neighbouring greenspace, such as the cafe idea in the quote above. People want a better pedestrian environment, improved appearance of the buildings in this area, and the creation of a better entrance into the town, with importance also placed on maintaining the area’s natural, green characteristics.

higher popularity

## Activated Courtyard

*“I really like the idea of activated courtyards because they provide a modern urban centre with a link to its past by bringing back spaces that are vibrant, small-scale, intimate and friendly and which provide unique and attractive mixtures of activities that help to diversify the local economy and environment.”*

This idea was supported as a way to bring back activity to empty, underused and unloved spaces by 19 people, which could diversify what the Town Centre has to offer compared to the main High Street. However, there is concern about any impact of new uses on neighbours and any loss of the current parking uses. People’s feedback suggests that this project could be complex due to ownership issues and development pressure.

mid popularity

## Opportunity Cluster: Employment Hub

*“I do like the idea of utilising space for small businesses to work”*

Respondents (17) see this project idea as supporting to the need for affordable workspace, especially due to the loss of space in the Town Centre, e.g. Brake Shear House. Comments included support for a range of workspace from office and art studios to small workshops and industrial units, with potential to incorporate affordable accommodation for young entrepreneurs. Also, support for the sensitive reuse and improved appearance of buildings deemed ‘unattractive’ like the Police Station.

## Opportunity Cluster: Civic and Market

*“Chipping Barnet has the potential to become more of a destination rather than a place just to shop”*

Ideas for Stapylton Road and the rear of the The Spires, received 9 supportive comments, seeing the potential to make Chipping Barnet a destination beyond shopping, such as, encouraging more diverse civic and social uses, the evening economy and more innovative uses of vacant retail units and underused land. The Spires, Barnet Market and Library are seen as places that could be improved, and better act as a ‘hub’ that attracts visitors and encourages exploration beyond the High Street. Some people feel that all emphasis should be on the High Street, and are concerned about any noise issues.

## Opportunity Cluster: Nesbitts Alley

*“Love this idea. It’s a difficult one as ownership of either or both building will need to somehow be funded.”*

As the quote above demonstrates, 6 people support the potential of the alley spaces and cluster of buildings (with 3 offering commitments). There is concern around ownership. Whilst there are now plans by private developers to convert a number of these properties to residential, any development should look to deliver this project idea’s aims for active ground floors, public realm improvements and support enhanced pedestrian routes.

lower popularity

## Development Growth Opportunity

People were positive about the Plan’s call for all investment to prioritise wider community aims. This includes being sensitive to the Conservation Areas, and the area’s unique character and appearance; to be high quality and sustainable; and to be developed closely with the community and support civic activities in the town centre. Considerations raised included the effects of development to the local infrastructure, and concerns about the number of new homes, potential building heights and effects on parking. People called for careful consideration on a site by site basis to ensure development is sensitive and prioritises supporting the social and economic needs of the town centre.

# Prioritising: Assessing Deliverability & Impactfulness

The engagement allowed the community to feedback their interests and preferences - giving a ranking of popularity. To also help prioritise the projects, this report has assessed the likely deliverability of the project ideas, and their potential to enable positive impact.

In terms of deliverability the assessment includes:

- Project Lead: Is this identified, with the required capacity and resources?
- Site - Is a site identified, and secured? Are there any planning permission or statutory hurdles?
- Funding/Finance - Is there likely to be available funding to develop, and then deliver the idea?

For impact, it looks at physical, social and economic impact of the projects, and how directly this is achieved.

A fuller explanation and summary table of this assessment can be found in Appendix C. Using the communities prioritisation as a baseline, we have reviewed the prioritisation of the projects. This has resulted in the re-prioritising of 11 of the projects, both down and up, as highlighted below and in the table to the right.

## Moved up

4 projects have been categorised as high-priority, when they ranked mid-popularity in the engagement, and 2 projects moved up to mid-priority, because they have a higher likelihood of being delivered and deliver on positive impact:

- **Opportunity Cluster: Employment Hub** - Prioritised high to reflect the Council's commitment to deliver a new workspace in every main town centre within the Growth Strategy.
- **Teenage Makers** - Prioritised as council/communities shared priority to create more opportunities for young people, and has identified partners.
- **Collective Branding & Identity** - Prioritised as links across projects to develop a consistent identity - council potentially fund this commission as part of progressing the initial projects.
- **Town Centre Community Fund** - Prioritised as supports the delivery of further projects and develops the community's ability to further deliver the community plan - council could support the Town Team to develop.
- **Opportunity Cluster: Civic and Market** - Increased to mid-priority due to the important and potential of the Spires and Barnet Market to support the economic health of Town Centre.
- **Community toilet & drinking water scheme** - Increased to mid-priority as it will be progressed by the council as part of their Public Health initiatives

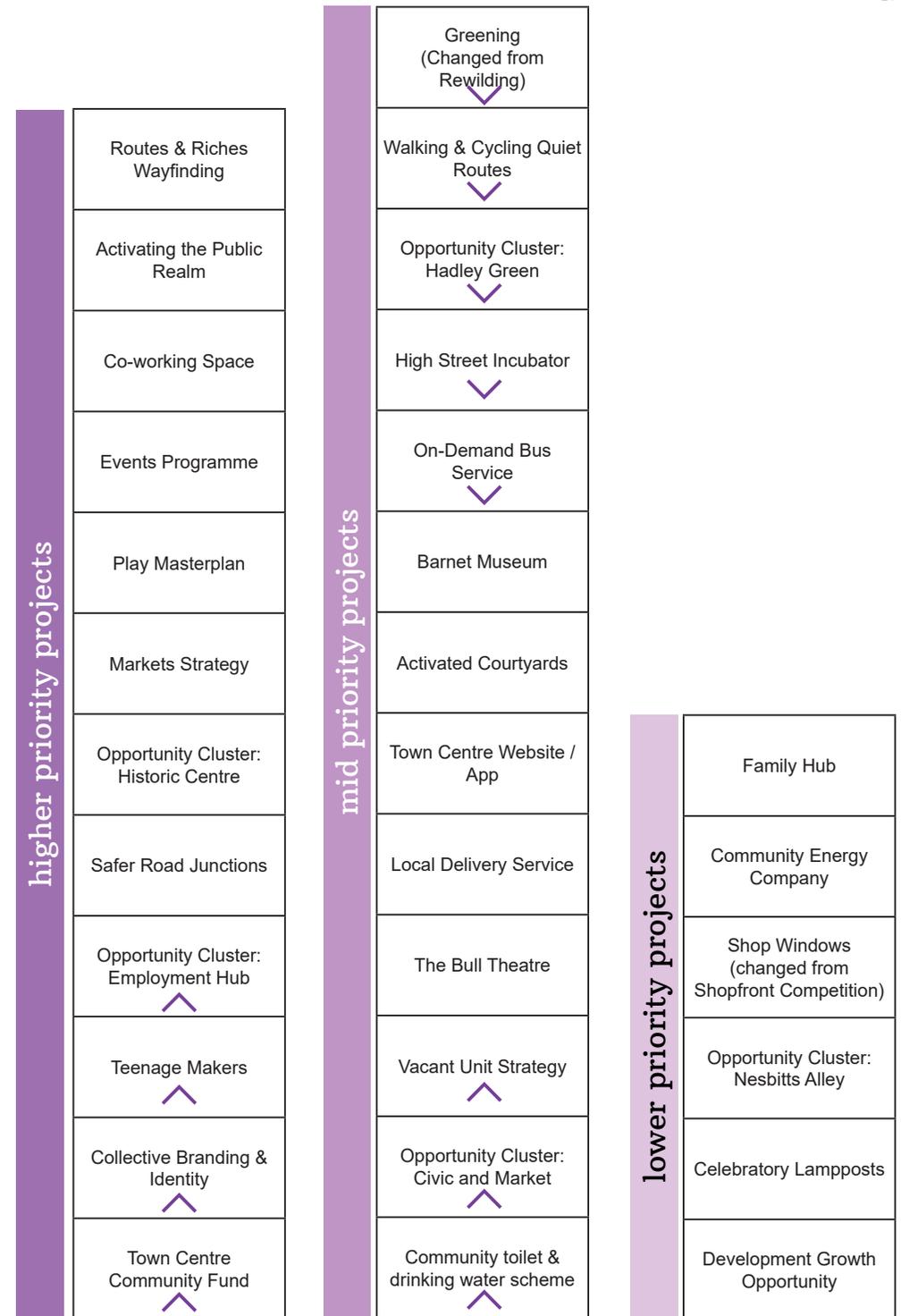
## Moved down

5 projects have been categorised as mid-priority, because they lack a lead, or likelihood of securing a site or funding.

- **Rewilding/Greening** - lacks lead/ formed group & complexities in delivery/long-term maintenance
- **Walking & Cycling Quiet Routes + On-Demand Bus Service** - complexity in delivery and viability concerns, respectively. Any development of this project would be part of the Council's Long-Term Transport Strategy
- **High Street Incubator** - requires operator and concerns around long-term financial viability (when tested previously in Chipping Barnet (as a pop-up) required finance subsidy to afford rents and rate). Potential to include as part of the co-working space project.
- **Opportunity Cluster: Hadley Green** - improvements to this area would likely be restricted to the council owned public realm, as key buildings are privately owned.

## Retained position

Barnet Museum and The Bull Theatre have remained mid-priority, as ranked in the engagement, even though they perform well on deliverability and positive impact. Both these projects relate to spaces run by independent organisations and so these projects will need to be instigated and led by them when appropriate; in consultation with the community and council.



# Next Steps

higher priority projects

Routes & Riches Wayfinding	Suitable for Feasibility Study	If not developed further as part this commission, included in Barnet's Long Term Transport Strategy (LTTS) so could be developed at a later date
Activating the Public Realm	Suitable for Feasibility Study	If not developed further as part this commission, included in Barnet's LTTS so could be developed at a later date.
Co-working Space	Suitable for Feasibility Study	If not developed further as part this commission, interested individuals/groups/potential operators could take forward.
Events Programme	Developed in Parallel	Community led Establish a Town Team Events Committee The Town Team have identified the need for a dedicated Events Committee. People have started to identify themselves as part of this consultation.
Play Masterplan	Suitable for Feasibility Study	Potentially create a concept proposal for a 'quick wins' play intervention, focusing on the entrance.
Markets Strategy	Suitable for Feasibility Study	Feasibility study could explore the brief for a Market Strategy commission. Requires The Spires to take a leading role as the operator. Market Strategies are relatively complex so would limit what could be achieved within this commission.
Opportunity Cluster: Historic Centre	Suitable for Feasibility Study	Interest and support for this project and prioritisation of this area. Potential to include as an area focus for the Activating the Public Realm project
Safer Road Junctions	Developed in Parallel	Council led Transport Study Part of Barnet's LTTS Would require a multi-modal transport, movement, access, parking and placemaking study to develop a comprehensive approach to addressing the junctions.
Opportunity Cluster: Employment Hub	Suitable for Feasibility Study	Council have a commitment to deliver a new workspace in every main town centre within the Growth Strategy, and this project also meets the priority to activate the station end of the high street.
Teenage Makers	Suitable for Feasibility Study	If not developed further as part this commission, potential for the Teenage Market and College to explore independently, starting with the trial of the relocation of the Teenage Market to the College Square
Collective Branding & Identity	Developed in Parallel	Council + Community Commission Commissioned by the council to ensure identity is coordinated. Proposed in collaboration with the Town Team so it becomes part of their branding. Would be tied into other projects, such as any relating to the Routes & Riches Wayfinding.
Town Centre Community Fund	Developed in Parallel	Council + Community Scope Interest Only taken forward if the Town Team want to collaborate with the Council to explore this further. Previously been interest in forming a BID, or potential CID.

mid priority projects

Greening (changed from Rewilding)	Suitable for Feasibility Study	Could be suitable for further testing within this commission but there are concerns - requires a comprehensive strategy so greening is not ad-hoc. Also, lacks a formed leadership group, and long-term funding to secure up-keep and maintenance is questionable. So potentially a project for a latter phase.
Walking & Cycling Quiet Routes	Potentially Later Date	Part of Barnet's LTTS and would be developed separately due to complexity. However, we will pass on feedback and if you want to progress on your street, please contact your local ward member and neighbours to discuss how this can be brought forward.
Opportunity Cluster: Hadley Green	Suitable for Feasibility Study	Interest and support for this project. Could include this area within the Routes & Riches Wayfinding.
High Street Incubator	Suitable for Feasibility Study	This is seen as important as it supports new business, however, there are challenges to financially support this project. Therefore, potential to reference into the Co-working Space project.
On-Demand Bus Service	Potentially Later Date	Also part of Barnet's LTTS. We will pass on your comments to the Transport department; however, due to viability concerns from TfL, it is imagined this would be explored at a later date.
Barnet Museum	Potentially Later Date	Organisation led Barnet Museum Whilst the Community Plan makes recommendations, as included in the Plan, it is proposed that Barnet Museum is best placed to progress this project.
Activated Courtyards	Potentially Later Date	Complexity of ownership, and desire for priority projects to be more visible, this project will be left at this stage - unless a suitable site becomes available.
Town Centre Website / App	Developed in Parallel	Community led Further Development Opportunity for the community to apply for funding from their local Area Committee. The website should be developed in line with the Collective Branding and Identity. Beneficial to sit within the Town Team's projects for coherence across Town Centre projects. Link to Local Delivery Service to support an online high street.
Local Delivery Service	Potentially Later Date	Potential Pilot Expansion Council is undertaking a pilot project within the Finchley Area. Should the pilot prove successful, Council will look to support expansion. Link to Town Centre Website to support an online high street.
The Bull Theatre	Potentially Later Date	Organisation led The Bull Theatre Whilst the Community Plan makes recommendations, as included in the Plan, it is proposed that The Bull Theatre is best placed to progress this project.
Vacant Unit Marketing	Potentially Later Date	Could be incorporated into the Collective Identity and Branding commission/project
Opportunity Cluster: Civic and Market	Potentially Later Date	As this area was prioritised lower in importance than other areas, this project will be left at this stage but should be considered in for any opportunities that arise relating to the Market, Spires and Library. Potential for the Activating the Public Realm to relate to this area.
Community toilet & drinking water scheme	Developed in Parallel	Council led Wider Programme Council will lead on this and deliver as a part of a wider Public Health Programme

lower priority projects

Family Hub	Potentially Later Date	Low priority and viability concerns (this has been attempted twice before and not succeeded) means that this project will not be taken forward independently. However, there is potential to incorporate the support of parents and children into the Co-working Project.
Community Energy Company	Potentially Later Date	Lack of support means this project will be left until there is further support. If future interest, could be a component of new developments in the area
Shop Windows (changed from Shopfront Competition)	Potentially Later Date	Propose that if the community want to progress, this could be part of the Events Programme coordinated by the community. Also, need for council to develop Shopfront/Active Frontage Design Guidance.
Opportunity Cluster: Nesbitts Alley	Potentially Later Date	As this area was prioritised lower in importance than other areas, this project will be left at this stage but should be considered in any proposals for the space and surrounding buildings. Also, if available one of the larger units in this area could suit the Co-working Space project idea.
Celebratory Lampposts	Potentially Later Date	Could be built into the Collective Identity and Branding commission
Development Growth Opportunity	Potentially Later Date	If sites are developed, it will depend on the viability of projects, successful planning applications and the developers that come to market. Once adopted, this document will act as a set of aims that developers must demonstrate they are following.

### Proposed Project Next Steps

As explained in the introduction, five projects will be developed to RIBA Work Stage 1 to test their feasibility. Whilst, other project ideas will remain in the Community Plan and may be developed by others, in parallel or at a later date.

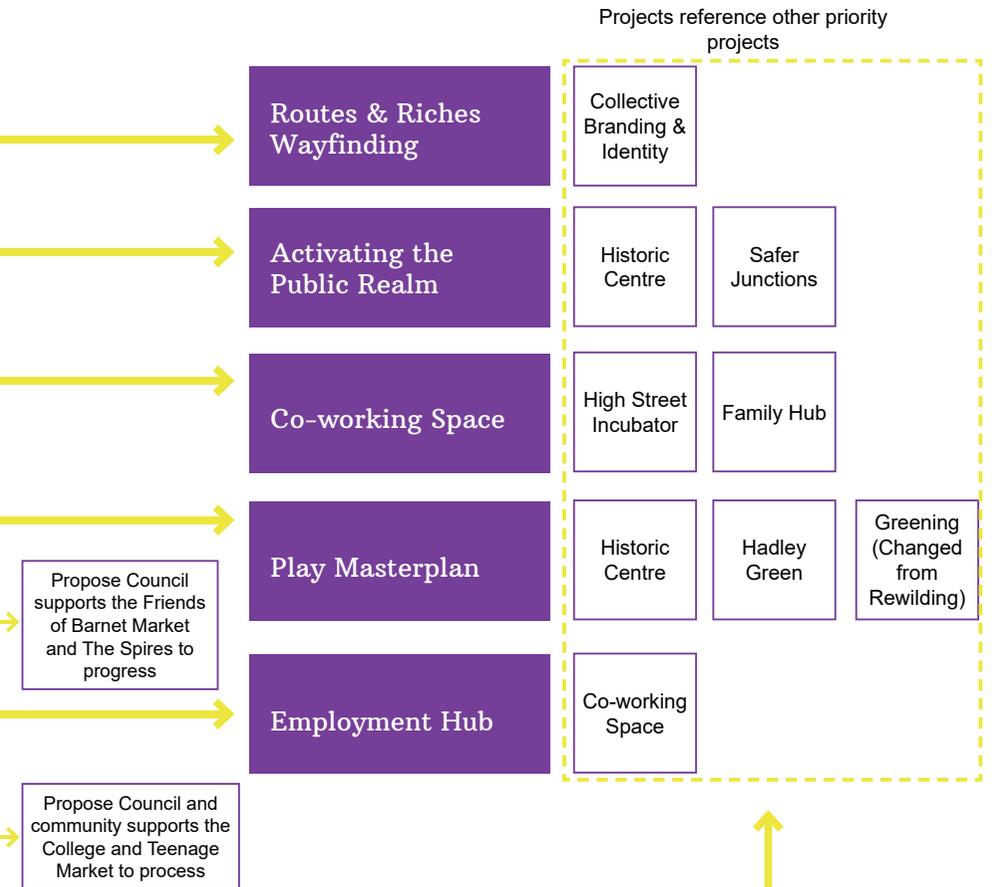
This page proposes the projects next steps, whether:

- Short-listed for Feasibility Study - suitable for further testing within this commission to develop a project brief
- Proposed developed in parallel to the five feasibility commissions (by the council, partnership between council + community, community-led or by a separate organisation)
- Left until a later date/further support

## Progressed Projects Short-list

	Could the project happen without the feasibility study?	Does the project maximise the benefit of a feasibility study?
higher priority projects	Routes & Riches Wayfinding	Yes - Design based, community backing, Council land ownership & leadership by the Council. Requires coordination with TfL
	Activating the Public Realm	Yes - Design based, community backing, predominately Council land ownership & leadership by the Council
	Co-working Space	Yes - Design & revenue model based, with community backing Aligns with Council Policy
	Play Masterplan	Yes - Design based, community backing, predominately Council land ownership & leadership by the Council
	Markets Strategy	Less so - Complexity in leadership, land ownership & project**
	Opportunity Cluster: Employment Hub	Yes - Design based, community backing, and aligns with Council Policy. Requires business case to understand viability
	Teenage Makers	Less so - More revenue model based than spatial
mid priority projects	Greening (Changed from Rewilding)	Less so - Lacks leadership group, and long-term funding to secure up-keep and maintenance
	Opportunity Cluster: Hadley Green	Less so - Private ownership and complexity could limit what achievable within this commission
	High Street Incubator	Less so - Design & revenue model based, community backing, but funding/finance concerns
	Opportunity Cluster: Historic Centre	Less so - Private ownership and complexity could limit what achievable within this commission

## Progressed Projects Recommendations



\* Routes & Riches Wayfinding - Included in the Barnet Long Term Transport Strategy 2020-2041, but could be a long timeframe and would likely be an 'off-the-shelf' produce (Legible London)  
 \*\* Market Strategy - Risk of operator not engaging, mixed ownership and Market Strategies relative complexity limiting what could be achieved within this commission.

# Progressed Projects Mix

## Curating a mix of projects

As set out in the council’s brief for the Community Plan, it is imagined that the progressed projects will include a mix of both short, medium and long-term projects that are revenue and/or capital funded.

For resilience, it is also imagined that this mix would also include a variety of scales of cost, and those championing/leading them.

Alongside these characteristics, it is recommended the selection of five projects also sufficiently cover a cross-section of the key principles.

The following section reviews how the 5 prioritised projects can include a mix of timelines, costs, leadership roles (whilst all being initially led by the council). Also, across the five projects, meet the objective of the Key Principles, as well as being located in the areas of the town centre to maximise impact.

	Time to realise once funding secured (approx)	Outline Cost (approx)	Lead (development, delivery and operations (if required))	Potential Location
Routes & Riches Wayfinding	Medium	Medium	<ul style="list-style-type: none"> <li>Development &amp; delivery: Council lead, in collaboration with local community champions</li> </ul>	Across Town Centre into neighbouring greenspace
Activating the Public Realm	Medium	Medium	<ul style="list-style-type: none"> <li>Development &amp; delivery: Council lead, in collaboration with local community champions</li> </ul>	Historic Centre
Play Masterplan	Short - Medium	Small-Medium	<ul style="list-style-type: none"> <li>Development &amp; delivery: Council lead, in collaboration with local community champions</li> <li>Development, delivery &amp; maintenance: Potentially council &amp; community partnership</li> </ul>	Historic Centre
Co-working Space	Medium	Medium	<ul style="list-style-type: none"> <li>Development: Council lead, in collaboration with local community champions</li> <li>Delivery: Council or operator</li> <li>Operator: Private or community-led</li> </ul>	High Street
Employment Hub	Long	Large	<ul style="list-style-type: none"> <li>Development: Council lead, in collaboration with local community champions</li> <li>Delivery: Council, delivery or operator</li> <li>Operator: Private or community-led</li> </ul>	Station Approach

Definitions:

Approximate Timeline (once funding secured)	Approximate Outline Cost	To compare the rest of projects against these characteristic, please refer to Appendix D.
Short (0-2 years)	Micro (upto £15k)	
Medium (2-5 years)	Small (£15-50k)	
Long-term (5 years +)	Medium (£50-250k)	
	Large (£250k+)	

## Timescale & Cost

As shown in the adjacent table, the recommended five projects can vary in length of time to realise from short to long term, and small to large cost. This aids a good mix of project types in terms of seeing change in the shorter term, and planning for longer-term improvements. It also brings the feasibility studies a good range of scales to learn from.

In line with this approach:

- **Play Masterplan** - The study will develop a brief for a Play Masterplan, which would be realised in the medium term; however, there is potential to include ‘quick win’ play interventions in the Old Courthouse Gardens. This would allow people to see change sooner with a lower budget required - otherwise there is a risk that all the progressed projects will take a medium to long term to realise. The ‘quick wins’ can then be used by the council and community as a starting point to test ideas to replicate play projects across the wider area.
- **Routes & Riches Wayfinding & Activating the Public Realm** - These project ideas will require detailed design and the commissioning of supporting studies before being realised; however, there is opportunity to identify early-wins which will be quicker and cheaper to deliver.
- **Co-working Space** - As this project requires an identified site and operator, it will likely be realised in the medium-term. However, if a site and operator are identified and brought on-board quickly, it could be progressed sooner.
- **Employment Hub** - The larger scale and cost of this project, and the partnering required, mean this project will be realised in the longer-term.

Compared to the wider set of emerging project ideas, this set does not include projects that only require micro/smaller levels of funding; however, this seems appropriate as those projects can be realised without a feasibility study.

## Roles - Lead

Whilst all these projects would be led by the council in these initial stages, these projects offer a range of leadership options into their delivery and operations.

- **Routes & Riches Wayfinding** would be delivered by the council in collaboration with local community champions.
- Both **Activating the Public Realm** and **Play Masterplan** would be lead/overseen by the council but could be done in partnership with the community.
- **Co-working Space** would ultimately be managed by an operator. Likewise, the **Employment Hub** could be delivered by the council or a developer but managed by an operator - however, the operator for both these projects could be community-led.

## Location

These progressed projects can be located to maximise impact, and effect changes across the Town Centre:

- **Routes & Riches Wayfinding** would be located across the town centre and into the wider area, and could include the Station Approach, Historic Centre, High Street and the Spire, and Hadley Green Gateway.
- **Activating the Public Realm** could focus on the Historic Centre, as the focal point of the Town Centre and a location that struggles the most with the effects of traffic.
- **Co-working Space** could be well suited to the central High Street section, helping drive footfall and supporting local businesses.
- **Play Masterplan**, the Old Courthouse Gardens is an over-looked element of the Historic Centre.
- **Employment Hub** could help enliven the High Street between the Station Approach and centre.

## Key Principles

	'We want to be proud of Chipping Barnet'	'We want our town centre to be a destination that is enjoyable to visit'	'We want more reasons to visit & stay in the town centre throughout the day, evening & week'	'We want high street businesses & ventures to thrive'	'We want to expand & establish new civic, cultural & community assets for all'	'We want to actively be involved & invest in our town centre'	'We want Chipping Barnet to be a vibrant, thriving place to live, work & visit'
Routes & Riches Wayfinding	✓	✓					
Activating the Public Realm	✓	✓	✓	✓			
Play Masterplan		✓	✓		✓	✓	✓
Co-working Space			✓	✓		✓	✓
Employment Hub			✓	✓	✓		✓

The table highlights how the five projects cover all the key principles.

- **Routes & Riches Wayfinding** will aid the development of Chipping Barnet's identity, movement and active travel around the town and hopefully encouraging people to visit and stay longer, diversifying uses by signposting more leisure and cultural reasons to visit.
- **Activating the Public Realm**, as the wayfinding, will aid the identity, movement and hopefully encourage longer visits by offering a setting for more external, social and business-supporting activities. As it could be developed in collaboration with local businesses and community, it offers ways for them to invest.
- **Play Masterplan**, will benefits people's wider use of the town, encouraging more visitors, especially children and young families. It will also support more cultural and community activities, with the option to be co-lead and co-delivered by the community.
- **Co-working Space** will diversify uses, encourage more visits and support businesses and work, potentially with the ability to include elements of the High Street Incubator and Family Hub. Depending on how commercial or community focused it is, it could also be a community asset and even community-led.
- **Employment Hub**, as the Co-working Space, it will support businesses and work, bringing more people to the town centre, as well as redeveloping an existing building to the benefit of the town centre and community.

## Progressed Projects Next Steps

Since January 2021, input from local stakeholders, the Town Team, and Barnet Council, and virtual public engagement with over 700 comments, have shaped the long-list of projects proposed as part of the Chipping Barnet Community Plan. While some projects from the long-list are ready for, or in the process of delivery, five projects have been selected which can benefit from the remaining consultant resource time to develop in more detail and support future commissioning, fundraising and implementation.

The outputs will include developing project briefs for commissioning the next stages of delivery or concept designs and outline business cases, where relevant. See below next steps for each progressed project.

### Projects

#### Project 1: Routes & Riches Wayfinding

Focusing on the town-centre and neighbouring greenspace, the consultants will produce a brief for the Council and Town Team to commission a wayfinding strategy, graphic language, and specific interventions. The brief will outline the routes and riches of Chipping Barnet, opportunity locations for different signage projects, and a variety of wayfinding strategies to support the community's aims of developing an identity around its unique rambling economy.

#### Project 2: Activating the Public Realm

Focusing on the junction of the High Street and Wood Street, outside of the College, the consultants will produce an aspirational image to propose a vision to activate and green the public realm around the historic centre and make the junction outside the college safer. This work will summarise and map opportunities and challenges identified by the community, and develop a vision for what is possible to enable the Council to commission a comprehensive design of the area, as well as further community engagement. The proposals will aim to improve connectivity in this area; considering carefully how the public realm can better support historic and community assets so they become more accessible and active onto the street.

#### Project 3: Play Masterplan

Focusing on the Old Courthouse Park, the consultants will produce a brief for a holistic play masterplan of the park. The brief will include opportunities for play interventions which explore physical, sensory and planting elements, identify ways to improve accessibility and reduce anti-social behaviour, and provide play for all ages. The brief can then be used by the council and community as a starting point to commission designers to develop a play masterplan for the Old Courthouse Park, testing ideas for play projects across the wider town centre area.

#### Project 4: Co-working Space

In this study, the consultants will develop proposals for a 'demonstration' project of how the Council could use a vacant high street asset to achieve the community plans aims of providing a flexible workspace for the town centre. The proposal will include a business case for how a co-working space could function and be operated to serve Chipping Barnet's residents and businesses, and explore opportunities to integrate elements of the High Street Incubator and Family Hub projects. As a result of this work, the community and Council will have a briefing pack with which to launch operator procurement, as well as discussions with local people who have expressed an interest in operating a local co-working space.

### Project 5: Employment Hub

Focusing on the town centre, the consultants will identify suitable sites to host an employment hub and develop concept designs and a business case for how such a project can be delivered in Chipping Barnet. The consultants feasibility study will provide the Council with a concept scheme and outline business case to allow Council to understand the development potential of a site and be positioned to seek further funding to enable the project to be realised.

## Timeline & Workshops

The studies will be carried out over a 3-4 month period, once the Community Plan is adopted by the Council.

The consultants will host three on-line workshops with the identified individuals from the engagement process (individuals that highlighted they would actively support these projects) with a maximum 12 participants per workshop. The workshops will be grouped in the following ways as there is crossover between certain projects:

- Workshop 1: Co working + Employment Hub
- Workshop 2: Routes & Riches Wayfinding + Activating the Public Realm
- Workshop 3: Play Masterplan

The workshops are an opportunity for key stakeholders to discuss the possibilities and practical considerations for each project, and together agree on what we hope to achieve, and map out the next steps for realising the projects.

# Appendices

## Appendix A

Project Ideas - Summary Engagement Findings

Project ideas with specific commitments of support

## Appendix B

Additional ideas and information

- Updates to the Community Plan

- Additional information/ideas compiled & saved for potential project development

## Appendix C

Deliverability & Impactfulness Assessment

## Appendix D

Project Characteristics

# Appendix A

## Project Ideas Summary Engagement Findings

## Supporting High Street businesses & building local pride

### Events Programme

24 support  
+5 actively support with commitment  
**Total 29**

#### Summary of support:

- Build off existing festival successes, bring into the Town Centre, coordinate publicity and incorporate new ideas/champions
- People have put themselves forward to help realise
- Find ways to engage the shops and businesses. Some festivals are successful, so not about needing more advertising but ways to get the shops/businesses involved.

*"The calendar of seasonal events is a great idea. It would be good to see these widely advertised."*

*"Getting shops to engage with the regular events held in the town is a great idea. I realise the Medieval Festival is held some way away from the town centre, but if the shops could do a themed weekend at the same time this could encourage visitors to the Festival site to stop off in the town."*

#### Summary of concerns for considerations:

- Requires support from the council in terms of process and costs (seed funding)
- Need to make process accessible e.g. easy and cheap to organise permits and licenses
- Can be issues of over success e.g. Jazz festival at Hadley Green (could have several locations at the same time to reduce issues)

#### Additional information if project developed:

Participants highlighted groups wanting to put on events, including a film festival, and chamber music festival. Other ideas added include a medieval festival in the Town Centre, drama festival, cycling event, dog show, more live music, crazy golf, art etc.

#### Updates to the Community Plan:

Add stakeholders:

- Barnet Museum offered to include their events programme.
- Barnet Borough Arts Council (Barnet Arts) to be included in any local events programme



### Markets Strategy

25 support  
+4 actively support with commitment  
**Total 29**

#### Summary of support:

- Lots of importance put on the potential of the market
- New locations and/or advertising that supports more visually and ability to expand
- Expand at the rear of the Spires to loading area and Chipping Close, ideally next to the bus stop
- Support new businesses with rent holiday and advertising
- Themed events and Sunday market (eg Arts & Crafts, Farmer's Market, Garden Market with the closure of Wyevale Garden Centre and promote 'grow' initiative at Totteridge school.

*"The Market is the reason Barnet exists, and the Market should be central to the community plan."*  
*"The area between the service road to The Spires and the end of Chipping Close does have the potential for being developed to take more market stalls...ideally placed next to the bus stops."*

*"A wider pavement could mean that the Barnet Market stalls could be brought to the High Street, instead of relegated to a little travelled patch behind the Spires."*

*"The college square would make an ideal position for a weekend market space."*

#### Summary of concerns for considerations:

- Expanding onto the high street - whilst positive about potential, concerns the market has already suffered from multiple moves over recent years. Also concern, would require traffic reduction/closure, which several commentators thought impossible.
- Friends of Barnet Market have explored community ownership, but whilst the current market manager offers long-term stability this is their preference.

#### Additional information if project developed:

Example, resurrection of the Chatsworth Rd Sunday Market. The street is now closed to traffic weekly - rather than reducing footfall due to reduced traffic and parking, the market is now a thriving community and shopping destination.

### High Street Incubator

19 support  
+1 actively support with commitment  
**Total 20**

#### Summary of support:

- Supports changes in the way people live and work due to Covid - people starting new businesses
- Could complement the co-working space and Teenage Makers
- Needs long-term support to offset barriers to new businesses as high rents/ business rates
- Potential to fulfil the desire for a hub/visitors centre, preferably with a central location

*"I strongly support this idea, preferably blended with the co-working space. It would be good to have a tangible outcome of the Plan which is devoted to encouraging businesses to choose Barnet, as well as to reflect the changing work patterns of residents. I particularly like the idea that the income generated could support a town manager/curator. This idea also dovetails nicely with the Teenage Makers."*

*"Increased home working has the potential to increase economic activity in the High Street. To adopt approaches where small new businesses can commence trading, test the market and then be confident enough to become a more permanent feature in the High Street is a great idea."*

#### Summary of concerns for considerations:

- Requires reduced/free rents and rates relief to succeed, initially in the short-term but potentially long-term

*"There are, however, the perennial and very real problems of high rents and business rates to discourage new entrepreneurs. Cracking this problem has to be a priority doesn't it? For all the history and wide pavements and signage, we need interesting commercial outlets for repeat visits."*

### Town Centre Website/App

10 support  
+3 actively support with commitment  
**Total 13**

#### Summary of support:

- Support for existing website
- Supports economic regeneration - revival of retail and attracting new businesses
- Currently businesses use Instagram, and there is an under-used Barnet app
- Potential to support events, space use etc. For example, a central booking system for hireable spaces
- Potential to crowdfund for support

*"Chipping Barnet businesses are also very active on Instagram and support each other on this platform - there are lots more opportunities for online events and collaborations that could bring in new types of business and new customers."*

#### Summary of concerns for considerations:

- Already a website in place, respondent questioning if further development is required
- Concern online trading reduces visits to the Town Centre
- Ways to maintain neutral authorship and promotion all businesses types
- Challenges of promoting any new online platform
- Targeted all age groups and different digital platforms they use

#### Additional information if project developed:

Idea to supplement with a magazine and information boards around the town centre

#### Updates to the Community Plan:

Include the suggest to investigate the potential of social media platforms already widely used locally, such as Instagram

## Vacant Unit Marketing

10 support

+1 actively support with commitment

**Total 11**

### Summary of support:

- Engagement with landlords is key
- Want to see units in use with opportunity for pop-up exhibitions, and community and art uses
- Potential to include reasons why units are empty, as many are not available even if advertised for let/sale (may have planning app, or is under offer, or change of use)
- Central database to allow full visibility of availability and help make rents realistic

*"I love it when landlords let artists pop-up in vacant units... even if the doors aren't open to the public, the space could be staged and lit to be viewed from outside."*

### Summary of concerns for considerations:

- Requires a strategic approach as rents and rates are perceived as a barrier
- Many vacant shops not actually available
- Database would be continuously out of date
- Hard to predict who will take a unit

### Updates to the Community Plan:

- Include ideas for local information, exhibitions and temporary reuse by the community and artists
- Change lead to include the council, co-led by the council and the community. Council leading on design policy, and the community on local advertising

## Local Delivery Service

7 support

+4 actively support with commitment

**Total 11**

### Summary of support:

- Support existing and new businesses
- Support less able residents
- Reduce traffic, maximise use of electric vehicles and cargo bikes

*"Barnet needs to offer these small, independent retailers a platform to grow their business. How can Barnet council partner with a logistics firm (like Stuart.com or Shippi) to provide discounts locally and stop Deliveroo killing restaurant margins? Can Barnet work with the digital High Street so that it isn't just a directory but also enabled for ecommerce? Start-ups like NearSt allow local businesses to pop up towards the top of Google so that people find things locally rather than just ordering on Amazon."*

### Summary of concerns for considerations:

- Reduce footfall to the town centre
- Already have delivery services (deliveroo, just eat, uber etc)
- Hard to make the shopping experience work

### Additional information if project developed:

If this project is developed further, a respondent included information about how Barnet Council could sign partnership deals with logistics firms, as a preferred supplier to the area, then they pass on discounted rates to independent companies within the borough who sign up. Also how the council could promote and educate local retailers about these services, running seminars on how to set up for e-commerce etc.

### Updates to the Community Plan:

- Include benefit that extra sales via online can help support businesses to stay on the High Street. Add to the 'Why it is Useful' section
- Include idea to involve the Library in this project idea

## Collective Branding & Identity

8 support

+3 actively support with commitment

**Total 11**

### Summary of support:

- Taken in two ways - physical design guidance and town centre branding (project idea focuses on the latter)
- Support for historic characteristics and making most of existing and potential visitors (especially cycle and walking)
- Seen as important to be prepared for future plans, such as the commercial organisation's application for lamppost adverts
- Idea: Identity to drive footfall from outside of the town, notability cyclists that only cycle through
- Important to make Chipping Barnet stand out - not a typical high street in London as thought relatively isolated at the edge of London
- Idea: Focus on shopfront design and develop set of criteria (Design Guide) to shape proposals and act as guidelines for planning applications
- Idea: Involve young local design graduates, college/schools and local design company

*"High Barnet has no distinct brand value and certainly no discerning qualities to drive footfall from outside its environs... Barnet has much going for it in so far as it has visitors but they don't stay long enough to contribute to the town. It has a diverse and rich history that so far in wholly underdefined and uncommunicated and it's geographical location should make it a haven for walkers and cyclists but no-one really takes advantage of that fact."*

### Summary of concerns for considerations:

- Get other initiatives underway first, so successes to prompt and market (thought it could have a lack of substance without other actions seen at the same time)

## Shopfront Competition (changed to Shop Windows)

8 support

+1 actively support with commitment

**Total 9**

### Summary of support:

- Potential of a 'soft' way to encourage and support shopfront improvements
- Link to local artists and art trails
- Link into existing and new events, medieval festival, Christmas etc.
- Idea: Hairdressers competition (lots of them and Barnet is slang for hair)

*"As a local artist, I would like to be involved. Or something like a corresponding artwalk to happen with events. Alston Works has probably around 80 artists living/working right by the high street, but I don't think we've ever formally been part of a community event yet."*

*"I think a facelift and a cohesive look for all the shops on the high street could do wonders to attract visitors and new businesses. Why shouldn't our charity shops and convenience stores look like boutiques?"*

### Summary of concerns for considerations:

- Some think too subjective
- Whilst others support a 'common style' - design guidelines are required by planning
- Concerns about shopfronts, especially in the Station Approach - need more than shopfront competition
- Challenges in communicating with businesses, especially reaching businesses most in need of shopfront improvements
- Concern about costs to businesses when businesses are struggling to survive

### Updates to the Community Plan:

- Change project name to 'Shop Windows' to acknowledge, that whilst the competition is the focus, other policy moves also required .
- Add: Include Shopfront/Active Frontage Design Guide to support this idea, with need for Council to update existing policy.
- Add idea to incorporate Arts Trails and local festivals, such as the Medieval Festival.

## Celebratory Lampposts

2 support  
+2 actively support with commitment  
**Total 4**

### Summary of support:

- Support for existing historic banners by Barnet Museum, with ideas to reproduce as prints, hang lower and extend up Wood Street to Barnet Museum potentially with an App explaining their role.
- Support for full-size banners (like the Herne Hill banners) which do not include the selling of advertising space. Instead celebrate local attractions, e.g. the Spires, Barnet Market, Barnet Museum, Physic Well, green spaces.
- Potential for the banners to be used for community use between commercial adverts/banners not being used. Could be part of the commercial contract.
- Highlighted need for change to keep people's interest and maintain their condition, timed to support local community events

*"Celebratory lampposts always look eye-catching eg the heraldic banners to promote the Medieval Festival. It is unfortunate that the council is currently considering using lampposts for advertising banners."*

### Summary of concerns for considerations:

- Involvement of commercial operator and advertising - negative response to the planning application that used all lampposts commercially.
- People were concerned advertising would 'make them feel cheap'
- Thought that local businesses unlikely to be able to afford to advertise
- The success of the medieval banners is partly due to temporal nature, and the Museum objects to the existing banners becoming redundant

### Updates to the Community Plan:

- Change wording to make clear difference from, but building on, the success of the historic banners created by Barnet Museum to celebrate the Battle of Barnet.
- Barnet Museum asked for a change in wording to make clear that the banners and other activities contribute to the remembrance of the significant role of the Battle of Barnet from the Wars of the Roses, these are separate from the organisation of the Medieval Festival

## Town Centre Community Fund

1 support  
0 actively support with commitment  
**Total 1**

### Summary of support:

- Community Improvement District could provide potential to link the Town Team with local businesses

### Summary of concerns for considerations:

- Gaining traction especially with local retail businesses has historically been a challenge (some thought that things have been improving since the LoveBarnet website was created)

### Updates to the Community Plan:

Add that networks and contacts created through the new Town Centre website could be utilised to work with local businesses and groups to develop ideas of Town Centre governance and community fund (add to 'How to get started' section)

## Movement, enhancing the public realm & greenspaces

### Routes & Riches Wayfinding

46 support  
+9 actively support with commitment  
**Total 55**

### Summary of support:

- Bring together the Town Centre as a coherent whole, celebrating the history and heritage and developing an identity
- Mark and promote routes and attractions, with the potential to give identity to different areas and attractions (people highlighted a lack of shared names for certain places/areas)
- Coordinate with other ideas, e.g. complimenting Town Centre website's online signposting of attractions/ things to do
- Potential to combine with a dedicated App

*"This project could result in a series of specially-commissioned maps, signs or markers to highlight the locations of our many places of historical and architectural interest, as well as significant buildings such as Barnet & Southgate College and the Hospital. It would also draw attention to our many green spaces in or close to the town centre, for example Whitings Hill – from where the best views of our Green Belt can be seen – or King George's Fields, where free blackberries grow within 10 minutes' walk of the High Street."*

### Summary of concerns for considerations:

- Need for sensitivity as wary of any visual clutter to the streetscape and greenspaces, or detraction from historic buildings such as St John the Baptist Church
- Long-term maintenance
- Some respondents thought there was already too much signage, and were concerned about sign-posting to car parks with capacity indicators being unsightly
- TfL recommend the standard Legible London signage

### Updates to the Community Plan:

- Addition of the public footpath past Barnet and Southgate College to Orchard Road and then into the Old Courthouse Gardens
- Add idea to celebrate heritage assets with external lighting

### Rewilding (change to Greening)

42 support  
+6 actively support with commitment  
**Total 48**

### Summary of support:

- Quick results and could be achievable by volunteers
- Local interest
- Improve biodiversity, urban greening, and conservation
- Potential edible growing (Incredible Edible Barnet)
- Potential of retaining and improving the copse by the station
- Greening especially important to the station approach and linking to the High Street

*"The strengths of this project are many. It would require relatively little to deliver: mainly seeds or saplings – which are cheap – and labour to find, prepare, plant and maintain new spaces. There's great and growing enthusiasm for planting among the public, and especially in schools, so much of the labour could be voluntary. It would produce results within a growing season or two, but could also be carried out in stages as money and enthusiasm allow. It would bring quiet satisfaction to those taking part, and to all the passers-by who enjoy the results, as well as opportunities for pollination, biodiversity and habitat creation."*

### Summary of concerns for considerations:

- TfL confirm the copse at the station is operational land
- Resolving potential land ownership and maintenance issues

### Additional information if project developed:

Ideas include new mini woodland in the field between Tudor Road and Hadley Common, outside the library, outside the Army Depot, route into the Town Centre from St Albans Road.

### Updates to the Community Plan:

- Question on the accuracy of calling Rewilding, with the suggestions of Greening, Re-Greening or Urban Greening instead. Changed to Greening.
- Adopt a Place scheme has ended, remove reference

## Activating the Public Realm

**38** support  
**+3** actively support with commitment  
**Total 41**

### Summary of support:

- Supporting uses that green the public realm
- Degree of support for pavement widening (two thirds of those commenting on pavement widening), allowing new uses from cafe seating, stalls, greening and play
- Interest in Parklets, such as outside the Huddle Cafe and rear of The Spire
- Desire for improvements to the interior courtyards at the Spires (perception that it was better before)
- Idea for a Friendship bench ([www.thefriendlybench.co.uk/](http://www.thefriendlybench.co.uk/))

*“Temporary pavement widening has been implemented outside the Monk PH replacing 2 parking spaces. This could be made permanent to provide additional tables and seating as during the summer it is difficult for pedestrians to pass crowds drinking on the current narrow frontage.”*

### Summary of concerns for considerations:

- Ensure ongoing maintenance / seasonal gardening work
- Not obscuring routes e.g. ‘filling pavement with cafe tables’
- Consideration of challenging areas that are in the shade, or next to very busy traffic
- Consider land ownership/use e.g. land around St John the Baptist is owned by the church
- A need to consider how any pavement widening could impact the road infrastructure / parking spaces

### Updates to the Community Plan:

Add a reference in the text to the Friendship Bench as an example of community-led seating and planting project ([thefriendlybench.co.uk](http://thefriendlybench.co.uk))

## Walking & Cycling Quiet Routes

**27** support  
**+6** actively support with commitment  
**Total 33**

### Summary of support:

- Prioritising the health and safety of children, and improving air quality
- Identified lots of potential for cycling within and around the Town Centre but needs safer streets, with a third suggesting the need for cycle routes
- Potential to create green corridors for wildlife
- Support from TfL Transport

*“This would be great. A lot of school friends live close to the high street and they say they would love to walk or cycle to school, but it is just too dangerous. Making it safe for children to cycle to places would be amazing. Cycling can be unnerving and scary, drivers often get annoyed. We should develop a culture of celebrating those who cycle and not make them feel out of place.”*

### Summary of concerns for considerations:

- Proper consultations and feasibility studies would need to be carried out and alternative options for those that will be “displaced”
- Needs better public transport to compliment

*“As a resident of Barnet I would be very concerned about where this traffic would be diverted to.... I admire the principle but not sure closing roads is the fix.”*

### Additional information if project developed:

Resident shared mapping of potential for LTNs and School Streets: <https://maphub.net/BCC/barnet-streetspace>.

### Updates to the Community Plan:

Add: Residents have started to map potential for LTNs and School Streets,

## Play Masterplan

**26** support  
**+4** actively support with commitment  
**Total 30**

### Summary of support:

- The Courthouse Garden is a missed opportunity for the town without better play facilities, reasons to stay longer and resolving the entrance issues
- Lack activities for older children and teenagers
- Ideas to incorporate more varied, new types of playspace, nature-inspired and incorporating ‘rewilding’ in its design e.g. a Willow Maze, trails through the trees, rope-based activities - encouraging people to explore
- Support for volunteer schemes to ensure the park’s upkeep and management, with thoughts to get the college on-board
- Better integrate cafe garden into the park
- More use of space, e.g. mini-festival
- Support the strategy extending beyond the park to include other greenspaces such as Hadley Common (as included in the Community Plan).

*“This idea seems key. As a parent myself, although the courthouse park, and cafe are lovely (and indeed, well used) - they are limited in their scope for entertaining children. Parents will tend towards driving to other parks in the nearby area that offer more for their children.”*

### Summary of concerns for considerations:

- Concerns that plans do not include increased development in the park, and retaining the ‘tranquil’ quality of existing parks
- Whilst several people suggested improvements to the Duck Pond at Hadley Green, others were concerned about any negative impacts on the wildlife and setting

### Additional information if project developed:

Suggested example, recent improvements in Verulamium Park, St Albans

### Updates to the Community Plan:

Resident wants acknowledgement of the Bowling Greens

## Safer Road Junctions

**22** support  
**+1** actively support with commitment  
**Total 23**

### Summary of support:

- Safety issues need to be addressed
- Encourage more people to visit
- Address issues of buses turning in front of St John the Baptist Church
- Reduce negative impacts of buses on other road users

*“For children, as well as for pedestrians and cyclists of all ages, safer junctions are vital. We know, from the success of the recent High Street pavement widening, that pedestrian crossings can be narrowed without significant detriment to traffic.”*

### Summary of concerns for considerations:

- Use available funds for review and analysis of traffic flow (and parking) through the whole town, with a view to rationalising it further in favour of the pedestrian (as included in the Community Plan)
- Not impede traffic flow, jams would increase air pollution
- Concern that physical works would not result in benefits and waste funding - instead safety could be improved through changing the timing of traffic flow and additional crossings

## On-Demand Bus

21 support

0 actively support with commitment

**Total 21**

### Summary of support:

- Small electric bus doing a circular service
- Improvements to the bus service generally

*"A shuttle bus from the station to the town centre to the hospital would be a fantastic addition and enable visitors easy access without a car."*

*"An all electric small seat capacity (16-20) 'navette' bus should operate a circular service starting at Barnet underground reception car park to barnet hospital stopping at Fitzjohn Avenue, Coroners Court Ravenscroft Park and the hospital."*

### Summary of concerns for considerations:

- Not take away from public bus service
- TfL concerns regarding financial viability

## Community Toilet & Drinking System

8 support

0 actively support with commitment

**Total 1**

### Summary of support:

- Useful especially Hadley Green end and near Old Courthouse Recreation Grounds
- Increase footfall to businesses
- There is a lovely old fountain at the start of Hadley next to the first pond. The water supply could be reconnected and a sensor added
- A tap at each end of the Spires inside the shutters would be cheap and effective

*"Good idea. There is a chronic need for more toilet facilities, in particular near the Old Courthouse Recreation Grounds."*

### Summary of concerns for considerations:

- Many think public toilets needed to attract visitors but question the use of local businesses, wanting dedicated public toilets not be limited to opening hours

# Supporting cultural & community infrastructure

## Barnet Museum

11 support

+5 actively support with commitment

**Total 16**

### Summary of support:

- Hidden gem, which needs support
- Need to expand capacity to host visitors and increase its educational offer
- Such a project is seen as tangible
- Potential to strengthen connections to its surroundings and Old Courthouse Park
- Potential visitors centre

*"It is a lovely gem which has a lot of potential. The Museum should be more obvious."*

*"a visitors' centre built as part of a major addition to the Museum would be fantastic. It should also include a cafe and a crèche."*

*"I fully support the identified need of Barnet Museum to expand capacity to host visitors and increase its educational offer whilst strengthening connections to its surroundings and Old Courthouse Park."*

### Summary of concerns for considerations:

- The Museum has previously submitted a planning application to expand in 2015 and it was rejected

## Teenage Makers

12 support

+2 actively support with commitment

**Total 14**

### Summary of support:

- Support teenagers as they are currently overlooked in the town centre
- Links to artist and craft community
- Offer links to qualifications, work experience, employment and entrepreneurship
- Extend to secondary schools
- Build on the success of the Teenage Market

*"I strongly support the idea of fostering teenagers' creativity and connecting them with the artist and craft community in Barnet... There is great potential to bring all the different forms of creativity together under one initiative"*

*"Partnership with Barnet & Southgate College, and possibly local secondary schools, would enable a programme of teaching and learning through making and selling that could lead to formal qualifications, work experience, employment – and with luck, a new generation of entrepreneurs. This would also fit well with the government's recent recognition that vocational education has in the past been undervalued and underfunded, and deserves better support in future."*

### Additional information if project developed:

Other summer holiday ideas included street entertainment/ workshops for young people are educational and entertaining e.g. outdoor learning of first aid, bike repairs and servicing, a fashion show with local participants and designers from the college etc.

### Updates to the Community Plan:

Include ideas to further develop for larger impact, including growing collaboration between the College and Teenage Market to include local schools, links to qualifications and employment and developing a wider programme in addition to arts and design, to include music, performance and fashion.

## The Bull Theatre

11 support  
+2 actively support with commitment  
**Total 13**

### Summary of support:

- Potential to be a local cultural asset, strengthening the night-economy and reducing the need to travel into central London
- Potential of link to the college
- Lots of potential within the building, and to expand the existing public offer

*“Developing the Bull Theatre as a central attraction of Barnet would be fantastic. This is a hidden gem that needs help to shine. Linking the theatre with Barnet College much more would help with this.”*

*“Being able to walk to events there would be a great way to reduce wasteful travel & would increase the use of this public building”*

### Summary of concerns for considerations:

- Safeguarding challenges of mixing theatre school uses and public
- Some responded that previous public shows have not attracted them (the project idea aims to develop and overcome this)

### Updates to the Community Plan:

Ideas to create links to the college, make more of the building's facilities and acting as an informal information centre.

## Family Hub

7 support  
+2 actively support with commitment  
**Total 9**

### Summary of support:

- Offer classes, information and children's play facilities
- Support parents to work and start new businesses
- Previous plans may not have happened but they created a lot of interest from parents

*“As the community moves away from working in central London and remote work increases, I think the idea of both a Family Hub and also a dedicated 'Work Hub' could be extremely successful, and could even bring additional revenue into the town.”*

### Summary of concerns for considerations:

- Likely risks as previously had two businesses try to do this and not go ahead.
- Concern membership model is exclusive (however, could be very affordable, pay what you can for certain services etc)

### Additional information if project developed:

A town centre wide approach, where different businesses offer elements of the Family Hub, e.g. classes at a cafe, children's photography organised by a photography shop, information hub elsewhere etc.

Potential to combine with co-working, e.g. in Whetstone there is a new co-working space that also has a crèche (<https://marashub.weebly.com/>). Explore if included in the 5 progressed projects.

### Updates to the Community Plan:

- Include idea are town centre wide approach.
- Include example of Whetstone co-working (<https://marashub.weebly.com/>).

## Community Energy Community

5 support  
+3 actively support with commitment  
**Total 8**

### Summary of support:

- Respondents found the project interesting, noting it would offer sustainability and also provide training and employment opportunities
- More economical than small house installations

*“I have held off getting solar panels for my house because it is so much more economical to make a bigger installation, and I don't want the disruption, so I would be willing to invest in the Community Energy Company.”*

*“Community Energy Company: would improve sustainability and also provide training and employment opportunities.”*

## Creating a Thriving Town Centre to live, work and visit

### Co-working Space

29 support

+5 actively support with commitment

**Total 34**

#### Summary of support:

- Range of responses suggest wide interest - different people, interests and groups
- Growing demand especially post-Covid, supporting working from home
- Potential link to provision of grow-on affordable workspace
- Respondents speak about a large number of micro-businesses locally

*"My company is showing no sign of heading back to business as usual as far as office space is concerned. A co-working space would seem ideal to fit into a more flexible model of working. It would bring people into the town centre, who would then spend in local businesses."*

#### Summary of concerns for considerations:

- Being able to afford rents and rates - idea recognises that the project would require seed funding for the first couple of years.

#### Additional information if project developed:

In Whetstone there is a new co-working space that also has a crèche (Mara - <https://marashub.weebly.com/>)

Incorporate networking Apps, which match people wanting to network locally, especially important with increased working from home.

The Council could engage with aggregators of flexible space to see if there is demand from operators to open up centres, such as The Instant Group, or Othership.

#### Updates to the Community Plan:

- Add idea to incorporate tech, such as networking Apps
- Add that in Whetstone there is a new co-working space that also has a crèche
- Add that, the Council could engage with aggregators of flexible space

69

### Opportunity Cluster: Historic Centre

19 support

+3 actively support with commitment

**Total 22**

#### Summary of support:

- Number of highly valued historic and civic assets but dominated by traffic
- Improve appearance and safety of the main junction
- Support a more varied restaurant and cafe offer

*"The historic centre of the town, focussing on St John the Baptist's Church, contains a number of historic assets as well as complementary civic uses such as The Bull Theatre, Barnet & Southgate College and Old Courthouse Park. However, it is currently dominated by traffic, especially when approaching from Barnet Hill. I am particularly interested in improving the appearance and safety of the main junction... This would overlap with the Safer Junctions emerging project. The project could also include further enhancing Church Passage, improving access to College Square and Old Courthouse Park, making more of the various restaurants on offer and promoting events. This will make the historic heart a more welcoming place for those who live and work here and will draw in more visitors."*

#### Summary of concerns for considerations:

- Concerns any changes to High Street/ Wood Street junction will cause more traffic on Wood Street
- Concerns from some members of the Church, regarding any changes to the grounds around St John the Baptist
- External dining affecting pedestrian passing at the Church Green
- Concern around signage in front of the church detracting from its historic appearance (note: any proposals in the conservation area or related to listed buildings would be done in consultation with English Heritage)

### Opportunity Cluster: Hadley Green

20 support

+1 actively support with commitment

**Total 21**

#### Summary of support:

- Support visitors to the Town Centre and locals using the neighbouring greenspace:
- Facilities to encourage ramblers and cyclists, such as a cafe, bike pumps/repairs, meet ups etc
- Information on walking and cycling routes in the area
- Potential to enhance the duck pond
- Improve pedestrian safety
- Make more of the CMYA building

*"Brilliant idea - a cafe / refuelling stop for ramblers and cyclists with information available on local routes; free water, bike pumps etc could become a real magnet. Various cafés in Hertfordshire demonstrate how appealing this offer could be."*

*"The car wash to the CMYA building is totally detrimental to the character of the area and the gateway into Barnet Town Centre."*

#### Summary of concerns for considerations:

- Concern about changes and additions of signage as see the current approach with greenspace and natural landscape as attractive - sensitivity required.
- Question location for a visitors centre with some thinking it would need to be more central
- Questioning if this area is a gateway as thought to be predominantly car travel from this direction - concentrate on Station end

#### Updates to the Community Plan:

Edit to acknowledge this idea is more of a cafe supporting outdoor activities, rather than a visitor centre

### Activated Courtyards

19 support

0 actively support with commitment

**Total 19**

#### Summary of support:

- Bring back activity to empty, underused and unloved spaces
- Compliment and diversify the Town Centre offer - small-scale and intimate
- Heritage - links to the past
- Potential to create places that are safe for children to play whilst parents meet/relax

*"I really like the idea of activated courtyards because they provide a modern urban centre with a link to its past by bringing back spaces that are vibrant, small-scale, intimate and friendly and which provide unique and attractive mixtures of activities that help to diversify the local economy and environment. Such places are also a pleasant and refreshing alternative experience to that of the main streets and thoroughfares. They also give a pleasurable experience of discovery for people new to the area or just visiting."*

#### Summary of concerns for considerations:

- The complexity of land ownership/ landlord issues
- Addressing changes or loss of existing uses, namely business parking and income from parking, e.g. behind Church House
- Could implement business parking permits and improve public transport access
- Security, consider how people will feel safe in these courtyards
- Effects to neighbouring residential properties

#### Additional information if project developed:

If this project idea is developed further, potential planning permissions that effect yards would need to be investigated. Also the potential of other spaces, such as one participant mentioned the empty frontage to the former doctor's practice is a usable sized open space.

## Opportunity Cluster: Employment Hub

16 support  
+1 actively support with commitment  
**Total 17**

### Summary of support:

- Support for affordable workspace, especially relating to the loss of space in the Town Centre, e.g. Brake Shear House
- Support for a range of affordable workspace from office and art studios to small workshops and industrial units
- Potential to incorporate affordable accommodation, especially for young entrepreneurs
- Support for the reuse and improved appearance of the Police Station

*"I do like the idea of utilising space for small businesses to work - i.e. use of the police station and enterprise house."*

*"Need flexible working units for small workshops, small industrial units and more living space for rent at affordable prices for young entrepreneurs"*

### Summary of concerns for considerations:

- Met Police leaving Chipping Barnet (this commenter was supportive of the idea)
- Issues with broadband provision locally
- Sensitive design of refurbishments, especially when seen as 'unattractive'

### Additional information if project developed:

- Development of the library site, to unlock fund through new housing, whilst incorporating a new library and affordable workspace at the ground floor

## Opportunity Cluster: Civic & Market

9 support  
0 actively support with commitment  
**Total 9**

### Summary of support:

- Support for making a destination beyond shopping and proposals encourage the evening economy
- Support for more innovative uses of vacant retail units and underused land
- Potential to improve The Spires, Market and Library to be a hub that attracts visitors and encourages you to explore the Town Centre's wider opportunities
- Potential to improve the bus terminus, with an idea to turn the car park into a bus terminus

*"Chipping Barnet has the potential to become more of a destination rather than a place just to shop, which isn't much of a draw currently. More innovative use of vacant retail units and current underused land could be used to for other purposes e.g. workshops, activity centres."*

*"All too often the High Streets are the focus where the environs of towns are too of interest."*

### Summary of concerns for considerations:

- Effect of development and evening use on residents on Chipping Close
- Distracts from the High Street

## Opportunity Cluster: Nesbitts Alley

3 support  
+3 actively support with commitment  
**Total 6**

### Summary of support:

- Support for the potential of these alley spaces and cluster of buildings

*"Nesbitts Alley offers lots of possibilities. Is there also a possibility to create an alley on the other side nearer the church to open up the area behind and away from traffic?"*

### Summary of concerns for considerations:

- Concerns around ownership issues
- Already plans to change the restaurant to residential and planning application on the Bentley Showroom
- Concern about the impact of use of Grove Court on residents

*"Love this idea. It's a difficult one as ownership of either or both building will need to somehow be funded."*

### Updates to the Community Plan:

Add: Any development should look to deliver this project idea's aims for active ground floors, public realm improvements and support enhanced pedestrian routes.

## Development Growth Opportunity

4 support  
0 actively support with commitment  
**Total 4**

### Summary of support:

- Potential of the Army Reserve Depot
- Any development meets high quality and sustainability standards and is sensitive to the setting
- Concern regarding the loss of historic and commercial buildings, highlighting the potential for them to be used for workspace

*"While supporting the regulated provision of additional housing and employment spaces in the area, ...would like to see an emphasis on quality over quantity."*

*"The Army Reserve Depot area has been off-limits to passersby during my thirty years here in Barnet, therefore it is the only area in which everyone might welcome change."*

### Summary of concerns for considerations:

- Concerns over Army Reserve Depot redevelopment and Whalebones Park
- Concerns and negative response about the Tube Station development, with a high percentage regarding height and loss of car parking
- General concerns about the impact of development on local infrastructure. Do not want to see any loss of greenspace (note: it is understood sites identified in the Community Plan do not result in the loss of greenspace)
- Highlight trust issues - how to work with developers and the council, and the community feeling listened to

*"We need to work together, whether you live here or not. There is a lot of talent in architecture & advice available in the community, planners need to hone in on this to achieve the best for Chipping Barnet."*

### Updates to the Community Plan:

- Include that people have concerns for considerations about any new development in the area, with people wanting any development plans to show how they add to the social infrastructure of the town centre.
- Add potential for electric bike rental and electric car share at the station.

# Project ideas with specific commitments of support

## Distribution of specific commitments of support

Table below shows which projects the 44 residents have said they will actively support, including projects which have commitments to co-lead. It also highlights that respondents support multiple projects.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL		
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101

participants offering to (co)lead the project

# Appendix B

## Additional ideas and information

- Updates to the Community Plan
- Additional information/ideas compiled & saved for potential project development

# Updates to the Community Plan

Summary of updates to the community.

## Key Principles:

### 'We want to be proud of Chipping Barnet'

- Add an addition to the town's historic assets with the recent find of a 14th Century structure with the former Chudy's Hairdressers, near the Ye Old Mitre Inne

<https://www.bbc.co.uk/news/uk-england-london-55347261>

### 'We want high street businesses & ventures to thrive'

- Add the potential of the market
- Add one of the businesses from the previous pop-up shop now has a unit in the town

### 'We want to expand & establish new civic, cultural & community assets for all'

- Additional ideas include the temporary use of vacant units to showcase social and cultural activities, such as classes to exhibitions, and an inventory of indoor and outdoor spaces that could host community based activities
- Edit text about the Barnet Environment Centre, in line with their additional information

## Character Areas:

### Historic Centre

- Concerns to consider centred on sensitivity to the historical buildings and setting (especially St John the Baptist Church).

### Hadley Green

- Change reference to 'common' to 'greenspace'
- Reference the Battle of Barnet proximity and potential tourist attractions

## Projects:

### Events Programme

Add stakeholders:

- Barnet Borough Arts Council (Barnet Arts) join events committee
- Barnet Museum (include their events programme)

### Town Centre Website/App

- Investigate the potential of social media platforms already widely used locally, such as Instagram

### Local Delivery Service

- Add: Include the benefit that extra sales via online can help support businesses to stay on the High Street to the 'Why it is Useful' section.
- Add: Include idea to involve the Library

### Vacant Unit Strategy

- Include ideas for local information, exhibitions and temporary reuse by the community and artists.
- Change lead to include the council, co-lead by the council and the community. Council leading on policy, and the community on local advertising

### Shop Windows (changed from Shopfront Competition)

- Change project name to 'Shop Windows' to acknowledge, that whilst the competition is the focus, other policy moves also required.
- Add: Shopfront Design Guidance to support high-quality design, with need for Council to update existing policy
- Add idea to incorporate Arts Trails and local festivals, such as the Medieval Festival

### Celebratory Lampposts

- Change wording to make clear difference from, but building on, the success of the historic banners created by Barnet Museum to celebrate the Battle of Barnet.
- Barnet Museum asked for a change in wording to make clear that the banners and other activities contribute to the remembrance of the significant role of the Battle of Barnet in the War of the Roses, these are separate from the organisation of the Medieval Festival

### Town Centre Community Fund

- Add that networks and contacts created through the new town centre website could be utilised to work with local businesses and groups to develop ideas of Town Centre governance and community fund (add to 'How to get started' section)

### Routes & Riches Wayfinding

- Addition of the public footpath past Barnet and Southgate College to Orchard Road and then into the Old Courthouse Gardens.
- Add idea to celebrate heritage assets with external lighting

### Greening (changed from Rewilding)

- Question on the accuracy of calling Rewilding, with the suggestions of Greening, Re-Greening or Urban Greening instead. Changed to Greening.
- Adopt a Place scheme has ended, remove reference

### Activating the Public Realm

- Add a reference in the text to the Friendship Bench as an example of community-led seating and planting project ([thefriendlybench.co.uk](http://thefriendlybench.co.uk))

### Walking & Cycling Quiet Routes

- Add: Residents have started to map potential for LTNs and School Streets

### Play Masterplan

- Add: tennis courts, a bowling green with a pavilion.

### Teenage Makers

- Include ideas to further develop for larger impact, including growing collaboration between the College and Teenage Market to include local schools, links to qualifications and employment and developing a wider programme in addition to arts and design, to include music, performance and fashion.

### The Bull Theatre

- Ideas to create links to the college, make more of the building's facilities and acting as an informal information centre.

### Family Hub

- Include idea for a town centre wide approach, where different businesses offer elements of the Family Hub, e.g. classes at a cafe, children's photography organised by a photography shop, information hub elsewhere etc.
- Potential to combine with co-working, e.g. in Whetstone there is a new co-working space that also has a crèche (<https://marashub.weebly.com/>).

### Co-working Space

- Add idea to incorporate tech, such as networking Apps which matches people wanting to network locally, especially important with increased working from home (add to 'How to get started' section)
- Add that in Whetstone there is a new co-working space that also has a crèche (Mara - <https://marashub.weebly.com/>)
- Add that, the Council could engage with aggregators of flexible space demand to see if there is demand from operators to open up centres (add to 'How to get started' section)

### Opportunity Cluster: Hadley Green

- Edit to acknowledge this idea is more of a cafe supporting outdoor activities, rather than a visitor centre

### Opportunity Cluster: Nesbitts Alley

- Add: Any development should look to deliver this project idea's aims for active ground floors, public realm improvements and support enhanced pedestrian routes

### Development Growth Opportunity

- Include, the community want any development plans to clearly demonstrate through meaningful engagement how it will add to the social infrastructure of the town centre
- Add potential for electric bike rental and electric car share at the station

## Additional information/ideas compiled & saved for potential project development

### Events Programme

#### Multiple locations

"The problem with events on Hadley Green are they're too successful. It's about how you manage crowds. You'd need to speak to Hadley Green Association. It might be that you put on more than one event at the same time (Courthouse gardens?)"

#### Film festival

"This person wanted to put on a film festival. <https://www.spacehive.com/barnet-film-festival>. Note the historical importance of film in the town. <https://twitter.com/MuseumBarnet/status/1345666492218699776>"

#### Chamber music festival

"This person wanted to put on a Chamber music festival <https://www.facebook.com/groups/1045197652201290/permalink/3566096366778060/>"

#### Crazy Golf Events

"High Barnet is a real golf town. Why not get the golf clubs to sponsor a crazy golf event on Hadley Green (great for families), not damaging, not permanent, and organise it as a weekend to promote golf in High Barnet. See the local golf clubs here: <https://lovebarnet.co.uk/things-to-do/?cn-s=&cn-cat=85>"

### Town Centre Website

#### Adding a marketplace

"shop.shrewsburyopen.com uses a wordpress plugin called Dokan to host its marketplace. <https://wedevs.com/dokan>"

### High Street Incubator

#### Charity shops

"Consider consolidation of charity shops to a single building / location with each concern operating as an independent trader within it. Would increase shop footfall with tendency to visit more than one store as well as simplify delivery of donations. Possibly house local information or advice centre close by or on site."

### Shops/Businesses

#### Garden Centre

"Hadley Green: Perhaps the bigger of the empty shops here could be developed into a specialist garden centre, helping to forge a link with Hadley Green and the countryside beyond."

#### Micro Brewery

"Again, would love a micro brewery or craft beer place along here for younger people! A micro brewery, cool pub with a proper garden space would be amazing here, especially in summer and could fill one of those larger retail spaces like the Bentley garage. They could also sell retail alcohol and people could buy it for picnics on the common, it was so busy this summer but everyone had Waitrose food and then you have to leave when you need the bathroom."

### Celebratory Lampposts

"Given lamppost signs are expensive, it might be good to have options when we want to promote other things with less budget. Enfield council have recently put some up outside train stations (high footfall, short term). They go at the base of lampposts."

### Activating the Public Realm

#### Friendship Bench

"I recently heard an article on Radio 4 about Friendship Benches, which is a project aiming to combat loneliness by bringing back community involvement... There are Lottery Grants available for establishing them and they offer outdoor areas ( COVID safe) for the use and organisation of different groups. Each provides open air seating and planted areas for small community functions or just for sitting (thefriendlybench.co.uk). I would be happy to kick start the process of establishing and organising one, if it were to be agreed." (Added reference in Activating the Public Realm)

### Play

#### Chipping Barnet Treasure Trail

"Chipping Barnet Treasure Trail" this got created 2 years ago, but hasn't been promoted since. <https://www.facebook.com/LoveBarnet/posts/2136652386369698>

### Funding

"The London Marathon Charitable Trust give money to playgrounds. <https://www.lmct.org.uk/>"

### Nature Play

"Someone has unofficially installed rope swings on 4 or 5 trees on Hadley Common and kids love them. There's the opportunity for more kid friendly stuff that its keeping with its surroundings. For example see the tree trunks you can climb on in these pictures (<http://www.highlivingbarnet.com/stephens-house-gardens/>)"

### Rock Climbing in the Spires

"increase offer for youth & children". It'd be amazing if one of the large empty units in the spires had a rock climbing business in it. Like this one in the Intu Watford shopping centre <https://www.rock-up.co.uk/watford>

### Safer Road Junctions

#### Changing traffic light timings

"...changing the timing of traffic flow to rationalise flow from the pedestrian point of view. For example:

- At the top of Meadway (junction with High Street) stop north and southbound traffic at the same time, instead of southbound first. This difference catches out new pupils at QE Girls every September.
- At Barnet College/St John the Baptist crossing, stop all northbound traffic at the same time instead of allowing flow northbound onto Wood Street
- At the High Street/St Albans Road do the same for northbound traffic onto St Albans Road. These would all make the crossings much more favourable to the pedestrian."

### Walking & Cycling Quiet Routes

#### Pedestrianise Areas of the High Street

"Moxon street - no exit from moxon street into the high street should be permitted. No right turn into moron street from the high street should be permitted. The top of moxon street should be pedestrianised. Entry to union street should be banned and it should be a cul de sac at the high street end.

Daily (365 days) of the year of the pedestrianised zone (from the church/wood street to St Albans road) street sweeping, litter picking & jet washing of the area prior to 8 am funded by all storefronts based on turnover, with a multiple factor applied to national chains (eg Boots) and a further multiplier for takeaway food outlets (eg McDonald's) Closure the high street between the church junction and St Albans road to all traffic on Saturdays between 9am and 5pm."

### Station bike storage at Barnet Hill /High Street level

"Once upon a time, when I first moved to High Barnet, there was an old, long disused, little building, an office(?), for a heating oil, and, I suspect, a coal dealer, before that. It was located at the SE corner of the intersection of Barnet High Street and the Meadway... There must have been some kind of platform to stop everything going over the cliff... This could be a highly useful place to have a bike rack. A bike rack at the top of the hill would be very useful for tube train users. Hills are much more effort for cyclists than pedestrians."

### Escalator from the station to the high street

### Co-working

#### Hyde Institute

"Still Nursery use likely. Will ask if interest in turning upper rooms into co-working space - could be issues of space, access and safeguarding... The specific issue here is our need to have the income to fulfil our commitment under the terms of the Charity (supporting the education - especially performing arts and sport - of young people within the town) while trying to do something for the wider community. Our next tenant looks like being a nursery school and it will be interesting to see if they have any plans to turn the upper rooms of the building into hot-desking spaces to combine childcare needs with co-working needs (although this would have quite major child protection and safeguarding issues that would need to be dealt with.)"

### Family Hub

#### Make the Spires a family centre

*"It struggles to find tenants anyway. If you had a large, well-maintained and exciting soft play in the middle of the Spires, and then had a large space where various classes could take place (Monkey Music, Baby Sensory, French for Toddlers etc). Get Pauline Eyre from the NCT involved to help with the information. Neighbouring restaurants, coffee shops, bookshops and the rest would all benefit. Again, start with what experiences you want to facilitate and proactively build a hub: these things won't assemble on their own."*

### Opportunity Cluster: Civic & Market

#### Parking supporting evening economy

*"The Spires car park should be open and free (outside of the normal shopping hours) until late into the evening to allow visitors to dine and where possible shop into the evening with vehicles left in a secure and attended environment."*

#### Former market car park as greenspace

*"I think it would be nice to turn it in to a green space. It has been turned in to the High Barnet recreation space during all the lock downs, children cycling, scooting, running etc as well as adults exercising. It's clearly needed otherwise it wouldn't be used so much everyday. Instead of an empty car park full of broken glass it could be an enjoyable safe space."*

#### Stapylton Road car park into Bus Terminus

*"Make the council car park in Stapylton road into the bus terminus to stop them polluting the air so close to the new market location"*

#### Potential of the Library

*"I think that Chipping Barnet Library has great potential and is currently not well utilised for several reasons. It occupies a large piece of land that with development could become residential above with shared exciting and affordable workspace below. This would bring in much needed funds for Barnet Council and a marvellous community resource. A library could easily be incorporated."*

### Council buy the Spires

*"Indeed the Council should acquire The Spires (as other Councils have done around the UK) from AIMCo and repurpose the centre to offer a community led centre which acts as a magnet for residents - a shopping centre full of independent shops and restaurants, information office, play areas, drop in centres for elderly etc. Combining this offer with easy and cheap car parking should be fruitful for the whole town centre."*

### Opportunity Cluster: Hadley Green

#### Access to houses

*"Please bear in mind that properties in Hadley Ridge have long-established rights of access to the rear of their gardens via the passage that runs behind this building."*

### Miscellaneous

#### Statues/Sculptures

*"Commission a local artist/sculptor to create an ecologically-sound and subtly cleverly detailed sculpture out of the large dead tree (still standing) on the right hand side of the A1000, between the end of the High Street and Hadley Highstone, near the junction of Sydney Chapman Way. It would create an interesting feature for residents, walkers and other visitors to the area and add a further (achievable, low-cost) reason for footfall through Chipping Barnet High Street by those arriving at High Barnet tube station (and other public transport users)."*

#### View Points

*"On the High street, you stand on one of the highest points in London. Yet this is imperceptible because the road is tightly packed with buildings which obscure the skyline. The demolition of some industrial units behind 166 High Street have created a rare opportunity to view the landscape below. A town plan for Chipping Barnet should seek to take advantage of these viewpoints, or create viewpoints, as the raised plain of view is in fact one of the unique characteristics of the area."*

## Appendix C

# Deliverability & Impactfulness Assessment

## Deliverability & Impactfulness Assessment

The table on the following page summaries an assessment of the projects deliverability and impactfulness. We have used this to review the prioritisation of the projects, using the community's feedback as the baseline. The table below explains to assessment criteria.

A simplified scoring has been included to aid visualisation of assessment. Please note, this has been intentionally simplified to aid the audience of this report - with 31 projects a narrative assessment of each project would be inappropriate.

	Assessment Criteria	Scoring
Deliverability:	<p><b>Project Lead</b> Is a project lead or key partners identified, who has the required capacity and resources?</p>	<p>0 - No lead identified 1 - Identified lead but missing key partner 2 - Identified lead</p>
	<p><b>Site</b> Is a site identified, and secured? Are there any planning permission or statutory hurdles?</p>	<p>0 - No site identified and issues in securing 1 - No site but likely to be secured/ Part of site secured but complexity in ownership 2 - Site identified/secured*</p>
	<p><b>Funding/Finance</b> Is there likely to be available funding to first develop the project idea, and then deliver?</p>	<p>0 - Funding uncertainty/ likely to be challenging 1 - Potential funding streams to apply for 2 - Funding streams to apply for</p>
Impactfulness:	<p><b>Physical</b></p> <ul style="list-style-type: none"> <li>• Activates vacant and underused/underutilised spaces</li> <li>• Investing in existing assets - Improve appearance/ maintenance</li> <li>• Greening - access to greenspace and nature, biodiversity</li> <li>• Improves wayfinding, signage, landmarks/points of interest</li> <li>• Building local identity and character - coherence</li> </ul>	<p>0 - None (No/very minimal physical impact) 1 - Indirect impact (Some physical impact but indirect) 2 - Direct impact (Direct physical impact)</p>
	<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Encourage social mixing</li> <li>• More inclusive high street (families, young people, elderly, socio economic)</li> <li>• Activates latent skills and groups in decision making, ownership, delivery</li> <li>• Building local identity, pride, belonging</li> <li>• Local data/intelligence and communication</li> <li>• Animation of space/testing projects and ideas</li> </ul>	<p>0 - None (No/very minimal social impact) 1 - Indirect impact (Some social impact but indirect) 2 - Direct impact (Direct social impact)</p>
	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Supports local and independent business - local start-ups</li> <li>• Attracting new and building existing employment clusters (diversification)</li> <li>• Attract anchor tenants and inward investment</li> <li>• Mobilise latent finance and crowd funding</li> <li>• Build the evening economy</li> </ul>	<p>0 - None (No/very minimal economic impact) 1 - Indirect impact (Some economic impact but indirect) 2 - Direct impact (Direct economic impact)</p>

\* If the project does not require a site it has been scored 2, as this reduces the project's challenges.

Deliverability & Impactfulness Assessment

	Engagement			Deliverability		
	Project	Engagement Popularity	Active Supporter	Project Lead	Site	
higher priority	Routes & Riches Wayfinding	High	9	2	Council	Predominantly Council owned
	Activating the Public Realm	High	3	2	Council, with business and community support	Predominantly Council owned
	Co-working Space	High	5	2	Council lead, community support (need operator)	1 Not identified but potential. Requires seed funding.
	Events Programme	High	5	2	Town Team + new supporters + council	2 Council and privately owned spaces around the town
	Play Masterplan	High	4	1	Council + community, requires formation of 'Friends of group	2 Council
	Markets Strategy	High	4	1	Requires The Spires commitment	2 Spires/ College/ Council
	Opportunity Cluster: Historic Centre	High	3	1	Council, Town Team but wider stakeholders needed	1 Potential land ownership complexity around church
	Safer Road Junctions	High	1	2	Council + TfL	2 Coucil
	Opportunity Cluster: Employment Hub	Mid	1	2	Council, requires building owner and operator	1 Requires partnership/ brokerage
	Teenage Makers	Mid	2	2	College, Teenage Market	2 College
	Collective Branding & Identity	Mid	3	2	Council commission. Collaborate with Town Team	2 NB
	Town Centre Community Fund	Low	0	1	Potential for Town Team. Support by council	2 NB
	Rewilding	High	6	0	Needs the formation of a community group	1 Council owned but requires overall strategic approach
	Walking & Cycling Quiet Routes	High	6	2	Council	1 Complexity in design
	Opportunity Cluster: Hadley Green	High	1	1	Council, requires private landowners	1 Council own public realm but key building privately owned
	High Street Incubator	High	1	1	Needs operator and partnership with landlord	1 Potential but requires seed funding
	On-Demand Bus Service	High	0	0	Require support of TfL. Currently viability concerns	1 Potential intergrate with tube station
mid priority	Barnet Museum	Mid	5	2	Barnet Museum	1 Requires planning permission etc
	Activated Courtyards	Mid	0	0	Need landlords on-board	0 Privately owned, potentially complex
	Town Centre Website / App	Mid	3	1	Town Team, Love Barnet, High Living etc.	2 NB
	Local Delivery Service	Mid	4	1	Council pilot in Finchley area. Potential expansion if successful	2 NB
	The Bull Theatre	Mid	2	2	Bull Theatre - potentially requires wider partners	2 Council owned
	Opportunity Cluster: Civic and Market	Low	0	1	Council, requires private landowners	1 Multiple ownerships (Council + The Spires)
	Community toilet & drinking water scheme	Low	0	2	Council	1 Requires businesses to sign-up
	Vacant Unit Marketing	Mid	1	0	Council support but need landlords & community co-lead	1 Requires partnership with landowners
	Family Hub	Low	2	0	Needs operator and partnership with landlord	1 Potential but requires seed funding
lower priority	Community Energy Company	Low	3	0	None	0 Lack council owned buildings/ college roof not suitable
	Shop Front Competition	Low	1	0	Council support but need businesses & community	1 Requires partnership with businesses
	Opportunity Cluster: Nesbitts Alley	Low	3	0	Not at the moment	0 Complexity in land/building ownership and plans
	Celebratory Lampposts	Low	2	1	Council leads but requires community support	1 Some issues around coordination with commercial operator
	Development Growth Opportunity	Low	0	NB	Landlord, Developers, Council brokerage role.	NB Part of project

	Funding/ Finance	Total Deliverability	Positive Impact			Total Positive Impact	Total	
			Physical	Social	Economic			
	1	Potential for council to fund	5	2	2	1	5	10
	2	TfL highlighted potential for funding	6	2	2	1	5	11
	1	Council could potentially seed fund	4	1	2	2	5	9
	2	Relatively low cost. Possibility of small grants, sponsorship	6	2	2	2	6	12
	1	Potential if focus on entrance and playground	4	2	2	1	5	9
	1	Potential apply for funding	4	2	2	2	6	10
	2	TfL highlighted potential	4	2	2	1	5	9
	1		5	2	2	1	5	10
	2	Likely as relates to council's Growth Strategy	5	2	2	2	6	11
	1	Potential Teenage Market grant	5	2	2	1	5	10
	2	Council fund	6	2	1	2	5	11
	1	Potentially Council commission consultation to explore with the Team Town	4	1	2	2	5	9
	0	Currently no funding	1	2	2	0	4	5
	0	Currently no funding	3	2	2	1	5	8
	0	Financial viability issues	2	2	2	2	6	8
	0	Issue that needs seed funding and long-term support	2	1	2	2	5	7
	0	Require support of TfL. Currently viability concerns	1	2	2	1	5	6
	1	Museum seeking grant funding/fund raising?	4	2	2	1	5	9
	0	Currently no funding	0	2	2	2	6	6
	1	Potential via Area Committee.	4	0	2	2	4	8
	1	Potentially if pilot in Finchley successful	4	0	1	2	3	7
	1	Self fund?	5	1	2	2	5	10
	1	Potential	3	2	2	1	5	8
	1	Potentially via the council and Public Health team	4	0	2	1	3	7
	1	Relatively low cost	2	2	0	1	3	5
	0	Issue that needs seed funding and long-term support	1	1	2	2	5	6
	0	Currently no funding	0	0	2	2	4	4
	1	Crowding funding?	2	2	1	1	4	6
	0	Currently no funding	0	2	2	1	5	5
	1	Coordination with commercial operator and advertising could offer potential for funding	3	2	0	1	3	6
	NB	Part of project	NB	1	1	1	3	3

# Appendix D

## Project Characteristics

# Projects Characteristics

## Timescale

Approximate time to realise once funding secured

Project	Timescale
Events Programme	Short-term
Collective Branding & Identity	Short-term
Rewilding/Greening	Short-term
Town Centre Website / App	Short-term
Local Delivery Service	Short-term
Community WC+drinking water scheme	Short-term
Vacant Unit Marketing	Short-term
Shopfront Competition/ Shop Windows	Short-term
Celebratory Lampposts	Short-term
Routes & Riches Wayfinding	Medium-term
Co-working Space	Medium-term
Activating the Public Realm	Medium-term
Markets Strategy	Medium-term
Play Masterplan	Medium-term
Teenage Makers	Medium-term
Town Centre Community Fund	Medium-term
High Street Incubator	Medium-term
Opportunity Cluster: Historic Centre	Medium-term
Barnet Museum	Medium-term
The Bull Theatre	Medium-term
Family Hub	Medium-term
Opportunity Cluster: Nesbitts Alley	Medium-term
Safer Road Junctions	Long-term
Opportunity Cluster: Employment Hub	Long-term
Walking & Cycling Quiet Routes	Long-term
On-Demand Bus Service	Long-term
Opportunity Cluster: Hadley Green	Long-term
Activated Courtyards	Long-term
Community Energy Company	Long-term
Opportunity Cluster: Civic and Market	Long-term
Development Growth Opportunity	Long-term

Legend  
Approximate Timeline

- Short-term (0-2 years)
- Medium-term (2-5 years)
- Long-term (5 years +)

- Priority
- Higher priority
  - Mid priority
  - Lower priority
- Progressed Project

## Outline Cost

Approximate outline cost

Project	Outline Cost
Events Programme	Micro
Town Centre Community Fund	Micro
Rewilding/Greening	Micro
The Bull Theatre	Micro
Local Delivery Service	Micro
Vacant Unit Marketing	Micro
Shopfront Competition/ Shop Windows	Micro
Celebratory Lampposts	Micro
Teenage Makers	Small
Collective Branding & Identity	Small
Town Centre Website / App	Small
Community WC+drinking water scheme	Small
Routes & Riches Wayfinding	Medium
Co-working Space	Medium
Activating the Public Realm	Medium
Markets Strategy	Medium
Play Masterplan	Medium
On-Demand Bus Service	Medium
High Street Incubator	Medium
Barnet Museum	Medium
Family Hub	Medium
Opportunity Cluster: Nesbitts Alley	Medium
Community Energy Company	Large
Opportunity Cluster: Nesbitts Alley	Large
Opportunity Cluster: Employment Hub	Large
Walking & Cycling Quiet Routes	Large
Opportunity Cluster: Hadley Green	Large
Opportunity Cluster: Historic Centre	Large
Activated Courtyards	Large
Opportunity Cluster: Civic and Market	Large
Development Growth Opportunity	Large

Legend  
Approximate Outline Cost

- Micro (upto £15k)
- Small (£15-50k)
- Medium (£50-250k)
- Large (£250k+)

- Priority
- Higher priority
  - Mid priority
  - Lower priority
- Progressed Project

## Key Principles

Outcomes against Key Principles

Project	"We want to be proud of Chipping Barnet"	"We want our Town Centre to be a destination that is enjoyable to visit"	"We want more reasons to visit & stay in the town centre throughout the day, evening & week"	"We want high street businesses & ventures to thrive"	"We want to expand & establish new civic, cultural & community assets for all"	"We want to actively be involved & invest in our town centre"	"We want Chipping Barnet to be a vibrant, thriving place to live, work & visit"
Routes & Riches Wayfinding	✓	✓					
Co-working Space			✓	✓		✓	✓
Activating the Public Realm	✓	✓	✓	✓			
Markets Strategy	✓		✓	✓	✓	✓	✓
Play Masterplan		✓	✓		✓	✓	✓
Events Programme	✓		✓	✓	✓	✓	
Opportunity Cluster: Historic Centre		✓	✓	✓	✓		✓
Safer Road Junctions		✓					
Opportunity Cluster: Employment Hub			✓	✓	✓		✓
Teenage Makers			✓		✓	✓	✓
Collective Branding & Identity	✓			✓			
Town Centre Community Fund				✓	✓	✓	
Rewilding/Greening		✓				✓	
Walking & Cycling Quiet Routes		✓					
On-Demand Bus Service		✓					
High Street Incubator			✓	✓	✓	✓	
Opportunity Cluster: Hadley Green		✓	✓	✓	✓		✓
Activated Courtyards		✓		✓			✓
Barnet Museum	✓		✓		✓	✓	
The Bull Theatre	✓		✓		✓	✓	
Town Centre Website / App	✓			✓	✓		
Local Delivery Service				✓			
Opportunity Cluster: Civic and Market		✓	✓	✓	✓		✓
Community toilet & drinking water scheme	✓			✓		✓	
Vacant Unit Marketing	✓			✓		✓	
Family Hub			✓		✓		✓
Community Energy Company			✓			✓	
Shopfront Competition/ Shop Windows	✓			✓			
Opportunity Cluster: Nesbitts Alley		✓	✓	✓			✓
Celebratory Lampposts	✓						
Development Growth Opportunity			✓			✓	✓

If you want like to see the Chipping Barnet Community Plan  
please visit the website at:

[www.CBCommunityPlan.co.uk](http://www.CBCommunityPlan.co.uk)

If you have any questions/comments please email:

[hello@CBCommunityPlan.co.uk](mailto:hello@CBCommunityPlan.co.uk)

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	<p style="text-align: center;"><b>Housing and Growth Committee</b></p> <p style="text-align: center;"><b>14 June 2021</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p style="text-align: center;"><b>Housing Revenue Account (HRA) Business Plan</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Chairman of Housing and Growth Committee</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Key</b></p>	<p>Yes</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1- Housing Revenue Account Business Plan</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Stephen McDonald, <a href="mailto:Stephen.mcdonald@barnet.gov.uk">Stephen.mcdonald@barnet.gov.uk</a>, 020 8359 2172 Shaun McLean, Group Director Resources, The Barnet Group, <a href="mailto:shaun.mclean@barnethomes.org">shaun.mclean@barnethomes.org</a></p>

## Summary

The Housing Revenue Account (HRA) is a ring-fenced budget that is used to manage income and costs associated with managing the council's Housing Stock and related assets including shops and garages on council housing estates. This report provides an update of the 30-year HRA Business Plan since it was last reported to the Housing Committee in January 2020.

## Recommendations

**That the Committee approve the draft Housing Revenue Account Business Plan as attached in Appendix 1.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Expenditure and income relating to property and income listed in section 74 of the Local Government and Housing Act 1989 which includes housing held under Part II of the Housing Act 1985 must be accounted for in the Housing Revenue Account (HRA). The HRA is a ring-fenced budget.
- 1.2 From 2012, a national subsidy system for council housing was replaced with self-financing giving local authorities direct control over the income and expenditure associated with council housing. This settlement saw Barnet move away from having to pay circa. £11m of council rents it collected to the Treasury to a position whereby the HRA is self-sufficient and able to meet the on-going investment needs of council homes.
- 1.3 In addition, the settlement included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 In October 2018, the government removed the debt cap and the HRA is now subject to the prudential borrowing rules that are similar to those for the General Fund with the primary difference being the absence of a statutory minimum revenue provision in the HRA.
- 1.5 The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more within a prudent limit to support the acquisition or building of new homes.
- 1.6 There have been recent changes to how Right to Buy receipts may be used, i.e. more of the receipt can be used for development, the period over which it must be used has been extended from 3 years to 5 years; both these changes come with a clear priority of new development, not acquisition.
- 1.7 The 30-year HRA Business Plan, attached at Appendix A, has undergone an annual refresh and update to set out how the council will manage and maintain the housing stock and priorities for investment going forward, including investment in fire safety improvements, compliance with new legislation for 'Building a Safer Future' and new affordable homes for rent.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The HRA Business Plan provides an important mechanism for ensuring that the council's housing stock is well managed and maintained, and that investment is made in ensuring the safety of residents.
- 2.2 Following the removal of the HRA borrowing cap, there are new opportunities to increase the supply of affordable housing in the borough.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The HRA Business Plan has been developed to support the priorities outlined in the council's Housing Strategy and Growth Strategy, and no other options were considered.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Proposals for building additional affordable homes for rent funded through the HRA will be developed as part of the council's development programme and be submitted to the Housing & Growth Committee for consideration.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Barnet Plan 2021-2025 sets out the council's vision to make Barnet a great place to live work and visit. It focusses on four priorities over the next 4 years to realise this vision:

- Clean, safe and well run: A place where our streets are clean and anti-social behaviour is deal with so residents feel safe. Providing good quality, customer friendly services in all that we do
- Family friendly: Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- Healthy: A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity

- 5.1.2 In addition, the council agreed a new Housing Strategy in April 2019 which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

- 5.1.3 The HRA Business Plan contributes to the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people

- Ensuring that housing services funded through the HRA are efficient and effective

5.1.4 Barnet's Joint Strategic Needs Assessment highlights the fact that there is a long-term shift in housing tenure towards renting and away from owner occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply. Over three-quarters of older adults in Barnet are home owners, indicating that a substantial majority of this age group are living in their own homes in the community, against a background of limiting long term illness and possible social isolation. The HRA Business Plan aims to increase the housing supply including the provision of specialist housing for vulnerable people.

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

5.2.1 The HRA Business Plan seeks to provide assurance there is a viable plan in place for managing and investing the resources available to the council in the form of council rents and income from other HRA assets such as shops and garages.

5.2.2 New affordable homes built or acquired through the HRA will help to reduce costs to the council's general fund by providing an alternative to short term temporary accommodation, which falls outside Part II of the 1985 Act, and which has a net cost to the council of approximately £2,000 a year per unit.

5.2.3 The delivery of extra care housing and wheelchair adapted homes will help the council to meet savings targets for social care budgets by providing a more affordable alternative to residential care as a well as delivering a better outcome for vulnerable residents.

5.2.4 The HRA Business Plan is modelled on the assumption that rents for existing council homes will increase by CPI+1% a year until March 2025 in line with current Government Policy and from 2025/26 that they will then increase by CPI only. For new council homes, it is assumed that affordable rents of 65% of local market rents or local housing allowance whichever is lower will be charged, in line with the councils rent policy.

5.2.5 The HRA Business plan has been detailed in Appendix 1 to show the 2020/21 position (forecast at P11) along with the proposed budget for the following five financial years concerning both revenue and capital. There are no major policy (only process) changes thus no material budget changes expected over the forward looking reported period and it is worth noting that budgets have been prepared with a higher level of collaboration between council and The Barnet Group. Therefore, the overall quality and detail of the HRA business plan has improved, capitalising on the operational insights provided by The Barnet Group.

5.2.6 Following a rejected appeal in 2020 to a high court judgement in 2016, some councils had been deemed to be acting as water resellers as opposed to agents and had thus overcharged tenants by not passing on discounts offered by the water company. The courts ruled that this was unlawful because it breached the Water Resale Orders, which prohibit water and sewerage from being resold at a profit. It is unclear whether the court judgement would also apply to London Borough of Barnet and so a provision has been accounted for in the 2020/21 results and this is reflected in the brought forward reserve balances in the 2021/22 business plan for approval. Remedial action and the most appropriate course of action is under discussion with council and The Barnet Group

colleagues.

### **5.3 Social Value**

5.3.1 Social Value considerations will be considered in the individual investment decisions.

### **5.4 Legal and Constitutional References**

5.4.1 The Localism Act 2011 reformed the way that council housing is financed in England and Wales. The national HRA subsidy system ended in April 2012 and was replaced with self-financing.

5.4.2 Article 2 of the council's Constitution defines a 'key decision' as 'one which will result in the council incurring expenditure or savings of £500,000 or more or is significant in terms of its effects on communities living or working in an area comprising two or more Wards'. Key decisions are to be taken by the relevant Committee unless reserved to full Council (Article 10.3).

5.4.3 Article 7 of the council's Constitution states the Housing and Growth Committee's functions include Housing Strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing and asset management. The Housing and Growth Committee's functions also includes receiving reports on relevant performance information and risk on the services under the remit of the Committee.

### **5.5 Risk Management**

5.5.1 There is a risk that costs assumed in the HRA Business Plan will be higher than anticipated, this will be mitigated through regular monitoring and continuous annual updating of the plan.

### **5.6 Equalities and Diversity**

5.6.1 Under the Equality Act 2010, the council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) foster good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.2 Investment in existing council housing stock will impact positively on existing council tenants who are generally more diverse than the population of the borough as a whole. New family sized housing that is being delivered through the HRA Business Plan will be available to households in need, including homeless applicants who are likely to be more ethnically diverse and younger than existing council tenants. The HRA will also be used to support vulnerable older people and wheelchair users. The council will have proper regard to any Equality Act issues arising from any proposals coming forward.

## 5.7 Corporate Parenting

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The HRA Business Plan proposals will ensure that existing council properties in the HRA, some of which are used to provide housing for foster parents and care leavers are managed and maintained. In addition, the HRA Business Plan supports an increase in the supply of affordable housing, including larger properties, some of which will provide housing suitable for foster parents and care leavers.

## 5.8 Consultation and Engagement

5.8.1 The council consults with tenants, residents and stakeholders on the Housing Strategy. This document has informed the HRA Business Plan to ensure that the available resources are used to help the council achieve its housing priorities.

## 5.9 Insight

5.9.1 No specific insight data has been used in the drafting of the HRA Business Plan.

## 6 BACKGROUND PAPERS

6.1 Relevant previous decisions are indicated in the table below.

Meeting	Decision	Link
Housing & Growth Committee 27 January 2020	Approval of HRA Business Plan	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&amp;MId=9931&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&amp;MId=9931&amp;Ver=4</a>
Housing Committee 14 January 2019	Approval of HRA Business Plan	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9488&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9488&amp;Ver=4</a>
Housing Committee 10 October 2018	Approval of draft Housing Strategy and Homelessness and Rough Sleeping Strategy	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9487&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9487&amp;Ver=4</a>
Housing Committee 23 October 2017	Approval of HRA Business Plan	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9237&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9237&amp;Ver=4</a>
Council 20 October 2015	Approval of Housing Strategy and Business Plan	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=8340&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=8340&amp;Ver=4</a>
Housing Committee 19 October 2015	Approval of HRA Business Plan	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=8268&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=8268&amp;Ver=4</a>

## Appendix A - HRA Business Plan – May 2021

### 1. Introduction

The council's Housing Revenue Account (HRA) is funded through rents and service charges received from council tenants and leaseholders, it meets the costs associated with maintaining and managing the council's housing stock and can also be used for funding the development or acquisition of new council homes and other related capital projects.

Since 2012, the HRA has been self-financing, although there have been restrictions on both the amount the HRA can borrow and the rents that can be charged.

The government removed the borrowing cap in October 2018 and borrowing in the HRA is now subject to the similar prudential guidelines as the General Fund, providing opportunities for increasing affordable housing supply supported by the HRA.

Recent changes in Right to Buy receipts has meant that receipts now have 5 years to be utilised for the provision of replacement homes, rather than the 3 years in the past and the amount that can be used has increased from 30% to 40% of the development spend.

The HRA Business Plan has been updated with support from housing consultants Savills and in partnership with Barnet Homes.

### 2. Executive Summary

Good progress has been made since 2015 on delivering the HRA business plan. Headlines include; the completion of 43 new council homes for rent, a 53-unit extra care housing scheme at Ansell Court in Mill Hill and the acquisition of 93 properties in London to let at affordable rents to homeless applicants. Grant has been secured from the Greater London Authority under the Building Council Homes for Londoners Programme to support the building of 87 new council homes in Barnet, the 18 new homes as part of the top hatting scheme at Burnt Oak Broadway and for the HRA 250 home programme which includes a scheme at The Grange estate in East Finchley.

The council and Barnet Homes have always taken fire safety very seriously and ensuring the safety of residents was already a top priority for our investment programme. Following the Grenfell Tower fire in 2017, the council has committed to going beyond its statutory obligations to meet best practise in fire safety measures, and a priority for the HRA business plan going forward will be to deliver this commitment through an investment programme totalling £51.9m, of which £34m has been spent to the end of March 2021.

The council has continued to invest in existing council homes which continue to be maintained to the Decent Homes standard.

Other projects to be supported by the HRA Business Plan include two additional extra care schemes, providing 125 new homes.

This updated plan identifies provision for building a further 250 new homes for rent in the borough, and investment of £36 million in properties that continue to be occupied on our regeneration estates at Grahame Park and Dollis Valley. Savills was commissioned to carry out a stock condition survey; which included estimating costs to achieve EPC C targets by 2030 and also the Government Clean Growth Strategy.

The current year plan has also made provision for £13.4m of new spend for environmental works to shared and communal spaces as well as an initial £27m towards achieving carbon neutrality across the stock by 2050. The estimated costs for achieving carbon neutral by 2050 is estimated by Savills to be significantly higher than this £27m; but there are still significant unknowns as to what technology options there will be available to assist, as well as what grant funding there will be from Government.

### **3. National Policy Framework**

From 2012 HRAs became self- financing with a restriction placed on their external borrowing. In October 2018, the government removed the debt cap and HRA borrowing is now subject to the similar prudential borrowing guidelines as the General Fund. The removal of the borrowing cap means that council has an opportunity to invest more in increasing the supply of affordable housing, but it needs to ensure it can meet the cost of the borrowing.

The Welfare Reform and Work Act 2016 introduced a 4-year requirement for social landlords to reduce their rents by 1% each year from April 2016. This requirement reduced the revenue available to the HRA. In October 2017, the government announced that it intends to allow registered providers and local authorities to increase rents by the Consumer Price Index (CPI) plus 1% for at least five years from April 2020. The Business Plan assumes that rents will increase by the allowable amount until 2025 and then at CPI from 2025.

The roll out of Universal Credit for new applicants and where there is a change in circumstances for existing claims is now underway in Barnet. The impact of this on rent collection and associated bad debt is being closely monitored.

#### **Corporate Priorities**

The Barnet Plan 2021-2025 sets out the council's vision to make Barnet a great place to live work and visit. It focusses on four priorities over the next 4 years to realise this vision:

- Clean, safe and well run: A place where our streets are clean and anti-social behaviour is deal with so residents feel safe. Providing good quality, customer friendly services in all that we do

- Family friendly: Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- Healthy: A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

In April 2019 the council agreed a new Housing Strategy which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

The HRA Business Plan complements the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective.

#### **4. Maintaining the quality and safety of the existing supply of council housing**

The council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation (ALMO) which was established in 2004 to improve services and deliver a programme of investment to bring the stock up to the Decent Homes standard.

Barnet Homes completed the Decent Homes programme in 2011, and now has a 30-year asset management strategy in place to deliver the following objectives:

- Ensure properties are maintained in a manner which provides a safe living environment and one that is not detrimental to residents and others health.
- Ensure operators maintaining the buildings can carry out work in a safe manner and without detriment to health.
- Identify the assets to be maintained
- Establish the basis for future investment in the assets
- Establish a basis for possible alternative use of the assets

- Provide an outline vision for new build dwellings
- Establish a mechanism for review of the strategy
- Seek residents' views on the objectives of the strategy to inform the development and updating of the strategy
- Achieve value for money
- Recognise legislation regarding the Government targets of Carbon Neutrality by 2050
- Inform the 30-year HRA business plan

To ensure that our investment plans going forward are based on a robust and accurate assessment of the stock, Barnet Homes commissioned a stock condition survey of 20% of the housing stock internally and 100% externally, the results of which identified an additional £75m of spend required for the stock over a 30-year period when compared to the prior year business plan. The business plan also makes provision for further stock condition surveys to be carried out in future years to ensure 100% coverage of all stock and the most efficient use of capital programme resources.

### **Building and Fire safety**

Following the Grenfell Tower disaster in June 2017, the council has responded by developing a £51.9 million investment programme to improve fire safety in its housing stock, including the replacement of Aluminium Composite Material (ACM) on blocks at Granville Road (completed 2018), and the installation of sprinklers in high rise blocks. £34m of this investment programme has been spent to date.

'Building a Safer Future' is a government-led initiative in response to the Grenfell Tower tragedy. It is a framework within which the shortcomings identified in the post-Grenfell review of Building Regulation and Fire Safety can be addressed. These shortcomings include the way high-rise residential buildings are built and managed. BSF is also intended to deal with situations where residents may raise concerns about the safety of their buildings, which they may feel are not taken seriously by their landlord.

Two key pieces of legislation support this initiative – the Building Safety Bill and the Fire Safety Bill, both of which are expected to receive Royal Assent in the second half of 2021. The new Building Safety Regulator, working under the responsibility of the Health and Safety Executive and with responsibility for 'high risk' / 'in-scope' buildings (e.g. residential blocks over 18 metres, but other criteria may be defined through subsequent statutory instruments) is unlikely to be fully operational until 2023/24.

Following the consultation and formal introduction of the Bills it is inevitable that there will be additional requirements for other enhanced aspects of building and fire safety and ongoing management of our buildings and the wider housing stock within the borough. An additional £0.75m per annum has therefore been included as revenue

expenditure within the plan to deliver the requirements of ‘Building a Safer future’ and associated legislation.

## Estate Regeneration

The council recognises that its ambitious programme to regenerate its four largest council estates has taken much longer to deliver than originally envisaged. In view of this, significant investment is required by the council in properties at **Grahame Park** over the next 3 years. The council will ensure that homes at Grahame Park programmed to be occupied until 2024 remain compliant with statutory landlord obligations. Properties due to remain occupied beyond 2024 will be improved to meet the Decent Homes standard. These works are summarised below:

Table 1 – Approach to investment in homes at Grahame Park Estate	
Homes to continue in occupation to 2024	Compliance works, Electrical Rising Main, Electrical Testing and Rewires, Fire enhancement works, partial window replacements, ASB works such as external perimeter lighting, entry phones/renewal of entrance doors and Housing Health and Safety Rating System works.
Homes to continue in occupation beyond 2024	As above and including repair/renewal of bathrooms and kitchens, roof and windows replacement.

The council is exploring with Barnet Homes options for accelerating the regeneration in the North of Grahame Park supported subject to viability by the Housing Revenue Account. It is hoped that this will be the subject of a report to the June Housing & Growth Committee.

Significant regeneration has taken place at Dollis Valley. The remaining council homes at **Dollis Valley** were due to be vacated between 2022 and 2025. Discussions are taking place between the Council/Re and the developers, with the possibility that all phases will now have a vacant possession date of 2025. These properties were built using the large panel system (LPS) method and in view of recent concerns raised about this type of construction and following discussions with Cadent Gas, Barnet Homes have replaced the gas fuel heating and hot water systems to homes in blocks of 5 storey and above with all-electric systems. Subsequently, piped gas systems have been disconnected. As running costs associated with the electric systems will be higher than gas, the council will need to compensate residents for any additional cost and adequate provision has been made in the plan for this.

The following table shows the total investment plans for the council's housing stock through to 2026 (at current values, no inflation):

Financial £'000	Year	2021.22	2022.23	2023.24	2024.25	2025.26	Total
<b>STOCK CAPITAL INVESTMENT</b>							
<b>Major Works</b>		£13,942	£15,517	£15,517	£15,517	£20,713	£81,206
<b>M&amp;E/ GAS</b>		£4,400	£4,400	£4,400	£4,400	£ -	£17,600
<b>Adaptations (voids)</b>		£685	£2,000	£1,624	£1,200	£1,200	£6,709
<b>Fire safety programme</b>		£11,114	£5,401	£1,315	£ -	£ -	£17,830
<b>Additional Regeneration</b>		£21,069	£8,545	£110	£110	£ -	£29,834
<b>Neighbourhood works</b>		£ -	£2,230	£2,230	£2,231	£1,338	£8,029
<b>Carbon Neutral works</b>		£ -	£667	£667	£666	£1,000	£3,000
<b>Totals</b>		<b>£51,210</b>	<b>£38,760</b>	<b>£25,863</b>	<b>£24,124</b>	<b>£24,251</b>	<b>£ 164,208</b>

## 5. Investment in the delivery of new affordable homes for rent

### New Build Programme

The council's Housing Strategy 2019-2024 sets out the need for more affordable homes in the borough. In order to deliver on this, local authority land, including land held in the HRA, can be made available to provide sites for new housing, either at affordable rent or for low cost home ownership.

Barnet Homes completed the first tranche of 43 new council homes by Summer 2016 and in Autumn 2018 a GLA grant of £8.7m was secured for a further 87 new homes. Plans for the delivery of these properties are progressing.

Barnet Homes have established a Registered Provider (RP), Opendoor Homes, which is delivering 341 new affordable homes for rent on council land, primarily in the HRA. 161 of these have been completed and are now occupied.

This approach means that whilst the HRA supports the developments by providing land at nil cost, the development costs of the new homes are funded by a loan to Opendoor Homes from the council. The council retains 100% nomination rights to the properties that are built. Additionally, Opendoor Homes is delivering a policy compliant mixed tenure scheme at Hermitage Lane which will produce a further 21 affordable homes.

Further work has been carried out on the capacity of HRA sites to deliver additional homes, and several sites have been identified which are expected to provide

approximately 250 new council homes for affordable rent over the next five years. Work has commenced on consulting on the first scheme of this programme in respect of around 100 homes potentially at The Grange.

The council will continue to work with Opendoor Homes, with a focus on mixed tenure developments outside of the HRA. However, the council will consider transferring HRA land to the RP where there is a good case for doing so, for example where the HRA does not have the capacity to fund a development or where it is more suitable for mixed tenure scheme.

### **Acquisitions Programme**

To make effective use of the council's Right- to-Buy receipts, HRA funding has already been used to support the purchase 93 properties across London which have been let at affordable rents via the council's Housing Allocations Scheme.

The council's Housing Strategy has identified the need to maintain a supply of larger affordable units and will ensure that some of the units acquired units have three or more bedrooms.

Recent changes to the use of Right to Buy Receipts has placed a greater emphasis on new build supply and as such it is less likely that this money will be available to support future acquisitions programmes.

## **6. Increasing the supply of housing to help tackle homelessness**

The delivery of new affordable homes for rent, as described above, will help to reduce homelessness by providing an alternative to expensive temporary accommodation and offer households in this position a better outcome.

At present the average net annual cost of providing temporary accommodation is £3,400 per household, and this cost is set to increase due to continuing inflationary pressures in the housing market associated with population growth and a limited supply of housing.

This means that for every 100-additional new affordable homes built or acquired, the council will save at least £0.340m in temporary accommodation costs within in the General Fund.

## **7. Investment in new homes for vulnerable people**

The council has identified a need for additional extra care housing for older people and homes for wheelchair users. As a result, investment is being targeted in two particular areas set out below.

## **Extra Care housing**

As well as providing better outcomes for users, additional supported housing will provide a more cost-effective alternative to expensive residential care. It is estimated that around 35% of people admitted to residential accommodation by the council would have a better quality of life if there was availability within extra care housing. This equates to approximately 90 households every year.

Each client placed in extra care housing provides a saving of £10,000 a year compared to the cost of residential care. The first extra care scheme completed during 2019 at the 53-home extra care sheltered housing scheme at Ansell Court.

The council and Barnet Homes are progressing well with the next 51 home extra care scheme at Stag House in Burnt Oak and another 75-home scheme as part of community led development plans for the Upper and Lower Fosters estate in Hendon which started on site in March 2021. Both schemes will be funded through the HRA and with grant from the GLA.

## **Wheelchair housing**

The council has identified a number of people currently in residential care, who would benefit from wheelchair adapted housing. It is estimated that for each person rehoused a saving of up to £50,000 will be generated in the General Fund. Barnet Homes has already built 29 wheelchair adapted homes as part of the 40 new council homes completed in 2016. Additional wheelchair adapted homes will be provided as part of the on-going programme of building affordable homes described in section six above. This complies with the local plan requirement that at least 10% of new homes should be wheelchair accessible or easily adapted for wheelchair users.

## **8. Efficient and Effective Services**

The majority of services funded from the HRA are provided by the council's ALMO, Barnet Homes, including the management and maintenance of council housing and the provision of housing needs service. which is responsible for the assessment of eligibility for rehousing against the council's Housing Allocations Scheme.

During 2015, the council reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services were of a satisfactory standard and provided good value for money. This led to the development of a new ten-year management agreement, effective from 1<sup>st</sup> April 2016 and secured savings worth £2.15m over the first five years of the agreement. This sum is equivalent to a 10% budget reduction and has had minimal impact on the effectiveness of services, whilst freeing up HRA resources for investment in further new homes.

## 9. Right to Buy Receipts

The Right-to-Buy scheme was reinvigorated in 2012 through the introduction of more generous discounts for tenants wishing to buy their council property. As part of this, local authorities have been permitted to keep a larger proportion of the receipts generated from Right-to-Buy sales on condition that these are spent on providing new affordable homes within 3 years. The council has so far made use of Right-to-Buy receipts to support the building and acquisitions programme described in section six above, including 44 newly built council homes and 20 homes acquired on the open market for affordable rent. A recent announcement by MHCLG regarding Right to Buy receipts has meant that receipts now have 5 years to be utilised for the provision of replacement homes, rather than the 3 years in the past and the amount that can be used has increased from 30% to 40% of the development spend.

## 10. HRA 30 Year Business Plan

The council uses a spreadsheet model provided by Savills to project the HRA position over a 30 -year period, considering changes in stock, capital programme requirements, and anticipated policy changes.

A baseline position, shown in Appendix A has been established which takes account of the current capital programme, the loss of stock expected through estate regeneration and sales, and the latest government advice on rent setting. The baseline capital programme also includes: an agreed £52m investment in fire safety, £35.7m of investment in homes at Dollis Valley and Grahame Park, building of 337 new homes supported by the GLA grant and the acquisition of 51 properties for affordable rent.

Following a review of the HRA depreciation methodology by Savills; the methodology has been amended to follow best practice guidance. The historical methodology was that all assets were depreciated over a 50-year period, indicating that Council believed the assets would only be income generating for a maximum 50 years, despite RTB leases being signed for well in excess of 50 years. The impact has been to reduce the depreciation charge by approximately £10m per annum. Whilst this does affect the annual surplus, it has no impact on the levels of borrowings as depreciation is not a cash item.

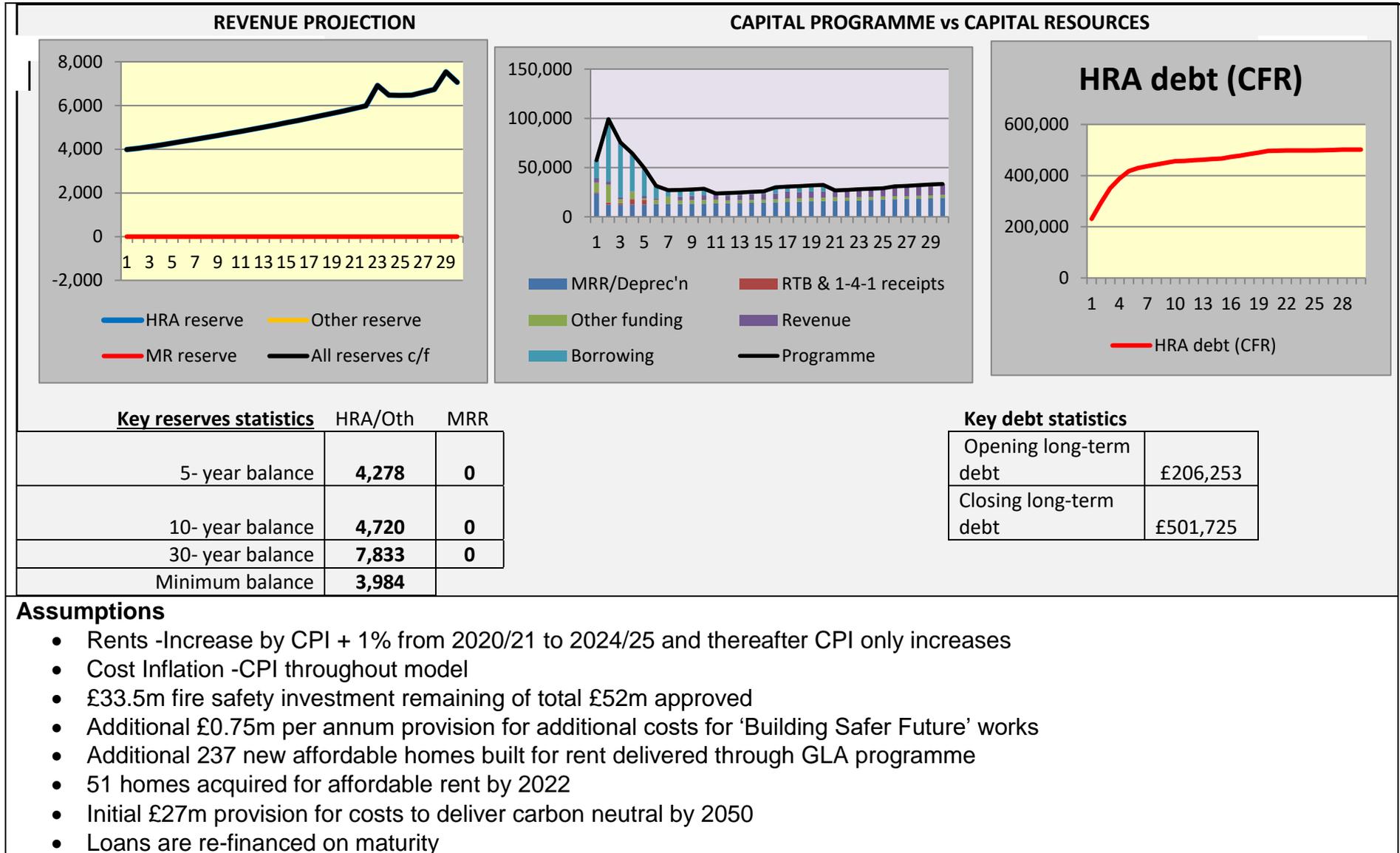
Savills has also recommended increasing the Minimum Revenue Reserve from the current £3m to £4m and this has been implemented from the 2021/22 financial year.

It is recommended that the council proceeds with developing plans for implementing the programme described above. This will see an increase in borrowing from £206m currently to £502m. This increase in borrowings means that the primary sensitivity to the business plan is interest rates. Officers are reviewing options regarding 'forward

funding' loan drawdowns to 'lock in' interest rates and mitigates this sensitivity, within the overall treasury strategy.

A summary of the proposed Capital programme is included at Appendix B and the draft HRA budget for 2021/22 is included at Appendix C.

## Appendix A - HRA Business Plan – Baseline Model



Base position shows sustainable HRA over 30-year life of the business plan

## Appendix B- Proposed HRA Capital Programme to 2026

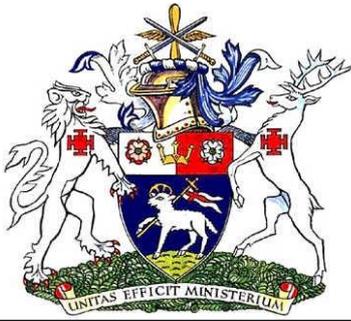
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Carbon Neutral works	£ -	£667	£667	£666	£1,000	£3,000
<b>Total Investment in Stock</b>	<b>£ 51,210</b>	<b>£ 38,760</b>	<b>£ 25,863</b>	<b>£ 24,124</b>	<b>£ 24,251</b>	<b>£ 164,208</b>
<b>INVESTMENT IN NEW SUPPLY</b>						
Cheshir House – Extra Care	£ 8,204	£ 6,153	£ 4,982	£ -	£ -	£ 19,339
Stag House – Extra Care	£ 5,798	£ 4,081	£ 1,860	£ -	£ -	£ 11,739
Burnt Oak Broadway	£ 3,320	£ 2,386	£ -	£ -	£ -	£ 5,706
GLA Funded Programme	£ 12,738	£ 13,000	£ 1,134	£ -	£ -	£ 26,872
51 Acquisitions for affordable rent	£ 3,678	£ -	£ -	£ -	£ -	£ 3,678
New Build - 250 units*	£ 8,613	£ 11,597	£ 29,375	£ 23,920	£ 5,031	£ 78,536
Grahame Park NE	£ 1,468	£ -	£ -	£ -	£ -	£ 1,468
Dollis Valley Shared Equity	£ 3,945	£ -	£ -	£ -	£ -	£ 3,945
<b>Total Investment in New Supply</b>	<b>£ 47,764</b>	<b>£ 37,217</b>	<b>£ 37,351</b>	<b>£ 23,920</b>	<b>£ 5,031</b>	<b>£ 151,283</b>
<b>Total Capital Programme</b>	<b>£ 98,974</b>	<b>£ 75,977</b>	<b>£ 63,214</b>	<b>£ 48,044</b>	<b>£ 29,282</b>	<b>£ 315,491</b>

\*Subject to capital bids

Appendix C –HRA P11 Forecast 2020/21 and Business Plan 2021/22 to 2025/26

HOUSING REVENUE ACCOUNT	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Forecast £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000
<b>Income</b>						
Dwelling rents	(49,586)	(49,812)	(50,455)	(51,314)	(53,767)	(54,627)
Non-dwelling rents	(926)	(759)	(696)	(652)	(638)	(651)
Tenants Charges for services and facilities	(3,803)	(3,519)	(3,543)	(3,593)	(3,711)	(3,875)
Leaseholder Charges for services and facilities	(2,900)	(2,915)	(2,967)	(3,023)	(3,083)	(3,145)
Other Income	(697)	(201)	-	-	-	-
General Provision	4,999	-	-	-	-	-
<b>Total Income</b>	<b>(52,913)</b>	<b>(57,206)</b>	<b>(57,661)</b>	<b>(58,582)</b>	<b>(61,199)</b>	<b>(62,298)</b>
<b>Expenditure</b>						
Repairs and Maintenance	7,874	7,869	7,959	8,070	8,233	8,473
'Building Safer Future' funding	-	850	866	883	901	919
General	20,963	21,810	22,039	22,414	22,911	23,528
Special	2,159	2,456	2,298	3,352	2,080	2,123
Depreciation and impairment of fixed assets	12,423	12,222	12,243	12,255	12,374	12,700
Debt Management Expenses	7,643	8,927	9,311	10,360	11,141	11,874
Revenue Contribution to Capital	4,714	2,001	1,550	-	2,348	1,615
Increase in bad debt provision	696	1,070	1,363	1,241	1,139	1,024
<b>Total Expenditure</b>	<b>56,472</b>	<b>57,205</b>	<b>57,629</b>	<b>58,575</b>	<b>61,127</b>	<b>62,256</b>
<b>Net Cost/(Income) of HRA Services</b>	<b>3,559</b>	<b>(1)</b>	<b>(32)</b>	<b>(7)</b>	<b>(72)</b>	<b>(42)</b>
Interest and investment income	(34)	(19)	(40)	(41)	(41)	(43)
<b>(Surplus) or deficit</b>	<b>3,525</b>	<b>(20)</b>	<b>(72)</b>	<b>(48)</b>	<b>(113)</b>	<b>(85)</b>
<b>Accumulated Reserve (Surplus)</b>	<b>(4,000)</b>	<b>(4,020)</b>	<b>(4,092)</b>	<b>(4,140)</b>	<b>(4,253)</b>	<b>(4,338)</b>

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# Housing and Growth Committee

AGENDA ITEM 10

## 14 June 2021

<b>Title</b>	<b>Barnet Homes Delivery Plan 2021/22</b>
<b>Report of</b>	Chairman - Housing and Growth Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	<p>Stephen McDonald- Director of Growth - 020 8359 2172  <a href="mailto:stephen.mcdonald@barnet.gov.uk">stephen.mcdonald@barnet.gov.uk</a></p> <p>Elliott Sweetman – Group Director of Operations and Property, The Barnet Group – 0208 359 5261  <a href="mailto:Elliott.Sweetman@barnethomes.org">Elliott.Sweetman@barnethomes.org</a></p>

## Summary

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

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

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

The Barnet Homes 2021/22 delivery plan at appendix 1 provides information as to the outcomes achieved in 2020/21 against each of the Housing and Growth Committee's priorities as at quarter 4 2019/20, along with setting out the outcomes, performance measures and high-level risks for the 2020/21 year.

## **Recommendations**

**That the committee note and approve the Barnet Homes 2021/22 Delivery Plan attached at appendix 1.**

### **1. WHY THIS REPORT IS NEEDED**

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

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 As evidenced in the delivery plan, Barnet Homes' performance in 2020/21 against Housing and Growth Committee priorities has been to a high level, particularly when taking into account the impacts of the COVID-19 pandemic across a range of outcomes and key indicators. In terms of core housing management services, this can be further evidenced by continued positive results in relation to comparative performance on both cost for delivering services and tenant satisfaction through industry benchmarking.
- 2.2 The delivery plan sets out a series of challenging commitments and targets for the 2021/22 year which will continue to support the Council to deliver against its corporate plan and Housing and Growth Committee outcomes and priorities.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

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

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Subject to Committee approval, Barnet Homes' performance against the delivery plan will be monitored by the Barnet Homes and Barnet Group boards and the Housing and Growth Committee throughout 2021/22.
- 4.2 An annual review of the delivery plan will be completed ahead of the 2022/23 financial year and a revised version again submitted to the Housing and Growth Committee for approval.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 Barnet Homes has a successful track record of delivering improvements to the housing stock and housing services, tackling and preventing homelessness, delivering new affordable homes and supporting the Council to address the financial challenges it faces. Barnet Homes and the Barnet Group are therefore in a good position to continue to manage and deliver services to contribute to the Council's strategic objectives.
- 5.1.2 As outlined in the plan itself, the outcomes delivered by Barnet Homes for 2020/21 have been developed for the specific purpose of supporting the Council to deliver its Corporate Plan and Housing and Growth Committee priorities.
- 5.1.3 Barnet Homes is also involved in complementary policy agendas. Community Development work is an important part of the housing portfolio, for example; activities such as implementation of new homelessness legislation, Welfare Reforms, work to promote digital inclusion, and integral involvement in 'Love Burnt Oak' and BOOST initiatives contribute to better outcomes for residents, more sustainable tenancies and reduced rent arrears. They also have an overall positive impact on other service areas within the Council and the local community and economy. The need for such work has been further heightened by the COVID-19 pandemic.

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

- 5.2.1 Barnet Homes receive a management fee consisting of a combination of Housing Revenue Account (HRA) and General Fund revenue and capital resources as set out in appendix 1, section 5. A four-year efficiency savings target of £2.148m agreed by the Housing Committee and Barnet Homes was successfully delivered in 2020/21 as planned.
- 5.2.2 Barnet Homes are committed to delivering a range of initiatives to achieve the Council's Medium Term Financial Savings commitments relating to the Housing General Fund, the detail of which for 2021/22 are set out in appendix 1, section 5.

### 5.3 **Social Value**

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

### 5.4 **Legal and Constitutional References**

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

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

(1) Responsibility for:

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

(4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

### 5.5 **Risk Management**

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

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

### 5.6 **Equalities and Diversity**

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not

- foster good relations between persons who share a relevant characteristic and persons who do not.

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

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

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

## 5.7 Corporate Parenting

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

## 5.8 Consultation and Engagement

5.8.1 A consultation exercise with Barnet Homes tenants and leaseholders was completed as part of the Management Agreement development in 2015 and this exercise identified the priorities for Barnet Homes. These priorities are further reviewed through biennial resident satisfaction surveys. Consultation with residents was also undertaken as part of the Housing Strategy.

## 5.9 Insight

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

## 6. BACKGROUND PAPERS

6.1 Relevant previous decisions are listed in the table below.

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

# Barnet Homes

## 2021-22 Delivery Plan

### Document control

<b>Document description</b>	This document sets out the actions and measures to delivering the relevant sections of the Housing and Growth Delivery Plan.
<b>Document author</b>	Elliott Sweetman, Group Director of Operations & Property, The Barnet Group
<b>Document holder</b>	Susan Curran, Head of Housing and Regeneration, London Borough of Barnet

### Version control

<b>Document update</b>	Annually
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### Clearance process

<b>DU approver</b>	<b>Date:</b>
Elliott Sweetman, Group Director of Operations & Property, The Barnet Group	30 April 2021
<b>Commissioner approver</b>	<b>Date</b>
Cath Shaw, Deputy Chief Executive, London Borough of Barnet	30 April 2021

## Contents

<b>1. Introduction</b>	<b>2</b>
<b>2. Delivering the Barnet Corporate Plan</b>	<b>3</b>
<b>3. Outcomes 2019-2024</b>	<b>4</b>
<b>4. Benchmarking</b>	<b>7</b>
<b>5. Finances</b>	<b>8</b>
<b>6. Risks and challenges</b>	<b>12</b>
<b>Appendix 1: Delivery Plan and Core Performance Indicators</b>	<b>13</b>
<b>Appendix 2: Risks</b>	<b>17</b>

# 1. Introduction

This Delivery Plan sets out the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It relates to the sixth year of the ten-year Management Agreement with Barnet Homes and commences on the April 1<sup>st</sup> 2021.

Barnet Homes, a subsidiary of The Barnet Group (TBG) has been in existence since 2004 and has developed a respected brand and a strong track record for delivering quality and innovative services at low cost. Like all councils, Barnet is facing a difficult financial climate with increasing demand on services, less money to spend, and uncertainty about future funding.

## **Covid-19**

The ongoing Covid-19 pandemic provides an extremely challenging situation for Barnet, its residents and the wider borough. The pandemic itself has been responsible for over 4.5m cases of Covid-19 and approximately 127k deaths nationally, and the restrictions put in place have led to challenges relating to economic growth, employment, education and mental health. With the country being in a third lockdown at the time of writing this document, it is clear that these challenges will persist for some time to come.

## **Building a Safer Future**

Building a Safer Future is a government-led initiative in response to the Grenfell Tower tragedy. It is a framework within which the shortcomings identified in the post Grenfell review of Building Regulation and Fire Safety can be addressed. These shortcomings include the way high-rise residential buildings are built and managed. Building a Safer Future is also intended to deal with situations where residents may raise concerns about the safety of their buildings which they may feel are not taken seriously by their landlord. Two key pieces of legislation support this initiative – the Building Safety Bill and the Fire Safety Bill, both of which were published in 2020 and once in force will require significant changes in the way in which buildings will have to be designed, built and managed in future.

## **Social Housing White Paper**

The Ministry of Housing, Communities, and Local Government released its Social Housing White Paper on 17 November 2020, which follows up on most of the themes explored in the Green Paper, with a heavy focus on the role of the Regulator for Social Housing (RSH). Some of the changes, or the mechanisms for delivering the change, have already been implemented, whilst other changes need to be worked up and/or

legislated for, so the housing sector must await a substantial amount of follow-up work and consultation. This is expected to take some time, and it is likely that many of the changes will not be implemented for up to three years.

As outlined in this plan, Barnet Homes is committed to working with the council to tackle the significant challenges facing us head on and as such, 2021/22 represents another exciting year in the history of Barnet Homes.

## **2. Delivering the Barnet Corporate Plan**

**2.1. The Council's Corporate Plan known as The Barnet Plan 2021 - 2025, sets out its vision and strategy for the next 4 years. To realise the vision, the council and its partners will focus on four priorities:**

- 1) **Clean, safe and well run:** a place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
- 2) **Family Friendly:** creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- 3) **Healthy:** a place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- 4) **Thriving:** a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

### **2.2. Housing and Growth Committee context and priorities**

In 2019, Barnet Council launched new Housing and Homelessness and Rough Sleeping Strategies for 2019 – 2024 to take account of major changes in the housing sector and wider demographic and economic changes including; rising housing costs, a shift in tenure from owner occupation to private renting, welfare reforms, the impact of the Grenfell Tower fire disaster and legislative changes such as the Homelessness Reduction Act.

As a result, the key strategic priorities for the Housing and Growth Committee in respect of the Housing Strategy are outlined below:

- Delivering more homes that people can afford
- Safe and secure homes
- Promoting independence

In relation to the Homelessness and Rough Sleeping Strategy, the key themes incorporated are outlined below:

- Preventing Homelessness
- Reducing the use of temporary accommodation and securing accommodation for people who are homeless
- Establishing effective partnerships, working arrangements and support to improve resilience for those who are, or used to be homeless, to prevent them from becoming homeless again
- Supporting rough sleepers to address their housing and other needs

### 3. Outcomes 2019-2024

#### 3.1. The Housing Committee set a number of key outcomes to be achieved by 2024

Corporate Priority	How the Council will deliver this by 2024
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> <li>• Increasing supply to ensure greater housing choice for residents</li> <li>• Delivering new affordable housing, including new homes on council owned land</li> <li>• Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme</li> <li>• Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved</li> </ul>
Safe and secure homes	<ul style="list-style-type: none"> <li>• Providing additional investment in fire safety measures for council housing</li> <li>• Working with private owners and housing associations to ensure buildings are safe</li> <li>• Taking enforcement action to bring empty properties back into use</li> </ul>
Tackling and preventing homelessness and rough sleeping	<ul style="list-style-type: none"> <li>• Reducing the use of temporary accommodation</li> <li>• Focusing on prevention of homelessness</li> <li>• Maintaining effective multi-agency and voluntary sector partnerships, including strengthening links between housing and health</li> <li>• Supporting rough sleepers to address their housing and other needs</li> </ul>

#### 3.2. The table below outlines some of Barnet Homes contribution to the above priorities achieved in 2020/21:

Corporate Priority	Outcomes achieved in 2020/21

<p>Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents</p>	<p><b>Continued to deliver increased numbers of affordable housing through development and acquisitions programmes:</b></p> <ul style="list-style-type: none"> <li>• Completion of 145 new affordable homes for rent across the Opendoor Homes tranche 3 programme</li> <li>• 100% completion of the microsites phase 1 programme of 10 homes for affordable rent</li> <li>• Onsite with 422 new homes for affordable rent at March 2021, including Stag House Extra Care scheme</li> <li>• Completion of 23 wheelchair accessible homes for affordable rent</li> <li>• Planning consent achieved for Basing Way Green and Little Strand which will deliver 81 new homes for affordable rent</li> <li>• 104 homes purchased for use as affordable temporary accommodation by February 2020</li> <li>• Start on site achieved at Fosters Estate which will deliver 217 new affordable homes including a 75 home Extra Care scheme at Cheshire House</li> </ul>
<p>Safe and secure homes</p>	<p><b>Continued to deliver a £52m programme of fire and building safety works across the council housing stock, with £34m of the total programme delivered by the end 2020/21 and the following delivered in 20/21:</b></p> <ul style="list-style-type: none"> <li>• Installation of sprinkler and/or alarm systems in 8 of the largest blocks of flats</li> <li>• In-depth fire safety assessments completed to 800 medium and low-rise blocks</li> <li>• 940 flat front entrance fire door sets installed</li> <li>• Undertaken risk mitigation measures including the removal of piped gas and installation of new fire alarm systems to large panel system (LPS) blocks in several locations following structural integrity investigations</li> <li>• Continue to deliver a range of improvements to high-rise and vulnerable person settings, such as compartmentation and fire stopping works</li> </ul> <p><b>Achieved excellent housing industry peer benchmarking results on both cost and quality measures:</b></p> <ul style="list-style-type: none"> <li>• Ranking of 1<sup>st</sup> of 19 for all housing costs (excluding cyclical and major works)</li> <li>• Ranking 4<sup>th</sup> of 16 for tenant satisfaction with overall services</li> </ul>

Tackling and preventing homelessness and rough sleeping

**Responding to the additional requirements of the Homelessness Reduction Act by:**

- Securing £870k new burdens Government funding to help support homeless prevention casework in 2020/21. Working with the MHCLG to secure £5.66m Homeless Prevention Grant for 2021/22, an increase of £537k on the previous year.

**Reducing Temporary Accommodation (TA):**

- A decrease of 68 households in TA from 2467 at the end March 2020 to 2399 in March 2021
- A decrease of 24 households in emergency TA from 253 at the end of March 2020 to 229 in March 2021

**Preventing Homelessness:**

- By the end of March 2021, 1264 prevention outcomes were achieved against a target of 1250.
- Securing a £100k pa grant from the Domestic Abuse Fund for 20/21 & 21/22 to help sustain Minerva House women's refuge until at least 2023

**Assisting households to move into affordable private rented properties:**

- By end of March 2021, Barnet Homes had procured 647 private rented properties for homeless applicants, exceeding the target of 610.

**Reducing rough sleeping:**

Through several successful government funding bids in 2020/21 totalling £3.8m, by March 2021 had:

- Accommodated 237 rough sleepers (or those at risk of rough sleeping) during the pandemic sustained them in TA
- Moved 65 rough sleepers into longer term housing
- Completed twice weekly outreach across the borough to bring rough sleepers off the streets
- Conducted bi-monthly rough sleeper counts/estimates with 11 rough sleepers being identified on the streets in March 2021 compared to 24 in October 2019

	<ul style="list-style-type: none"> <li>• Set up a Somewhere Safe to Stay Hub to open in April 2021 to support 17 rough sleepers</li> <li>• Purchased and let via Open Door Homes 3 out of 15 studios funded specifically for rough sleepers</li> <li>• Worked with Public Health to fund health support.</li> <li>• Worked closely with Homeless Action in Barnet and Together in Barnet to ensure the rough sleepers accommodated during the pandemic were provided with food packages and support</li> </ul>
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## 4. Benchmarking

### 4.1. Comparative industry performance

The Barnet Homes Management Agreement includes a requirement for Barnet Homes to take part in an annual benchmarking process through expert housing consultancy Housemark, allowing valuable comparisons with our peers (local authorities and ALMO's) across London on a wide range of cost and quality measures.

The results for the 2019/20 financial year were published in February 2021, once again evidencing high performance levels in most areas of service delivery across both cost and quality measures. The below table shows the Barnet Homes summary cost per property (CPP) for each of the main areas of core housing service delivery with the ranking against the 19 peer group participants and the respective quartile results:

Service Area	Benchmarking Ranking (Cost per Property)	Benchmarking Quartile Result	Comment
Housing Management	1 (£346)	Q1	Sutton Housing Partnership (ALMO) ranked 2 <sup>nd</sup> with a cost of £373 per property.
Repairs & Maintenance & Void Property Refurbishment	1 (£615)	Q1	Sutton Housing Partnership (ALMO) ranked 2 <sup>nd</sup> with a cost of £821 per property.
Estate Services	2 (£248)	Q1	LB of Waltham Forest ranked first with a cost of £92 per property.
Total Housing Costs (excl Cyclical and Major Works)	1 (£1,209)	Q1	LB of Waltham Forest were 2 <sup>nd</sup> with a total cost of £1,458 per property; 21% higher than Barnet Homes.

The following table shows the tenant satisfaction results from November 2018 and the corresponding benchmarking ranking amongst the peer group of 16 landlords who conducted a large scale Housemark compliant survey between 2017/18 and 2019/20:

Tenant Survey Question	Tenant Survey Result*	Benchmarking Ranking
Overall Satisfaction with Barnet Homes as a landlord	77%	4 <sup>th</sup>
Satisfaction with quality of home	80%	3 <sup>rd</sup>
Satisfaction with neighbourhood as a place to live	79%	3 <sup>rd</sup>
Satisfaction with value for money of rent	85%	3 <sup>rd</sup>

\*due to frequency in which landlords in the peer group complete star compliant surveys this is an aggregated view combining the 3 year period from 2017/18 to 2019/20 and using the most recent survey result for each question.

## 5. Finances

### 5.1. Barnet Homes Management Fee 2021/22

	Year 2020/21 £	Changes £	Year 2021/22 £
<b>1 - FUNDED BY CAPITAL</b>			
Capitalised Salaries	1,100,000	117,500	1,217,500
<b>2 - FUNDED BY Housing Revenue Account (HRA)</b>			
Barnet Homes Core Management Fee HRA	16,418,788		16,418,788
Repairs and Maintenance Management Fee HRA	6,942,000		6,942,000
Landlord Compliance Cyclical Testing (emerging legislation & ongoing revenue costs following capital investment)		802,213	802,213
Annual Stock Condition Survey		125,000	125,000
Building A Safer Future (emerging regulation and legislation Relating to Building Safety and Fire Safety Acts)		850,000	850,000
Grahame Park Boiler House Funding	170,000		170,000
Chilvins Court Management Fees	3,000		3,000
Add Other Fees included in Management Agreement	63,680		63,680
Grounds Maintenance SLA	250,094		250,094
Transfer of HRA responsibility	0	200,000	200,000
RTB Admin Fee		70,000	70,000
HRA - Housing Options Service Level Agreement	151,711		151,711

HRA - Housing Options HRA Mgmt Fee	1,121,282		1,121,282
Universal Credit funding		200,000	200,000
Additional Refuse Collections Streetscene		65,000	65,000
· less Social Fraud Team	(152,000)		(152,000)
· less: Assist	(575,000)		(575,000)
Whitefields cladding remediation		500,000	500,000
Inflationary increase	563,206	120,788	683,994
<b>2 a Total HRA BH Core Fees excluding Capitalised Salaries</b>	<b>24,956,761</b>	<b>2,933,001</b>	<b>27,889,762</b>
<b>Total Barnet Homes HRA Management Fee</b>	<b>26,056,761</b>	<b>3,050,501</b>	<b>29,107,262</b>
<b>3. FUNDED BY GENERAL FUND</b>			
Housing Options Main Mgmt Fee	2,729,667		2,729,667
Housing Options Supplementary Mgmt. Fee	309,000		309,000
Housing Options TA SLA	285,608		285,608
<b>3 Total Housing Options GF Mgmt. Fee</b>	<b>3,324,275</b>	<b>0</b>	<b>3,324,275</b>
<b>4. Total Barnet Homes Management Fee Capital HRA + GF</b>	<b>29,381,036</b>	<b>3,050,501</b>	<b>32,431,537</b>

## 5.2. Housing Revenue Account Capital Programme

Capital Programme Description	Budget 2020/21	Budget 2021/22
	£'000	£'000
<b>Main Programme (as HRA Business Plan);</b>		
Core major works	5,470	7,606
Regeneration	525	787
Miscellaneous Planned Repairs	2,315	1,994
Mechanical & Electrical / Gas	6,225	4,400
Empty property refurbishment and adaptation	4,055	3,555
Fire / Building safety programme	14,827	11,114
<b>Sub-Total</b>	<b>33,417</b>	<b>29,456</b>

<b>Other HRA Programmes;</b>		
Accessible accommodation adaptations	590	685
Dollis Valley Heating Replacement (building safety)	1,950	
Dollis Valley Responsive Capital works	167	
Grahame Park Investment	10,000	21,069
<b>Sub-Total</b>	<b>12,707</b>	<b>21,754</b>
<b>New Builds:</b>		
Stag House (Extra-Care scheme)	7,750	5,798
Burnt Oak Broadway Flats	1,563	3,320
Cheshir House (Extra-Care scheme)	828	8,204
Upper & Lower Fosters Community Led Design	1,100	0
Barnet Homes GLA development programme (GLA - 87)	944	12,738
HRA acquisitions (Phase 4)	23,000	3,678
New Build 250 - (The Grange, Various HRA infills ,Roof tops )	2,338	8,613
Dollis Valley Shared Equity	-	3,945
Graham Park North East	-	1,468
<b>Sub-Total</b>	<b>37,523</b>	<b>47,764</b>
<b>HRA Programme Sub-Total</b>	<b>83,647</b>	<b>98,974</b>

### 5.3. General Fund Capital Programme

Capital Programme Description	Budget 2020/21	Budget 2021/22
	£'000	£'000
Alexandra Road	0	0
Chilvins Court	0	0
Empty Properties (managed by RE)	0	0
St Georges Lodge Temp Acc conversion	317	5
Investment in Modular Homes (Pinkham Way)	100	0
<b>Sub-Total</b>	<b>417</b>	<b>5</b>
<b>Acquisitions:</b>		
Direct Acquisition (Out of Boroughs)	0	0
Housing acquisitions Open Door (500)	39,830	32,000
<b>Sub-Total</b>	<b>39,830</b>	<b>32,000</b>
<b>New Builds:</b>		
Micro Sites (Phase 1)	280	95
Micro Sites (Phase 2)	1,600	1,100

Tranche 3 Open Door	21,889	13,800
Mixed Tenure (Hermitage Lane)	551	4,750
Other Mixed Tenure Sites - Tranche 1	1,277	750
Loan to transfer 156 properties to ODH	45,000	-
ULF Estate (Sage) 142	46,600	15,000
<b>Sub-Total</b>	<b>117,197</b>	<b>35,495</b>
<b>Grand-Total</b>	<b>157,444</b>	<b>67,500</b>

#### 5.4. Temporary Accommodation/Housing Needs and Resources Budget

Description	Budget 2020/21	Budget 2021/22	Forecast 2021/22
	£'000	£'000	£'000
<b>TA Costs</b>	32,276	35,156	34,308
<b>TA Income</b>	-25,089	-29,159	-28,091
<b>TA Budget</b>	7,187	5,997	5,997
<b>Pressure</b>			219
<b>TA Budget with Pressure</b>	7,187	5,997	6,216

#### 5.5. Priority Spending Review (PSR) – agreed actions and impacts

In order to address the budget gap between 2020 and 2025 a range of savings and / or income generation proposals have been developed by Barnet Homes and approved by the Policy and Resources Committees:

Savings Ref	Description of Saving	2020/21 £000	2021/22 £000
H1	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes (ODH) supported by loan from council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to ODH.	Forecast (44) Actual (23)	(128)
H2	Transfer of 156 properties acquired by council for use as affordable temporary accommodation to ODH. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to ODH.	Forecast (172) Actual (131)	(270)
H5	<del>Trickle transfer of 950 council homes to ODH. Savings achieved as ODH will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.</del>	(300)	0

Savings Ref	Description of Saving	2020/21 £000	2021/22 £000
	This initiative has been removed as it was not approved by GLA		
H6	The proposal would see an additional 300 affordable homes acquired in Greater London. This will be achieved either through an extension of the existing Cheyne programme or with another provider. These properties will be delivered into a 40 year lease model, which after the term completes, can be purchased for £1. Properties would be let as per the existing programme with rents set at Local Housing Allowance rates. The programme parameters would be in line with the existing Cheyne leasing programme. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.  This initiative is currently still undergoing due diligence	Forecast (136) Actual (0)	0
Total		Forecast (652) Actual (154)	(398)

## 6. Risks and challenges

Emerging issues should be recorded by the TBG Executive Directors, Head of Housing and Regeneration or LBB Commercial team on an issues log. The log will be reviewed and either resolved, elevated to a change request or escalated to the CEO of TBG and LBB Director of Growth.

Barnet Homes operates a system of internal control including appropriate risk management processes and complies with the Council's Risk Management Policy. Barnet Homes, as part of TBG, maintains its own risk management framework including register for risks identified within the Barnet Homes business and management processes.

All joint risks will be monitored regularly through review meetings, as part of business as usual and escalated whenever required including new emerging risks that would score 12 or more and/or any serious risk incidents that occur.

Joint LBB/Barnet Homes risks and Barnet Homes risks with a rating of 12 or more as at quarter 4 2020/21 are listed in the table in appendix 2.

# Appendix 1: Delivery Plan and Core Performance Indicators

The following Indicators are reported to the Quarterly Housing and Growth Committee

## Combined Corporate & Housing and Growth Committee Delivery Plan Indicators:

Commissioning Priority	Outcome	2020/21 Full Year Result	2020/21 Full Year Target	2021/22 Full Year Target	2021/22 Notes/Comments
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	Number of homes purchased for use as affordable accommodation	48	125	125	Target is newly acquired homes by year end. Cumulative - Frequency <i>Quarterly – targets TBC Q1 - 31 , Q2 - 31 , Q3 - 31 , Q4 - 32</i>
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	Supply a range of housing available for care leavers, in particular for those ready to move into independent living	67	48	56	Cumulative - Frequency Monthly / Quarterly Target increased to 56, with further potential for increase linked to actions agreed by HaG Committee in January 2021.
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	Affordable housing delivered on council owned land	145	144	61	Target is new homes completed by year end Cumulative - Frequency <i>Quarterly - targets – TBC Q1 6, Q2 55 , Q3 0 , Q4 0</i>
Safe and secure homes	Scheduled fire risk assessment completed on time (council housing)	92.8%	100%	100%	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Priority 0 and 1 fire safety actions completed on time	99.9%	90%	92.5%	Cumulative Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	Number of homelessness preventions	1264	1250	1350	Cumulative - Frequency Monthly / Quarterly <i>Quarterly targets: Q1 330, Q2 340, Q3 340, Q4 340</i>
Tackling and preventing homelessness and rough sleeping	Overall number of households in Temporary Accommodation	2399	2250	2630	Target in-line with an expected and modelled increase in demand due to Covid-19. Cumulative – Frequency Monthly / Quarterly

Commissioning Priority	Outcome	2020/21 Full Year Result	2020/21 Full Year Target	2021/22 Full Year Target	2021/22 Notes/Comments
					Quarterly targets: Q1 2550, Q2 2575 , Q3 2600, Q4 2630
Tackling and preventing homelessness and rough sleeping	Households placed directly into the private rental sector	647	615	615	Cumulative – Frequency Monthly / Quarterly Quarterly targets: Q1 153, Q2 153, Q3 154, Q4 155
Tackling and preventing homelessness and rough sleeping	Rough sleeping in Barnet	11	20	10	Quarterly average based on spot counts/estimates using Homeless Link consistent methodology.

### Performance Indicators

Commissioning Priority	Outcome	2020/21 Full Year Result	2020/21 Full Year Target	2021/22 Full Year Target	2021/22 Notes/Comments
Safe and secure homes	Overall tenant satisfaction with Barnet Homes as a social housing provider	71%	80%	80%	Cumulative on a 12 month rolling average basis Frequency Monthly / Quarterly
Safe and secure homes	Overall satisfaction with the repairs service received	84.7%	88%	88%	Cumulative on a 12 month rolling average basis Frequency Monthly / Quarterly
Safe and secure homes	% Properties compliant with the Decent Homes Standard (Retained Stock)	N/A	N/A	100%	<b>New Indicator</b> Frequency Monthly / Quarterly
Safe and secure homes	% Properties with Current Landlord Gas Safety Record	99.93%	100%	100%	Frequency Monthly / Quarterly

Commissioning Priority	Outcome	2020/21 Full Year Result	2020/21 Full Year Target	2021/22 Full Year Target	2021/22 Notes/Comments
Safe and secure homes	% Compliant properties that require a communal water facilities risk assessment	N/A	N/A	100%	<b>New Indicator</b> Frequency Monthly / Quarterly
Safe and secure homes	% Compliant domestic properties that require an electrical safety test	N/A	N/A	100%	<b>New Indicator</b> Frequency Monthly / Quarterly
Safe and secure homes	% Communal areas surveyed for asbestos	N/A	N/A	100%	<b>New Indicator</b> Frequency Monthly / Quarterly
Safe and secure homes	% Passenger lifts with a compliant test	N/A	N/A	100%	<b>New Indicator</b> Frequency Monthly / Quarterly
Safe and secure homes	General needs tenants; current arrears as a percentage of the debit	3.96%	3.30% (year-end)	4.6%	Frequency Monthly / Quarterly
Safe and secure homes	Temporary accommodation clients; current arrears as a percentage of debit	5.31%	5.20% (year-end)	5.85%	Frequency Monthly / Quarterly
Safe and secure homes	Average re-let time for routine lettings	43.8 days	20 days	21 days	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	% of annual leaseholder service charge and arrears collected	103.2%	102%	102%	Cumulative Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	Households in Emergency Temporary Accommodation	229	225	250	Frequency Monthly / Quarterly Due to continuing post Covid-19 pressures an increase in this target is expected to provide greater flexibility re; single people

<b>Commissioning Priority</b>	<b>Outcome</b>	<b>2020/21 Full Year Result</b>	<b>2020/21 Full Year Target</b>	<b>2021/22 Full Year Target</b>	<b>2021/22 Notes/Comments</b>
Tackling and preventing homelessness and rough sleeping	Number of families with children living in Bed and Breakfast for more than 6 weeks	0	0	0	Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	% of homeless appeals completed on time	99.4%	95%	95%	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Number of tenancy failures (evictions and abandonments)	0	20	20	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Tenant satisfaction that repair was completed right first time	81.8%	Monitor	83%	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Average end to end time to complete major adaptation works	8.8 weeks	20 weeks	16 weeks	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Average re-let time for major works lettings	118.96 days	56 days	67 days	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	No of new ASB cases per 1k properties	3.2	5	5	Cumulative Frequency Monthly / Quarterly

## Appendix 2: Risks

The following joint risks have been assigned a rating of 12 or more as at Q4 2020/21:

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
TBG 002	Viability of the Housing Revenue Account business plan	External pressures on the Housing Revenue Account (HRA) could lead to the HRA business plan becoming economically unviable resulting in an inability to meet statutory responsibilities for managing and maintaining the housing stock and a reduction in service to residents.	LBB Head of Housing & Regeneration	Financial	<ol style="list-style-type: none"> <li>1. Housing Revenue account business plan model provided by Savills.</li> <li>2. Budget Monitoring arrangements</li> <li>3. Plans to develop and acquire new council homes</li> <li>4. Review of budget monitoring arrangements &amp; HRA BP review completed &amp; HRA transferred to TBG</li> </ol>	4	4	3	4	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Risk Category	Controls in place	Inherent Risk		Residual Risk			Response Option
						<i>(without controls)</i>		<i>(with controls in place)</i>			
						Impact	Likelihood	Impact	Likelihood	Risk Score	
TBG 003	Increase in demand for homelessness services impacting on housing general fund budget	Temporary Accommodation: Failure to prevent households becoming homeless will lead to an increase for the requirement of expensive temporary accommodation and raise associated budget pressures in the General Fund.	LBB Head of Housing & Regeneration	Financial	<p>1. Deliver Homelessness and Rough Sleeping Strategy objectives of increasing prevention activity and reducing temporary accommodation use by:</p> <ul style="list-style-type: none"> <li>- Regular performance indicators and financial monitoring</li> <li>- Horizon scanning of legislation changes and lobbying for more funding from Government</li> <li>- In house lettings agency for procurement of PRS properties</li> <li>- Improved insight and intelligence through housing supply and demand modelling</li> <li>- Links to Housing, Homelessness and Growth Strategies outcomes</li> <li>- Increased affordable housing supply through acquisitions and development programmes</li> <li>- Tracking on-going impact of Homelessness Reduction Act</li> </ul>	4	5	4	4	<b>16</b>	Treat

TBG 006	H&S / Compliance incident	If Barnet Homes/Your Choice fail to achieve regulatory requirements for the housing stock & care homes this could lead to health, safety and compliance issues resulting in death to staff and public, legal challenges and financial costs.	LBB Deputy Chief Executive	Statutory Duty	<p>1. Policies and procedures include H&amp;S management system; training; induction for new staff; management structures for contract management</p> <p>2. Supplier contracts/agreements for Temporary Accommodation providers include risk assessment; Violent and Abusive register; Vulnerable Tenant password scheme; risk and compliance team that deals with technical risk; risk and compliance risk register and action plan; internal schedule of internal audit; internal lead for safeguarding; fire risk assessment; British Safety Council Audit - periodic (every 3 years); CQC audit (ad hoc as decided by CQC); near miss analysis; root cause analysis; use of specialist partners</p> <p>3. Involvement on London Councils and MHCLG Directors Fire Safety forums</p> <p>4. A programme of fire safety works to high-rise blocks has been developed and approved by the Housing Committee on 21/06/18.</p> <p>5. Building safety investigations to Care Homes undertaken</p>	5	4	5	3	15	Treat
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## Housing and Growth Committee

14 June 2021

<b>Title</b>	<b>Review of Council Temporary Accommodation rents for 2021/22</b>
<b>Report of</b>	Chairman - Housing and Growth Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 – Equality Impact Assessment
<b>Officer Contact Details</b>	<p>Elliott Sweetman, Group Director of Operations &amp; Property, The Barnet Group - 0208 359 5261  <a href="mailto:Elliott.Sweetman@barnethomes.org">Elliott.Sweetman@barnethomes.org</a></p> <p>Stephen McDonald, Director of Growth, London Borough of Barnet <a href="mailto:stephen.mcdonald@barnet.gov.uk">stephen.mcdonald@barnet.gov.uk</a></p>

### Summary

On 25 January 2021 this Committee agreed that Temporary Accommodation (“TA”) rents would be aligned with the latest published Local Housing Allowance (“LHA”) rates for all existing and new lettings.

However, further analysis of the impact of TA rent increases has highlighted concerns over the level of increase approved and the subsequent effect that would have on affordability for existing TA clients, particularly given the ongoing pandemic.

This report therefore proposes a smaller increase to TA rents than was previously approved in order to minimise the effect on TA clients.

## Recommendations

**That the Committee notes and approves the proposed adjustment to increase temporary accommodation rents by 1.5% to take effect from 30 August 2021 subject to the further approval of the Policy and Resources Committee.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 At the Housing and Growth Committee meeting held on 25 January 2021 it was agreed temporary accommodation (TA) rents for 2021/22 would be aligned with the latest published Local Housing Allowance (LHA) rates for all existing tenants and new lettings.
- 1.2 In April 2020, following a freeze of LHA levels between 2016 and 2020, the government took a decision to increase LHA levels to equal the 30th percentile of rents in each local area. This policy change was in response to the COVID-19 pandemic and was taken to benefit claimants in the private rented sector who are subject to LHA rules and have a shortfall between their rent and the LHA rate. Prior to the COVID-19 related decision, the government had announced that LHA rates would increase by 1.7% from April 2020.
- 1.3 Following government announcements in February which outlined the road map of easing COVID-19 restrictions, further impact analysis on existing TA clients was completed. This analysis highlighted concerns regarding the level of rent increases proposed and subsequent affordability issues for TA clients during the continuing pandemic. For this reason, previous rent levels were maintained from April 2021 and an amended recommendation to increase rents by 1.5% to take effect from 30 August 2021 is now being made, subject to the further approval of the Policy and Resources Committee.

### 2. Reason for recommendation

- 2.1 As of February 2021, there were 1650 households subject to TA rents. Analysis shows that increasing rents to current LHA levels would mean average weekly rent increases of 4.59% (£13.75) for properties within inner London areas, 11.53% (£29.81) for those in outer and North West London areas and 5.87% (£12.10) for those out of London.
- 2.2 With 40% of TA clients being in receipt of only partial or no housing benefit, the nation still suffering from the COVID-19 pandemic and with a well-established expectation that significant increases in unemployment and homelessness will be seen in the year ahead, a more prudent increase of 1.5% is therefore being recommended.
- 2.3 The table shows the number of TA clients and average rent increase per LHA Broad Rental Market Area with a 1.5% increase applied:

<b>1.5% increase</b>			
	<b>Broad Rental Market Area</b>		
	<b>Outer &amp; North West London</b>	<b>Inner London</b>	<b>Out of London</b>
No. rents increased	1022	511	117

Average weekly rent increase	£3.97	£4.47	£3.03
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2.4 In line with the decision taken by the Committee in January, all newly let properties will continue to have their rent set at current LHA rates and comprehensive client affordability assessments will be completed for each household prior to placement into new TA.

### 3. Alternative options considered and not recommended

3.1 Alternative options considered include not raising the rent levels at all or raising them by a lower amount than proposed in this paper. These are not recommended as the proposed charges will serve to mitigate financial hardship on TA clients whilst also ensuring a marginal increase in rental income.

3.2 Maintaining the increase of rents to current LHA levels was also considered, however as mentioned in section 2 of this report, this is considered to result in significant hardship for TA clients during a period of wider COVID-19 related economic and social pressure.

### 4. Post decision implementation

4.1 As per the council's Constitution, changes to fees and charges approved by theme committees will be submitted to the Policy and Resources Committee for approval.

4.2 Following approval, the council will instruct Barnet Homes, the council's Arm's Length Management Organisation, to issue a statutory notice of variation to Temporary Accommodation tenants.

### 5. Implications of Decision

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2019 to 2024's strategic objective is to ensure that Barnet has decent quality housing that buyers and renters can afford, prioritising Barnet residents first. Reviews of rent levels and service charges help ensure that resources are in place to deliver housing services to council tenants.

5.1.2 The Housing Strategy 2019 to 2024 sets out how the council and partners will improve the quality of housing available and deliver the additional housing that is required in the borough due to the growing population. The strategy details delivering more housing that people can afford, including the use of affordable rents to provide more homes for rent on council land. Income from rents will also be used to maintain the condition of the existing housing stock.

5.1.3 The Health and Wellbeing Strategy 2015 to 2020 recognises that the condition of and access to local housing has an important role in the quality of life and health of both individuals and communities. Barnet's Joint Strategic Needs Assessment highlights the fact that there is a long-term shift in housing tenure towards renting and away from owner

occupancy (either outright or with a mortgage) reflecting a sustained reduction in housing affordability and an imbalance between housing demand and supply.

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

5.2.1 No inflationary rental increases have been factored into existing agreed 2021/22 budgets, therefore this decision presents positive financial implications on the general fund from 30th August 2021 if approved, with the rents generating additional income for the general fund from the date of implementation.

5.2.2 Barnet Homes will administer the rents for council tenants with no additional resource implications as per the terms of the management agreement.

## **5.3 Legal and Constitutional References**

5.3.1 The Localism Act 2011 introduced self-funding for council housing. The national subsidy system has been abolished and a new funding regime introduced giving local authorities more autonomy to set council rents.

5.3.2 The council's Constitution (Article 7 - Committees Sub-Committees Area Committees and Forums and the Local Strategic Partnership) sets out the responsibilities of the Housing and Growth Committee which include:

- Responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
- To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.

5.3.3 The council's Constitution (Article 17 - Financial Regulations) also states:

- Changes to fees and charges should be included in the budget proposals submitted by theme Committees or the relevant committee to the Policy & Resources Committee. The budget recommended by Policy and Resources Committee to Full Council will incorporate the latest projection of income from fees and charges. Full Council will approve all fees and charges as part of the budget report.

## **5.4 Insight**

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

## **5.5 Social Value**

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

## **5.6 Risk Management**

5.6.1 There is a risk that increasing the rent will make it more difficult for tenants to pay and impact adversely on the Housing General Fund by making rent collection more difficult, however this risk is mitigated by the proposed amendments to rent increase.

## 5.7 Equalities and Diversity

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant
- protected characteristic and persons who do not
- foster good relations between persons who share a relevant characteristic and persons who do not.

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

5.7.3 Consideration has therefore been given to the report's relevance to equality issues in accordance with the Public Sector Equality Duty. The increase being applied is proportionate across all properties, and as the increases are not of a personal nature, it is not considered that they target or disproportionately affect any group of people based any of the protected characteristics.

5.7.4 Whilst the rent increase does not target any specific group, the increase will have more of an impact on households on lower incomes who are not in receipt of full housing benefit. The potential for a detrimental impact exists in as much as an increase in rent will put pressure on those individuals in, or at risk of, financial hardship, which may also be increased due to impact of the COVID-19 pandemic.

5.7.5 However, rents will remain below the LHA level for the borough. In addition, Barnet Homes' in-house Income Collection Team takes a proactive, supportive approach to preventing rent arrears and offering financial inclusion through money advice, referrals for support, and assistance in maximising income (through benefit claims, or advice on management of other debts, for example). This should mitigate any detrimental effects that may be experienced.

## 5.8 Corporate Parenting

5.8.1 The council assigns the highest priority for council housing to foster carers (if they require a larger property to foster more children) through its Housing Allocation Scheme. Council housing remains the most affordable housing option for care leavers and all rents and the majority of tenant service charges proposed remain eligible for housing benefit. Care leavers are placed into suitable accommodation when leaving care to allow a successful transition to independent living whilst also developing their skills by providing the right support to help them maintain their tenancies.

## 5.9 Consultation and Engagement

5.9.1 There has not been any specific consultation on the issues arising in this report.

## 6. BACKGROUND PAPERS

6.1 Relevant previous decisions are listed in the table below.

Item	Decision	Link
Housing and Growth Committee, 25 January 2021	Approved Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2021/22	<a href="https://barnet.moderngov.co.uk/documents/s62903/Annual%20Review%20of%20Council%20Dwelling%20Rents%20and%20Service%20Charges%20and%20Temporary%20Accommodation%20Rents%20for%2020.pdf">https://barnet.moderngov.co.uk/documents/s62903/Annual%20Review%20of%20Council%20Dwelling%20Rents%20and%20Service%20Charges%20and%20Temporary%20Accommodation%20Rents%20for%2020.pdf</a>
Housing and Growth Committee, 27 January 2020	Approved Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2020/21	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&amp;MId=9931&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&amp;MId=9931&amp;Ver=4</a>
Housing and Growth Committee, 1 April 2019	Approved Housing Strategy 2019-2024	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9740&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&amp;MId=9740&amp;Ver=4</a>

## Initial Equality Analysis (EIA) Resident/Service User

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Review of Council Temporary Accommodation rents for 2021/22	
Is it a new or revised function, policy, procedure or service? Revised approach	
Department and Section: Housing	
Date assessment completed: 24 May 2021	
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Greg Terefenko, Head of Housing Management, Barnet Homes Ltd.
Other groups	
<b>3. Employee Profile of the Project</b>	<p><b>Will the proposal affect employees? No</b></p> <p><b>If no please explain why.</b> It is an approach that affects Barnet council temporary accommodation clients.</p> <p><b>If yes, please seek assistance from HR to complete the employee EIA.</b></p>

<b>How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</b>			
Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of age, the increase is not considered to disproportionately disadvantage tenants on the grounds of age.</p> <p>The age profile of the majority of TA clients is as follows:</p> <p>18-29 - 21.0%</p> <p>30-39 - 29.1%</p> <p>40-49 - 26.7%</p>	See section 9 of this EIA

		<p>50-59 - 16.1%</p> <p>60-79 - 5.4%</p> <p>Older people who rely on state pensions are not expected to be more disadvantaged than those in work or on other benefits as it is estimated that (under the terms of the Triple Lock Guarantee) the basic state pension increased by 2.5% from 12 April 2021. This is favourable when compared to the ONS Data (Average household income, UK: financial year ending 2020 (provisional)) that “in financial year ending 2020, the average disposable household income was up 2.3% compared with the previous year, after accounting for inflation. In this period, real earnings increased by an average of 1.5%, however total annual pay growth for March to May 2020 fell by 1.3% after accounting for inflation.</p> <p>When benchmarked against the London Borough of Barnet’s demography (resident profile) we are able to establish our TA profiles are in line with those of LBB.</p>	
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of disability, the increase is not considered to disproportionately disadvantage tenants on the grounds of disability.</p> <p>Our records indicate that approximately 5.8% of tenants have a disability, with a large proportion of unknown data at 85.1%.</p>	See section 9 of this EIA

		Whilst the rent is calculated on the property, no additional charges are levied to take account of any disabled adaptations, and rent charges are applied equally regardless of disability status.	
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of gender reassignment, the increase is not considered to disproportionately disadvantage tenants on the grounds of gender re-assignment.</p> <p>No tenant data is currently held on this area.</p>	See section 9 of this EIA
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of pregnancy or maternity status, the increase is not considered to disproportionately disadvantage tenants on the grounds of pregnancy or maternity status.</p>	See section 9 of this EIA
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of race, the increase is not considered to disproportionately disadvantage tenants on the grounds of race.</p> <p>The profile of our TA clients shows that the largest proportions of tenants are of the following ethnicities:</p> <p>White = 18.2%</p> <p>Black / Black British = 16.3%</p> <p>Asian / Asian British = 9.6%</p>	See section 9 of this EIA

		There is a large proportion of unknown data at 48%.	
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of religion or belief, the increase is not considered to disproportionately disadvantage tenants on the grounds of religion or belief.</p> <p>The profile of our tenants shows that the largest proportions of tenants are of the following religions or beliefs:</p> <p>Christian = 12.7%</p> <p>None = 4.5%</p> <p>Muslim = 10.1%</p> <p>Hindu = 0.3%</p> <p>The faith of approx. 64.3% of tenants is unknown.</p> <p>Despite the large number of tenants faith being unknown, we can see a greater percentage of ethnic minority backgrounds. LBBs resident profile shows a 39.2% Christian, 19.4% no religion, 19.2% Jewish, 11.8% Muslim, 4% Hindu, 1.9% Buddhist.</p>	See section 9 of this EIA
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of sex, the increase is not considered to disproportionately disadvantage tenants on the grounds of sex.</p> <p>Females make up 69.1% of tenancy holders. Whilst women comprise the greater proportion of those impacted by the rent increase this is because women</p>	See section 9 of this EIA

		make up more than half of the tenancy holders.	
<b>8. Sexual orientation</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of sexual orientation, the increase is not considered to disproportionately disadvantage tenants on the grounds of sexual orientation.</p> <p>27.7% of tenants indicate a sexual orientation of heterosexual, and 0.6% lesbian / gay / bisexual, with a large percentage (71.5%) preferring not to say or unknown.</p>	See section 9 of this EIA
<b>9. Marital Status</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of marital status, the increase is not considered to disproportionately disadvantage tenants on the grounds of marital status.</p>	See section 9 of this EIA
<b>10. Other key groups?</b>  Carers  People with mental health issues Some families and lone parents People with a low income Unemployed people Young people not in employment education or training	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>On the basis that the increased rent charge is applied consistently across all properties and not targeted to individual occupants, i.e. it applies to the tenant regardless of socio-economic status, the increase is not considered to disproportionately disadvantage tenants on the grounds of socio-economic status, although households that face socio-economic disadvantage, including those on lower incomes, are highly represented within social housing.</p>	See section 9 of this EIA

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

Monthly monitoring of income KPIs at senior management meetings  
 Daily reviews of case work by specialist income officers and managers  
 Work with QL to identify arrears cases at an early point to enable officers to be proactive in arrears management.

**6. Initial Assessment of Overall Impact**

Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>
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**7. Scale of Impact**

Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	
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**8. Outcome**

No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>
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<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**9. Please give a full explanation for how the initial assessment and outcome was decided. .**

At the Housing and Growth Committee meeting held on 25 January 2021 it was agreed temporary accommodation (TA) rents for 2021/22 would be aligned with the latest published Local Housing Allowance (LHA) rates for all existing tenants and new lettings.

In April 2020, following a freeze of LHA levels between 2016 and 2020, the government took a decision to increase LHA levels to equal the 30th percentile of rents in each local area. This policy change was in response to the COVID-19 pandemic and was taken to benefit claimants in the private rented sector who are subject to LHA rules and have a shortfall between their rent and the LHA rate. Prior to the COVID-19 related decision, the government had announced that LHA rates would increase by 1.7% from April 2020.

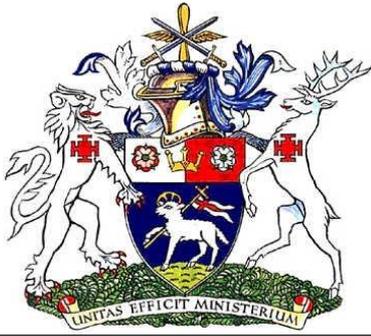
Following government announcements in February which outlined the road map of easing COVID-19 restrictions, further impact analysis on existing TA clients was completed. This analysis highlighted concerns regarding the level of rent increases proposed and subsequent affordability issues for TA clients during the continuing pandemic. For this reason, previous rent levels were maintained from April 2021 and an amended recommendation to increase rents by 1.5% to take effect from 30 August 2021 is now being made, subject to the further approval of the Policy and Resources Committee.

As of February 2021, there were 1650 households subject to TA rents. Analysis shows that increasing rents to current LHA levels would mean average weekly rent increases of 4.59% (£13.75) for properties within inner London areas, 11.53% (£29.81) for those in outer and North West London areas and 5.87% (£12.10) for those out of London.

With 40% of TA clients being in receipt of only partial or no housing benefit, the nation still suffering from the COVID-19 pandemic and with a well-established expectation that significant increases in unemployment and homelessness will be seen in the year ahead, a more prudent increase of 1.5% is therefore being recommended.

For tenants, the rent increase will be viewed as having an adverse impact. The Equality Impact Assessment is undertaken from this perspective and as has been assessed in this paper, there is no disproportionate adverse effect on any group. The potential for a detrimental impact exists in as much as an increase in rent will put pressure on those individuals in, or at risk of financial hardship, however it should be noted that the recommended increase is significantly reduced from local housing allowance levels and as such will be payable through Housing Benefit where this applies. Thus, it is concluded that the detrimental effects of a rent increase are mitigated where appropriate. Should any residents present with additional support need we will ensure we create a tailored approach to housing management services. Equally we will ensure all staff receive diversity training around ethnicity, religion, gender, sex to ensure we are well placed to provide additional support and sign posting services.

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## Housing and Growth Committee

AGENDA ITEM 12

14<sup>th</sup> June 2021

<b>Title</b>	<b>Private Sector Housing Licensing Schemes</b>
<b>Report of</b>	Councillor Richard Cornelius
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	<p>Appendix 1 – Review of the existing additional licensing scheme</p> <p>Appendix 2 – Indicative licence fees</p> <p>Appendix 3 – Draft conditions</p> <p>Appendix 4 – Standards</p> <p>Appendix 5 - Draft full consultation business case</p>
<b>Officer Contact Details</b>	<p>Belinda Livesey, <a href="mailto:belinda.livesey@barnet.gov.uk">belinda.livesey@barnet.gov.uk</a> 020 8359 7438</p> <p>Rick Mason, <a href="mailto:rick.mason@barnet.gov.uk">rick.mason@barnet.gov.uk</a> 020 8359 6076</p>

### Summary

This report seeks approval from the Committee to commence a public consultation for the following proposals:

- a) renewal of the borough-wide additional licensing scheme for certain houses in multiple occupation due to expire on 4<sup>th</sup> July 2021, and
- b) to implement three selective licensing schemes for other types of private rented properties in certain wards, noting that as a result of the new ward boundaries taking effect from May 2022, these will change slightly but the schemes will, in any event, specify the affected roads.

## Officers Recommendations

### That the committee

1. note the findings of the review of the existing additional licensing scheme in Appendix 1.
2. approve the commencement of a minimum 12-week public consultation on the proposal to renew the existing borough-wide additional licensing scheme, applicable to the types of properties as set out in paragraph 2.8 of this report, for a further 5 years.
3. approve the commencement of a minimum 12-week public consultation on the proposal to introduce three selective licensing schemes as described in paragraphs 2.84 - 2.88 of this report.
4. Note that subject to the above consultations taking place, a future report will be brought to the committee setting out the results of the statutory consultations and potentially seeking further approvals with a view to implementation of the licensing schemes.

### 1. WHY THIS REPORT IS NEEDED

- 1.1 At a time when the demand for low cost accommodation is high, not just in Barnet, but across London and nationally, it falls upon local authorities to ensure that the standard of accommodation within their borough is of a satisfactory standard, regardless of the cost. It must be safe, not overcrowded and so not impact upon the health and wellbeing of those who live in it. The accommodation should also not have an adverse impact upon the neighbourhood it is in, through poor visual impact caused by mismanagement, or the anti-social behaviour of those living or visiting the accommodation.
- 1.2 A wide range of homes, of all types of tenure and size is required in Barnet to meet current and future needs. The private sector makes up a quarter of Barnet's housing, and must thrive to be able to contribute to the availability of high quality, safe, warm and well-maintained homes.
- 1.3 The Housing Act 2004 enables local housing authorities to introduce licensing schemes for specified types of private rented accommodation, which includes the making of conditions attached to the issue of a licence, designed to improve the standard and management of the property. An analysis of the private rented sector in Barnet has demonstrated that there is a need for such licensing schemes.

#### **Additional Licensing for Houses in Multiple Occupation**

- 1.4 In July 2016, following a public consultation, the council introduced a borough-wide '*additional licensing*' scheme for certain houses in multiple occupation (HMOs) to help improve the condition and management of HMOs across the borough. The Housing Act 2004 allows for additional licensing schemes to run for a period of five years and so the existing scheme is due to expire in July 2021. The scheme has been successful in improving the standard of HMOs, with around 550 additional licenses currently in force. However, there is more work to do, as it is believed there are still potentially around a further 2,350 HMOs that meet the criteria to require licensing under the scheme that have

yet to come forward and obtain a licence and so this report seeks approval to consult on a renewal of the scheme. Appendix 1 contains a review of the existing scheme.

- 1.5 The Housing Act 2004 does not allow for extension of an additional licensing scheme and so it falls upon local authorities that consider there is a need to continue with additional licensing schemes to commence the designation process over again, including undertaking public consultation on the proposals, which should be a minimum of 10 weeks.
- 1.6 Due to the COVID-19 pandemic, the commencement of a review of the existing additional licensing scheme was delayed. The statutory time periods for public consultation and scheme implementation following designation mean that the earliest the renewed scheme could commence would be around six months from the date of this committee decision. There would therefore be a period of around five months where an additional licensing scheme would not be in force and licenses issued in the early months of the existing scheme will expire and not be renewable until a new scheme is in force. This report therefore seeks the committee's approval to commence a public consultation to renew the additional licensing scheme, subject to the outcome of the consultation, at the earliest opportunity.

### **Selective Licensing for other private rented properties**

- 1.7 Although HMOs present the most significant risk in the private sector, it is apparent that there are many other privately rented properties that are similarly in poor condition and/or badly managed, thus putting tenants at risk and also being detrimental to the neighbourhood, due to the physical appearance and the effects of anti-social behaviour of occupiers and visitors to the properties. The Housing Act 2004 enables local housing authorities to declare '*selective licensing*' schemes in some, or all of their area, subject to establishing that certain criteria are met and when used alongside other strategies and initiatives that will together improve the private rented sector. As with additional licensing, selective licensing enables local housing authorities to apply conditions to licenses that will help to improve standards of accommodation and management of the property.
- 1.8 A review of the private rented sector in the borough has been undertaken and it is believed there is a case for introducing selective licensing schemes in the existing wards of Burnt Oak, Colindale, West Hendon, Childs Hill, Golders Green, Hendon Edgware and Hale, which will translate to the new ward boundaries (May 2022) of Burnt Oak, Colindale North, Colindale South, West Hendon, Cricklewood, Childs Hill, Golders Green, Hendon and Edgware (Edgwarebury is not proposed to be included). The scheme designations will make clear exactly which areas are covered by the selective licensing schemes to avoid any confusion in implementation.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 The recommendations of this report are consistent with the Barnet Housing Strategy 2019 – 2024:
  - The strategy makes reference to the existing additional licensing scheme, specifically the progress made and that more resources need to be applied to licence more properties.

- The strategy goes on to commit to a fresh approach to the private rented sector being adopted by the council, with a focus of Licensing, Enforcement, Advice, and Data.
- The strategy makes a commitment to consider the case for making use of a selective licensing scheme in areas where there is evidence of a higher prevalence of poor conditions in the private rented sector, persistent anti-social behaviour, high levels of deprivation, high levels of migration or high levels of crime.

### **Additional Licensing**

2.2 The following reasons for re-introducing the existing additional licensing scheme reported to Committee back in 2015 remain valid. i.e.:

- a reactive approach to enforcement deals with difficult situations after they have arisen, rather than at a time where, more preferably, the problems are prevented from arising in the first place
- reactive enforcement is a resource intensive approach, often requiring extensive investigations, including identifying owners, gaining access to properties, and ultimately enforcement action
- enforcement action in relation to HMOs is costly, resource intensive and complex
- the courts do not necessarily award full costs to the council, even when the defendant is convicted
- there is no onus on landlords to identify themselves or their properties to the council
- this can be recurrent as landlords are under no obligation to advise the council of any other HMOs that they have in the borough
- Landlord accreditation and landlord forums do not necessarily assist the council in dealing with non-compliant landlords. They generally help the compliant landlords improve and are useful tools which assist landlords to improve their current knowledge
- statutory requirements in relation to HMOs are often confusing for landlords, as they are not uniform across all HMOs, leading to misperceptions that if a landlord's HMO does not meet the definition to require a mandatory licence, it is not an HMO at all and that important management regulations do not apply

2.3 For an additional licensing scheme to be designated, the Housing Act 2004 requires that *a significant proportion of the HMOs of the description to be included in the area are being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems, either for those occupying the HMO or for members of the public.*

2.4.1 The council has established that, of all the 1,148 HMOs in the borough that were licenced at March 2020, 74.6% of them were found to have issues that required major conditions to be applied to the licence. This is a significant indication of ineffective management in this sector.

2.4.2 Between January 2015 and March 2020, there were 557 complaints received by the Environmental Health Department that could be attributed to HMOs at 363 unique addresses. A rate of approximately 26.4% of all the known HMOs during that period (1,375). Although the number has decreased in more recent years, there was an average of 106 complaints about HMOs per annum across the borough in this period.

2.5 Of the 3,760 licenced and potential HMOs identified, 31.5% or 1,183 have had ASB related incidents directly associated with the property, with a further 7,655 cases of ASB recorded

in the close vicinity around HMOs in the last 5 years. Evidence shows, that whilst numbers of HMOs are greater in some wards than others, they are distributed widely across the borough and so a borough-wide scheme continues to be an appropriate measure.

- 2.6 A survey of randomly identified properties was carried out in 2020 (although an internal inspection was not undertaken due to the ongoing COVID-19 pandemic). Of 2,719 properties surveyed, 5.6% of properties were found to be or believed to be likely HMOs. 19.7% of HMOs had issues relating to the external condition of the property, such as being overgrown or with rubbish accumulations in the front garden. 9.9% were deemed to be externally in poor condition (where poor means there were matters requiring urgent action) and 45.4% appearing to be in fair condition (where fair means there were property conditions, although not urgent, that required attention). Only 41.4% appeared to be in good external condition (where good means no matters were identified requiring attention). It is important to note that due to poor responses from occupiers, for 1,281 properties (47.1%) the surveyor was unsure of the tenure due to lack of, or inadequate response from the occupier. The true number and percentage of HMOs and by extrapolation HMOs in need of attention, will have therefore been higher than indicated above.
- 2.7 An analysis of multiple data sets has indicated that in the region of 2,550 confirmed or potential HMOs remain currently unlicensed. Both the findings in HMOs under the existing scheme and the results of the survey indicate that a significant proportion will be being managed sufficiently ineffectively to warrant the renewal of a borough-wide additional licensing scheme.
- 2.8 In the renewed scheme, it is proposed to amend the additional licensing criteria from those in the existing scheme to include HMOs occupied by three persons, rather than four persons. Landlords sometimes reduce occupation levels to avoid the requirement to licence, even though the risks associated with the property, or management of the property doesn't change. Nevertheless, tenants of HMOs occupied by three persons who do not form a single household should be afforded the same level of protection and standards of management as HMOs with more occupants. In areas where selective licensing may be introduced, this will mean that all private rented properties are included in a licensing scheme and will avoid HMOs with three tenants falling outside of any licensing scheme. This will result in the proposed renewed scheme requiring the following properties to be licensed. The wording has been simplified to avoid confusions met through enforcing the current scheme:
- All HMOs falling under section 254 of the Housing Act 2004, occupied by **three** or more persons in two or more households
  - All HMOs falling under section 257 of the Housing Act 2004, where the building or part of a building is of three or more storeys that have been converted into **three** or more self-contained flats and where both the building and self-contained flats it contains are under the same ownership or considered by the council to be effectively under the same control.
- 2.9 Licences will have conditions applied relating to the management of licenced HMOs. Appendix 3 sets out the conditions that will be applied and Appendix 4 sets out the council's standards for HMO accommodation.

## Selective Licensing

- 2.10 For a selective licensing scheme to be designated, the Housing Act 2004 requires that the area to which it relates satisfies at least one of the following conditions.

The area is experiencing:

- low housing demand (or is likely to become such an area);
  - a significant and persistent problem caused by anti-social behaviour;
  - poor property conditions;
  - high levels of migration;
  - high level of deprivation;
  - high levels of crime.
- 2.11 When considering whether to make a selective licensing designation a local housing authority must first identify the objective or objectives that a designation will help it achieve. In other words it must identify whether the area is suffering problems that are caused by or attributable to any of the criteria for making the designation and what it expects the designation to achieve - for example, an improvement in property conditions in the designated area. A detailed analysis has been carried out of the housing stock and housing stressors to determine which of these criteria are applicable in Barnet and if applicable, in which areas of the borough. The details of this analysis are in the full consultation paper described in paragraph 1.12 above and are summarised in paragraphs 2.36 to 2.70 below.
- 2.12 The local housing authority must also consider whether there are any other courses of action available to it that would achieve the same objective or objectives as the proposed scheme without the need for the designation to be made. For example:
- if the area is suffering from poor property conditions, is a programme of renewal a viable alternative to making the designation?
  - in areas with anti-social behaviour, where landlords are not taking appropriate action, could an education programme or a voluntary accreditation scheme achieve the same objective as a selective licensing designation?

The full consultation document considers alternatives and has determined that the proposed designations are the most appropriate course of action to deal with problems in the private rented sector in the specified wards. Only where there is no practical and beneficial alternative to a designation should a scheme be made.

- 2.13 If the local housing authority decides there is no practical and beneficial alternative to the scheme, it must only make the designation if it is satisfied that the scheme will significantly assist it in achieving its objective or objectives, with other actions the local housing authority may be taking.

- 2.14 Any designation made must:

- ensure that the exercise of the power is consistent with their overall housing strategy; and
  - seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour affecting the private rented sector as regards combining licensing with other action taken by them or others.
- 2.15 The proposed designations are considered to be consistent with the activities set out in the council's Housing Strategy and when used in combination will result in the improvement of the private sector in the designated areas.
- 2.16 It should be noted that, as well as the criteria in paragraph 2.10, there are further additional criteria to be considered for selective licensing that do not apply to additional licensing, which are described in the following paragraphs.
- 2.17 In considering whether to designate an area for selective licensing on the grounds above on property conditions, migration, deprivation and crime the local housing authority may only make a designation if the area has a high proportion of property in the private rented sector. Current guidance dictates that this would mean the number of private rented properties in the area must be greater than 19% of the housing stock in the area (currently the average level in England).
- 2.18 The last Census in 2011 indicated that every ward except Hale, Brunswick Park and Underhill met this level. The stock analysis undertaken, which has provided an estimate of the current number of private rented properties based upon analysis of various data sets, such as statutory tenancy deposit schemes, housing benefits and Environmental Health Department records, suggest that the current position is that only Brunswick Park and Underhill now have a level of PRS properties below 19% of the total housing stock, meaning that any other ward would be eligible for designation for selective licensing, subject to fulfilling other criteria.

### **Application to the Secretary of State for Confirmation**

- 2.19 The Secretary of State gives local authorities general approval, subject to public consultation of at least 10 weeks, to the declaration of additional and selective licensing schemes, except in the following circumstances for selective licensing:
1. Where the designation, either on its own, or in combination with other selective licensing designations already made by the authority covers greater than 20% of the authority's geographical area.
  2. Where the designation, either on its own, or in combination with other selective licensing designations already made by the authority affects more than 20% of the privately rented properties in the local authority area.

This is known as the 20% rule. If either of these criteria apply, following consultation and designation by the authority, the designation must be submitted to the Secretary of State for approval.

What does this mean in practice?

2.20 Barnet area is 86.7 square kilometres. Therefore, a selective licensing designation covering wards totalling greater than 17.34 square kilometres (20% of the total area) would require Secretary of State approval. By way of example;

- Childs Hill Ward is 3.1 square kilometres, or 3.56% of the geographical area of the borough. A designation for Childs Hill Ward alone would not require Secretary of State approval. However, the seven wards of Childs Hill, West Hendon, Golders Green, Hendon, Colindale, Burnt Oak and Edgware together are a total of 26.05% of the geographical area, i.e. over the 20% rule, meaning any selective licensing designations that included those seven wards (or more) would require Secretary of State approval.

2.21 The 2011 Census details the percentage of private rented households at ward level. The total number of residential properties was 132,538 and the total number in the private rented sector (PRS) was 34,854, or 26.3%, meaning, as it is over 20%, that a whole borough selective licensing designation would require Secretary of State approval. By way of example:

- Childs Hill Ward had 3,050 PRS properties amounting to 40.84% of all properties in the ward, but this was only 8.75% of the whole borough's PRS properties. A designation for Childs Hill Ward alone would not require Secretary of State approval. However, the three wards of Childs Hill, West Hendon and Golders Green together had 20.69% of the borough's PRS properties, i.e. over the 20% rule, meaning any selective licensing designations that included those three wards (or more) would require Secretary of State approval.

2.22 There is a presumption against a blanket selective licensing designation across a whole borough and such an approach is unlikely to receive approval from the Secretary of State. Several other councils' borough-wide designations have been refused in the past. The case needs to be made on an area by area basis and due to differences in neighbourhoods it is unlikely that the criteria will be met across the board. It is usual practice that ward boundaries are chosen to delineate the areas selected.

2.23 Having established which wards meet the required levels of private rented properties (i.e. greater than 19% as explained in paragraph 2.17), each of the criteria have been considered in turn to determine if a designation would be applicable under them. The full consultation document describes the process used to do this. The result is that the two applicable criteria for Barnet are:

- high level of deprivation
- poor property conditions

### **Deprivation**

2.24 A local housing authority may make a designation if the area is experiencing a high level of deprivation. It must, however, be clear that by making the scheme it will, together with other measures as part of a wider strategy, improve housing conditions in the private rented sector in that area.

2.25 In deciding whether to make a designation because the local authority considers the area suffers from a high level of deprivation, guidance recommends that the local housing authority considers the following factors when compared to other similar neighbourhoods in the local authority area or within the region:

- the employment status of adults;
- the average income of households;
- the health of households;
- the availability and ease of access to education, training and other services for households;
- housing conditions;
- the physical environment;
- levels of crime.

These are the seven domains of deprivation in the index of multiple deprivation (IMD).

2.26 The scheme should state what actions the local housing authority intends to take to combat housing problems associated with the deprivation; including, for example, through licence conditions to ensure properties are managed properly, and can contribute to an improvement in the well-being of the occupants and wider community.

2.27 The outcome of the designation should be (together with other measures) a reduction of the problems with housing in the private rented sector contributing to the high level of deprivation.

2.28 Although the overall ranking from the IMD 2019 does not suggest that Barnet as a whole is a deprived borough, there are clear areas of deprivation. 70% of the lower-level super output areas (LSOAs) in Burnt Oak Ward are in the 30% most deprived areas in England, with Colindale Ward at 50% of the LSOAs in this band.

2.29 Burnt Oak and Colindale have 90% and 60% respectively of LSOAs in the 30% most deprived areas in England for income, 100% and 83.3% respectively for barriers to housing and services and 90% and 84% respectively for crime.

2.30 An average for deprivation in Barnet was calculated from the IMD average rank for every LSOA in the borough. An index has been produced for each ward, where 1 is equivalent to the average for Barnet. Table 1 shows the index for each ward, with Burnt Oak being over twice the average. The index for all those above average is shaded (red). Burnt Oak and Colindale are more than 1

.5 times the average for Barnet.

$$\text{Index} = \frac{(\text{Sum of all LSOA IMD ranks/No. of LSOAs in Ward})}{(\text{Total of all LSOA ranks/16})}$$

Table 1. Average IMD score index

Ward	Ave IMD rank for Ward	Index
Burnt Oak	9240.6	2.09
Colindale	11896.4	1.63
Childs Hill	15551.8	1.24
West Hendon	15614.7	1.24
Underhill	16074.7	1.20
Golders Green	16687.6	1.16
Coppetts	18046.3	1.07
Hendon	18445.0	1.05
Woodhouse	18490.4	1.05
Hale	19409.6	1.00
East Barnet	19861.1	0.97
Edgware	19999.0	0.97
East Finchley	20556.5	0.94
Mill Hill	20693.4	0.93
West Finchley	22247.6	0.87
Brunswick Park	22340.1	0.87
Oakleigh	22509.8	0.86
High Barnet	23499.8	0.82
Finchley Church End	24096.1	0.80
Totteridge	24986.1	0.77
Garden Suburb	25768.6	0.75

2.31 The high levels of deprivation in Burnt Oak and Colindale Wards would warrant a selective licensing designation for deprivation, which would work alongside the council's other strategies in these areas, such as regeneration and homelessness to improve the private rented sector in these wards.

**Poor property conditions**

2.32 The guidance suggests that a significant number of properties in the private rented sector should be in poor condition and are adversely affecting the character of the area and/or the health and safety of their occupants. Authorities should consider the following factors to help determine whether there are poor property conditions in their area:

- the age and visual appearance of properties in the area and that a high proportion of those properties are in the private rented sector

- a significant number of properties in the private rented sector need to be inspected in order to determine whether any of those properties contain category 1 or 2 hazards. In this context “significant” means more than a small number, although it does not have to be a majority of the private rented stock in the sector. It would not be appropriate to make a scheme if only a few individual properties needed attention.
- 2.33 The scheme should state what action the authority intends to take under Part 1 of the Act if it identifies there are serious deficiencies with properties, including the timescale for taking the appropriate action and its enforcement plan for non-compliance with improvement notices or prohibition orders it serves.
- 2.34 The outcome of the designation would be a general improvement of property conditions in the designated area within the lifetime of the designation.
- 2.35 To assess against these criteria, the following data was considered:
- the age of properties
  - the number of private rented properties
  - complaints about the condition of private rented properties
  - numbers and proportions of category 1 and 2 hazards found
  - numbers and proportions of properties requiring enforcement actions
  - projections based upon the findings in the 2020 Barnet property survey

#### **Age of properties**

- 2.36 According to the Valuation Office Agency, Childs Hill has the highest number of pre-1939 properties in Barnet, with almost 6,000 properties, the majority of which are pre-1918. Garden Suburb, Golders Green, West Finchley, Woodhouse, Hale and Hendon have the largest numbers of these older properties. However, the greatest number of the oldest properties, i.e. pre-1900, are in High Barnet, East Finchley, Coppetts and Childs Hill.
- 2.37 When looking at hazards in PRS properties, it was found that almost 50% of the properties with category 1 (the worst) hazards were in properties built up to 1945. Only 15% were in properties built post 1979.
- 2.38 The greatest number of category 1 hazards found in pre 1945 properties were in the wards of Childs Hill, West Hendon, Golders Green and West Finchley.

#### **Number of private rented properties**

- 2.39 The most recent assessment of the number of private rented properties by ward in Barnet was the Census 2011. This indicated there were 34,854 private rented properties in Barnet, accounting for 26.3% of the total housing stock. Every ward except Hale, Brunswick Park and Underhill had greater than 19% privately rented properties, rising to 41% in Childs Hill, which had 3,050.
- 2.40 Analysis of multiple data sets, including housing benefits, council tax, environmental health complaints and inspections, a survey and the three national tenancy deposit schemes has identified a total of approximately 42,200 privately rented properties. The local land and property gazetteer (LLPG) holds records of around 158,500 dwellings, so the PRS is now estimated at 26.6% of all housing in the borough.

## Property condition complaints

- 2.41 Between January 2015 and March 2020, there were 7,503 complaints received by the Environmental Health Department that could be attributed to the private rented sector (PRS) (excluding HMOs) at 5,793 unique addresses. A rate of approximately 16% of the PRS, based upon 2011 Census numbers of PRS properties. Although the number has decreased in more recent years, the average is 1,430 complaints about the PRS per annum across the borough.
- 2.42 Childs Hill, West Hendon and Hendon each had over 1.5 times the average number of complaints. The wards of Burnt Oak, Colindale, Edgware, Golders Green, Hale and Mill Hill are all above average.
- 2.43 Disrepair complaints are by far the greatest type of complaint, accounting for 29% of complaints. 2,701 complaints were about poor property conditions and/or overcrowding at 2,212 unique addresses. Of these complaints, in 1,971 cases, the investigating officer identified an issue that required follow up action, ranging from informal advice to formal action such as serving statutory notices or prosecution. Based upon those cases that had an outcome recorded, there were 73% of complaints that required some action, even if it was resolved informally. 464 cases required some form of formal action (it should be noted that the method of recording case outcomes may mean that this figure is underreported).
- 2.44 The ward with the highest number of complaints was Childs Hill. In addition Hendon, West Hendon, Colindale, Burnt Oak, Edgware, Hale, Golders Green and Woodhouse were all above average.
- 2.45 Childs Hill, West Hendon, Edgware, Golders Green, Colindale, Burnt Oak, Hendon, Hale, Mill Hill and West Finchley were all above average for cases that resulted in formal action.
- 2.46 Property condition complaints were analysed on the basis of:
- Overall numbers of complaints
  - Number of unique properties with complaints (some properties had multiple complaints over the period)
  - Number of cases requiring action
  - Percentage of cases requiring action
  - Number of cases requiring formal action
  - Percentage of cases requiring formal action
  - Unique addresses with complaints as a percentage of the PRS based upon the 2011 Census
  - Unique addresses with complaints as a percentage of the total number of complaints across Barnet
- 2.47 Across five of these eight criteria Childs Hill was the highest and in seven of the criteria Childs Hill was above average, making it the worst ward for property condition complaints.
- 2.48 The wards of Hendon, West Hendon, Colindale, Burnt Oak, Edgware, Hale, Golders Green and Woodhouse were also consistently above average on most criteria.

## **Nuisance complaints**

- 2.49 Other complaints received by Environmental Health also relate to the condition of properties and are indicative of the standard of management. These include nuisance complaints such as defective drainage, filthy and verminous premises, accumulations of refuse, pests and other public health issues. 4,811 were about nuisance issues relating to the condition of the property at 3,853 unique addresses. Of these complaints, in 3,978 cases, the investigating officer identified an issue that required some follow up action, ranging from informal advice, to formal action, such as serving statutory notices or prosecution. 82.6% of complaint cases required some action, even if it was informal. 197 cases required some form of formal intervention.
- 2.50 West Hendon had the greatest number of these complaints, with Childs Hill, Hendon, Mill Hill, Golders Green, Hale, Burnt Oak and Edgware Wards being above average.
- 2.51 Nuisance complaints were analysed using the same criteria as for property condition complaints.
- 2.52 Across four of the eight criteria West Hendon was the highest and in all eight criteria was above average, making it the worst ward for nuisance complaints.
- 2.53 The wards of West Hendon, Childs Hill, Hendon, Mill Hill, Golders Green, Edgware and Burnt Oak were also consistently above average above most criteria.

## **Category 1 and 2 hazards**

- 2.54 Residential premises can suffer with problems that are known as hazards under the Housing health and safety rating system (HHSRS). A hazard is any risk of harm to health or safety of an actual or potential occupier of a dwelling or HMO which arises from a deficiency. Under the Housing Act 2004, where local authorities consider it is appropriate to determine whether a hazard exists on a premises, they shall inspect the premises. Hazards are classified as either category 1 or category 2 hazards. Category 1 hazards are more serious and the council must take action. Category 2 hazards are less serious and the council has power to take action.
- 2.55 Hazards were analysed under the following criteria:
- Total number of hazards
  - Number of unique addresses with hazards
  - Number of category 1 hazards
  - Number of high rated category 2 hazards
  - Average number of category 1 and high rated category 2 hazards per address
- 2.56 HHSRS inspections identified a total of 3,058 hazards between 2015 and 2020. The greatest numbers of hazards were in the wards of West Hendon, Childs Hill, Golders Green and Hendon. There were 1,370 Category 1 hazards, with by far the greatest numbers in Childs Hill and West Hendon. By far the largest numbers of category 1 hazards were for excess cold and for damp and mould growth.
- 2.57 The wards above average for all five of the criteria analysed were West Hendon, Childs Hill, Golders Green, Hendon, Hale and Colindale.

## **Enforcement actions**

- 2.58 Where a defect or conditions at the property found on inspection cannot be resolved informally with a landlord, some inspection cases require enforcement action, such as serving notices and orders under the Housing Act or other legislation such as the Building Act or Public Health Acts.
- 2.59 Enforcement actions were analysed under the following criteria:
- Number of notices served
  - Number of unique addresses with notices served
  - Number of Housing Act notices
  - Number of unique addresses with Housing Act notices
  - Number of miscellaneous notices
- 2.60 There was a total of 552 notices served in the period. West Hendon had significantly the highest number of notices at 73 and Childs Hill, Finchley Church End, Hendon, West Finchley, Garden Suburb, Woodhouse, Burnt Oak, Golders Green, Hale and Edgware were all above average.
- 2.61 West Hendon, West Finchley, Golders Green and Hale were above average for all the criteria analysed.
- 2.62 When all the data sets for complaints, category 1 and 2 hazards and enforcement actions are analysed, it shows that the wards of West Hendon, Childs Hill, Hale, Edgware, Golders Green and Hendon are all consistently above average for these indicators of poor property conditions. Each of the indicators was scored according to an index where a score of one would mean the ward was average for Barnet. When the index from each indicator is added together, a score of 36 would mean a ward was average for Barnet across all indicators. Table 2 shows a table of the total index for each ward. The wards with scores shaded red (darkest shading) are all above average. The wards with the names shaded orange are all 16% or more above the average. West Hendon is over 70% above average and Childs Hill is 25% above average.

Table 2. Total poor property condition index for all wards.

Ward	Total of All Indexes
West Hendon	61.53
Childs Hill	48.62
Hale	48.27
Edgware	44.32
Golders Green	41.98
Hendon	41.79
Burnt Oak	40.86
Mill Hill	39.43
Colindale	37.86
Brunswick Park	37.66
Woodhouse	36.14
West Finchley	34.80
Underhill	34.67
East Barnet	34.06
Finchley Church End	33.74
Oakleigh	31.35
Coppetts	30.04
Garden Suburb	27.50
High Barnet	24.58
Totteridge	20.62
East Finchley	19.81

- 2.63 The survey of 2,719 properties across the borough in 2020 identified that 476 (17.5%) properties were found to be or believed to be likely to be single family private rented. 9.2% of the private rented properties had issues relating to the external condition of the property, with 4.2% being deemed to be externally in poor condition (where poor means that urgent action was required). 33.4% appeared to be in fair condition (where fair means that matters required attention). 58.2% appeared to be in good external condition, i.e. no action was required. Of the 1,281 where it was not possible to establish the tenure, 32.3% of these were in poor or fair condition. An internal inspection was not undertaken due to the ongoing COVID-19 pandemic, but it is likely several the unknown properties will have been privately rented also.
- 2.64 Burnt Oak had the highest percentage of properties surveyed that were privately rented at 27%, followed by Edgware at 26.1%.
- 2.65 Garden Suburb and Golders Green had the highest percentage of private rented properties surveyed that were in poor or fair condition at 55.6%, whilst Childs Hill had 54.8%.
- 2.66 The findings from analysing complaint and inspection data and the results of the survey, along with the projected numbers of PRS properties indicate that it would be appropriate for a significant number of the properties referred to in article 3(1)(a) to be inspected, with a view to determining whether any category 1 or category 2 hazards exist on the premises

and so would warrant the designation of a selective licensing scheme for poor property conditions in the wards of:

- West Hendon
- Childs Hill
- Golders Green
- Hendon
- Edgware
- Hale

2.67 A selective licensing scheme in these wards would enable the council to undertake inspections of private rented properties to determine whether any of those properties contain category 1 or 2 hazards and to take appropriate enforcement actions to realise a general improvement of property conditions in the designated area within the lifetime of the designation. Appendix 3 sets out the conditions that will be applied to licences and Appendix 4 sets out the council standards for private rented properties.

2.68 Analysis of ASB data shows that there is without doubt evidence of high levels of ASB associated with or in the vicinity of PRS properties and particularly in six of the proposed wards for designation for selective licensing. Only Edgware and Hale are not above the Barnet average. Although not selected as the criterion for designation, ASB provides supporting evidence for the case for selective licensing in those six wards and conditions will be applied that address potential ASB issues.

2.69 Analysis of crime data shows the wards of Childs Hill, Colindale, Hendon, Golders Green, and Edgware feature above average for both residential burglary and total crime in the borough. Above average numbers of crimes have been linked to PRS properties in the wards of Childs Hill, Burnt Oak, Colindale, Hendon, and West Hendon. However, there has not been a noticeable increase in crime over a relatively short period, such as in the previous 12 months, as suggested in the guidance. Due to not meeting the trigger in the guidance, crime has not been considered as a criterion for a selective licensing scheme, although the above average crime levels in the PRS in the areas proposed for designation is a supporting factor and conditions will be applied that address potential crime issues.

2.70 It should be noted that Hale Ward was identified in the Census 2011 as having only 18.23% PRS, i.e. below the current indicator level of 19% required to designate a scheme. However, the recent stock analysis suggests this is now 22.78%.

### **Selective licensing as part of the overall housing strategy**

2.71 Selective licensing is not a tool that can be used in isolation. The local housing authority will have to show how such a designation will be part of the overall strategic borough wide approach, and how it fits with existing policies on:

- Homelessness
- Empty Homes
- Regeneration
- Anti-social behaviour associated with privately renting tenants

- 2.72 The selective licensing scheme must be consistent with the overall housing strategy and co-ordinated with procedures for homelessness, empty properties, anti-social behaviour in the private rented sector, and housing market renewal activity.
- 2.73 The council's Housing Strategy addresses the first of the three points in paragraph 2.69. The Homelessness and Rough Sleeping Strategy addresses Homelessness. The Growth Strategy addresses plans for Regeneration, as does Barnet's Local Plan (Core Strategy). The Community Safety Strategy addresses our approach to anti-social behaviour and crime. The Housing Strategy specifically includes a commitment to using licensing as a tool alongside its other measures to improve housing standards. Selective Licensing therefore is a tool which fits strategically with other council initiatives that will improve the private sector.
- 2.74 Local housing authorities must also ensure that selective licensing complements other measures. It should only be used where existing measures alone are not sufficient to tackle the underlying housing problems of a specific area. Local authorities should also carefully consider any potential negative economic impact that licensing may have on their area – particularly the risk of increased costs to landlords who are already fully compliant with their obligations. These additional costs can reduce further investment and are frequently passed on to tenants through higher rents.
- 2.75 Licence fees will be set to cover costs of running the scheme only. Experience from the additional licensing scheme and that of other authorities already running selective licensing schemes is that licence fees reflect a tiny proportion of the cost of running a privately rented property and do not present a significant burden to landlords.
- 2.76 Local housing authorities will also have to demonstrate the role of other partners (if any), such as the Metropolitan Police or Social Services, in ensuring the designation reaches its goal.
- 2.77 Partnership arrangements such as the Joint Tasking and Action Group (JTAG) and Multi Agency Risk Assessment Conference (MARAC) will be used to highlight the progress of selective licensing and to ensure a coordinated response to issues that contribute to a better private rented sector.
- 2.78 The local housing authority must show:
- it has considered whether there are any other courses of action available to them that might provide an effective method of achieving the objectives that the designation is intended to achieve, and;
  - how the making of the designation will significantly assist the local housing authority in achieving its' objectives (whether or not in conjunction with those other measures).
- 2.79 Other courses of action available to the council are discussed in part 3 of this report. As outlined above, the proposals support the Housing Strategy, where five themes of focus are:
- 1) Raising standards in the private rented sector
  - 2) Delivering more homes that people can afford
  - 3) Safe and secure homes
  - 4) Promoting independence
  - 5) Tackling homelessness and rough sleeping in Barnet.

- 2.80 It is important for local housing authorities to demonstrate how licensing will work in conjunction with existing initiatives (such as landlord accreditation) and partnerships. Licensing is not a stand-alone tool, and local housing authorities should take account of this. For example, landlords will need adequate support to help them deal with problem tenants. Local housing authorities should ensure that their schemes are adequately resourced and include services such as active outreach support programmes to engage with landlords and tenants who need their assistance.
- 2.81 A key strand of the selective licensing strategy will be the encouragement of landlords to achieve accreditation, as it is with the existing additional licensing scheme. Advice is available to landlords and tenants. Resources are discussed in part 5 of this report.
- 2.82 It is also important for local housing authorities to consider some of the possible effects of making a designation, and to include any risk assessment they may have carried out. For example, has there been an assessment of the likelihood of possible displacement of unprofessional landlords to other areas within the local authority's jurisdiction, or to neighbouring local authorities.
- 2.83 The impact of the selective licensing scheme will be closely monitored and if there is evidence that unprofessional landlords move elsewhere in Barnet, this may require consideration of further selective licensing designations in the future. The boroughs neighbouring the wards proposed for designation are Harrow, Brent and Camden. Harrow has a selective licensing scheme, as does Brent, although renewal of one existing scheme and an extension to further wards has recently been refused by the Secretary of State. Camden is currently seeking views on proposals to introduce selective licensing. All neighbouring boroughs will be consulted on the proposals as part of the public consultation.

### **Proposed Designations**

- 2.84 The analysis has determined it would be appropriate to make a designation under the category of deprivation for the wards of Burnt Oak and Colindale and under the category of poor property conditions for the wards of West Hendon, Childs Hill, Hendon, Golders Green, Hale and Edgware.
- 2.85 It is proposed to make three separate selective licensing designations:
- a). Under deprivation, the existing wards of Burnt Oak and Colindale
  - b). Under poor property conditions, the existing wards of West Hendon and Childs Hill
  - c). Under poor property conditions, the existing wards of Hendon, Golders Green, Hale and Edgware

Designation a). is proposed to be implemented as soon as possible and this can be designated under the general approval provisions as the combined percentage of private rented properties amounts to 2.3% (Census 2011) and combined percentage of geographical area amounts to 5%. The aim will be to try and go live with this selective scheme (and the Additional HMO licensing scheme) in early 2022 depending on the consultation outcomes, the committee cycles and approval.

Designations b). and c). will require Secretary of State approval because, when considered together the scheme under designation a). which is expected to be in place

by then, the combined percentage of private rented properties will be greater than 20%. The Secretary of State approval process is anecdotally taking in the region of 12 months currently therefore the other two selective licensing schemes may not be approved and designated until late 2022 or early 2023.

Changes to ward boundaries May 2022

2.86 The Boundary Commission for England has made changes to the ward boundaries in Barnet, which will take effect from the time of the local elections in May 2022. The boundaries of the wards proposed to be included in the designations will change as a result. Although data is currently only available based upon existing ward boundaries, by the time any proposed designations come into effect, the new boundaries may be in place. It is therefore appropriate to outline the proposals in terms of the new boundaries. Although it is not possible to produce tables of data and an index of poor property conditions based upon the new wards, Figure 1 shows the concentrations of cases of private rented properties with poor condition indicators overlaid onto the new ward boundaries as both dot and heat maps.

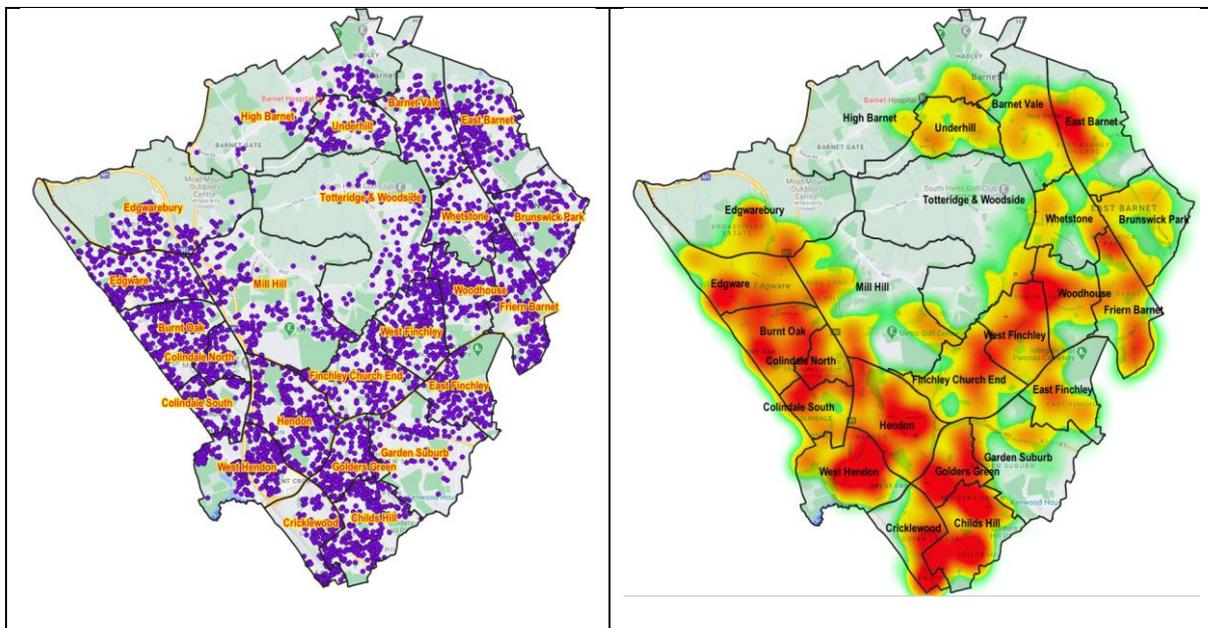


Figure 1.

- 2.87 The data analysis transferred onto the new wards highlights that the proposals in paragraph 2.82 translate into the following proposals:
- a). Under deprivation, the new wards of Burnt Oak, Colindale North and Colindale South
  - b). Under poor property conditions, the new wards of West Hendon, Cricklewood and Childs Hill
  - c). Under poor property conditions, the new wards of Hendon, Golders Green and Edgware (the new ward of Edgwarebury is excluded)
- 2.88 As noted earlier, any designations will specify the roads that it applies to and so even with ward boundary changes, the applicability of them will be clear. If the designation is confirmed then it cannot come into effect any earlier than three months after the date on which the designation is confirmed by the Secretary of State.

### **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Consideration has been given to other options that the council could pursue if the proposals in this consultation are not supported.

#### **Alternatives to Additional Licensing**

- 3.2 Alternative courses of action for dealing with HMOs being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems include the following:

Do nothing:

- 3.3 At the expiry of the existing additional licensing scheme, the council could revert to the previous approach of enforcement in response to complaints and identifying properties through street surveys. This could be linked with a more robust promotion of accreditation for landlords. A review of evidence obtained by other authorities in London would indicate that this approach is not generally supported by the public (excluding landlords) in their consultation exercises. Of HMO residents, other PRS tenants, local residents and other stakeholders, a significant majority supported the introduction of a scheme. Indeed, in the consultation for the current scheme in Barnet, agreement levels for all groups, with the exception of landlords and letting agencies was high with the majority of respondents supporting the introduction of additional licensing (75% or more). Reasons for supporting licensing schemes include that it would improve the standards and living conditions of housing, improving issues with poor tenants, helping to ensure a more consistent standard of accommodation throughout the borough, improving the quality of landlords and enable the targeting of rogue landlords.

- 3.4 It is neither effective for the occupants of HMOs, nor efficient for the council to rely simply on being reactive to complaints and to undertake low levels of proactive visits to properties. Many HMOs go under the radar because tenants are afraid or reluctant to complain and proactive visits are not necessarily targeting the worst properties first, whereas a licensing regime requires landlords to come forward and enables the council to target the highest risk properties first. The licensing of all HMO properties also creates a level playing field where all occupants of HMOs can be assured that landlords will maintain properties to certain standards, or that the council will know about them and apply conditions or take the relevant enforcement action to ensure they do.

Increase enforcement activity:

- 3.5 The council could increase the level of resources and amount of enforcement activity devoted to HMOs. A more proactive approach could be taken to target the worst landlords. This would involve the need to increase the resourcing for enforcement, funded from council finances. For the reasons given above, this does not ensure the protection of all HMO residents that an additional licensing scheme would enable.

Introduce additional licensing in specific areas of the borough:

- 3.6 An area based scheme could be designated. As stated above, it is recognised that HMOs are spread across the borough. An area-based scheme could cause inconsistency in regulation and confusion amongst landlords and tenants. Alongside mandatory licensing, it is seen that the clearest approach for all and the way to protect all occupants of HMOs is to have complete coverage of HMOs under the mandatory and additional licensing schemes.

- 3.7 Specifically, alternative courses of action for dealing with poor housing conditions and poor management in HMOs that might be used in implementing the options above include the following discussed below:

The Housing Health and Safety Rating System (HHSRS):

- 3.8 This is the main tool for enforcing housing conditions in the PRS. However, it is resource intensive and can only be applied to dwellings on an individual case-by-case basis. It is generally a reactive process and does not place a legal duty on landlords to “register” with the council in the way licensing does. It does not impose standards in relation to management or housing conditions. In practical terms the legal requirement on landlords to improve dwellings only comes into force when the council takes action against them. That action does not impose a penalty for hitherto failing to comply with housing standards but merely requires matters to be rectified. It does not provide an incentive to comply, or a deterrent to non-compliance.
- 3.9 Conversely, additional licensing requires the landlord to come forward and obtain a licence and applies conditions that must be met in the HMO, including housing conditions and property management. The penalty for failure to obtain a licence or for breach of licence conditions can be the imposition of a fixed penalty, a criminal prosecution leading to an unlimited fine, and/or a Rent Repayment Order requiring the landlord to repay up to twelve months’ previous rent.

Interim Management Orders (IMOs):

- 3.10 These have been considered in a number of individual cases but there are significant disadvantages to their use as they are very resource intensive, deal only with individual properties on a case-by-case basis, and do not address the general lack of professional management expertise in the local housing market.

The Management of Houses in Multiple Occupation (England) Regulations 2006:

- 3.11 These regulations can be enforced to require HMO landlords to remedy certain housing defects and failures of management. However, these can only be used to remedy certain specified failings and cannot be used to bring about improvements such as the provision of additional amenities. The penalty for contraventions can be the imposition of a fixed penalty or a criminal prosecution leading to an unlimited fine. These provisions can be used alongside additional licensing conditions in enforcing good management standards in HMOs across the borough.

Housing and Planning Act 2016:

- 3.12 Powers under the Act include the use of Banning Orders, which prevent rogue landlords and agents trading when they have committed certain serious offences. There is also a Rogue Landlords Register. Civil Penalties and Rent Repayment Orders are further sanctions.

Landlord Accreditation:

- 3.13 Barnet promotes the Accreditation and Training for Landlords and Agents Scheme (ATLAS) known as the London Landlord Accreditation Scheme (LLAS) through HMO licensing, Empty Property Grant conditions and as an alternative to payment of notice charges.

- 3.14 This is a voluntary scheme where landlords undergo training and sign up to a code of conduct which requires certain standards of management and maintenance. ATLAS is a valuable scheme for engaging with well-meaning landlords. It provides support and imparts the knowledge necessary for them to run their businesses effectively, comply with the law, and provide safe, decent quality homes. There are currently 1,196 accredited landlords in Barnet under ATLAS. However, experience has shown that whilst good landlords are willing to participate in accreditation, a significant proportion of landlords are not, and this includes rogue landlords at the bottom end of the market with whom there is most concern. For this part of the sector, effective enforcement is the appropriate course of action. The council will continue to promote landlord accreditation alongside any discretionary licensing schemes.
- 3.15 The alternative powers outlined above do not offer an effective alternative to additional licensing for the reasons stated. However, using these powers in conjunction with an additional licensing scheme has been proven to provide an effective and comprehensive regulatory framework for the PRS and bring about improvements in property conditions and property management. Licensing requires the landlord and managing agent to meet “fit and proper person” criteria to obtain a licence. The council makes checks to ensure this is the case and can exclude criminal landlords from the market. The anticipated outcome of renewing the additional licensing scheme will be a general improvement in property conditions and management within the five-year lifetime of the designation.

### **Alternatives to Selective Licensing**

- 3.16 Alternative options for dealing with areas with a high proportion of properties in the PRS that are suffering problems that are caused by, or attributable to any of the criteria for making a designation include:

Do nothing:

- 3.17 As would be the case if the additional licensing scheme is not renewed, the council could continue with the current approach of enforcement in response to complaints and identifying properties through street surveys, linked with a more robust promotion of accreditation for landlords. The reasons stated above for this not being a preferred approach for additional licensing apply to selective licensing also.

Increase enforcement activity:

- 3.18 The council could increase the level of resources and amount of enforcement activity devoted to the PRS. A more proactive approach could be taken to target the worst landlords. This would involve the need to increase the resourcing for enforcement, funded from council finances. For the reasons discussed above for additional licensing, this does not ensure the improvement of all privately rented properties in the area that a selective licensing scheme would enable.

Introduce a borough-wide selective licensing scheme, or one covering more wards:

- 3.19 Although the PRS is spread across the borough and most, but not all wards have over 20% of properties in the PRS, our research and evidence base indicate that the highest numbers of properties with poor conditions are in West Hendon, Childs Hill, Hendon, Golders Green, Edgware and Hale Wards. These areas also suffer to varying degrees from issues of ASB, crime, migration and deprivation. Residents in the wards of Colindale and Burnt Oak suffer with significantly higher levels of deprivation than other wards in Barnet, particularly in the domains of barriers to housing and services, income

and crime. They also suffer to a slightly lesser degree from issues of poor property conditions. Although the other areas of the borough also suffer problems, they are not as marked as the data shows for the proposed ward designations and so a selective licensing scheme is not seen as an appropriate mechanism for the whole borough or other wards at this time. It may be that in time, following a review of the success of the proposed schemes, other wards that are above average for the relevant criteria will be considered for a future selective licensing scheme.

A programme of renewal:

- 3.20 The extent of the problem of poor conditions in West Hendon, Childs Hill, Hendon, Golders Green, Edgware and Hale Wards is spread across the area and not restricted to specific and distinct streets or terraces of housing. Similarly, the deprivation in Burnt Oak and Colindale is not restricted to specific street or terraces and is spread across multiple LSOAs. Therefore targeted renewal of properties is not seen as a practical solution to resolving the issues.
- 3.21 As with additional licensing, there are alternative courses of action for dealing with poor housing conditions and poor management in the PRS that might be used as part of the options discussed above. These include the HHSRS, Interim Management Orders, Powers under the Housing and Planning Act 2016 and landlord accreditation schemes. These alternative courses of action have been considered and our conclusions are as for those discussed above for additional licensing.
- 3.22 In view of the numbers of PRS dwellings experiencing poor conditions and deprivation in the proposed wards, it is not practical to deal with them on an individual, reactive basis. However, using these powers in conjunction with a selective licensing scheme and other council strategies and initiatives will provide an effective and comprehensive regulatory framework for the PRS and bring about improvements in property conditions and property management. Licensing requires the landlord and managing agent to meet “fit and proper person” criteria in order to obtain a licence. The council makes checks to ensure this is the case and can exclude criminal landlords from the market. For these reasons there is no practical alternative to a selective licensing scheme in proposed areas selected to achieve the desired outcomes. The anticipated outcome of such a scheme will be a general improvement in property conditions, a reduction in the levels of deprivation and also a reduction in ASB and crime associated with the PRS in the designated areas, within the five-year lifetime of the designation.
- 3.23 All licensed properties will be inspected wherever possible prior to the issuing of a licence, or within the duration of the scheme. Outcomes from this scheme would be monitored during its operation in order to determine whether the scheme should be rolled out to other wards with significant levels of poor housing conditions in the future; although this would be conditional on the approval of the Secretary of State. For wards with lower levels of poor housing conditions, a programme of targeted enforcement will continue to be undertaken.

## **4 POST DECISION IMPLEMENTATION**

### **Additional Licensing and Selective Licensing**

- 4.1 If the committee approves the recommendations in this report, a widespread public consultation will be undertaken. The extent of the consultation will take account of the

experience of other local authorities undertaking similar consultations and that were subject to judicial review for not being deemed adequate to meet the objectives of the legislation and guidance.

- 4.2 As with the existing additional licensing scheme, an independent agency will be procured and engaged to undertake the public consultation and to analyse the results and produce a post consultation report.
- 4.3 Depending on Covid restrictions and risk appropriateness the consultation will include the following approaches. The strategy will be guided by the agency appointed:
- Direct mailing to known landlords and tenants and other interested parties where appropriate
  - Council website
  - Local media,
  - Landlords forums (likely to be on line)
  - Drop-in sessions (likely to be on line)
  - Focus Groups (likely to be on line)
  - Leaflets and posts in public buildings
  - Social media
  - Consultation with neighbouring boroughs
- 4.4 The consultation will run for a period of a minimum of 10 weeks.
- 4.5 Feedback from the consultation will be considered and the proposals reviewed if necessary or appropriate, before a further report is submitted to this committee to make further recommendations on the designations in the autumn.

### **Additional Licensing**

- 4.6 If, following the consultation, the committee approves the designation, then the designation would be made as soon as practicable and would come into effect three months later. It is currently estimated this would be around January 2022 depending on completion of consultation and the committee cycle.
- 4.7 During the three-month period before the designation comes into effect, the scheme will be publicised to encourage early submission of applications for licences.
- 4.8 HMOs that were licenced for a period of five years at the beginning of the existing scheme and that expire before the proposed new designation comes into effect will be required to obtain a new licence once the new designation is made.
- 4.9 Licences issued for HMOs under the existing scheme, but that are due to expire after the proposed new designation comes into effect will remain in force until their original expiry date. Once these licences expire, they will be required to be renewed under the proposed new scheme.

### **Selective Licensing**

- 4.10 If, following the consultation, the committee approves the designations, there will need to be two different processes:

Designation a). (Under deprivation) the current wards of Burnt Oak and Colindale (which will be the new wards of Burnt Oak, Colindale North and Colindale South))

- 4.11 Under the general approval provisions, the designation would be made as soon as practicable and would come into effect three months later. It is currently estimated this would be early 2022.

Designation b). (Under poor property conditions) the current wards of West Hendon and Childs Hill (which will be the new wards of West Hendon, Cricklewood and Childs Hill)), and

Designation c). (Under poor property conditions) the current wards of Golders Green, Hendon, Hale and Edgware Wards (which will be the new wards of Hendon, Golders Green and Edgware)).

- 4.12 As the proposed areas (for designations b and c) cumulatively with designation a) will cover more than 20% of the PRS in the borough, once made, the designations will be sent to the Secretary of State for approval. These applications will set out the reasons for the designations as per guidance for local authorities. The guidance indicates the Secretary of State will aim to decide within eight weeks of the application being received. However, there is evidence that some decisions recently have been taking many months. Assuming a decision is received within eight weeks, then, following this, the designations can come into effect three months later. It is estimated that this would be around May 2022 at the earliest.

## 5 IMPLICATIONS OF DECISION

### 5.1 Corporate Priorities and Performance

- 5.1.1 The proposals outlined in this report further Barnet's Corporate Plan – The Barnet Plan 2021 – 2025 and its stated priorities as follows:

- **Healthy**  
Addressing homelessness and the longer-term impacts of COVID-19
- **Thriving**  
Building a Barnet fit for the future, where all residents, businesses and visitors benefit from improved Housing, infrastructure & economic opportunity

- 5.1.2 Links between the proposals in this report and the Housing Strategy and Housing and Growth Committee priorities are set out in paragraphs 2.1 and 2.2.

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

- 5.2.1 The cost of investigating the viability of additional licensing and completing a full consultation exercise has been borne by LBB and delivered by Re.
- 5.2.2 If the proposed licensing schemes are considered appropriate following consultation, a breakdown of the financial implications of introducing them will be presented to committee to consider the viability of the schemes in conjunction with the review of the consultation

findings.

- 5.2.3 Indicative fees for both additional licensing and selective licensing are set out in Appendix 2. These have been reviewed by the Finance Service and are believed to be accurate and cover all permissible associated costs for a cost recovery model. Authorities cannot use licensing schemes for income generation and so fees should be set for cost recovery only over the lifetime of the scheme, although an element of enforcement of the scheme is permissible in the calculations. As the selective licensing designations will come in incrementally, due to the need to obtain Secretary of State consent, the proposed fees will be applied to the first proposed designation only and these are likely to have been subject to the usual annual fee review by the time the other proposed designations come into effect, if approved.
- 5.2.4 The fees proposed for the new additional licensing scheme are in line with those already approved by the Council for HMO licensing this financial year. This is reasonable as costs will not have increased in year. They will be reviewed in line with the Council's fee review cycle in December 2022.
- 5.2.5 Income received from a Rent Repayment Order or from a Civil Penalty arising from enforcement of licensing schemes can be retained by the local housing authority provided that it is used to further the local authority's statutory functions in relation to their enforcement activities covering the private rented sector, as specified in regulations. As any such amounts are not predictable, they are not taken into account in calculating the overall costs of the licensing scheme and so should be used for additional enforcement action, for example to enhance enforcement in areas that are not subject to licensing.
- 5.2.6 No additional IT or property will be required to investigate the case or consult on the proposed licensing schemes.
- 5.2.7 Procurement of the external agency to conduct the consultation will be undertaken directly by Re.
- 5.2.8 It is proposed that administration and enforcement of the licensing schemes will, as with the existing additional licensing scheme be undertaken by Re subject to contractual agreement.
- 5.2.9 Existing staff engaged in additional licensing will, during the hiatus between additional licensing schemes engage in mandatory licensing and enforcement in relation to the PRS generally.
- 5.2.10 The legislation and guidance requires licensing schemes to work alongside other strategies and initiatives to jointly achieve the outcomes of the licensing schemes. Should the schemes come into effect, Re will need to work with other services and organisations to ensure that the objectives are met. For example, Community Safety and the Police in reducing the effects of ASB and crime arising from the private sector. Advice and support from Legal Services will be required for additional enforcement action that may arise from dealing with the worst properties and reluctant landlords.

### 5.3 Legal and Constitutional References

### 5.4 Additional Licensing

- 5.4.1 Section 56 of the Housing Act 2004 ('the Act') provides local authorities with the power to designate the area of their district, or an area in their district as being subject to additional licensing in relation to a description of HMOs specified in the designation. The authority must consider that a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public.
- 5.4.2 Before making a designation the authority must take reasonable steps to consult persons who are likely to be affected by the designation, and consider any representations made in accordance with the consultation that are not withdrawn.
- 5.4.3 The power to make such a designation makes all HMOs in the area in question subject to the provisions of Part 2 of the Act.
- 5.4.4 Section 57 of the Act requires an authority exercising the power to designate an area under Section 56 to ensure that the exercise of the power is consistent with its overall housing strategy. Paragraphs 2.1 and 2.2 of this report set out how this proposal is in accordance with the Barnet Housing Strategy 2019-2024.
- 5.4.5 The authority must also seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour affecting the private rented sector, both—
- (a) as regards combining licensing under Part 2 with other courses of action available to them, and
  - (b) as regards combining such licensing with measures taken by other persons.
- 5.4.6 Under the Housing Strategy 2019-2024, licensing will be co-ordinated with the council's initiatives for tackling homelessness, empty properties and ASB (Anti-Social Behaviour) and with the police in relation to ASB.
- 5.4.7 The authority must not make a particular designation under section 56 unless—
- (a) they have considered whether there are any other courses of action available to them (of whatever nature) that might provide an effective method of dealing with the problem or problems in question, and
  - (b) they consider that making the designation will significantly assist them to deal with the problem or problems (whether or not they take any other course of action as well).
- 5.4.8 The other courses of action available are discussed in paragraphs 3.1 – 3.23 of this report. The experience from the existing additional licensing scheme has demonstrated that the designation will significantly assist in improving the standard and management of HMOs in the borough.
- 5.4.9 The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015 gives every local

housing authority that designates an area of their district as subject to additional licensing in relation to a description of HMOs specified in the designation made under section 56(1) of the Act, the Secretary of State's general approval of that designation for the purposes of section 58(1)(b) of the Act.

5.4.10 Section 58 of the Act requires that the date the designation comes into force specified by the authority must be no earlier than three months after the date on which the designation is confirmed.

5.4.11 Section 59 of the Act specifies that as soon as a designation is made by an authority, they must publish in a prescribed manner a notice stating –

- (a) that the designation has been made,
- (b) whether or not the designation was required to be confirmed and either that it has been confirmed or that a general approval under section 58 applied to it (giving details of the approval in question),
- (c) the date on which the designation is to come into force, and
- (d) any other information which may be prescribed

5.4.12 Section 60 of the Act states that a designation ceases to have effect at the time that is specified for this purpose in the designation and that time must be no later than five years after the date on which the designation comes into force. A local housing authority must from time to time review the operation of any designation made by them. If following a review, they consider it appropriate to do so, the authority may revoke the designation and if they do, the designation ceases to have effect at a time that is specified by the authority for this purpose and the authority must publish notice of the revocation in such manner as prescribed by regulations.

5.4.13 Under section 61 of the Act, every HMO to which the designation applies must be licensed, unless a temporary exemption notice is in force, or an interim or final management order is in force in relation to it.

5.4.14 Section 61 also requires every local authority must take all reasonable steps to secure that applications for licences are made to them in respect of HMOs in their area which are required to be licensed but are not.

5.4.15 Section 63(7) of the Housing Act 2004 states that: *“when fixing fees under this section, the local housing authority may (subject to any regulations made under subsection (5)) take into account:*

- (a) *all costs incurred by the authority in carrying out their functions under this Part, and*
- (b) *all costs incurred by them in carrying out their functions under Chapter 1 of Part 4 in relation to HMOs (so far as they are not recoverable under or by virtue of any provision of that Chapter)”.*

5.4.16 However, the EU Directive and the Provision of Services Regulations 2009 which was subsequently passed states, at Regulation 18(4):

*“Any charges provided for or by a competent authority which applicants may incur under an authorisation scheme must be reasonable and proportionate to the cost of the*

*procedures and formalities under the scheme and must not exceed the cost of those procedures and formalities.”*

5.4.17 Once fees are set, the Council is expected to review its fees and adjust them where necessary to reflect previous deficits or surpluses. It can take into account the cost of administering the licence over a 5 year period.

5.4.18 The fees and charges are reviewed annually and, in line with case law, will be a split fee with the second element payable by successful applicants.

## 5.5 Selective Licensing

5.5.1 Section 80 of the Housing Act 2004 (and associated Regulations) provides local authorities with the power to designate the area of their district, or an area in their district as being subject to selective licensing.

5.5.2 Under Section 80 of the Act. to make a designation, the authority must consider that any of certain general conditions are satisfied in relation to the area, as set out in the following paragraphs (a) and (b).

(a) The authority must consider that the area is, or is likely to become an area of low housing demand and that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, contribute to the improvement of the social or economic conditions in the area.

(b) The area is experiencing a significant and persistent problem caused by anti-social behaviour, that some or all of the private sector landlords who have let premises in the area (whether under leases or licences) are failing to take action to combat the problem that it would be appropriate for them to take; and that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, lead to a reduction in, or the elimination of, the problem.

The Selective Licensing of Houses (Additional Conditions) (England) Order 2015 introduced another route – a high proportion of private rented sector properties subject to conditions referred to earlier in this report.

5.5.3 Section 80 of the Act requires that, before making a designation the local housing authority must take reasonable steps to consult persons who are likely to be affected by the designation and consider any representations made in accordance with the consultation and not withdrawn.

5.5.4 Section 81 of the Act specifies that the authority must ensure that any exercise of the power is consistent with the authority's overall housing strategy.

5.5.5 The authority must also seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour, both –  
(a) as regards combining licensing with other courses of action available to them, and  
(b) as regards combining such licensing with measures taken by other persons.

- 5.5.6 The authority must not make a particular designation under section 80 unless they have  
(a) considered whether there are any other courses of action available to them (of whatever nature) that might provide an effective method of achieving the objective or objectives that the designation would be intended to achieve, and  
(b) they consider that making the designation will significantly assist them to achieve the objective or objectives (whether or not they take any other course of action as well).
- 5.5.7 Section 82 of the Act requires that a designation of an area as subject to selective licensing cannot come into force unless—  
(a) it has been confirmed by the appropriate national authority; or  
(b) it falls within a description of designations in relation to which that authority has given a general approval in accordance with subsection (6).
- 5.5.8 Case law in this area is mostly related to the consultation process, its duration and extent but there have also been challenges linked to the level of evidence to justify a designation and the alternatives, failure to meet approval requirements etc, and such failures can lead to Judicial Review challenge(s) against the council.
- 5.5.9 The Barnet Council Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships (April 2021) gives the Housing and Growth Committee responsibility for housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
- 5.5.10 Article 10 – Decision Making, sets out that apart from matters reserved to Full Council, committees (and sub-committees) will be responsible under their terms of reference for all decisions which are key (as defined in Article 2).

## 5.6 **Social Value**

- 5.6.1 The proposed renewal of the additional licensing scheme and introduction of selective licensing will help the council to protect some of the most vulnerable members of society, who often end up in sub-standard accommodation and who do not know who to turn to, or are afraid to ask for help in relation to their living conditions. Licensing will enable council officers to make contact with vulnerable people living in this accommodation and if necessary direct them to other services.
- 5.6.2 The licensing schemes will contribute to the council improving the general appearance of neighbourhoods, protect the environment, reduce ASB, improve energy efficiency and reduce fear of crime.
- 5.6.3 The schemes will assist the council in knowing where in the borough the PRS is located, as well as where the bad landlords are and to promote other relevant services to both good and bad landlords.

## 5.7 **Risk Management**

- 5.7.1 There is a risk that the evidence base does not meet the requirements of the legislation and guidance and so adequately support the case for the renewal/introduction of the schemes. As described above, a thorough and detailed analysis of data from multiple sources has been compiled over several months, aiming to ensure that each point has

been considered in turn and is fully supported by the data. For example, a selective licensing scheme is not proposed in areas of the borough where the evidence does not strongly support the case for it.

5.7.2 There is a risk that the proposals in the consultation are not supported by the majority of respondents. This would result in the proposals potentially having to be reconsidered and either abandoned or redrawn and a further consultation conducted. The benefits of licensing schemes have been considered and will be clearly set out in the draft consultation. These schemes are consistent with schemes successfully introduced by neighbouring boroughs and across London and other parts of the country. Evidence from other boroughs and the council's own consultation for the existing additional licensing scheme shows that a majority of tenants and other residents have supported the introduction of schemes, although landlords and agents tend to be against the principle of such schemes.

5.7.3 There is a risk of legal challenge to proposals. In *R (Regas) v London Borough of Enfield* [2014] EWHC 4173, the High Court held that the London Borough of Enfield's decision under the Housing Act 2004 to designate the whole borough for both additional licensing of houses in multiple occupation and selective licensing of private rented sector properties was unlawful for a failure to properly consult. Although Enfield carried out a consultation, the court held that the consultation was insufficient, both in terms of duration and the extent to who was consulted. For Barnet, in light of this, it is proposed that the consultation will run for 12 weeks duration, rather than the minimum 10 weeks required, and will extend in to neighbouring boroughs as it is important to consider businesses, services and residents or neighbouring boroughs who may be affected for those who may be affected.

5.7.4 In the case of *R (Moseley) v Haringey London Borough Council* [2015] 1 All ER 495, although not to do with additional or selective licensing schemes, the court reasserted the principles set out in the earlier case of *R (Gunning) v Brent London Borough Council* [1985] 84 LGR 168 when undertaking a consultation:

- (i) consultation should take place when proposals are still at a formative stage,
- (ii) sufficient reasons should be given for any proposal to allow intelligent consideration and response,
- (iii) adequate time should be provided for consideration and response, and
- (iv) the outcome of the consultation has to be conscientiously taken into account in finalising any proposals.

Additionally, the degree of specificity with which the public authority should undertake the consultation might be dependent on the identity of those being consulted.

5.7.5 There is a risk that designations for selective licensing submitted to the Secretary of State are refused. However, as described, the legislation and guidance have been considered and each issue addressed and the data analysed to support the case for each of the proposed designations. The feedback from the consultation will also be fully considered before any proposals are brought back to this committee. A borough-wide designation is not proposed as the evidence available does not support this approach.

## 5.8 **Equalities and Diversity**

5.8.1 Equality and diversity issues are a mandatory consideration in the decision-making of the

council.

5.8.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Housing and Growth Committee as regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.8.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (d) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (e) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (f) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.8.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.8.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (g) Tackle prejudice, and
- (h) Promote understanding.

5.8.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex

- Sexual orientation
- Marriage and Civil partnership

5.8.7 An initial Equalities Impact Assessment (EqIA) will be drafted as part of the drafting of the consultation plan and a full EqIA will be carried out once the consultation exercise has concluded to take into account the feedback. Responses will be reviewed and take into account the consultation feedback.

5.8.8 Additional licensing will be applied across the borough. Therefore all residents of HMOs and those of neighbouring areas will benefit from the proposals. The number of lettings in an HMO included in the scheme is to be reduced to ensure more residents benefit from the proposals.

5.8.9 Selective licensing, due to the legislative criteria will not apply across the borough. However, it will be applied equally in all private rented properties in the areas that are designated and so all residents of the PRS in those areas will benefit from the proposals. Residents of PRS properties that are not included in the proposed areas will continue to be able to be supported by environmental health using statutory powers.

5.8.10 The licensing proposals are expected to have a positive impact on people of all protected characteristics living in and around HMOs and other PRS properties within scope. There tend to be a lower level of complaints from people with protected characteristics, although it is known that these people may often live in sub-standard rented accommodation and HMOs. These licensing schemes will enable the council to be more able to help and support those most in need.

## **5.9 Corporate Parenting**

5.9.1 The licensing proposals could have a positive impact for care leavers as rented accommodation is potentially where these residents may end up being housed.

## **5.10 Consultation and Engagement**

5.10.1 As a matter of public law, the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- where there is a statutory requirement in the relevant legislative framework
- where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation
- where consultation is required to complete an equalities impact assessment.

5.10.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage
- the consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response

- there is adequate time given to the consultees to consider the proposals
- there is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

1.10.3 The Housing Act 2004 also requires local housing authorities to undertake a public consultation on proposed selective licensing schemes as well as additional HMO licensing schemes. Non-statutory guidance suggests this should be for a period of at least 10 weeks.

1.10.4 Due to differences in the designation process between additional and selective licensing, (which are described later in this report), the timescales before designation and subsequent implementation may not be the same. However, as both proposals are part of the overall borough strategy towards the private rented sector and due to the complexity and cost of the consultation process, it is considered appropriate to combine the proposals for both types of licensing into a single consultation, commencing at the same time.

1.10.5 This report therefore seeks approval to commence a public consultation of 12 weeks on the proposals for additional and selective licensing, based upon the business case that is described in part 2 of this report.

1.10.6 Consultation approach:

- The consultation will consist of an online questionnaire and a summary consultation document which will be published on [engage.barnet.gov.uk](http://engage.barnet.gov.uk)
- The summary consultation document, which will be drafted following the decisions of this Committee, will set out the proposals and how we came about this decision. It will also include an outline of questions we are asking within online questionnaire
- Engage Barnet will also include a link to the fuller detailed explanation of the proposals, including the full evidence base upon which the decision has been taken, available through the council's website. This full consultation document which runs to 180 pages is provided as a background paper to this report
- Paper copies and an easy-read version of the consultation will also be made available on request.
- Further face to face discussion groups (if possible) will be conducted with those residents and stakeholder most affected by the proposals
- The consultation will have a wide reaching communication programme including promotion via the council's residents e-newsletter magazine, Barnet First; Communities Together Network newsletter; the council's website; Twitter; Facebook.
- Tenants, landlords, agents and other relevant key stakeholders will be invited to take part in the consultation.
- The consultation will also be promoted in neighbouring authorities as there may be cross boarder implications for residents and businesses.

1.10.7 It is proposed that, as with the previous consultation for the existing additional licensing scheme that analysis of the survey reposes, report wring and face to face engagement will be conducted by an external agency, in order to ensure impartiality

## **5.11 Insight**

5.11.1 The statutory requirements and government guidance requires local housing authorities to take decisions relating to additional and selective licensing based upon evidence in relation to the specific areas in which they are proposed to be designated. A detailed analysis of all relevant matters for both proposed schemes has been undertaken and is set out in Section 8 – the Evidence chapter of the Full consultation and evidence base (see background papers)

5.11.2 The analysis has used data from a wide range of recognised sources, including the GLA data store and the Office for National Statistics (ONS), as well as the environmental health Idox Uniform database for private sector housing.

5.11.3 Depending upon the specific guidance, data has been analysed to provide both long term trends and the current position, as required for the relevant criterion.

5.11.4 Depth of data and accuracy have been considered to ensure that the conclusions reached are as robust as possible and to give confidence for both publishing for public consultation and if necessary, submission to the Secretary of State for consent.

5.11.5 Support in compiling data was provided from both the Intelligence and Insight Hub and the Regulatory Services Community Protection (Regulation) Analyst within Re.

5.11.6 Should the proposed public consultation take place, the results will be analysed by the external agency employed to undertake the consultation and an in depth report will be produced to assist in considering if any of the proposals should be changed or amended, before submission to the committee again for approval to make the designations.

## **6 BACKGROUND PAPERS**

6.1 Previous Decision – Housing Committee 2<sup>nd</sup> February 2015 -resolved to consult on the proposals for an additional licensing scheme.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MID=7937#AI11020>

6.2 Previous Decision – Housing Committee 2<sup>nd</sup> February 2016 Decision Item 7 – resolved to designate a borough-wide additional licensing scheme.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8269&Ver=4>

6.3 Housing Act 2004. <https://www.legislation.gov.uk/ukpga/2004/34/contents>

6.4 Selective licensing in the private rented sector: a guide for local authorities  
<https://www.gov.uk/government/publications/selective-licensing-in-the-private-rented-sector-a-guide-for-local-authorities>

6.3 Full consultation and evidence base.

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### Review of London Borough of Barnet Additional Licensing Scheme

#### 1. Introduction

- 1.1 London Borough of Barnet introduced an Additional Licensing (discretionary) scheme for Houses in Multiple Occupation (HMOs) on 5<sup>th</sup> July 2016. This report provides a review of the scheme up until May 2021 and considers its impact against the objectives and targets established at the outset of the scheme.
- 1.2 It should be noted that although this review was commenced at the end of 2020, much of the data analysed for the review was up until 31<sup>st</sup> March 2020. This has been done deliberately as the activity since March 2020 has been impacted by the COVID-19 pandemic and so to include that period would potentially skew data.

#### 2. Background

- 2.1 Under the Housing Act 2004, there are two types of licensing relating to HMOs available to local authorities:

##### Mandatory Licensing of certain Houses in Multiple Occupation

- 2.2 Under existing legislation, all local authorities operate a licensing scheme covering Houses in Multiple Occupation that are occupied by five or more people who are not living together as a single household. In October 2018 this mandatory scheme was extended to include smaller HMOs, that would otherwise only have been covered by the Additional Licensing scheme, the details of which are set out in this review.

##### Additional Licensing of HMOs

- 2.3 Local authorities can introduce (designate) a discretionary additional scheme for other types of HMOs not subject to mandatory licensing in part or whole of the area within its district. This can include what are known as Section 257 HMOs, which are properties that have been converted into self-contained flats, but where the work does not comply with the Building Regulations, meaning for example that fire protection is inadequate.
- 2.4 Unless previously revoked, a designation for an Additional Licensing scheme ceases to have effect at the time that is specified for this purpose in the designation and that time must be no later than five years after the date on which the designation comes into force. A local housing authority must from time to time review the operation of any designation made by them.

### **3 The Additional Licensing Scheme in Barnet**

3.1 Following a statutory consultation, Barnet designated a borough wide Additional Licensing scheme, which came into effect on the 5<sup>th</sup> July 2016 and is due to end on 4<sup>th</sup> July 2021.

3.2 The scheme requires the following types of HMO to be licensed:

1. Any HMO as defined by section 254 of the Housing Act 2004 falling into the following categories:
  - a. Any HMO of two or more storeys, occupied by four or more persons in two or more households and where some or all facilities are shared or missing.
  - b. Any flat occupied by four or more persons in two or more households and where some or all facilities are shared or missing, where the flat is on the second storey or higher.
  - c. Any HMO of two or more storeys, with a resident owner and occupied by four or more other persons in two or more households and where some or all facilities are shared or missing.
  - d. Any house of two or more storeys comprised of both self-contained and non-self-contained units of accommodation occupied in aggregate by four or more persons in two or more households (not including a resident owner), some of whom share or lack one or more basic amenities such as a bathroom, toilet or cooking facilities.
2. Any HMO as defined by section 257 of the Housing Act 2004 which consists of:
  - a. Three or more storeys that have been converted into and consist of four or more self-contained flats and where both the building and self-contained flats it contains are owned by the same person (none of the individual flats within the building being under separate ownership).

### **4 Objectives and Targets**

4.1 The outcomes set out if the licensing scheme were to be introduced were:

- assist the Council in targeting scarce resources on properties of most concern;
- promote better and more widespread engagement with landlords, tenants, businesses and members of the public with an interest in HMOs;

- foster a situation in which poor conditions or detrimental impacts on the health, safety and welfare of the occupants and the local neighbourhood are prevented in the first instance thus reducing the need for the exercise of enforcement powers. These powers are often complicated, costly and time consuming to implement and can involve considerable cost further down the line for social care and health services;
- allow the Council to develop a comprehensive database of HMOs within the borough and promote a more coordinated approach with partners. This will allow us to share more and better intelligence with them;
- help the Council identify properties in the worst condition and with the poorest standards of management and to enable working with landlords to bring about necessary improvements, as well as to encourage behavioural change;
- enable local residents, occupiers or potential occupiers to inform the Council of any HMOs which they think need a licence but do not have one;
- enable the improvement of the health, safety and welfare of the occupying tenants;
- prevent overcrowding by setting limits as to the number of permitted occupiers;
- reduce any associated detrimental impact upon local neighbourhoods and reduce the number of complaints associated with HMOs and the Council resources used in dealing with those complaints;
- provide opportunities to further promote landlord accreditation and improve landlords knowledge and understanding of the problems and responsibilities related to HMOs of landlords in the Borough;
- ensure that rogue landlords are targeted and dealt with appropriately and to make certain that only those who are proven to be fit and proper persons can have control of an HMO;
- ensure that HMOs can take their proper place among other dwelling types in the housing market, that they are not a choice of last resort and play their part in relieving homelessness;
- the focus would be on enabling and supporting landlords who are or wish to be compliant, whilst targeting those landlords who do not wish to comply with the legislation for enforcement action.

## **5 Impact of the Scheme**

### **Did we achieve these objectives?**

- 5.1 The introduction of the licensing scheme in 2016 enabled the setting up of a dedicated licensing team, funded directly by the licensing fees. As a result,

the council were able to provide additional resource to target HMOs, that through the licensing process were identified as presenting the highest risk.

- 5.2 The proposal to introduce the scheme involved a large scale and wide-spread consultation with various stakeholders, bringing to their attention the issues the council were concerned about and highlighting how they were able to help tenants, landlords and others impacted by HMOs. Since the scheme went live, officers have, through the licensing process, been able to engage directly with tenants and landlords to a greater extent and in more numbers than had ever been previously possible through traditional reactive approaches.
- 5.3 At 31<sup>st</sup> October 2020, a total of 549 Additional HMO Licenses had been issued under the scheme. 1180 HMOs in total were licensed under the mandatory and additional scheme. This is a 608% increase on the number licensed at the end of June 2016 just before scheme commencement.
- 5.4 Obtaining applications has been very difficult due to the borough size and the slightly fragmented nature of the scheme definitions. In the first instance landlords voluntarily approached the council for a licence when prompted through publicity but this slowed down rapidly, requiring after year 1 of the scheme. After this time direct contact was often required on more than one occasion and in some circumstances enforcement action was required.
- 5.5 All licensed HMOs in the borough are inspected and assessed under the Housing Act 2004 (as amended) before a licence is issued (apart from when covid restrictions were in place). As a result of licensing properties that in many occasions had not been previously inspected or even known to the council, category 1 hazards (the most serious hazards) have been identified and a significant proportion have been reduced to a safe level through education and working with landlords, without the need for enforcement action. From scheme commencement category 1 hazards have been reduced in 161 HMOs, the majority of which will have been licensable. This has reduced serious hazards in 566 units of accommodation across the borough.
- 5.6 Conditions were applied to licenses and where these have been complied with, we have improved the health, safety and welfare of the occupiers.
- 5.7 Some properties had limits set on the level of occupation allowed, thus reducing potential for overcrowding of accommodation.
- 5.8 Bad, or rogue landlords were subject to enforcement action, such as service of notices and prosecution or issue of a fixed penalty.
- 5.9 HMOs continued to provide an important source of accommodation and so help to reduce homelessness, with landlords continuing to be easily able to let their properties to those in need.
- 5.10 Compliant landlords received support, such as receiving advice and training, although some were subject to enforcement action due to an unwillingness to obtain a licence.

## **Is the implementation of Additional Licensing achieving what we set out to do?**

- 5.11 In the business case for the introduction of the scheme in 2015/16, a number of proposals and assumptions were made.
- 5.12 The following section provides an analysis of these proposals and assumptions and provides some statistics on the outcomes of the scheme.
1. *The pre-consultation survey showed 18% of properties are HMOs.*
- 5.13 An analysis of data in relation to the profile of the private sector in Barnet indicated that there are approximately 3,760 HMOs. Of these, at the time of the analysis 1,213 were licenced, with the remaining 2,546 yet to be investigated for licensing. The total private rented sector (PRS) is estimated to be 42,203, meaning that HMOs represent 8.9% and not 18% of the PRS. Nevertheless, although this figure was overestimated, there remain a significant number of unlicenced HMOs.
2. *We said we would have a more comprehensive database of HMOs.*
- 5.14 We now have a significantly more comprehensive database of HMOs in the borough. The analysis of the PRS has also, as stated above identified a further 2,546 HMOs that will require investigation.
- 5.15 In March 2016 we had 191 mandatory licensed HMOs only. By May 2021, 622 mandatory licenses had been issued.
- 5.16 In May 2021 we had 1,213 licensed HMOs (622 mandatory and 591 additional).
- 5.17 All properties issued with either a mandatory or additional licence were inspected.
3. *It was estimated that the additional licensing scheme could apply to around 3,836 properties in the borough.*
- 5.18 As mentioned above, the register at May 2021 has 591 additional licensed properties, an increase of 1,023. The analysis mentioned above suggests there are 2,546 unlicenced HMOs (although some of these may be subject to mandatory licensing). The total number of HMOs potentially subject to licensing is therefore 3,137, which is some 699 less than previously estimated.
- 5.19 Identifying and accessing unlicensed HMOs has proven to be difficult, particularly as it is frequently the case that tenants are unwilling to talk to the council. To take enforcement action the Council needs to be able to evidence that a property is a licensable HMO. Without statements from tenants this is often nigh on impossible. The COVID-19 pandemic has also significantly curtailed investigation and enforcement of unlicenced HMOs over the period since March 2020 as property access opportunities have been limited.

5.20 Table 1 shows the number of issued additional licences and potential unlicensed HMOs, to provide a total figure of HMOs likely to be covered by the scheme by ward. There is a minimum of 54 HMOs in Underhill Ward, up to 397 in Hendon, showing that large numbers of HMOs are widespread across the whole borough and so a borough-wide scheme was applicable.

Table 1.

<b>Ward</b>	<b>Additional Licences</b>	<b>Number of Potential HMOs</b>	<b>Total HMOs for additional licensing</b>
Brunswick Park	8	64	72
Burnt Oak	34	111	145
Childs Hill	79	161	240
Colindale	19	294	313
Coppetts	13	111	124
East Barnet	10	52	62
East Finchley	26	165	191
Edgware	13	89	102
Finchley Church End	15	124	139
Garden Suburb	17	89	106
Golders Green	68	110	178
Hale	20	75	95
Hendon	107	290	397
High Barnet	6	58	64
Mill Hill	13	87	100
Oakleigh	6	66	72
Totteridge	9	62	71
Underhill	9	45	54
West Finchley	27	157	184
West Hendon	73	204	277
Woodhouse	19	132	151
<b>TOTAL</b>	<b>591</b>	<b>2546</b>	<b>3137</b>

5.21 The criteria for the scheme was not straightforward and proved to be quiet difficult to enforce, with some loop holes.

4. *We said we would focus on prioritising properties of most concern:*

5.22 All licence applications resulted in an inspection prior to licence issue. However, prioritisation was applied to:

- follow up on compliance with conditions where category 1 hazards were identified,

- follow up on compliance of poor property conditions or management concerns,
- the larger HMOs with higher occupancy numbers

5.23 Significant enforcement action was targeted against properties causing the greatest issues e.g. residents' complaints, members complaints and anti-social behaviour (ASB).

5. *It was believed that a significant proportion of HMOs were being poorly managed? – e.g.:*

- The survey said 44% had no fire alarm*
- The survey said 43% had no or tenants unaware of gas certificate*

5.24 Table 2 below shows the number and percentage of HMOs that had to have major conditions applied to their licence, such as insufficient automatic fire detection (AFD), means of escape from fire, installation of facilities, etc. both before implementation of the scheme and in March 2020. It can be seen that a significant number of all HMOs inspected (74.6%) were not being well managed, requiring the application of major conditions.

Table 2. HMOs with major conditions applied.

	<b>Total number of licences on register</b>	<b>Number with major conditions e.g. insufficient fire precautions</b>
<b>March 2016</b>	191 (Mandatory licenses only)	60 (31.4%)
<b>March 2020</b>		
<b>Mandatory Licences</b>	599*	439 (73.3%)
<b>Additional Licences</b>	549	417 (76%)
<b>Total</b>	1148	856 (74.6%)

\* A number of properties in scope for additional Licences came under the mandatory scheme following the extension of the Mandatory scheme in October 2018.

6. *We said the scheme would enable us to better protect the health, safety and welfare of the occupying tenants.*

*a. We said we would inspect all properties subject to licensing:*

5.25 Before the commencement of the scheme there had been **214** application related inspections of HMOs. Since the commencement of the scheme in 2016 to March 2020, we had carried out **2,948** inspections, including any related to complaints.

5.26 Table 3 shows the number of inspections that were completed between April 2016 and March 2020.

Table 3. HMO inspections carried out.

April 16-March 20	
Inspection type	Number of inspections carried out
Application related inspection	1,476
Housing complaint inspection	25
Licence conditions inspection	1,447
<b>Total</b>	<b>2,948</b>

*b. We said the scheme would enable us to remove significant hazards in HMOs:*

5.27 Table 4 shows the no. of category 1 and high category 2 hazards found and removed compared with before the scheme. There were 6 times the number of hazards identified following the introduction of the additional licensing scheme.

Table 4. Hazards identified in HMOs.

	April 12 to March 16	April 16 to March 20
Number of category 1s (Bands A-C) identified in licensed HMOs (High category 2s (Bands D&E) in brackets)	45 (9)	256 (71)
Number of HMOs with category 1 hazards reduced	1	136

*c. We said we would apply appropriate conditions to licences to ensure the health, safety and welfare of the occupying tenants:*

5.28 The 417 properties subject to additional licensing had major conditions applied to their licence, with 234 properties complying with these conditions to date.

5.29 Compliance with major conditions i.e. substantial work requirements, such as automatic fire detection, means of escape from fire, installation of facilities, etc. is fluid, and so some conditions that have not been complied with are still within the time limit set for compliance. Table 5 sets out the position at March 2020 of conditions that have been complied with and those that remained live – i.e. had not yet expired or been complied with.

Table 5. Major conditions applied.

	<b>Number of live HMO licences with major conditions</b>	<b>Number of live HMO licences with major conditions complied</b>	<b>Number of live HMO licences with major conditions expired and not complied</b>
<b>March 2016</b> (Mandatory licenses only)	60	48 (80%)	12 (20%)
<b>March 2020</b>			
<b>Mandatory Licences</b>	437*	317 (72.5%)	120 (27.5%)
<b>Additional Licences</b>	417	234 (56.1%)	183 (43.9%)
<b>Total</b>	854	551 (64.5%)	303 (35.5%)

*d. Where landlords were non-compliant, we undertook to apply the departmental enforcement policy, which resulted in the following enforcement actions:*

- 5.31 Enforcement action against HMOs increased significantly following the implementation of the Additional Licensing scheme. To March 2020:
- 8 civil penalties<sup>1</sup> were issued for operating an unlicensed HMO, with 2 being subsequently withdrawn, with a total value of the penalties of £61,100.
  - 10 civil penalties were issued for management contraventions in licensable premises, with 3 subsequently withdrawn, with a total value of the penalties of £14,625.
  - 2 civil penalties were issued for HMO conditions contraventions. Although these are both subject to appeal, the total value of the penalties was £37,000.
  - One Rent Repayment Order was made to the value of £5,244.87
  - The following Prohibition Orders were served on HMOs:
    - 4 Prohibition Orders
    - 6 Emergency Prohibition Orders
    - 1 Suspended Prohibition Order
    - 5 Prohibition Order Revocations
  - 3 Improvement notices were served on licensed HMOs

<sup>1</sup> The council is able to reinvest monies raised through application of civil penalties into housing enforcement.

- 186 Temporary Exemption notices were served
- No Interim Management Orders were made.
- 20 prosecutions were taken for failure to obtain an HMO licence
- 1 prosecution was taken for breaches of licence conditions
- 19 prosecutions were taken for poor management of HMOs
- No prosecutions were appealed.
- 2 civil penalties were appealed, with one being upheld and the other being reduced from £14,000 to £8,000.

5.32 *We said the scheme would reduce the number of complaints associated with HMOs.*

5.33 Table 7 shows the number of HMO related conditions complaints compared to before the introduction of additional licensing. This data excludes enquiries about HMO licensing applications or process. Whilst as detailed there may be some level of data inaccuracy caused by changes to the data management system, property issues and improvements are captured through the HMO licensing scheme.

Table 7. Complaints about HMOs.

	<b>April 2012 – Mar 2016</b>	<b>July 2016- Mar 2020</b>
Complaints about licensed and unlicensed HMOs*	308	113

\*there may be some data inaccuracy caused by changes to the data management system, and changes in recording methodologies.

*e. We said the scheme would reduce the number of issues detrimentally affecting the neighbourhood such as ASB.*

5.34 It is well established that anti-social behaviour can be associated with HMOs. However, it is often more difficult to identify the source of some types of ASB that are affecting an area, as opposed to a specific property. HMO licensing is one of many complementary activities across a number of partner organisations that contribute to tackling ASB. Data available for the year April 2018 to March 2019 showed that there was a 10.9% reduction in ASB calls to the police and a 12.9% reduction in repeat ASB calls, compared with the previous 12 months. Whilst this cannot all be accredited to HMO licensing, it is acknowledged that it will have made at least some contribution to this reduction. Table 8 shows the numbers of ASB complaints.

*f. Did we focus on landlords that failed to licence?*

5.35 In the early stages of the licensing scheme we concentrated on dealing with applications and inspection of those properties applying for a licence, with a view to seeking out and enforcing against unlicensed landlords in the later stages as resources became available. We did not achieve this as we would

have liked and the number of unlicensed HMOs described earlier is an indication that we did not achieve this. Reasons that this was not achieved are:

- The COVID-19 pandemic led to a loss of enforcement activity for the last 15 months of the scheme.
- Data intelligence has improved significantly over the life of the scheme, and time was wasted in relation to accessing properties that turned out not to be licensable HMOs
- The scheme definition left some gaps which some landlords exploited to avoid licensing

*g. We said the scheme would enable us to ensure mandatory licensable HMOs were identified and licensed.*

5.36 In 2016 there were 191 properties with a mandatory HMO licence and we identified and issued an additional 431 mandatory HMO licences by May 2021.

5.37 The percentage of compliance with major conditions in mandatory licenced properties reduced slightly from 80% to 72.4%, however, the number of properties significantly increased and as a result, many more properties were improved.

5.38 86% of mandatory licences were processed in under 3 months between April 2015 and March 2016, but with the implementation of additional licensing, this improved to 94% by the year April 20 19 to March 2020.

*h. We said we would work together with the Planning Service and Article 4 Directions to improve poorly converted flats.*

5.39 The Planning Service are notified of all planning applications as part of the Fit and Proper person assessment. The planning status is then reviewed at that stage.

5.40 There were 64 planning applications for HMOs since the commencement of the licensing scheme.

5.41 There were 49 planning applications approved with conditions or a legal agreement involving HMOs.

5.42 232 enforcement cases were opened by the Planning Service for standard HMO cases and 350 'beds in sheds' cases.

*i. We said we would encourage additional landlords to register with a landlord accreditation scheme.*

5.43 In July 2016 there were 599 accredited landlords. By February 2021, this had become 1,196 accredited landlords in the borough, an increase of 99.7%.

*j. We said landlords who were identified as not being a fit and proper would be refused a licence.*

5.44 There were no landlords who applied for a licence that were refused a licence on these grounds.

*k. We said that license applications received within 3 months of designation of the scheme would be issued with a 5-year licence.*

5.45 Following scheme go-live it was decided that where appropriate and based upon evidence of both satisfactory property management and condition of premises upon inspection, a 5-year licence would be granted, regardless of whether the application was received in the 3-month period.

*l. We said we would provide landlords with a paid for assisted licence offer.*

5.46 A total of 28 landlords took advantage of the assisted licence process for additional licensing, with 24 doing so for mandatory licences. A lot of advice and assistance was provided to landlords without a fee, especially during the pandemic to try and obtain additional necessary information to enable licence issue. Without this licences would not have been issued, with the loss of benefit that this brings.

*m. We said we would give advice and assistance to landlords on our adopted standards.*

5.47 Between April 2016 and March 2020, 2,037 landlords received advice on HMO licensing which would have included information on the adopted standards. The standards are available on the Council's website and referenced in the licensing documents.

*n. We said we would maintain discounted fees for accredited landlords.*

5.48 Discounted fees have been maintained throughout the scheme.

*o. We said the monthly cost of a 5-year licence would be kept lower than a 1-year licence.*

5.49 Part 2 of the fee has been maintained lower for a 5-year licence. Part 1 of the fee, covering the application processing is the same as for a 5-year licence, as the work involved is the same regardless of the licence period. Fees are reviewed on an annual basis.

*p. We said we would maintain reduced fees for mandatory licences following 2015/16.*

5.50 We maintained a reduction of 10%, although fees have increased over the past 5 years to cover scheme running costs.

- q. We said notice or order fees would be waived for being accredited within 3 months of service.*
- 5.51 We did not waive fees as no landlords met the necessary criteria.
- r. We said we would maintain no licence fee for HMOs used by Barnet Homes.*
- 5.52 No landlords applied for a reduction under this criteria.
- s. We said we would hold a licensing amnesty each year.*
- 5.53 It was decided not to do this, as it was anecdotally not favoured by landlords. It was seen to favour non-compliant and/or less professional landlords.
- t. We said we would provide a guide to fire safety for landlords.*
- 5.54 A fire safety guide was produced and information on our website was updated and improved as was the joint working protocol with the Fire Authority.
- u. We said we would continue to offer empty property grants.*
- 5.55 There have been 44 applications, with 32 grants completed to date. Empty property promotion weeks are held at least annually to promote take up of the scheme
- v. We said decent homes grants would be available for private tenants.*
- 5.56 One private tenant took up the offer of a decent homes grant. Decent Homes Grants are no longer available due to the funding terminated.
- w. We said the scheme would lead to us working in a coordinated approach with our partners.*
- 5.57 The Planning Service are now consulted on all HMO licensing applications in relation to the applicant being a fit and proper person. The Planning Service now review the register on a monthly basis to inform their work on compliance.
- 5.58 The HMO Register (public information) is sent to the Community Safety Service, Land Registry, the Planning Service, Corporate Anti-Fraud Team and the Revenues and Benefits Service on a monthly basis.
- 5.59 The Private Sector Housing Team work closely with the Community Safety Service and the Environmental Health Public Health and Nuisance and Noise Team in relation to cases causing ASB. A representative of the Private Sector Housing Team attends the Council's Anti Social Behaviour Delivery Group meetings.

- 5.60 A representative of the Private Sector Housing Team attends the Council's Strategic Fly Tipping Working Group to ensure a joined up approach in relation to fly tipping and other rubbish complaints in relation to HMOs.
- 5.61 A representative of the Private Sector Housing Team attends the Community Safety Multi Agency Risk Assessment Conference (MARAC) and the Joint Task and Action Group (JTAG), where relevant information on HMOs is shared.
- 5.62 A joint working protocol was reviewed and agreed in September 2017 with the Fire Authority. The Fire Authority is consulted as necessary in relation to fire safety issues in HMOs.
- 5.63 We liaise with the Middlesex University Accommodation Office to try and ensure that student accommodation meets minimum standards and students are aware of relevant health and safety issues in shared accommodation.
- 5.64 The Private Sector Housing Tea are a member of the Multi Agency Risk Panel that assess complex cases involving vulnerable persons including hoarding cases.

*x. We said that the scheme would tie in with the other initiatives in the Housing Strategy.*

- 5.65 The Barnet Housing Strategy 2015 to 2025 made specific reference to private sector housing: *"For those in the private rented sector, this means cracking down on the minority of rogue landlords and support to minimise the risk of homelessness."*
- 5.66 There were six themes of the strategy, of which three are directly applicable to the additional licensing scheme:
- **Increasing housing supply.**
- 5.67 The availability of empty property grants encourages owners of long-term empty properties to bring them back into use, potentially as a licensed HMO.
- **Sustaining quality, particularly in the private rented sector.**
- 5.68 The strategy seeks to *"improve the quality of housing across the borough, and in particular tackling the issue of poor quality housing in the private rented sector"*.
- 5.69 The council said it will *"update how HMOs are regulated and crack down on rogue landlords and sub-standard properties, working directly with landlords and encouraging them to acquire formal accreditation through the London Landlords Accreditation Scheme."* The outcomes described above demonstrate how the implementation of the scheme has contributed to this specific theme in the strategy.

- **Preventing and tackling homelessness.**

- 5.70 The strategy says “we will continue to work with private landlords to ensure that there is a good supply of affordable accommodation and work to sustain tenancies and prevent homelessness”.
- 5.71 The additional licensing scheme has enabled us to engage with landlords to highlight this issue and improve HMO properties that are often the first source of accommodation for the homeless.
- y. We set the following benchmarks, key performance indicators and/or other targets to measure the success of the scheme:

**Performance monitoring:**

Table 9

KPIs	Targets as of end of April 2021	Performance end of March 2021
Compliance with Env Health Service Standards (all service requests in EH)	95%	96.4%
Number of properties where category 1 hazards have been reduced	200	243
Compliance with major conditions in mandatory HMOs	70%	67%
HMO licences issued in a timely manner	76% issued within 3 months of validation	85%
Increasing number of accredited landlords	991	1196 (end of Feb)
Increasing number of mandatory HMOs	500	656 (1,200 incl additional)

**6 Lessons Learned**

- 6.1 Whilst the outcomes of the licensing scheme have shown there was a need for the scheme and that it has resulted in the improvement of properties and the standard of management by landlords, there are some key learning points which will be addressed by the new scheme:
- The number of applications received was fewer than the number of HMOs estimated to be in scope. It is believed the estimates of the number of properties that would require licensing prior to designation was around 700

higher than we now believe to be the case. A more detailed and robust method of identifying potential HMOs has been used to support the proposed new scheme and nevertheless, there are still approximately 2,550 properties believed to be HMOs that are not licenced.

- A greater effort is required to continue to proactively publicise the scheme throughout the five years
- The scheme included HMOs occupied by four or more persons who do not form a single household and sharing facilities. We have since realised that HMOs that are occupied by three or more persons frequently present as much risk and can be poorly managed as those with four persons. The new scheme is therefore proposed to address this by including those occupied by three persons who do not form a single household.
- The original scheme criteria was somewhat fragmented with some gaps in it causing confusion for landlords. The revised scheme proposal is more straightforward to enable simpler understanding for landlords as well as for scheme administration
- The online system that was proposed to be used and new data management system was tested and transfer of data investigated fully, but it was not found to be viable so the project was terminated. As such paper applications continued throughout the 5 years. The paper-based licensing system has been reviewed and improvements implemented, but a lot of data inputting is required. An on-line licensing system will be implemented before the new designations are implemented, making the licensing system more efficient both for the applicant and the council.

This review highlights that we have made progress, but our objectives have not been fully achieved and that additional licensing should continue across the borough. Anecdotal information from other London boroughs have indicated that where used in conjunction with Selective Licensing the number of additional and mandatory licence applications increased.

## **7 Year One Review**

7.1 A review of the additional licensing scheme was conducted after one year and was reported to the Housing Committee in October 2017. Below is a summary of the findings of the review contained within the committee report:

7.1.1 Following an extensive consultation exercise, Barnet Council introduced an Additional HMO Licensing Scheme for lower risk HMOs on 5<sup>th</sup> July 2016. A HMO needs to be licensed under the Additional HMO Licensing Scheme when:

- it has two or more storeys, occupied by four or more persons in two or more households and where some or all facilities are shared or lacking

- It has two or more storeys, with a resident owner and is occupied by four or more other persons in two or more households and where some or all facilities are shared or lacking
- it is a flat occupied by four or more persons in two or more households and where some or all facilities are shared or lacking and where the flat is on the second storey or higher
- It is a building of three or more storeys that has been converted into and consists of four or more self-contained flats where the conversion was not undertaken in accordance with the Building Regulations 1991 (or later) and fails still to so comply; and where both the building and flats it contains are owned by the same person (none of the individual flats within the building being under separate ownership)
- It is a house of two or more storeys comprised of both self-contained and non-self-contained units of accommodation occupied in aggregate by four or more persons in two or more households (not including a resident owner), some of whom share or lack one or more basic amenities such as a bathroom, toilet or cooking facilities.

7.1.2 At the time that the Additional HMO Licensing scheme was approved the government had indicated that mandatory HMO licensing was due to be expanded to cover a wider type of properties. This has not yet been forthcoming although indications are that it is still likely.

7.1.3 From the data collection exercise completed as part of the consultation exercise, indications were that there were 3,836 properties that would fall under the proposed scheme in the borough. Based on previous experience fluctuations in this data were expected due to changes in the mode of occupancy and property sale.

7.1.4 The first 12 months have involved a significant amount of infrastructure work:

- New procedures and systems designed and implemented to streamline the HMO licensing process and ensure uniformity of decisions made by officers
- Full web review and introduction of an [HMO Licensing Tool](#) to assist landlords and agents to understand if their property is licensable or not)
- Team of 4 Enforcement Officers, 4 Technical Support Officers and a Team Leader recruited, trained and inducted.
- Ongoing scheme advertising using a combination of:
  - Borough wide publicity in newspapers and Barnet First
  - Targeted publicity to landlords, agents, solicitors, charities and support agencies
  - Targeted publicity to partners within Re and the Council
  - Regular drop in sessions at Barnet House
  - Promotional events at estate agents premises

- Attendance at Middlesex University events
  - Presentations at landlords forums
  - Regular reminders to landlords and tenants in relation to the scheme through social media
  - Direct communications to premises identified as likely to fall under the HMO licensing scheme (additional and mandatory)
- Action on cases prioritised to ensure that more complex and higher risk cases are dealt with by the more experienced officers
  - A close working relationship has continued with the London Fire and Emergency Service (LFEPA). There has been a review of the joint working protocol between Barnet and the LFEPA and a new consultation process developed for HMO Licensing cases. The new process enables lower risk cases meeting the standards detailed in the LACORS Fire Guidance to go through a system of peer checking instead of requiring full LFEPA consultation. This speeds up the processing time for licences and the new paperwork makes all consultations more transparent.
  - Officer trained on Fire Risk Assessment. This will be of benefit in relation to:
    - Reviewing and updating as appropriate the current advice to landlords in relation to fire precautions work
    - Refresher training to officers
    - Provision of a new service to provide Fire Risk Assessments for landlords for a fee.

7.2 Actions completed to date with comparisons to previous years.

7.2.1 Comparisons with other boroughs have not been included as these can be misleading. No other borough introduced a scheme at the same time as Barnet and numbers licensed will vary significantly depending on if the Borough also has a Selective Licensing scheme, or has large blocks (including purpose-built student accommodation) or small single HMOs to licence. There is therefore no benefit in comparing data with other boroughs.

7.2.2 The target for year 1 was 200 applications to allow for setting up systems, recruiting staff, scheme launch and promotion. It was noted in the original report that these numbers were dependent upon the number of licences submitted reactively by landlords and will be constantly reviewed.

Table 10.

	2015-16	2016-17	Q1 2017-18	19-20 (added for this review)

Mandatory HMO licence applications received	70	111	24	226
Additional HMO licence applications received	No scheme	227 (July to March)	60	88
Mandatory HMO Licences issued	64	85 (85.9% issued in 3 months or less)	38 (69% issued in 3 months or less)	201
Additional HMO Licences issued	No scheme	128 (July to March) (81.6% issued in 3 months or less)	76 (77.6% issued in 3 months or less)	89
Total number of licensed premises in the borough	149 HMOs in total	371 HMOs in total	474 HMOs in total	1148
Temporary Exemption Notices Served (where landlords have a licensable premises that is reverting to a non- licensable status)	10	35	20	37
Conditions compliance in mandatory HMOs	80%	70%	65% (1/9/17)	73%
Conditions compliance in additional HMOs	No scheme	17%	14.5% (1/9/17)	Unable to run retrospectively
Landlords accredited under the London Landlord	YTD March 2016 592	YTD March 2017 632	YTD June 2017 643	989

Accreditation Scheme				
Customer satisfaction for landlords		87% (average for Re services 69%)	95% (average for Re services 71%)	Data not available
Appeals to the First Tier Tribunal received	0	2	1	2
Appeals to the First Tier Tribunal defended	0	2	1	Not heard
Successful prosecutions	10 successful prosecutions since April 2016 for failure to licence and/or contraventions of the Management Regulations and/or failure to comply with a Prohibition Order. Total fines/victim surcharge and costs awarded over £215,000.1 case for failure to licence was used by the tenants to support a Rent Repayment Order leading to a repayment of £5,000 of rent to the tenants.			Reported separately in the report

7.2.3 288 properties are currently being actively targeted by officers for additional HMO licensing applications.

7.2.4 Since the introduction of the scheme, 11 paid for HMO Inspections have been completed by Re to landlords to assist them in understanding their legal obligations and options in relation to their HMOs.

### 7.3 Scheme Strengths

- 218% increase in the number of licensed HMOs overall in the borough since March 2016. All of these properties have been inspected, had action taken in relation to any category 1 hazards identified or other urgent legal contravention and had a licence issued with property specific conditions.
- 9% increase in the number of accredited landlords, perhaps linked with a reduced fee for an additional and mandatory HMO licence or details about the scheme sent with the HMO application.
- Improved more streamlined service for all licence applicants
- A balance is being maintained in relation to prioritising action against the higher risk mandatory HMO licenced premises whilst still processing additional HMO Licence applications

- High level of customer satisfaction with the HMO licensing process. This is particularly pleasing given that the work flow for licensing is not regular and as such some weeks have a large bulk of applications which require the same level of service as weeks with a more manageable number.

#### 7.3.1 Testimonials from Landlords:

*“of all the people I have spoken you have been the most human & understanding & made the effort to give as much help as possible. I hope they promote you to high levels of authority. Many Thanks”*

“ It was nice to meet you at xxxx. We appreciate your constructive feedback”

#### 7.4 Scheme Issues identified

7.4.1 Other London boroughs have indicated that they are struggling to licence landlords through additional HMO licensing as it is harder to identify non-compliant cases if the tenants do not want council involvement. Feedback from other boroughs indicates that where boroughs have selective schemes involving all tenanted premises in the borough it is easier to enforce since all that is required to prove that a licence is needed, is that a property is let in the private rented sector.

7.4.2 Below Table 11 highlights issues identified with the additional licensing scheme.

Table 11.

<b>Issue identified</b>	<b>Comment</b>	<b>Action to be taken 2017-18</b>	<b>Actions completed</b>
Lower level of applications than expected for Additional HMO licence	<p>There has been a significant increase in the number of mandatory applications received. This is likely to have arisen as a result of the introduction and promotion of the Additional Scheme and this has been the experience of other boroughs in introducing their schemes.</p> <p>Other boroughs experiences have also indicated that obtaining Additional HMO licensing applications would be difficult.</p>	<p>On line HMO licensing is being developed in consultation with Lewisham and Bexley to make the application process easier for applicants.</p> <p>Adoption of a policy for civil penalties under the new Housing and Planning Act 2016 as</p>	<p>On line system found not to be viable, so different system investigated. Issues also identified with this system. New investigations are underway to find a suitable system</p> <p>Civil penalties are issued where appropriate in</p>

	<p>The year one target was exceeded but the year two target of six hundred applications is proving very challenging. It is difficult to get landlords to apply for licences proactively. The majority of applications require some level of chasing and/or advice/enforcement action.</p>	<p>an additional enforcement option for landlords who fail to licence their premises or fail to comply with their HMO licensing conditions. Publicity of this should act as a deterrent for landlords who continue to flout the law.</p> <p>Recruitment to a new post in the HMO Licensing Team to carry out intelligence focused enforcement work. This post will support and prioritise the work of the existing HMO Licensing Officers.</p> <p>Liaising with CitizensUK and Middlesex University in relation to opportunities to involve students more in identifying non licensed student accommodation.</p>	<p>line with the policy.</p> <p>Post recruited to and improved intelligence. Pilot to be undertaken to try and make better use of online intelligence</p>
<p>Properties identified as being licensable are no longer licensable</p>	<p>The data set used to assess the evidence base for Additional HMO Licensing is now 2 years old.</p>	<p>A new data set is being established based on all available sources of information. This will include new data obtained from the Rent Deposit organisations and the Royal Mail (multiple address) data base.</p> <p>Reviewing the data base should ensure</p>	<p>Targeting properties that were ultimately not licensable continued to be an issue. With the data set now identified this issue should be significantly reduced.</p>

		that fewer resources are wasted targeting properties that are not licensable.	
High turnover of staff	Since the Licensing Team was set up in June 2017, 5 officers have moved onto other opportunities in other organisations for a variety of reasons. Recruiting staff is resource intensive and training them to achieve a high standard of service is time consuming.	<p>The necessary recruitment process is nearing completion.</p> <p>The Private Sector Housing Manager is working closely with Middlesex University in relation to opportunities to strengthen links between Barnet and the Environmental Health BSc and MSc courses. The aim is to build on the success of the current scheme. Of the two students working in Barnet this year, one has just been recruited to a Technical Officer post in the Housing Enforcement Team. We continue to foster good relations with the University by providing occasional lectures.</p>	<p>The team staffing stabilised after this recruitment.</p> <p>Students employed to assist in a borough survey of property addresses identified from data provided by an algorithm</p>
Balancing enforcement action in relation to conditions compliance with enforcement	Conditions compliance in mandatory HMOs, the highest risk properties have remained at a good level with priority given to re-inspection of these premises.	With the re-establishment of staff and systems chasing of conditions compliance can be undertaken on a regular basis. Priority will continue to be	Conditions compliance in higher risk premises continued to be a priority.

for failure to licence.	Reduction in Technical Support staff has reduced [the capacity to chase] licensing conditions compliance.	given to higher risk premises.	
Targeted enforcement action	Parts of Barnet still have very poor housing conditions and whilst HMO identification visits were prioritised by post code there has not been any area based enforcement action.	On completion of the revised data set enforcement action will be prioritised based on post code, and property condition. Enforcement action will remain a challenge where the tenants do not want the Council involved, regardless of the risk to themselves or their families.	Enforcement action will remain a challenge where the tenants do not want the Council involved, regardless of the risk to themselves or their families.  Targeted work was completed twice of Burnt Oak with the Community Safety Team and other partners.

## 8 Conclusions

- 8.1 Additional licensing has enabled us to improve the condition and management of HMOs in the borough.
- 8.2 Additional licensing has enabled us to identify and inspect HMOs we wouldn't otherwise have known about.
- 8.3 Additional licensing has given us the resources to be able to undertake this work, that we otherwise would not have had.
- 8.4 The standard of management in the HMO sector has improved through licensing and accreditation of landlords.
- 8.5 Resources and time (adversely affected by the COVID-19 pandemic) have not allowed us to get around to finding the numbers of unlicensed HMOs and

taking enforcement action to see that they are licenced, that we would have liked to do.

- 8.6 We have not always strictly followed what we said we would do and this is a learning point for future schemes.
- 8.7 There are still many more HMOs that remain unlicenced across all parts of the borough.
- 8.8 The narrow definition of HMOs included in the scheme of four persons who do not form a single household meant that smaller HMOs that are substandard did not benefit from licensing.

## **9 Recommendation**

- 9.1 That a borough-wide scheme is renewed for a further 5 years.
- 9.2 That for any further scheme, greater emphasis is placed on identifying and enforcing against unlicenced properties, to ensure there are not significant numbers of unlicenced HMOs at the end of the scheme.
- 9.3 That for any further scheme, the scope should include HMOs where three or more persons who do not form a single household.

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## Indicative fees

Licence type	Fee	Fee split	
		Fee 1	Fee 2
Selective licensing (majority online applications so fee only)	750	Fee 1	376
		Fee 2	374
New HMO Licence up to 5 units (paper)- 5 years	1404	Fee 1	648
		Fee 2	756
Assisted New HMO Licence up to 5 units (paper) - 5 years	1496	Fee 1	757
		Fee 2	739
New HMO Licence up to 5 units (online)- 5 years	1263	Fee 1	583
		Fee 2	680
Assisted New HMO Licence up to 5 units (online) - 5 years	1347	Fee 1	684
		Fee 2	664
New HMO Licence up to 5 units (paper)- 1 year	945	Fee 1	633
		Fee 2	212
Assisted New HMO Licence up to 5 units (paper) - 1 year	982	Fee 1	770
		Fee 2	212
New HMO Licence up to 5 units (online)- 1 year	782	Fee 1	570
		Fee 2	212
Assisted New HMO Licence up to 5 units (online) - 1 year	902	Fee 1	690
		Fee 2	212
Discount for accredited landlords (HMO and selective)	10% off fee 1		
Discount for registered charities (HMO and selective)	10% off fee 1		
Renewal HMO Licence up to 5 units (paper)- 5 years	1236	Fee 1	480
		Fee 2	756
Assisted Renewal HMO Licence up to 5 units (paper) - 5 years	1282	Fee 1	527
		Fee 2	756
Renewal HMO Licence up to 5 units (online)- 5 years	1112	Fee 1	433
		Fee 2	680
Assisted Renewal HMO Licence up to 5 units (online) - 5 years	1155	Fee 1	473
		Fee 2	682
Renewal HMO Licence up to 5 units (paper)- 1 year	812	Fee 1	481
		Fee 2	331
Assisted Renewal HMO Licence up to 5 units (paper) - 1 year	861	Fee 1	527
		Fee 2	334

Renewal HMO Licence up to 5 units (online)- 1 year	645	Fee 1 Fee 2	433 211
Assisted Renewal HMO Licence up to 5 units (online) - 1 year	685	Fee 1 Fee 2	473 212
Extra unit above 5 units (assuming standard fee is up to 5 units)	27		
Fee associated with an abortive visit (selective and HMO)	79		
Change in nominated manager (HMO and selective)	0		
Change in nominated licence holder (HMO and selective)	New licence application fee		
HMO licensing pre inspection refund (to cover preliminary admin costs)	Fee 2 will not be charged. Refund will be considered depending on circumstances if no property inspection- £60 maintained of fee 1 to cover council's admin		
HMO licensing post inspection where no paperwork drafted refund (to cover preliminary admin and inspecting officer costs)	Fee 2 will not be charged. Refund will be considered depending on circumstances if no property inspection- £286 maintained of fee 1 to cover council's admin		
HMO licensing post inspection where property is not licensable (to cover preliminary admin and inspecting officer costs)	Fee 2 will not be charged. Refund will be considered depending on circumstances if no property inspection- £170 maintained of fee 1 to cover council's admin		
Refund clarification for revocations of HMO and selective	No refund where the licence is revoked		
Additional fee for selective and HMO Licences where 2 <sup>nd</sup> fee isn't paid in a timely manner	Additional fee where the 2 <sup>nd</sup> fee isn't paid within 48 hours of request £16 on top of fee 2		



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### Proposed Licensing Terms and Conditions for Selective Licensing and HMO Licensing

#### Draft Selective Licensing Terms and Conditions

Standard proposed Licence Terms and Conditions for Licences granted under Part 3 Housing Act 2004. They comprise of those set down in legislation (*mandatory conditions*) and local conditions to support the enforcement of mandatory conditions.

#### Licence Terms and limitations

- A licence relates to the property described on the licence and Notice of Approval.
- A licence may be granted before the time it is required but the licence will not come into force until that time.
- The length of the licence is that stated on the licence document unless the following apply:
  - The licence will cease if the Licence Holder dies whilst the licence is in force.
  - The licence is revoked under section 93 or 93A of the Housing Act 2004.
- This licence continues for the period of the licence, even where the premises are no longer an HMO, unless it is revoked under section 93 or 93A of the Housing Act 2004 or terminated upon the Licence Holder's death (see below).
- This licence may not be transferred to another person or organisation.
- If the Licence Holder is a company or partnership and it dissolves whilst the licence is in force, the licence ceases to be in force on the date of dissolution
- If the Licence Holder dies while the licence is in force, the licence ceases to be in force on his death. However, during the period of 3 months beginning with the date of the Licence Holder's death, the premises is to be treated for that period as if a Temporary Exemption Notice had been served, exempting the premises from the requirement to be licensed. If on the expiry of the 3 months initial period, representatives of the deceased Licence Holder apply for a further exemption from the date the initial period ends, the premises is to be treated for that period as if a Temporary Exemption Notice had been served, exempting the premises from the requirement to be licensed. Procedural rules and appeals as specified in section 86 (6) to (8) (with any necessary modifications) of the Housing Act 2004, will apply.
- In these licence conditions:

All references to *'the Council'* in these conditions are to be read as meaning the London Borough of Barnet.

*"room"* includes a hall or landing.

*"living accommodation"* includes bathroom or lavatory

*"house"* refers to the building or such part of it as is licensed under Part 3 of the Housing Act 2004.

## **Licence Conditions**

### **Tenancy Agreement**

A written tenancy agreement specifying the terms of occupation of any letting must be provided to all residents at the commencement of any rental period.

Where the rent is payable weekly, payments shall be recorded in a rent book, to be retained by the resident. Otherwise, a written receipt of each rental payment shall be issued to residents. Where rent is paid by standing order or direct debit and recorded on bank statements, this satisfies the requirement to provide a written receipt of each rental payment to the tenants.

A copy must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.

### **References**

The Licence Holder must obtain references from persons who wish to occupy the house and copies of these are to be retained for the duration of the licence.

A copy of these must be supplied to the Council by the Licence Holder within 14 days of a request in writing from them to do so.

### **Occupancy particulars**

The Licence Holder shall if required by written notice from them, provide the Council with the following particulars with respect to the occupancy of the house:

- The names and telephone numbers of individuals and households living in the house and the parts of the property they occupy
- The dates when each individual and/or household moved into the property
- The details should be provided in writing within 14 days of a request by the Council to do so and otherwise as may be required in these licence conditions

### **Gas Safety**

Where gas is supplied to the house, the Licence Holder shall be responsible for ensuring that all gas installations comply with the Gas Safety (Installation and Use) Regulations 1998 (as amended) and ensure that arrangements are made for gas

installations and appliances to be inspected annually by a competent Gas Safe registered engineer.

Any necessary remedial works identified shall be undertaken by a Gas Safe Registered engineer within such a time period as may be specified by the Council.

The Licence Holder must submit a copy of the gas safety certificate within one month of the licence being granted and annually within one month of the annual inspection being due.

### **Fixed Electrical installations**

The Licence Holder must ensure that every electrical installation in the house is in proper working order and safe for continued use; and

The Licence Holder shall if requested, provide the Council with a current test certificate for the fixed electrical installation. Any report should be less than five years old at the date of submission. The test certificate to be provided within one months of a request or within such shorter period as the Council may specify.

### **Condition of Furniture and Electrical Appliances**

All soft furnishings supplied by the Licence Holder to the tenants must comply with the Furniture and Furnishings (Fire) Regulations 1988 (as amended). All furniture supplied by the Licence Holder should be maintained in a safe condition. There should be a regular visual inspection of all such furniture to determine the safe condition of those items.

All electrical appliances where present and supplied by the Licence Holder, should be kept in a safe condition and regularly inspected, as part of a maintenance programme. In addition, a Portable Appliance Test (PAT) should be undertaken in accord with the following schedule: -

Refrigerators/washing machines/electric fires	4 Years
Portable equipment	2 Years

Inspections of electrical appliances shall be carried out by a suitably qualified and competent person. The Council shall be informed of any remedial works required and any such works shall be carried out within any such time period as may be specified by the Council but in any event not less than 7 days.

A declaration as to the safety of electrical appliances and furniture supplied by the Licence Holder shall be supplied to the Council upon written request and otherwise as may be required in these licence conditions. Copies of the declaration are to be made available to occupants of the house.

### **Smoke Alarms**

The licence holder must ensure that fire alarms are installed on each storey the property on which there is a room used wholly or partly as living accommodation and in particular:

- Must comprise a Grade D1, LD2 system to BS5939-6:2019. The system is to comprise of one or more mains powered detectors, each with a tamper-proof standby supply consisting of a battery or batteries. Heat detectors should be installed in every kitchen. A smoke detector should be installed in the principal habitable room. Where more than one room might be used as the principal habitable room, a smoke detector should be installed in each of these rooms.
- Each such alarm is to be kept in proper working order

The Licence Holder shall supply to the Council, within 14 days of a written request by them to do so, with evidence confirming the location and condition of the fire alarms

### **Carbon Monoxide Alarms**

The Licence Holder shall ensure that:

- A carbon monoxide alarm is installed in any room in the house which is used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance
- Any such alarm is to be kept in proper working order

The licence holder shall supply the Council, within 14 days of a written request from them to do so, evidence confirming the location and condition of the carbon monoxide alarm(s).

### **Heating**

The Licence Holder shall ensure that habitable and bath/shower rooms, are equipped with an adequate means of fixed space heating (meaning a fixed gas or electrical appliance or an adequate system of heating/central heating) which is economic to run. The heating system/appliances employed must take into account affordability, the presence of thermal insulation, the location of the appliances, ease of use and performance. In habitable rooms, the heating system should be capable of achieving a room temperature of 18°C when the outside temperature is -1°C. Heating appliances in bath/shower rooms must be suitable for use in such locations and be suitably and safely sited within the room.

### **Security**

The Licence Holder shall ensure that all common external, bedsit and flat entrance doors as well as any windows are secure, resistant to forced entry and fitted with suitable locks. Bedroom and final exit doors from the building should be fitted with locks that can be operated without the use of a key to comply with BS 8621:2017 (*Lock assemblies operated by key from the outside of the door and by handle or thumb turn from the inside of the door*).

[In the case of windows in any instance, this condition only applies where such apertures are located on the ground floor of the property unless they are otherwise accessible from an external staircase or structure such as an accessible flat roof, balcony or other fixed apparatus such as drainage pipes that can be easily climbed]

Windows which are escape windows to comply with fire requirements as part of the means of escape strategy, are to be openable from inside without use of removable key.

### **Management practice**

The Licence Holder shall provide the Council with evidence of the appropriate management practice and procedures. Such procedures should include provisions for routine maintenance and pest control as well as annual repair/maintenance programs. This evidence should be provided within 3 months of the licence issue date.

The tenants are to be advised in writing at the start of their tenancy of the arrangements in place to deal with repair and emergency matters, including a 24-hour response arrangement. This should include alternative arrangements for situations in which the manager is unavailable.

The Licence Holder shall ensure that inspections of the property are carried out sufficiently regularly to identify any problems relating to the condition and management of the property, including a review of refuse storage arrangements where necessary. As a minimum requirement, the records must contain a log of who carried out the inspection, the date and time of inspection and any issues found and action(s) taken. The records of such inspections shall be kept for the duration of this licence and available for inspection by a visiting Council Officer. A copy of such records shall also be provided to the Council within 14 days of a request in writing from them to do so.

The Licence Holder shall ensure that the exterior of the house including the garden is kept clean, and tidy.

All repairs, improvements or treatments to the house, installations, facilities and equipment to be carried out by a competent person.

### **Managing Anti-Social Behaviour**

The Licence Holder shall provide the Council with evidence of the appropriate management practice and procedures to address anti-social behavior that may be caused by persons occupying or visiting the premises. The details should be provided within 3 months of the licence issue date.

The Licence Holder must ensure that any anti-social behaviour by residents or their visitors, to anyone else in the property (or in its locality), is dealt with appropriately and effectively. In this regard, the Licence Holder or their agent shall investigate complaints of noise and other possible sources of nuisance or anti-social behaviour, whether these complaints are made by the residents of the property or by residents of neighbouring premises. The landlord shall take all reasonable steps to resolve the problem. On request, the Licence Holder must demonstrate to the satisfaction of the Council, that they have taken all reasonable and practicable steps when dealing with complaints of anti-social behaviour and/or harassment made against the occupants or their visitors. Documentary evidence of this shall be provided within 14 days of a request in writing from the Council to do so.

## **Training**

The Licence Holder shall if requested in writing by the Council or as otherwise required by this licence, attend such training courses in relation to management practice and procedures as may be required. One means of doing so would be to become accredited through the London Landlord Accreditation Scheme or a similar scheme accepted by the Council. Training is to be completed within 3 months of the request. Documentary evidence of such training or accreditation will be required and is to be produced within 14 days of a request in writing from the Council to do so.

## **Waste Disposal**

The Licence Holder shall comply with the London Borough of Barnet's Household Recycling and Waste Policies Storage and Waste Disposal Scheme.

<https://admin.barnet.gov.uk/sites/default/files/2020-02/Household%20Recycling%20and%20Waste%20Policies.pdf>

Any queries should be made via the CSI mailbox: [CSI@barnet.gov.uk](mailto:CSI@barnet.gov.uk)

The Licence Holder must ensure that suitable and sufficient recycling and waste containers are available for tenants' use, ensuring that tenants are made aware of the arrangements for the correct presentation and collection of recycling and waste.

The Licence Holder must provide written information to all tenants, at the start of the tenancy advising them of their responsibilities for the proper storage and disposal of household recycling and waste.

This information must be provided in a clear and easy to understand format which tenants can refer to throughout the period of their tenancy and should include the following: -

- How household recycling and residual waste should be separated, stored and placed out for collection in the correct containers;
- How to dispose of bulky household waste;
- If applicable, the licence holder must inform tenants of the arrangements for accessing communal recycling and waste containers that are placed in secure areas and ensure that tenants are able to access these.

The Licence Holder must carry out regular checks throughout the duration of the tenancy to ensure that all tenants are complying with their responsibilities with regards to the storage and recycling of waste (including bulky waste) within the property and any exterior areas within the curtilage and its placement for collection in accordance with the policies set out by the Council.

The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste or mattresses are disposed of in a safe and lawful manner.

## **Energy efficiency**

The Licence Holder must ensure the property has adequate thermal insulation to minimise heat loss through the building structure. To achieve this, the property shall have a minimum EPC (Energy Performance Certificate) rating of E. The Licence Holder must submit documentary evidence within **6 months** of the licence being granted.

### **Levels of Occupancy**

The Licence Holder must not allow the property to be used or occupied otherwise than in accordance with this licence.

Only the Licence Holder or the Manager listed on the licence may create a new tenancy to occupy the property.

### **Material changes to the licensed property or Licence Holder**

If there is a material change of circumstances affecting the Licence Holder or the operation of the property, the Licence Holder must inform the Council immediately. This includes anything that would affect the “fit and proper” status of the Licence Holder or Manger as detailed in the licence application form.

No alteration to or occupation of the property which may affect the contents or conditions of the licence may be made without the prior written consent of the Council.

### **Variations to the licence**

If at any time during the period of licence, there has been a change of circumstances to the premises from the time the licence was granted, the Council may vary the licence on its own initiative or on an application made by the Licence Holder or a relevant person.

### **Failure to comply with licence conditions**

Failure to comply with any licence condition may result in proceedings with an unlimited fine for a summary conviction. As an alternative, a financial penalty may be imposed by the Council of up to £30,000. The licence may also be revoked by the Council. Any such action may affect the Licence Holder’s “fit and proper” status.

### **General**

The property licence and conditions do not imply or grant by inference or otherwise, any approval or permission for any other purpose including Building Regulation and Planning purposes under the relevant Acts, leasehold terms and conditions or other statutory provisions. Conversely compliance with any of these requirements does not confer or imply compliance with the requirements of the Housing Act 2004 including property licensing.

### **Other Obligations (which are not conditions)**

As well as the conditions applying to this licence, there are other various relevant statutory obligations of which you should be aware. These include but are not limited to the following statutory provisions.

### **Planning permission**

This licence does not grant any planning approval, consent or permission under the Town and Country Planning Act 1990 or any other planning legislation. You should contact the Council's planning service if you are intending to carry out any alterations or additions to the property or intend to change the use of the property in such a way that may require planning consent or have already done so.

For further information on planning matters please contact the Planning Department on 020 8359 3000 or email [planning.enquiry@barnet.gov.uk](mailto:planning.enquiry@barnet.gov.uk)

### **Building Control**

This licence does not grant any Building Regulation approvals, consent or permissions retrospectively or otherwise. All extensions or alterations to the property or the installations therein, including the provision of new sanitary ware and other facilities, shall comply with the latest Building Regulations where these apply.

More information on the requirements under the Building Regulations, please contact Building Control on 0208 359 4500.

### **Fitness for Human Habitation**

Under the Homes (Fitness for Human Habitation) Act 2018, landlords must ensure that their property, including any common parts of the building, is fit for human habitation at the beginning of the tenancy and throughout.

The Council expects all licensed property to be fit for human habitation – the definition of fitness is contained in the Landlord and Tenant Act 1985.

A property may be unfit if:

- the building has been neglected and is in a bad condition
- the building is unstable
- there is a serious problem with damp
- it has an unsafe layout
- there is not enough natural light
- there is not enough ventilation
- there is a problem with the supply of hot and cold water
- there are problems with the drainage or the lavatories
- it is difficult to prepare and cook food or wash up
- there is a category 1 or 2 hazard under the housing health and safety rating System (HHSRS)

### **HMO Management Regulations**

Without prejudice to any the conditions contained within this licence, if the property is an HMO, the manager is required to comply with the requirements of the Management of Houses in Multiple Occupation (England) Regulations 2006 or in the case of an HMOs falling within Section 257 of the Housing Act 2004, the Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007. Duties of a manager include:

- that certain information is provided to occupiers and to be clearly displayed
- to take safety measures, including the maintenance of fire alarms and fire-fighting equipment
- to maintain water supply and drainage
- to supply and maintain gas and electricity
- to maintain common parts, fixtures and appliances (including windows)
- to maintain living accommodation
- and a duty to provide waste disposal facilities

A person commits an offence if he fails to comply with the Regulations and is liable on summary conviction to a fine not exceeding level 5 on the standard scale or may be subject to a Financial Penalty of up to £30,000 for each regulation breached.

Further information concerning these Regulations can be found at:

<http://www.legislation.gov.uk/ukxi/2006/372/contents/made>

<http://www.legislation.gov.uk/ukxi/2007/1903/contents/made>

### **London Borough of Barnet's Adopted Standards for Houses in Multiple Occupation**

All HMOs will comply with Barnet's adopted Standards for Houses in Multiple Occupation where reasonable and practicable.

### **The Housing Health and Safety Rating System (Housing Act 2004)**

This licence is not evidence that the property is free from hazards and defects. The Housing Health and Safety Rating System (HHSRS) introduced under Part 1 of the Housing Act 2004, applies to all residential premises including Houses in Multiple Occupation. This is an assessment method for hazards that are most likely to be present in housing and include fire, overcrowding, excess cold conditions, damp and mould, security and electrical safety among others of which there are 29 in total. The assessment could show the presence of serious (category 1) hazards and/or other less serious (category 2) hazards. The Council has a duty to take the appropriate action in relation to category 1 hazards where these are found.

The Council regardless of these licensing conditions must seek to identify, remove, or reduce category 1 or category 2 hazards in the property under Part 1 of the Housing Act 2004. Over the duration of a licence, the Licence Holder may be required to provide full access for further HHSRS inspections and assessments to be carried out. Any defects found at inspection, may require enforcement action to be taken.

## **Part X of the Housing Act 1985**

This part of the Act sets out a set of rules to prevent overcrowding in residential premises and has regard to both habitable room sizes and the number of rooms.

This part of the Act can be found at the following site:

<https://www.legislation.gov.uk/ukpga/1985/68/part/X>

## **The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020**

These new Regulations require landlords to have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at least every 5 years. Landlords have to provide a copy of the electrical safety report to their tenants and to the Council if requested and carry out any remedial works identified in the report.

For further information you can visit

<https://www.gov.uk/government/publications/electrical-safety-standards-in-the-private-rented-sector-guidance-for-landlords-tenants-and-local-authorities/guide-for-landlords-electrical-safety-standards-in-the-private-rented-sector>

## **The Smoke and Carbon Monoxide Alarm (England) Regulations 2015**

Private sector landlords are required to have at least one smoke alarm installed on every storey of their property and a carbon monoxide alarm in any room containing a solid fuel burning appliance (e.g. a coal fire, wood burning stove, etc.). After that, the landlord must make sure the alarms are in working order at the start of each new tenancy.

For further information, you can visit

<https://www.gov.uk/government/publications/smoke-and-carbon-monoxide-alarms-explanatory-booklet-for-landlords/the-smoke-and-carbon-monoxide-alarm-england-regulations-2015-qa-booklet-for-the-private-rented-sector-landlords-and-tenants>

## **Fire Safety Order**

An owner, manager or operator of a business, will need to comply with fire safety law. The main law is the Regulatory Reform (Fire Safety) Order 2005 or "the Fire Safety Order".

The Order applies to virtually all buildings, places and structures other than individual private dwellings e.g. individual flats in a block or family homes but does include the common parts of HMOs and the common parts of blocks of flats and maisonettes.

For further information, you can visit

<http://www.london-fire.gov.uk/RegulatoryReformOrder2005.asp>

## **General landlord and tenant matters**

Tenants have certain legal rights in relation to their occupation of the premises. Landlords should have proper regard to these rights when exercising, for example, the following powers: -

- Terminating Tenancy Agreements;
- Undertaking inspections of tenants rooms;
- Imposing rent increases; and
- Reimbursing tenants rent deposits.

If Landlords have any doubts regarding their legal obligations under Landlord and Tenant Law, they should seek their own legal advice.

## **HMO Licensing (mandatory and additional)**

### **Proposed Licence Terms and Conditions**

#### **Licence Terms**

- A licence relates to the property described on the licence and Notice of Approval.
- A licence may be granted before the time it is required but the licence will not come into force until that time.
- A length of the licence is that stated on the licence document unless the following apply:
  - The licence will cease if the Licence Holder dies whilst the licence is in force.
  - The licence is revoked under section 70 and 70A of the Housing Act 2004.
- This licence continues for the period of the licence, even where the premises are no longer an HMO, unless it is revoked under section 70 or 70A of the Housing Act 2004 or terminated upon the Licence Holder's death (see below).
- This licence may not be transferred to another person.
- If the Licence Holder is a company or partnership and it dissolves whilst the licence is in force, the licence ceases to be in force on the date of dissolution
- If the Licence Holder dies while the licence is in force, the licence ceases to be in force on his death. However, during the period of 3 months beginning with the date of the Licence Holder's death, the premises is to be treated for that period as if a Temporary Exemption Notice had been served, exempting the premises from the requirement to be licensed. .
- If on the expiry of the 3 months initial period, representatives of the deceased Licence Holder apply for a further exemption from the date the initial period ends, the premises is to be treated for that period as if a Temporary Exemption Notice had been served, exempting the premises from the requirement to be

licensed. Procedural rules and appeals as specified in section 62 (6) to (8) of the Housing Act 2004 will apply.

## **Licence Conditions**

Note that all references to *'the Council'* in these conditions are to be read as meaning the London Borough of Barnet.

## **Standard of Accommodation**

The Licence Holder shall ensure that the property complies with the London Borough of Barnet's Standards for Houses in Multiple Occupation, unless otherwise stated in these licence conditions, to ensure that it is reasonably suitable for occupation.

These standards concern the following matters:

- Space standards
- Washing facilities
- W.C. facilities
- Kitchen facilities
- Heating
- Fire precautionary facilities
- Security

The standards can be downloaded from: -

*(to be added on approval)*

Alternatively, a paper copy can be obtained by calling 0208 359 5355, by email: [HMOs@barnet.gov.uk](mailto:HMOs@barnet.gov.uk) or in writing to the HMO Licensing Team, Development and Regulatory Services, London Borough of Barnet, 2 Bristol Avenue, Colindale, NW9 4EW

## **Levels of Occupancy**

The maximum number of persons and households permitted to occupy the premises or a room in the premises is set with reference to the number of kitchen, bathroom/toilet and bedroom facilities provided, in addition to the size of the rooms. The relevant space and amenity standards are contained in the Council's adopted Standards for Houses in Multiple Occupation.

The Licence Holder/Manager must not permit a new resident to occupy the house and/or parts of the house if: -

- that occupation exceeds the maximum number of permitted persons and households in the premises or
- that occupation exceeds the maximum number of permitted persons and

households for any room or unit of accommodation within the premises

A 'new resident' is a person not in occupation at the date the licence was granted or varied.

### **Numbers of persons permitted to occupy**

If additional facilities are provided or other works executed, it may be possible to increase the number of persons or households permitted to occupy the house and /or rooms in the premises. In this respect, you must consult with the Council in writing before the commissioning of any work or the taking of any other steps, in order to ensure that the proposals will meet the relevant standards and a variation of the licence will be required to accommodate any changes to licence conditions as a result. Failure to do so, may lead to a breach of licence conditions. The Council have the power to refuse to vary a licence. The Licence Holder and relevant persons can appeal a decision to vary or to refuse to vary the licence

### **Occupancy particulars**

The Licence Holder shall if required by written notice, provide the Council with the following particulars in relation to the occupancy of the house:

- The names and telephone numbers of individuals and households living in the house and the parts of the property they occupy
- The dates when each individual and household moved into the property
- The details should be provided in writing within 14 days of a request by the Council and otherwise as may be required in these licence conditions

### **Display of Information in the property**

The Licence Holder shall ensure that a notice bearing the name, address and contact telephone number (including an emergency contact number) of the manager is displayed, in a prominent position within the common parts of the property within one month of the licence being granted. These details must be kept up-to date. The Licence Holder shall ensure that this notice remains on display throughout the licence period.

The Licence Holder shall ensure that a copy of the current licence and the licence conditions are displayed, in a prominent position within the common parts of the property within one month of the licence being granted. The Licence Holder shall ensure that these remain displayed throughout the licence period.

### **Gas Safety**

Where gas is supplied to the house, the Licence Holder shall be responsible for ensuring that all gas installations comply with the Gas Safety (Installation and Use) Regulations 1998 (as amended) and ensure that arrangements are made for gas installations and appliances to be inspected annually by a competent Gas Safe registered engineer.

Any necessary remedial works identified shall be undertaken by a Gas Safe Registered engineer within such a time period as may be specified by the Council.

The Licence Holder must submit a copy of the gas safety certificate within one month of the licence being granted and annually within one month of the annual inspection being due.

### **Condition of Furniture and Electrical Appliances**

All soft furnishings supplied by the Licence Holder to the tenants must comply with the Furniture and Furnishings (Fire) Regulations 1988 (as amended). All furniture supplied by the Licence Holder should be maintained in a safe condition. There should be a regular visual inspection of all such furniture to determine the safe condition of those items.

All electrical appliances where present and supplied by the Licence Holder, should be kept in a safe condition and regularly inspected as part of a maintenance programme. In addition, a Portable Appliance Test (PAT) should be undertaken in accord with the following schedule: -

Refrigerators/washing machines/electric fires	4 Years
Portable equipment	2 Years

Inspections of electrical appliances shall be carried out by a suitably qualified and competent person. The Council shall be informed of any remedial works required and any such works shall be carried out within a time period specified by the Council.

A declaration as to the safety of electrical appliances and furniture provided by the Licence Holder shall be supplied to the Council upon written request from them and otherwise as may be required in these licence conditions. Copies of the declaration are to be made available to occupants of the house.

### **Smoke Alarms and Fire Precaution Equipment**

The Licence Holder shall ensure that a fire alarm system is installed in accordance with BS5839-6:2019 and having regard to the guidance given in the LACORS 'Guidance on fire safety provisions for certain types of existing housing' and otherwise as may be required in this licence. The fire alarm system shall be maintained in proper working order.

Smoke alarms and fire precaution equipment, should be regularly inspected and tested, as part of a maintenance programme to accord with the LACORS guide mentioned above.

Upon request in writing and otherwise as may be required in this licence, the Licence Holder shall provide a declaration to the Council as to the safety and positioning of such alarms and in this connection, shall provide the Council with a commissioning or inspection and servicing report, provided by a competent electrician or fire alarm engineer. Alarm modification certificates are to be provided where alterations or additions are made to the system or to demonstrate that the system has been inspected and tested by a competent person.

## **Fixed Electrical Installations**

The Licence Holder must ensure that every electrical installation in the house is in proper working order and safe for continued use; and shall if requested in writing, provide the Council with a current test certificate for the fixed electrical installation. Any report should be less than five years old at the date of submission. The test certificate to be provided within one month of a request or within such shorter period as the Council may specify.

## **Fire precautionary facilities**

The Licence Holder shall ensure that the appropriate fire precautions and equipment are provided to reduce the spread of flame and smoke and the risk of death/injury to the tenants in the event of fire. Fire precautionary facilities must in all other respects comply with the Council's Adopted Standards for Houses in Multiple Occupation, the LACORS 'Guidance on fire safety provisions for certain types of existing housing' and otherwise as may be required in this licence.

## **Heating**

The Licence Holder shall ensure that all units of living accommodation, including sleeping and bath/shower rooms, are equipped with an adequate means of fixed space heating (meaning a fixed gas or electrical appliance or an adequate system of central heating) which is economic to run and take into account affordability, the presence of thermal insulation, the location of the appliance, ease of use and performance. In a sleeping room, the heating system/appliance should be capable of achieving a room temperature of 18°C when the outside temperature is -1°C. The heating must be operable and available at all times. Heating appliances in bath/shower rooms must be suitable for use in such locations and be suitably and safely sited within the room or compartment within a room. Heating installations must in all other respects, comply with the Council's Adopted Standards for Houses in Multiple Occupation.

## **Energy efficiency**

The licence holder must ensure the property has adequate thermal insulation to minimise heat loss through the building structure. To achieve this, the property shall have a minimum EPC (Energy Performance Certificate) rating of E. The Licence Holder must submit documentary evidence within **6 months** of the licence being granted.

## **Security**

The licence holder shall ensure that all common external, bedsit and flat entrance doors as well as any windows are secure, resistant to forced entry and fitted with suitable locks. Bedroom and final exit doors from the building should be fitted with locks that can be operated without the use of a key to comply with BS 8621:2017 (*Lock assemblies operated by key from the outside of the door and by handle or thumb turn from the inside of the door*).

[In relation to 'shared accommodation', the requirement to provide locks need not apply to bedroom doors although where they are provided, they should comply with BS 8621:2017.]

[In the case of windows in any instance, this condition only applies where such apertures are located on the ground floor of the property unless they are otherwise accessible from an external staircase or structure such as an accessible flat roof, balcony or other fixed apparatus such as drainage pipes that can be easily climbed]

Windows which are escape windows to comply with fire requirements are to be openable from inside without use of removable key.

### **Tenancy Agreement**

A written tenancy agreement specifying the terms of occupation of any letting must be provided to all residents at the commencement of any rental period.

Where the rent is payable weekly, payments shall be recorded in a rent book, to be retained by the resident. Otherwise, a written receipt of each rental payment shall be issued to residents. Where rent is paid by standing order or direct debit and recorded on bank statements, this satisfies the requirement to provide a written receipt of each rental payment to the tenants.

### **Management practice**

The Licence Holder shall provide the Council with evidence of the appropriate management practice and procedures. Such procedures should include provisions for routine maintenance and pest control as well as an annual repair/maintenance program. The details should be provided within 3 months of the licence issue date.

The tenants are to be advised in writing at the start of their tenancy of the arrangements in place to deal with repair and emergency issues including a 24-hour response arrangement. This should include alternative arrangements for situations in which the manager is unavailable.

The licence holder shall ensure that inspections of the property are carried out sufficiently regularly to identify any problems relating to the condition and management of the property, including a review of refuse storage arrangements where necessary. As a minimum requirement, the records must contain a log of who carried out the inspection, the date and time of inspection, any issues found and action(s) taken. The records of such inspections shall be kept for the duration of this licence and made available for inspection by a visiting Council Officer. A copy shall be provided to the Council within 14 days of a written request from them to do so.

### **Training**

The Licence Holder shall if requested in writing by the Council or as otherwise required by this licence, attend such training courses in relation to management practice and procedures as may be required. One means of doing so would be to become accredited through the London Landlord Accreditation Scheme or a similar scheme accepted by the Council. Training is to be completed within 3 months of the request. Documentary evidence of such training or accreditation will be required and is to be produced within 14 days of a request in writing from the Council to do so.

### **Managing Anti-Social Behaviour**

The Licence Holder shall provide the Council with evidence of the appropriate management practice and procedures to address anti-social behavior that may be caused by persons occupying or visiting the premises. The details should be provided within 3 months of the licence issue date.

The Licence Holder must ensure that any anti-social behaviour by residents or their visitors, to anyone else in the property (or in its locality), is dealt with appropriately and effectively. In this regard, the Licence Holder or their agent shall investigate complaints of noise and other possible sources of nuisance or anti-social behaviour, whether these complaints are made by the residents of the property or by residents of neighbouring premises. The landlord shall take all reasonable steps to resolve the problem. On request, the Licence Holder must demonstrate to the satisfaction of the Council, that they have taken all reasonable and practicable steps when dealing with complaints of anti-social behaviour and/or harassment made against the occupants or their visitors. Documentary evidence of this shall be provided within 14 days of a request in writing from the Council to do so.

### **Waste Disposal**

The Licence Holder shall comply with the London Borough of Barnet's Household Recycling and Waste Policies Storage and Waste Disposal Scheme.

<https://admin.barnet.gov.uk/sites/default/files/2020-02/Household%20Recycling%20and%20Waste%20Policies.pdf>

Any queries should be made via the CSI mailbox: [CSI@barnet.gov.uk](mailto:CSI@barnet.gov.uk)

The Licence Holder must ensure that suitable sufficient recycling and waste containers are available for tenants' use, ensuring that tenants are made aware of the arrangements for the correct presentation and collection of recycling and waste.

The Licence Holder must provide written information to all tenants at the start of the tenancy, advising them of their responsibilities for the proper storage and disposal of household recycling and waste.

This information must be provided in a clear and easy to understand format which tenants can refer to throughout the period of their tenancy and should include the following details:

- How household recycling and residual waste should be separated, stored and placed out for collection in the correct containers;
- How to dispose of bulky household waste;
- If applicable, the Licence Holder must inform tenants of the arrangements for accessing communal recycling and waste containers that are placed in secure areas and ensure that tenants are able to access these.

The Licence Holder must carry out regular checks throughout the duration of the tenancy to ensure that all tenants are complying with their responsibilities with regards to the storage and recycling of waste (including bulky waste) within the property and any exterior areas within the curtilage and its placement for collection in accordance with the policies set out by the Council.

The Licence Holder must ensure that any type of waste which the Council does not routinely collect such as hazardous waste or mattresses are disposed of in a safe and lawful manner.

### **Material changes to the licensed property or Licence Holder**

If there is a material change of circumstance affecting the Licence Holder or the operation of the property, the Licence Holder must inform the Council immediately. This includes anything that would affect the Licence Holder or Manager's "fit and proper" status as detailed in the licence application form. No alteration to or occupation of the property which may affect the contents or conditions of the licence may be made without the prior written consent of the Council.

### **Variations to the licence**

If at any time during the period of licence, there has been a change of circumstances to the premises from the time the licence was granted, the Council may vary the licence on its own initiative or on an application made by the Licence Holder or a relevant person.

### **Failure to comply with licence conditions**

Failure to comply with any licence condition may result in proceedings with an unlimited fine for a summary conviction. As an alternative, a financial penalty may be imposed by the Council of up to £30,000. The licence may also be revoked by the Council.

### **General**

The property licence and conditions do not imply or grant by inference or otherwise, any approval or permission for any other purpose including Building Regulation and Planning purposes under the relevant Acts, leasehold terms and conditions or other statutory provisions. Conversely compliance with any of these requirements does not confer or imply compliance with the requirements of the Housing Act 2004 including property licensing.

### **Other Obligations (which are not conditions)**

As well as the conditions applying to this licence, there are other relevant statutory obligations of which you should be aware. These include but are not limited to the following statutory provisions:

### **Planning permission**

This licence does not grant any planning approval, consent or permission under the Town and Country Planning Act 1990 or any other planning legislation. You may require planning consent for the use of the property as an HMO. You should contact the Council's planning service if you are intending to carry out any alterations or additions to the property or intend to change the use of the property in such a way that may require planning consent or have already done so without planning consent. For further information on planning matters please contact the Planning Department on 020 8359 3000 or email [planning.enquiry@barnet.gov.uk](mailto:planning.enquiry@barnet.gov.uk).

### **Building Control**

This licence does not grant any Building Regulations approval, consent or permissions retrospectively or otherwise.

All extensions or alterations to the property or the installations therein, including the provision of new sanitary ware and other facilities, shall comply with the latest Building Regulations where these apply. More information on the requirements under the Building Regulations, please contact Building Control on 0208 359 4500.

### **Fitness for Human Habitation**

Under the Homes (Fitness for Human Habitation) Act 2018, landlords must ensure that their property, including any common parts of the building, is fit for human habitation at the beginning of the tenancy and throughout.

The Council expects all HMOs to be fit for human habitation – the definition of fitness is contained in the Landlord and Tenant Act 1985.

A property may be unfit if:

- the building has been neglected and is in a bad condition
- the building is unstable
- there is a serious problem with damp
- it has an unsafe layout
- there is not enough natural light
- there is not enough ventilation
- there is a problem with the supply of hot and cold water
- there are problems with the drainage or the lavatories
- it is difficult to prepare and cook food or wash up
- there is a category 1 or 2 hazard under the housing health and safety rating System (HHSRS)

### **HMO Management Regulations**

Without prejudice to any the conditions contained within this licence, the manager is required to comply with the requirements of the Management of Houses in Multiple Occupation (England) Regulations 2006 or in the case of an HMOs falling within Section 257 of the Housing Act 2004, the Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007. Duties of a manager include:-

- that certain information is provided to occupiers and to be clearly displayed
- to take safety measures, including the maintenance of fire alarms and fire-fighting equipment
- to maintain water supply and drainage
- to supply and maintain gas and electricity
- to maintain common parts, fixtures and appliances (including windows)
- to maintain living accommodation
- and a duty to provide waste disposal facilities

A person commits an offence if he fails to comply with the Regulations and is liable on summary conviction to a fine not exceeding level 5 on the standard scale or may be subject to a Financial Penalty of up to £30,000 for each regulation breached.

Further information concerning these Regulations can be found at:

<http://www.legislation.gov.uk/ukxi/2006/372/contents/made>

<http://www.legislation.gov.uk/ukxi/2007/1903/contents/made>

### **The Housing Health and Safety Rating System (Housing Act 2004)**

The Housing Health and Safety Rating System (HHSRS) introduced under Part 1 of the Housing Act 2004, applies to all residential premises including HMOs. This is an assessment method for hazards that are most likely to be present in housing and include fire, overcrowding, excess cold conditions, damp and mould, security and electrical safety among others, of which there are 29 in total. The assessment could show the presence of serious (category 1) hazards and other less serious (category 2) hazards. The Council has a duty to take the appropriate action in relation to category 1 hazards where these are found.

The Council regardless of these licensing conditions must seek to identify, remove, or reduce category 1 or category 2 hazards in the property under Part 1 of the Housing Act 2004. Over the duration of a licence, the Licence Holder may be required to provide full access for further HHSRS inspections and assessments to be carried out. Any defects found at inspection, may require enforcement action to be taken.

### **The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020**

These new Regulations require landlords to have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at least every 5 years. Landlords have to provide a copy of the electrical safety report to their

tenants and to the Council if requested and carry out any remedial works identified in the report.

For further information you can visit

<https://www.gov.uk/government/publications/electrical-safety-standards-in-the-private-rented-sector-guidance-for-landlords-tenants-and-local-authorities/guide-for-landlords-electrical-safety-standards-in-the-private-rented-sector>

### **The Smoke and Carbon Monoxide Alarm (England) Regulations 2015**

Private sector landlords are required to have at least one smoke alarm installed on every storey of their property and a carbon monoxide alarm in any room containing a solid fuel burning appliance (e.g. a coal fire, wood burning stove, etc). After that, the landlord must make sure the alarms are in working order at the start of each new tenancy.

For further information, you can visit

<https://www.gov.uk/government/publications/smoke-and-carbon-monoxide-alarms-explanatory-booklet-for-landlords/the-smoke-and-carbon-monoxide-alarm-england-regulations-2015-qa-booklet-for-the-private-rented-sector-landlords-and-tenants>

### **Fire Safety Order**

An owner, manager or operator of a business, will need to comply with fire safety law. The main law is the Regulatory Reform (Fire Safety) Order 2005 or "the Fire Safety Order".

The Order applies to virtually all buildings, places and structures other than individual private dwellings e.g. individual flats in a block or family homes but does include the common parts of HMOs and the common parts of blocks of flats and maisonettes.

For further information, you can visit

<http://www.london-fire.gov.uk/RegulatoryReformOrder2005.asp>

### **General landlord and tenant matters**

Tenants have certain legal rights in relation to their occupation of the premises. Landlords should have proper regard to these rights when exercising, for example, the following powers:

- Terminating Tenancy Agreements;
- Undertaking inspections of tenant's rooms;
- Imposing rent increases; and
- Reimbursing tenants rent deposits.

If Landlords have any doubts regarding their legal obligations under Landlord and Tenant Law, they should seek their own legal advice.

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**Standards for Houses in Multiple Occupation  
London Borough of Barnet**

**Amended May 2021**

## Adopted Standards for Houses in Multiple Occupation

A house in multiple occupation (HMO) is a house or flat which is occupied by persons who do not form a single household. There are various types of HMO including houses divided into rooms, bedsits or flatlets, shared houses, lodgings, hostels and some properties converted into self-contained flats.

The Council's main requirements are set out below. It is expected that all HMOs will comply with these standards where reasonable and practicable.

The Council recognises the importance of HMOs as part of borough's housing supply. However the self-containment of shared accommodation may need planning permission and therefore you should always contact the Council's planning department if you propose to install kitchen or bathroom facilities within bedrooms or bedsitting rooms in existing HMOs. The use of premises as an HMO may also require planning consent.

### 1. Space Standards

National minimum room sizes were introduced in The Licensing of Houses in Multiple Occupation (Mandatory Conditions of Licences) (England) Regulations 2018. However, the Government emphasised these are a statutory minimum and are not intended to be the optimal room size. It was their view that "local housing authorities will continue to have discretion to require higher standards within licence conditions, but must not set lower standards". The minimum room sizes below are those the Council has deemed appropriate to apply to HMOs in the borough of Barnet.

Room sizes must generally accord with the following minimum standards, although the provision of other facilities, such additional communal spaces, will be taken into consideration. This might include for example, a shared dining area or lounge. In these circumstances, a reasonable reduction to these standards may be agreed with the Inspecting Officer, who will have regard in so doing, to the government's Housing Health and Safety Rating System Operating Guidance.

#### 1.1 One room lettings

Minimum room floor area where the kitchen is in a separate room	Minimum room floor area including kitchen	Maximum number of persons
10m <sup>2</sup>	13m <sup>2</sup>	1
14m <sup>2</sup>	17m <sup>2</sup>	2

## 1.2 Two or more room lettings

Minimum combined floor area for two or more room lettings	Minimum floor area for any room used as a kitchen	Minimum room floor area for any room used for sleeping	Maximum number of persons
13m <sup>2</sup>	4.5m <sup>2</sup>	6.5m <sup>2</sup>	1
17m <sup>2</sup>	4.5m <sup>2</sup>	10.2m <sup>2</sup>	2

### 1.3 Notes:

- Persons of the opposite sex, aged ten years and over and who are not co-habitant are not allowed to sleep in the same room.
- There is no reduced space standard for children
- When measuring the floor area of a room, space occupied by any en-suite bathroom or WC facilities shall not be included.
- All rooms shall have a minimum ceiling height of at least 1.9 metres from finished floor level over not less than 75% of the floor area of the room. Any floor area where the ceiling height is less than 1.5 metres from the finished floor level shall be disregarded. Where bunk beds are used, there shall be a minimum ceiling height of 2.5 metres from the finished floor level.
- In addition to the actual floor area, consideration shall be given to the shape of, and usable living space in the room to determine its suitability for occupation and the number of persons permitted to occupy it.
- The room arrangement must allow unobstructed entry to and exit from the room and ensure that any facilities provided there are safe and easy to use.
- If a studio room has a partition, the total net useable floor area of all the spaces created will be aggregated. However, sleeping rooms must not be less than a minimum area of 6.5m<sup>2</sup> for a single person letting and 9.5m<sup>2</sup> for a double person letting.
- Half the area provided by a bay window can be included.
- Where the room door opens into a lobby/corridor within the accommodation that is less than 1.2 metres wide, the space occupied by that lobby/corridor will be disregarded. Where the lobby/corridor is between 1.2 and 1.8 metres wide, some of the area may be counted if it is suitable for storage/use. The allowable area is calculated by deducting 1.2 metres from the width and multiplying this by the length of the corridor. For example, if a corridor into a room is 1.5 metres wide by 2.5 metres deep, the useable area of the corridor would be 0.3 x 2.5 metres. No deduction should be made where doors open into corridors/lobbies more than 1.8 metres wide.
- All sleeping rooms shall be occupied by 1 household only.

## 2. Personal Washing Facilities

- 2.1 Where there are five or more occupiers in the HMO each separate household shall, where practicable, be provided with a wash hand basin (unless a sink is provided) together with a satisfactory supply of hot and cold running water properly connected to the wastewater drainage system and suitably located within the unit of accommodation. A tiled splash back, a minimum of 300mm high (two standard tiles) is to be provided to each wash hand basin. See Appendix A for additional guidance.
- 2.2 Each separate occupancy in the HMO shall, where practicable, be provided with its own readily accessible bath or shower room of adequate size with sufficient space for drying and changing. Where this is not practicable, a readily accessible bathroom or shower room with sufficient space for drying and changing shall be provided in the ratio of **one to every five persons** regardless of age. See Appendix A for additional guidance.

- 2.3 All bath/shower compartments shall be ventilated directly to the external air by an openable window. Where this is not practicable, mechanical ventilation complying with the current Building Regulations shall be provided.
- 2.4 The walls and floors to any shower/bathroom are to be waterproof and readily cleansable. Showers shall be provided with a suitable waterproof screen or shower curtain.
- 2.5 An appropriate door with lock shall be provided to the bathroom/shower room to ensure privacy for the user.
- 2.6 Baths and showers are to be provided with a satisfactory supply of hot and cold running water and properly connected to the wastewater drainage system
- 2.7 All washing facilities must be fit for purpose, of adequate size and layout and suitably located in relation to the living accommodation. Baths and showers shall not be provided in kitchens and in all cases, shall not be more than one floor distant from any user.
- 2.8 Adequate heating and artificial lighting shall be provided.
- 2.9 Personal washing facilities must be available for use 24 hours a day.

### **3. Sanitary Conveniences**

- 3.1 Each separate occupancy shall where practicable, be provided with its own water closet compartment.
- 3.2 Where this is not practicable, water closets shall be provided in readily accessible compartments or bathrooms in the ratio of **one water closet to every five persons**, regardless of age. Where a water closet is being shared by more than four persons, it must be situated in its own WC compartment. See Appendix A for additional guidance.
- 3.3 External water closets are not permitted.
- 3.4 All WCs must be maintained in proper working order, connected to the soil drainage system and contained in a room of adequate size and layout, suitably located in relation to the living accommodation and in all cases, shall not be more than one floor distant from any user.
- 3.5 A wash hand basin shall be provided, where practicable, in each separate water closet together with a satisfactory supply of hot and cold running water and properly connected to the wastewater drainage system. A tiled splash back, a minimum 300mm high (two standard tiles), is to be provided to each wash hand basin.
- 3.6 All water closet compartments shall be ventilated directly to the external air by an openable window. Where this is not practicable, mechanical ventilation complying with the current Building Regulations shall be provided.
- 3.7 An appropriate door with lock shall be provided to the room containing the WC to ensure privacy for the user.
- 3.8 Water closets must be available for use 24 hours a day.

#### **4. Facilities for the Storage, Preparation and Cooking of Food and for the Disposal of Waste Water**

##### **4.1 Kitchen Facilities for Exclusive Use by Households**

4.1.1 Each household shall, where practicable, have its own kitchen separate from and being not more than one floor distant from the sleeping room or located within the unit of accommodation.

4.1.2 Each kitchen shall have the following facilities:

- An adequately sized food storage cupboard of minimum capacity 0.5 cubic metres (e.g. 2no: 600mm x 720mm x 600mm). This provision is in addition to any base unit cupboards provided below the sink/drain.
- An adequately sized working refrigerator with a freezer compartment (1 to 2 persons = 140 litres minimum). To minimise disturbance from noise, an A rated energy efficient fridge is recommended.
- Four (13 amp) electric sockets: 1 conveniently located for the connection of the refrigerator and 2 situated at work top height.
- Adequately sized (1000mm x 600mm) fixed, impervious worktop for the preparation of food.
- A mains supplied gas or electric cooking appliance with a minimum of two rings or hot plates together with a grill and oven.
- A sink and drainer of adequate size (1000mm x 600mm) together with its own satisfactory supply of hot and potable cold running water and properly connected to the wastewater drainage system.
- A tiled splash back, a minimum 300mm high (two standard tiles), is to be provided to the sink.
- There must be artificial lighting sufficient to carry out normal activities within a kitchen area.

##### **4.2 Kitchens for Communal Use**

4.2.1 Where it is not practicable to have a kitchen provided for exclusive use, a shared kitchen may be provided **in a ratio of one to five persons** regardless of age and must comply with the following:

- Have a floor area of not less than 6m<sup>2</sup>.
- Depending upon the circumstances, it may be possible to have two sets of kitchen facilities in the same kitchen. In such an instance, no more than two

sets of facilities (each provided for a maximum of five persons, regardless of age) shall be provided in any one shared kitchen and in such an instance, the kitchen must have a floor area of not less than 12m<sup>2</sup>. In a shared kitchen, where two sets of facilities are provided, the two sets shall be reasonably separate from each other to allow their safe and simultaneous use by two or more households

- In addition to the floor areas mentioned above, consideration shall be given to the ceiling height, shape of, proportion and any other relevant features of the kitchen to determine its suitability for use.
- The arrangements must allow for the unobstructed entry to and exit from the room

#### 4.2.2 Each shared kitchen shall have the following facilities:

- Adequately sized lockable food storage cupboards of minimum capacity 0.14 cubic metres for each household (600mm x 380mm x 700mm). This provision is in addition to any base unit cupboards provided below the sink/drain.
- Adequately sized (1000mm x 600mm) fixed, impervious worktop for the preparation of food. A further 500mm (linear width) of worktop will be required for each additional person sharing (for example, a minimum provision for five persons sharing is 2.6 linear meters of worktop). The worktop to be at the same height as an adjacent cooker hob.
- A mains supplied gas or electric cooking appliance with a minimum of four rings or hot plates together with a grill and an adequately sized oven.
- A sink and drainer of adequate size (1000mm x 600mm) together with its own satisfactory supply of hot and potable cold running water. The sink is to be properly connected to the wastewater drainage system.
- A tiled splash back, a minimum 300mm high (two standard tiles), is to be provided to the sink.
- There must be artificial lighting sufficient to carry out normal activities within the kitchen area.
- An adequately sized working refrigerator with a freezer compartment on the following ratios: 1 to 2 persons = 140 litres; 3 to 4 persons = 160 litres and 5 persons = 200 litres. To minimise disturbance from noise, an A rated energy efficient fridge is recommended.

#### 4.2.3 Where not provided in a shared kitchen, each letting room shall be provided with:

- An adequately sized working refrigerator with a freezer compartment (140 litres minimum). To minimise disturbance from noise, an A rated energy efficient fridge is recommended

- A storage cupboard of minimum capacity 0.14 cubic metres (600mm x 380mm x 700mm)
- These facilities shall be suitably and safely located within the room.

#### **4.3 General Requirements for all Kitchen Facilities**

- Cooking facilities shall be suitably and safely located in relation to the room(s) occupied by the person(s) using them. This shall be not more than one floor distant from the sleeping room or within the unit of accommodation.
- All wall, floor and ceiling finishes are to be waterproof and readily cleansable. No furniture or curtains shall be within 600mm of the cooker or otherwise as recommended by the manufacturer of the appliance.
- Kitchen facilities must be available for use 24 hours a day.
- Cookers should not be fitted close to doorways and there should be sufficient floor space to safely retrieve items from the oven. Otherwise they shall be suitably and safely located.
- A mechanical extractor must be provided and suitable for kitchen use, ducted to the open air, and fitted with a suitable terminal outlet.
- Adequate refuse disposal facilities should be provided and regularly maintained.
- All rooms containing kitchen facilities should be provided with a fire blanket in accordance with BS EN 1869:2019 & BS 7944 1999, mounted on a wall near, but not above, cooker and otherwise in accordance with the manufacturer's instructions.
- There must be artificial lighting sufficient to carry out normal activities within the kitchen area.

All kitchens should be provided with 30 minute fire resistant door sets. The door shall be a fire resisting door constructed to conform to BS 476-22 1987 and fitted with a self-closing device to conform to BS EN 1154: 1997 and adjusted to close the door from any point of travel. The door is to be fitted with dual function cold -and intumescent seal (fire and smoke) to the head and both sides of the door in accordance with manufacturer's instructions.

## **5. Heating**

- 5.1 All units of living accommodation including sleeping rooms and bath/shower rooms must be equipped with an adequate means of fixed space heating (meaning a fixed gas or electrical appliance, or an adequate system of central heating), operable at all times and available at all times, taking into account affordability, the presence of thermal insulation, the location of the appliance, ease of use, safety and performance. Heating appliances provided in a bathroom or shower rooms must be suitable for use in such a room.
- 5.2 The appliance must be capable of efficiently maintaining the room at a minimum temperature of 18°C at an outdoor temperature of -1°C.
- 5.3 Where heating and hot water is provided centrally by the landlord, these provisions must be capable of being used at any time. There should also be the ability to control the level of heating within each letting e.g. thermostatic radiator valves (TRV's) on radiators.
- 5.4 The use of portable paraffin or oil-fired heaters and liquefied petroleum gas heaters shall not be acceptable under any circumstances.

## 6. Security

- 6.1 Suitable locks to doors and windows reduce the risk of burglary. In order to prevent an 'Entry by Intruders' hazard under Part 1 of the Housing Act 2004 (the Housing Health and Safety Rating System), the following is required (6.2-6.4): -

### 6.2 Exterior Communal Doors

- Exterior doors to the building should close fully and the door and frame assembly should be of solid construction, be capable of resisting bodily pressure and the possibility of slipping the door lock.
- Locks should comply with BS 8621:2017 (Lock assemblies operated by key from the outside of the door and by handle or thumb turn from the inside of the door).
- Where the front door lock is within arm's reach of the letterbox, then either a letterbox cowl or a bottomless cage should be fitted.
- Consideration of the glazing for and surrounding the door should be given. Single glazed panels should be either protected with metal grilles or replaced with laminated glazing or security film.

### 6.3 Bedsit and Flat Entrance Doors

- The door and surrounding frame (notwithstanding the requirement to be a fire resisting door in the appropriate circumstances) should be of a solid construction, be capable of resisting bodily pressure and the possibility of slipping the door lock.
- All newly installed doors require a fire rated auto-deadlocking cylinder night latch complying with BS 8621:2017 BS 8621 (2007) + A2 2012 (Lock

assemblies operated by key from the outside of the door and by handle or thumb turn from the inside of the door.

Where there are letterboxes to individual flats, a letterbox cowl or bottomless cage is required if the lock is within arm's reach of the letterbox.

#### **6.4 Windows**

- All windows should have key operated locks with the exception of escape windows required as part of a means of escape strategy. Such windows are to be openable from inside without use of removable key.

### **7. Provision of Means of Escape in Case of Fire in Houses In Multiple Occupation**

7.1 Appropriate fire precautions and equipment must be provided to reduce the risk of death/injury to the tenants in the event of fire.

7.2 In general terms, the following fire precaution facilities and equipment must be provided:

- The installation of a suitable automatic fire detection system in accordance with BS 5839-6:2019+A1:2020
- Appropriate and suitable firefighting equipment including fire blankets and other equipment considered appropriate to the circumstances.
- An adequate number of notices detailing procedures in the event of fire.
- Generally and without prejudice to the above, the HMO's design, construction and condition should limit the spread of fire and smoke and there should be adequate fire protection to the means of escape and between each unit of accommodation and other spaces. The HMO should be provided with appropriate fire detection and alarm systems and as appropriate, emergency lighting and firefighting equipment. All provisions to be in accord with LACORS 'Guidance on fire safety provisions for certain types of existing housing.' This can be found at: -

[http://www.rother.gov.uk/media/pdf/p/p/Lacors\\_Fire\\_Safety\\_Guide\\_July\\_2008.pdf](http://www.rother.gov.uk/media/pdf/p/p/Lacors_Fire_Safety_Guide_July_2008.pdf)

In general terms, a means of escape from fire will include: -

- Doors and partitions constructed to provide the appropriate standard of fire resistance.
- Emergency lighting in accordance with BS 5266-1:2016 and suitable fire signs where appropriate.
- The provision of a 'protected route' leading to a place of safety (normally the street). 'Protected route' means a route having an adequate degree of protection from fire including walls (other than external walls), partitions and floors separating the route from the remainder of the building.

7.3 From the 1<sup>st</sup> October 2006 your premise has been required to comply with the Regulatory Reform (Fire Safety) Order 2005. The enforcing authority for this legislation is the London Fire and Emergency Planning Authority. For further information on this you can refer to the internet site <https://www.london-fire.gov.uk/safety/the-workplace/fire-risk-assessments-your-responsibilities/>

In addition, please note that the government has published a guidance document 'Fire safety risk assessment - Sleeping accommodation' which provides comprehensive guidance on the management of fire safety. It includes guidance on your duties regarding fire safety records and evacuation plans, which must be made available to residents and the Enforcing Authority. If you have any queries regarding your duties you should contact the London Fire and Emergency Planning Authority on 0207 7587 2270 or in writing to Barnet Borough Team, 227 Long Lane Finchley London N3 2RP or by email at [barnetgroup@london-fire.gov.uk](mailto:barnetgroup@london-fire.gov.uk).

7.4 Where more than 5 people are employed at the property, the *Fire Precautions (Workplace) Regulations 1997* will apply. A risk assessment must be undertaken at the property by the owner to identify the fire hazards present and take action to eliminate or reduce the risk of such hazards.

## 8.0 **Fitness for Human Habitation**

8.1 Under the Homes (Fitness for Human Habitation) Act 2018, landlords must ensure that their property, including any common parts of the building, are fit for human habitation at the beginning of the tenancy and throughout.

8.2 The Council expects all HMOs to be fit for human habitation – the definition of fitness is contained in the Landlord and Tenant Act 1985.

8.3 A property may be unfit if:

- the building has been neglected and is in a bad condition
- the building is unstable
- there is a serious problem with damp
- it has an unsafe layout
- there is not enough natural light
- there is not enough ventilation
- there is a problem with the supply of hot and cold water
- there are problems with the drainage or the lavatories
- it is difficult to prepare and cook food or wash up
- there is a category 1 or 2 hazard under the Housing Health and Safety Rating System (HHSRS)

## 9.0 **Management of Houses in Multiple Occupation**

9.1 All HMOs must comply with the requirements of The Management of Houses in Multiple Occupation (England) Regulations 2006 or in the case of an HMO falling within Section 257 of the Housing Act 2004, the Licensing and

Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007.

Further information concerning these Regulations can be found at:

<http://www.legislation.gov.uk/uksi/2006/372/contents/made>

[http://www.legislation.gov.uk/uksi/2007/1903/pdfs/uksi\\_20071903\\_en.pdf](http://www.legislation.gov.uk/uksi/2007/1903/pdfs/uksi_20071903_en.pdf)

## **10. Planning Permission / Building Regulations**

- 10.1 The conversion of a property to a House in Multiple Occupation (HMO) may require planning permission. For further information on planning issues please contact the Planning Department on 020 8359 3000.
- 10.2 All alterations to an HMO or installations therein, including the provision of new sanitaryware and other facilities shall comply with the latest Building Regulations where these apply.
- 10.3 The provision of additional facilities, structural and other alterations may require Building Regulations approval. More information on the requirements under the Building Regulations, please contact Building Control on 0208 359 4500.

## **11. Other Relevant Statutory Requirements**

- 11.1 Furniture and Furnishings (Fire)(Safety) Regulations 1998 (amended 1989 1993 and 2010)

Domestic upholstered furniture, furnishings and other products containing upholstery and supplied in conjunction with the accommodation must comply with specified levels of fire resistance.

- 11.2 Gas Safety (Installation and Use) Regulations 1998 (as amended):

- Gas safety inspections and tests must be completed by a Gas Safe registered gas installer/engineer annually. Certificates are required in relation to ALL gas appliances and the gas installation.
- All servicing and repairs are to be carried out by Gas Safe approved contractors.
- Records of annual safety inspections and tests must be made available to the Council for inspection, with a copy supplied to the tenant.

- 11.3 The Smoke and Carbon Monoxide Alarm (England) Regulations 2015

A BS EN 50291 kitemarked carbon monoxide alarm (mains or battery powered) should be fitted in any room where any fuel burning appliance is located, including those that burn gas, oil, coal and wood. This includes any room that has a flue from such an appliance running through it. If there is an enclosed

boiler, the alarm should be fitted just outside the enclosure. Alarms should be fitted in accordance with the relevant British Standard and manufacturer's instructions.

#### 11.5 Housing Health and Safety Rating System (HHSRS)

The Housing Health and Safety Rating System (HHSRS) is a system for assessing the health and safety risks in dwellings and is a method used to inspect properties under Part 1 of the Housing Act 2004. An HMO can comprise of a number of separate dwellings. For example, every bedsit room or self-contained flat within an HMO is a dwelling.

The principle of the HHSRS is that any residential premises (including the structure, means of access, and any associated outbuilding, garden or yard) should provide a safe and healthy environment for any potential occupier or visitor. The HHSRS is a risk assessment process and is comprehensive in its coverage of key health and safety risks in dwellings. In very broad terms, the rating system works by assessing the risk associated with certain hazards and if the likelihood of harm is significant the Council may take action to ensure that the risk is removed or reduced.

#### 12.0 Household Waste

12.1 Adequate provision for refuse storage and recycling should be provided in accordance with the London Borough of Barnet Household Recycling and Waste Policies

12.2 Additional information can be found at  
<https://admin.barnet.gov.uk/sites/default/files/2020-02/Household%20Recycling%20and%20Waste%20Policies.pdf>

12.3 HMO's/landlords should comply with 1a, 3, 7 and 13 of the policy

12.3 Any queries should be made via [CSI@barnet.gov.uk](mailto:CSI@barnet.gov.uk)

#### Contact us

For additional information on any aspects of these standards please email [hmos@barnet.gov.uk](mailto:hmos@barnet.gov.uk), call 0208 359 5355 or contact the HMO Licensing Team Regulatory Services Development and Regulatory Services, London Borough of Barnet, 2 Bristol Avenue, Colindale, NW9 4EW.

## Annex A

### Additional Guidance on Provision of Wash Hand Basins, Bath/Shower rooms and WC's in Relation to Number of Persons (Based on Guidance provided by the DCLG April 2006)

Number Of Persons	Number and type of facilities
1-4	<ul style="list-style-type: none"> <li>• No wash hand basins required in sleeping rooms</li> <li>• At least 1 bath/shower room with wash hand basin if no wash hand basin in sleeping rooms</li> <li>• At least 1 W.C. with wash hand basin (this can be in the bath/shower room or in its own separate compartment)</li> </ul>
5	<ul style="list-style-type: none"> <li>• Where reasonably practicable wash hand basins in sleeping rooms unless a sink has been provided</li> <li>• At least 1 bath/shower room</li> <li>• At least 1 W.C. with wash hand basin (either in it's own compartment or in an additional bath/shower room)</li> </ul>
6-10	<ul style="list-style-type: none"> <li>• Where reasonably practicable wash hand basins in sleeping rooms unless a sink has been provided</li> <li>• At least 2 bath/shower rooms</li> <li>• At least 2 W.C' s with wash hand basins (at least one should be in its own compartment the other may be in one of the bathrooms)</li> </ul>
11-15	<ul style="list-style-type: none"> <li>• Where reasonably practicable wash hand basins in sleeping rooms unless a sink has been provided</li> <li>• At least 3 bath/shower rooms</li> <li>• At least 3 W.C.' s with wash hand basins (at least one should be in its own compartment the other two may be in the bathrooms)</li> </ul>

**LONDON BOROUGH OF BARNET - PROPERTY LICENSING**  
**Proposal for Consultation**  
**June 2021**

**CONTENTS**

1

- 1 Foreword**
- 2 Introduction – Licensing of private sector properties**
  - Mandatory Licensing of certain Houses in Multiple Occupation (HMOs)
  - Additional Licensing of HMOs
  - Selective Licensing of other private rented properties
- 3 Barnet’s proposal – Selective and Additional Licensing**
  - Additional Licensing proposal
    - Application of the Designation
    - Effect of the Designation
  - Selective Licensing proposal
    - Application of the Designation
    - Effect of the Designation
  - Applications
- 4 Why the Council is considering renewing the borough-wide additional licensing scheme and introducing selective licensing schemes for some wards**
  - Additional Licensing for Houses in Multiple Occupation
  - Selective Licensing
    - Low housing demand
    - Anti-social behaviour (ASB)
      - Outcomes relating to ASB
    - Poor Property Conditions
      - Outcomes relating to poor property conditions:
    - Migration
    - Deprivation
      - Outcomes for deprivation
    - Poor Property Conditions
      - Outcomes relating to poor property conditions
    - Crime
      - Outcomes for crime
    - Conclusion
- 5 Alternative options considered**
  - Alternatives to Additional Licensing
  - Alternatives to Selective Licensing
- 6 Proposed licence fee structure**
  - Additional licensing scheme fees
  - Selective licensing scheme fees
  - Payment schedule
- 7 Conditions**

## 8 The evidence

PART A - The London Borough of Barnet – Geographics

PART B – The London Borough of Barnet – Population

PART C – The London Borough of Barnet - Housing stock and tenure

Property age profile

Identification of HMOs

Identification of SFOs

2020 Barnet Property Survey

PART D – Analysis against legislative requirements and government guidance - Additional Licensing

Houses in Multiple Occupation

Complaints

Planning complaints

Hazards

Licence conditions

2020 Barnet property survey – property conditions

Anti-social behaviour in HMOs

HMO – Conclusions

PART E - Analysis against legislative requirements and government guidance

- Selective Licensing – Proportion of property in the PRS

Burnt Oak and Colindale Wards

West Hendon and Childs Hill Wards

Golders Green and Hendon Wards

Edgware and Hale Wards

PRS – Conclusions

PART F - Analysis against legislative requirements and government guidance

- Selective Licensing - Low housing demand

PART G - Analysis against legislative requirements and government guidance

- Selective Licensing - Anti-social behaviour

ASB – Conclusions

PART H - Analysis against legislative requirements and government guidance

- Selective Licensing - Property Conditions

Complaints

Complaints about disrepair and overcrowding

Nuisance relating to poor condition of property

Poor property conditions – Category 1 and 2 hazards

Enforcement actions – statutory notices and orders

2020 Barnet property survey – property conditions

Property Conditions Conclusions

PART I - Analysis against legislative requirements and government guidance -

Selective Licensing – Migration

Population growth

Internal migration

Overseas migration

New National Insurance Registrations (NINOs)

New GP registrations

Migration – Conclusions

PART J - Analysis against legislative requirements and government guidance

- Selective Licensing – Deprivation

IMD - Overall rank  
IMD – Employment rank  
IMD – Income rank  
IMD – Health and disability rank  
IMD Ease of access to education and training  
IMD Barriers to housing and services  
IMD Living Environment  
IMD Crime  
Deprivation – Conclusions  
PART K - Analysis against legislative requirements and government guidance  
- Selective Licensing – Crime  
Crime – Conclusions  
PART L – Analysis against the legislative requirement for General Approval  
Burnt Oak and Colindale Wards  
West Hendon and Childs Hill Wards  
Golders Green, Hendon, Edgware and Hale Wards  
Percentage of the PRS – Conclusions

## **9 Links to other strategies**

The Barnet Plan 2021-2025  
Barnet Housing Strategy 2019 – 2024  
Homelessness and Rough Sleeping Strategy 2019-2024  
Barnet’s Local Plan (Core Strategy). Development Plan Document September 2012  
Barnet Community Safety Strategy 2015/2020  
Other Strategies - Conclusions

## **10 Methodology**

Additional Licensing methodology  
Selective Licensing methodology  
Deprivation  
Poor property conditions  
Numerical data indexes  
Proportion of properties against the number of PRS properties indexes  
Combined indexes

## **11 Appendices**

Appendix 1 – List of streets included in the wards within scope of the proposed selective licensing scheme designations  
Burnt Oak, Colindale North and Colindale South  
West Hendon, Cricklewood and Childs Hill  
Golders Green, Hendon and Edgware  
Appendix 2 – Schedule of proposed licence fees  
Appendix 3 – Barnet adopted standards for houses in multiple occupation  
Appendix 4 – Proposed property licence conditions

## 1 Foreword

- 1.1 At a time when the demand for low cost accommodation is high, not just in Barnet, but across London and nationally, it falls upon local authorities to ensure that the standard of accommodation is of a satisfactory standard, regardless of the cost. It must be safe, not overcrowded and so not impact upon the health and wellbeing of those who live in it. The accommodation should also not have an adverse impact upon the neighbourhood it is located in, through poor visual impact caused by mis-management, or the anti-social behaviour of those living or visiting the accommodation.
- 1.2 As this consultation goes on to describe, the private rented sector in Barnet is significant, with around 25% of the housing stock currently being privately rented<sup>1</sup> and a large number of houses in multiple occupation (HMOs). The evidence gathered demonstrates that, although many privately rented properties are perfectly satisfactory and landlords and tenants behave responsibly, there is a significant amount of privately rented housing that is not up to standard and is also having an impact on the character of our neighbourhoods. This evidence has led us to believe that the most effective way to improve this situation is by renewing the borough-wide additional licensing scheme for HMOs for a further 5 years and implementing new selective licensing schemes for other private rented properties in certain parts of the borough.

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<sup>1</sup> <https://data.london.gov.uk/dataset/housing-tenure-borough>

- 1.3 Alongside existing initiatives and our partners, these will enable our officers to apply conditions where necessary to secure improvements and more readily target those who do not maintain and manage their properties properly.
- 1.4 We invite interested parties to let us know what they think of our proposals and I am certain that you will agree that this is the correct course of action to make Barnet a safer, healthier and altogether even better place to live than it already is.

Councillor Richard Cornelius  
Chairman of the Housing Committee

## **2 Introduction – Licensing of private sector properties**

- 2.1 Under the Housing Act 2004, there are three forms of licensing relating to private sector housing available to local authorities:

### Mandatory Licensing of certain Houses in Multiple Occupation (HMOs)

- 2.2 Under existing legislation<sup>2</sup>, all local authorities operate a licensing scheme covering Houses in Multiple Occupation (HMOs) that are occupied by five or more people who are not living together as a single household.

### Additional Licensing of HMOs

- 2.3 Local authorities can introduce a discretionary additional scheme<sup>3</sup> for other types of HMOs not subject to mandatory licensing in part or whole of the area within its district. This can include what are known as Section 257 HMOs<sup>4</sup>, which are properties that have been converted into self-contained flats, but where the work does not comply with the Building Regulations, meaning for example that fire protection is inadequate. Barnet declared an additional

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<sup>2</sup> Housing Act 2004, Section 55

<sup>3</sup> Housing Act 2004, Section 56

<sup>4</sup> Housing Act 2004, Section 257

licensing scheme in July 2016<sup>5</sup>, which is due to expire in July 2021. This applies to houses and flats that are let to four or more people in two or more households and where some or all facilities are shared or missing and to Section 257 HMOs.

#### Selective Licensing of other private rented properties

- 2.4 A discretionary selective licensing scheme<sup>6</sup> covers all other private sector dwellings and can be introduced in part, or across the whole of the borough. Where a proposed selective licensing designation covers either greater than 20% of the geographical area of the borough, or greater than 20% of the private rented properties within the borough, then following consultation the scheme must be submitted to the Secretary of State for approval<sup>7</sup>.
- 2.5 All licensing schemes are intended to address the impact of poor quality housing, rogue landlords and anti-social tenants. In an area subject to licensing, all private landlords of properties that meet the scheme criteria, must obtain a licence and if they fail to do so, or fail to achieve acceptable management standards, the authority can take enforcement action. Schemes run for a maximum period of five years and a fee is payable for each licence.

### **3 Barnet's proposal – Selective and Additional Licensing**

- 3.1 We are consulting on the proposal to designate the following schemes:

#### Additional Licensing proposal:

- 3.2 It is proposed to renew the existing borough wide additional licensing scheme, but amending the designation criteria for inclusion from occupation by four persons to three persons, as described below.

#### Application of the Designation

- 3.3 This scheme will require the following types of property to require a licence:
- All HMOs falling under section 254 of the Housing Act 2004, occupied by **three** or more persons in two or more households.
  - All HMOs falling under section 257 of the Housing Act 2004, where the building or part of a building is of three or more storeys that have been converted into **three** or more self-contained flats and where both the building and self-contained flats it contains are under the same ownership or considered by the council to be effectively under the same control.

<sup>5</sup><https://www.barnet.gov.uk/sites/default/files/assets/citizenportal/documents/EnvironmentalHealth/PrivateHousing/DesignationTheLondonBoroughofBarnetDesignationofanAreaforAdditionalLicensingofHousesinMultipleOccupation2016.pdf>

<sup>6</sup> Housing Act 2004, Section 80

<sup>7</sup> The Housing Act 2004: Licensing Of Houses In Multiple Occupation And Selective Licensing Of Other Residential Accommodation (England) General Approval 2015

- 3.4 Section 257 of the Housing Act 2004 defines HMOs as being a converted block of flats where the building work undertaken in connection with the conversion did not comply with the appropriate building standards and still does not comply with them and all of the flats within the block are rented.
- 3.5 Appropriate building standards means<sup>8</sup>:
- a conversion into flats where the building work was completed before 1st June 1992, or which is dealt with by regulation 20 of the Building Regulations 1991 and which would not have been exempt under those Regulations, or
  - building standards equivalent to those imposed, in relation to a building or part of a building to which those Regulations applied, by those Regulations as they had effect on 1st June 1992; and
  - in the case of any other converted block of flats, the requirements imposed at the time in relation to it by regulations under section 1 of the Building Act 1984.
- 3.6 The existing additional licensing scheme was due to end on 4th July 2021. Any licensed property under that scheme will then come under the new borough-wide additional licensing scheme. To ensure that licence holders are not penalised current licences will be transferred across to the new scheme with the existing expiry dates unchanged. At the time of expiry, landlords will need to apply for a new licence. If a licence expires between the end of the existing scheme and the commencement of the new scheme, landlords will need to apply for a new licence once the new scheme is designated.

#### Effect of the Designation

- 3.7 Within the area included in the designation every HMO of the description specified shall be required to be licensed under section 61 of the Act.

#### Selective Licensing proposal:

- 3.8 It is proposed that all private rented properties in the wards described in the three selective licensing proposals set out below, that are not within the scope of mandatory licensing for houses in multiple occupation, or within the scope of the additional licensing proposal included within this consultation are included in the selective licensing schemes described. Please see Appendix 1 for a list of the streets included within these wards.
- 3.8.1 Under the criterion of *deprivation* the new<sup>9</sup> wards of Burnt Oak, Colindale North and Colindale South.
- 3.8.2 Under the criterion of *poor property conditions* the new wards of West Hendon, Cricklewood and Childs Hill.

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<sup>8</sup> Housing Act 2004, Section 257(3)

<sup>9</sup> New ward boundaries come into effect in May 2022. See later in this document for further details.

- 3.8.3 Under the criterion of *poor property conditions* the new wards of Hendon, Golders Green and Edgware.

#### Application of the Designation

- 3.9 The designation is proposed to apply to all houses and flats located within the wards set out in paragraphs 3.8. to 3.8.3 and rented to either:
- A single person
  - Two people sharing (regardless of their relationship to one another)
  - Any number of persons forming a single household (family)

#### Effect of the Designation

- 3.10 Within the area included in the designation every property of the description specified shall be required to be licensed under section 85 of the Act.

#### Applications:

- 3.11 For both of the proposed schemes, it is proposed that the introduction of the licensing scheme should re-iterate that the responsibility for private rented property management lies with the landlord and not the council, in the same way that an MOT proves a certain level of responsibility and maintenance by a driver for their car.
- 3.12 As such, it is proposed that the licensing process should require the landlord to complete and submit to the council an application form together with the required fee, details of which are included in Section 6 and Appendix 2 of this consultation document. The application pack will be provided on-line or in hard copy in exceptional circumstances. The form requires provision of some basic information about the property, such as the number of letting rooms or flats, information regarding management arrangements, shared bathrooms, toilets and kitchens as well as details of safety measures that have been put in place, such as the type and installation of a fire detection system. Evidence of the following will be required as part of the application:

#### For selective:

- Gas safety - Gas safety record (12 months)
- Electrical Safety –Current electrical installation condition report (5 years from date of issue) and portable appliance (PAT) test
- Safety of property in the event of fire- Alarm system and emergency lighting certificates (where appropriate)
- Copies of tenancy agreements
- Floor plan with room sizes and uses clearly shown
- Any proposed licence holder or manager of the property will be required to make a declaration that they are a “fit and proper person”
- Current occupancy details

#### For additional:

- Copies of tenancy agreements
- Floor plan with room sizes and uses clearly shown
- Any proposed licence holder or manager of the property will be required to make a declaration that they are a “fit and proper person”
- Current occupancy details

3.13 This evidence is consistent with the current mandatory HMO licensing scheme, although additional evidence is required to enable the landlord to clearly demonstrate competent property management. Additional requirements are made as part of the selective licensing application as these properties will be licensed prior to inspection, whereas all additional HMOs will be inspected before licence issue. The requirements are consistent with day to day actions that a responsible landlord should be taking.

3.14 Following the receipt of a complete licence application all properties subject to an additional HMO license will be inspected prior to license issue. Along with mandatory HMO licensed premises these will be higher risk and this will enable tenants, landlords and the public to have confidence that all higher risk licensed properties in the borough meet specific minimum standards. Selective licence inspections will not be completed of all premises but based on:

- Service requests from tenants, other residents or other agencies
- If paperwork conditions are not complied with

3.15 An inspection will validate the information provided on the application form, compliance with the relevant legislation and compliance with the Barnet Adopted Standards for Houses in Multiple Occupation (Appendix 3).

3.16 It is proposed that the licence is issued in accordance with the conditions detailed in Appendix 4 - Proposed Property Licence Conditions.

#### **4 Why the Council is considering renewing the borough-wide additional licensing scheme and introducing selective licensing schemes for some wards**

- 4.1 Barnet has an important and growing private rented sector (PRS) that provides affordable housing options for local people. We realise that the majority of landlords operate professionally, however the council is concerned about increasing levels of rented properties that fail to meet satisfactory levels of tenancy and property management and anti-social behaviour associated with them.

- 4.2 The council consider that renewal of the borough-wide additional licensing scheme and introducing selective licensing schemes are the best tools available to tackle problems of poor housing management practices and conditions. Licensing will become part of a wider strategic approach to drive up living standards for all, improve the environment and make Barnet the place of choice to live in London.
- 4.3 The council believe that amending the additional licensing criteria to include HMOs occupied by three persons, rather than four persons in the existing scheme is the correct approach. Landlords sometimes reduce occupation levels to avoid the requirement to licence, even though the risks associated with the property, or management of the property doesn't change. Nevertheless, tenants of HMOs occupied by three persons who do not form a single household should be afforded the same level of protection and standards of management as HMOs with more occupants. In areas where selective licensing is introduced, this will mean that all private rented properties are included in a licensing scheme and will avoid HMOs with three tenants falling between the two different types of scheme.
- 4.4 Reducing crime and anti-social behaviour helps to improve surroundings and the local environment. Issues such as fly-tipping, rubbish left on the highway and untidy front gardens contribute to a sense of a place that is not cared for or valued. This can reflect the conditions of properties in the area if they are not well maintained, safe and clean. Such conditions can become a barrier to creating homes and communities where people choose to live. This type of anti-social behaviour contributes to a perception of an area being unsafe which can subsequently encourage further disorder and crime.
- 4.5 Barnet wants to ensure that all private rented properties in the borough offer residents a choice of safe, quality and well managed accommodation. Specifically, Barnet's Corporate Plan – The Barnet Plan 2021 – 2025<sup>10</sup> includes the following priorities:
- **“Healthy”**  
*“Addressing homelessness and the longer-term impacts of COVID-19”*
  - **“Thriving”**  
*“Building a Barnet fit for the future, where all residents, businesses and visitors benefit from improved Housing, infrastructure & economic opportunity”*
- 4.6 The Barnet Housing Strategy 2019-2024<sup>11</sup> states:
- *“As part of the strategy to improve standards in the private rented sector, the Council will consider the case for making use of a Selective Licensing Scheme in areas, where there is evidence of a higher prevalence of poor*

<sup>10</sup> <https://www.barnet.gov.uk/sites/default/files/2021-03/022176%20-%20BC2135%20-%20BARNET%20Corporate%20plan%202021%20-%202025%20-%20FINAL%20%281%29.pdf>

<sup>11</sup> <https://barnet.moderngov.co.uk/documents/s48745/Housing%20Strategy%202019-2024%20Appendix%201.pdf>

*conditions in the private rented sector, persistent anti-social behaviour, high levels of deprivation, high levels of migration or high levels of crime.”*

- 4.7 The strategy also comments on the implementation of Additional Licensing in 2016 and the need to increase the number of licensed HMOs in view of the estimated number that remain unlicensed.
- 4.8 In addition, a Housing Committee Priority 2019-2024<sup>12</sup> is “Raising Standards in the Private Rented Sector” that we will deliver by:
- *“Introducing a selective licensing scheme for landlords where the evidence supports the need for it”*
  - *“Improving the quality of advice and information available to private tenants”*
  - *“Targeting enforcement and monitoring of properties that require a licence”*
- 4.9 We recognise to achieve these priorities and ambitions there is a need for a robust and coherent regulatory framework in which this market operates.
- 4.10 Barnet has identified that problems in the private rented sector of poor property and tenancy management and associated anti-social behaviour are distributed across the borough and are not exclusive to a particular type of rented property. To tackle these issues, we are proposing to renew the borough-wide additional licensing scheme and introduce selective licensing for Burnt Oak, Colindale North, Colindale South, West Hendon, Cricklewood, Childs Hill, Hendon, Golders Green and Edgware Wards. We have gathered data that provides clear evidence of significant issues and introduction of these schemes will assist the council in tackling them and improving the private rented sector.
- 4.11 Demand for housing across London is at an all-time high. A wide range of homes, of all types of tenure and size is required in Barnet to meet current and future needs. It is vitally important to ensure that all who live in Barnet have access to decent, secure housing and that housing standards and conditions are not compromised, whether it be new or existing housing. The private sector makes up a quarter of Barnet’s housing, and must thrive to be able to contribute to the availability of high quality, safe, warm and well-maintained homes, and availability should not be dependent upon a person’s level of income or background.

Additional Licensing for Houses in Multiple Occupation:

- 4.12 Some HMOs are already subject to licensing schemes. Approximately 600 HMOs are currently licensed under the mandatory licensing scheme. Under the council’s existing borough-wide Additional licensing scheme, 549 properties were licensed as at December 2020.

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<sup>12</sup> [http://admin.barnet.gov.uk/sites/default/files/barnet\\_2024\\_housing\\_committee.pdf](http://admin.barnet.gov.uk/sites/default/files/barnet_2024_housing_committee.pdf)

- 4.13 The mandatory licensing scheme requires properties with five or more persons who do not form a single household to be licensed. In the existing additional licensing scheme, Barnet requires properties with four or more persons who do not form a single household and Section 257 HMOs of three or more storeys and four flats (where all the flats are privately rented) to be licensed. Council officers' experience is that these types of HMOs covered by the additional licensing scheme present the same problems of poor management as the larger HMOs covered by the mandatory scheme. Therefore, additional licensing is an effective tool for the council to be able to ensure the same standards are applied across the HMO sector and is not dependent upon numbers of occupants. Landlords can often avoid the need to licence by reducing occupancy to below five persons, whilst the fundamental issues of poor management remain the same. Renewing the existing scheme and reducing the occupancy trigger from four to three persons will ensure that we protect many more residents of the highest risk and often poorest quality housing, than if we just used mandatory licensing.
- 4.14 Section 257 HMOs present a risk due to inadequate separation of flats when conversion works have not been carried out in accordance with the Building Regulations. This includes inadequate fire separation and provision of fire detection equipment that is essential to protect occupants and enable safe means of escape in the case of fire. In Greater London in 2019, there were 119 HMO fires and 389 in converted flats of 3 or more stories<sup>13</sup>. House fires in Barnet in 2019 were the sixth highest in London, at 214. There were 2 house fire related fatalities and 24 injuries in Barnet in 2019.
- 4.15 A recently published study; The Evolving Private Rented Sector: Its Contribution and Potential by Julie Rugg and David Rhodes<sup>14</sup> states that: "It remains the case that a higher proportion of PRS properties fail to meet the Decent Homes Standard. Although this proportion has dropped since 2006, the number of non-decent homes has remained relatively stable since that time. According to review analysis of EHS data, some properties were much more likely to be non-Decent compared with the sector average of 27 per cent. These include converted flats (52 per cent non-decent), and dwellings constructed before 1919 (47 per cent non-decent). For all properties constructed post-1980, 12 per cent were non-decent in the PRS."
- 4.16 A review of the operation of the existing borough-wide additional licensing scheme has shown there is a need for the scheme and that it has resulted in the improvement of properties and the standard of management by landlords.
- 4.17 However, there are the following main learning points, which will be addressed by the introduction of the new scheme:
- The number of applications received was fewer than the number of HMOs estimated to be in scope. It is believed the estimates of the number of properties that would require licensing prior to designation was around 700

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<sup>13</sup> <https://data.london.gov.uk/dataset/lfb-fires-in-london-1966-2019---fire-facts>

<sup>14</sup> [http://eprints.whiterose.ac.uk/135787/1/Private\\_Rented\\_Sector\\_Report.pdf](http://eprints.whiterose.ac.uk/135787/1/Private_Rented_Sector_Report.pdf)

higher than we now believe to be the case. A more detailed and robust method of identifying potential HMOs has been used to support the proposed new scheme and nevertheless, there are still approximately 2, 550 properties believed to be HMOs that are not licenced.

- A greater effort is required to continue to proactively publicise the scheme throughout the five years.
- The scheme included HMOs occupied by four or more persons who do not form a single household and sharing facilities. We have since realised that HMOs that are occupied by three or more persons frequently present as much risk and can be poorly managed as those with four persons. The new scheme is therefore proposed to address this by including those occupied by three persons who do not form a single household.
- The original scheme criteria was somewhat fragmented with some gaps in it causing confusion for landlords. The revised scheme proposal is more straightforward to enable simpler understanding for landlords as well as for scheme administration.
- The online system that was proposed to be used and new data management system was tested and transfer of data investigated fully, but it was not found to be viable so the project was terminated. As such, paper applications continued throughout the 5 years. The paper-based licensing system has been reviewed and improvements implemented, but a lot of data inputting is required. An on-line licensing system will be implemented before the new designations are implemented, making the licensing system more efficient both for the applicant and the council.

4.17.1 This review highlights that we have made progress, but our objectives have not been fully achieved and that additional licensing should continue across the borough. Anecdotal information from other London boroughs have indicated that, where used in conjunction with selective licensing the number of additional and mandatory licence applications increased.

4.18 This review highlights that we have made progress, but our objectives have not been fully achieved and that additional licensing should continue across the borough.

4.19 For an additional licensing scheme to be designated, the Housing Act 2004 requires that *a significant proportion of the HMOs of the description to be included in the area are being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems, either for those occupying the HMO or for members of the public.*<sup>15</sup> The council has established that, of all the 1,148 licensed HMOs in the borough at March 2020, 74.6% of them were found to have issues that required major conditions to be applied to the licence. This is a significant indication of ineffective management in this sector.

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<sup>15</sup> Housing Act 2004. Section 56(2)

- 4.20 Evidence shows that approximately 9% of private rented properties are or are potentially likely to be HMOs. This is approximately 2.4% of the whole housing stock in the borough. Whilst numbers of HMOs are greater in some wards than others, they are distributed widely across the borough. Of 1,514 HMOs dealt with by the Environmental Health Department over the last five years, 15.7% are in Hendon Ward, down to 1.3% in Underhill and High Barnet Wards. Of the 2,546 suspected HMOs (established from analysing multiple data sets) 11.6% are in Colindale Ward (294 HMOs), down to 1.8% in Underhill Ward (45 HMOs). In view of this widespread distribution, a borough-wide scheme is believed to be an appropriate measure to ensure all HMOs achieve the standards required.
- 4.21 A survey of properties was carried out in 2020<sup>16</sup>. Of 2,719 properties surveyed, 5.6% of properties were found to be or believed to be likely HMOs. (This is consistent with the 6% established through analysis of other data.) 65% were deemed likely to be Section 254 HMOs and 35% were deemed to be likely Section 257 HMOs. 19.7% of HMOs had issues relating to the external condition of the property, with 9.9% being deemed to be externally in poor condition (where poor means there were matters requiring urgent action) and 45.4% only appearing to be in fair condition (where fair means there were conditions requiring attention). Only 41.4% appeared to be in good external condition (where good means no matters were identified requiring attention). An internal inspection was not undertaken due to the ongoing COVID-19 pandemic.
- 4.22 Both the findings in HMOs under the existing scheme and the results of the survey indicate that a significant proportion are being managed sufficiently ineffectively to warrant the renewal of a borough-wide Additional Licensing scheme. If 2,546 is the number of currently unlicensed HMOs and between 58.6% (survey data) and 78% (existing licensing data) are in an unsatisfactory condition, requiring conditions to be applied, this amounts to between 1,492 and 1,986 sub-standard HMOs in Barnet that would benefit from licensing.
- 4.23 The council has had regard to the following Codes of Practice under Section 233 in relation to the management of student housing and for the purposes of schedule 14, which lists buildings which are not HMOs for the purpose of the Housing Act 2004;
- *The Accreditation Network UK/Unipol Code of Standards for Larger Developments for Student Accommodation Not Managed and Controlled by Educational Establishments, dated 20th February 2006*
  - *The ANUK/Unipol Code of Standards for Larger Developments for Student Accommodation Managed and Controlled by Educational Establishments, dated 28 August 2008)*
  - *The Universities UK/Guild HE Code of Practice for the Management of Student Housing, dated 17th August 2010.*

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<sup>16</sup> A borough-wide survey was carried out of 2,179 properties, which were selected randomly or by an algorithm that identified a possibility of being privately rented. Most properties were surveyed in September and October 2020.

## Selective Licensing

- 4.24 The first requirement for declaration of a selective licensing scheme is that the area proposed to be covered by a scheme has a high proportion of private rented properties<sup>17</sup>. Government guidance<sup>18</sup> suggests more than the national average would indicate a high proportion and the latest English Housing Survey (EHS) is the measure for the national average. The EHS for 2019 indicated the national average is now 19%<sup>19</sup>. Based upon the 2011 Census, 26.3%<sup>20</sup> of the housing stock in Barnet was privately rented. 18 wards within Barnet had a percentage of 20%, or greater, ranging from 41% in Childs Hill to 20% in High Barnet. Based upon the 2011 Census only Hale, Brunswick Park and Underhill Wards would not be able to be considered for inclusion in a selective licensing scheme based upon the 2019 EHS. The remaining 18 Wards, subject to meeting the other relevant criteria, would be eligible for inclusion in a selective licensing scheme on this criterion.
- 4.25 However, analysis of where the PRS is located in Barnet has identified at least 42,203 PRS properties, which is some 7,349 more than identified in the 2011 Census. This is 26.6% of the dwellings in the borough. This analysis shows that only Brunswick Park and Underhill Wards are below 19%, with the remaining 19 wards over 19%. Hendon Ward is the highest at 41.9%, down to Mill Hill Ward at 20%. Hale Ward has increased from 18.2% in the Census 2011 to 22.8% currently.
- 4.26 Since the ward boundary changes are very recently announced, the available data is not available with percentages of PRS in the new wards. The data has been overlaid onto the new ward boundary maps to provide a visual representation of the number of PRS properties in the new wards. This provides a high degree of confidence that there is greater than 19% PRS in each of the new wards of:
- Burnt Oak
  - Colindale North
  - Colindale South
  - West Hendon
  - Cricklewood
  - Childs Hill
  - Hendon
  - Golders Green
  - Edgware
  - Hale
- 4.27 The next requirement is that the area covered by the proposals must be seen to be suffering from problems and that these problems are attributable to the following criteria:

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<sup>17</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 - Article 3 (1) (a)

<sup>18</sup> Selective licensing in the private rented sector A Guide for local authorities. Department for Communities and Local Government

<sup>19</sup> English Housing Survey Headline Report, 2019-20

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/945013/2019-20\\_EHS\\_Headline\\_Report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/945013/2019-20_EHS_Headline_Report.pdf)

<sup>20</sup> Census 2011. <https://www.ons.gov.uk/census>

- low housing demand (or is likely to become such an area)<sup>21</sup>;
- a significant and persistent problem caused by anti-social behaviour<sup>22</sup>;
- poor property conditions<sup>23</sup>;
- high levels of migration<sup>24</sup>;
- high level of deprivation<sup>25</sup>;
- high levels of crime<sup>26</sup>

4.28 Note: in considering the relevant criteria, data has been analysed at borough, ward and the smaller areas known as Lower Super Output Areas (LSOAs) level, depending upon the detail of data available for each criteria.

4.29 Taking each of these criteria in turn:

Low housing demand:

4.30 Barnet and London as a whole is not an area of low housing demand and so this criterion is not considered to be relevant to the proposal for a selective licensing scheme in Barnet.

Anti-social behaviour (ASB):

4.31 A total of 27,918 cases of ASB were reported to the police or council in the period – 2015 - 2020.

4.32 Anti-social behaviour can be caused by a wide range of activities that impact upon tenants, neighbours and the local neighbourhood or population as a whole. ASB due to the following activities has been considered<sup>27</sup>:

- intimidation and harassment of tenants or neighbours;
- noise, rowdy and nuisance behaviour affecting persons living in or visiting the vicinity;
- animal related problems;
- vehicle related nuisance;
- anti-social drinking or prostitution;
- illegal drug taking or dealing;
- graffiti and fly posting, and;
- litter and waste within the curtilage of the property

4.33 Whilst not all ASB is, or can be directly linked to private rented properties, as many as 75% of the 27,918 cases have been identified as originating from or the close vicinity of properties that are believed to be privately rented. Evidence shows that the areas with above average levels of ASB in Barnet

<sup>21</sup> Housing Act 2004 Section 80(3)

<sup>22</sup> Housing Act 2004, Section 80(6)

<sup>23</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 4

<sup>24</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 5

<sup>25</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 6

<sup>26</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 7

<sup>27</sup> Selective licensing in the private rented sector A Guide for local authorities. Department for Communities and Local Government

are also areas with high levels of private rented properties and also correspond with where those properties are poorly maintained or managed. Poorly managed rented properties often lead to behaviour by either tenants, or visitors to their property, that causes distress, or worse, for neighbours and can lead to an overall impression of an area as being somewhere that is not desirable to live.

- 4.34 The areas of Childs Hill, Colindale, Hendon, Golders Green, West Hendon, Burnt Oak and Hale wards proposed to be covered by selective licensing have above average levels of ASB related to the PRS and so ASB is a contributory factor in for these wards to be included in the selective licensing designations proposed for deprivation and poor property conditions.

Outcomes relating to ASB:

- 4.35 Implementing a selective licensing scheme in the proposed wards will enable the council to apply conditions to licences that, in relation to ASB and tenant suitability and conduct, and in particular:
- References obtained from prospective tenants.
  - Management practice and procedures to address anti-social behaviour.
  - Compliance with the London Borough of Barnet's Household Recycling and Waste Policies Storage and Waste Disposal Scheme.
  - Suitable and sufficient recycling and waste containers for tenants' use.
  - Ensuring tenants are made aware of the arrangements for the correct presentation and collection of recycling and waste.
  - Ensuring the property is used or occupied in accordance with the licence.

Poor Property Conditions:

- 4.36 The council has direct evidence of the issues related to poor property conditions found in the PRS. This demonstrates that the wards of West Hendon, Cricklewood, Childs Hill, Hendon, Golders Green and Edgware, proposed to be covered by selective licensing schemes are appropriate and that a selective licensing scheme can have the greatest impact on improving living conditions for tenants. Properties are frequently found to be suffering from management issues including, but not limited to:
- disrepair
  - damp and mould
  - poor, inadequate or missing facilities
  - poor layout
  - risk of falls
  - prevention of entry by intruders
  - overcrowding
  - gas safety
  - pests
  - nuisance, such as blocked or defective drainage
  - inappropriate storage of waste

- 4.37 The council received 7,503 complaints about properties in the PRS (excluding specific HMO related complaints) in the period between April 2015 and March 2020. This is a significant number of complaints, which range from serious disrepair to nuisance such as accumulations and pests. The highest numbers of such complaints were in the (existing) wards of Childs Hill, West Hendon, Hendon, Golders Green, Mill Hill, Hale, Edgware, Burnt Oak and Colindale.
- 4.38 Although a strong indicator of problems and poor conditions, just because a tenant complains to the council does not necessarily mean that the property has significant issues or matters that the council can take action over. The main indicator of poor property conditions is, following inspection, the presence of what are known as category 1 and category 2 hazards<sup>28</sup>, over which the council can take action, requiring a landlord to undertake works to remove the hazard. It has been established that the number of properties with category 1 and high Category 2 (band D & E) hazards and the number of such hazards identified in properties inspected by officers in Childs Hill, West Hendon, Hendon, Golders Green, Hale, Edgware, Burnt Oak and Colindale Wards are greater than in any other ward.
- 4.39 A further indicator of poor conditions is that the matters identified are so serious that they warrant some form of formal enforcement action, such as service of a statutory notice requiring works to be undertaken within a specified time. The greatest number of properties requiring enforcement action were in the wards of Childs Hill, West Hendon, Hendon, Golders Green, Hale, Edgware, Burnt Oak, Finchley Church End, West Finchley, Garden Suburb and Woodside wards.
- 4.40 From the survey of properties carried out in 2020 discussed in paragraph 4.21 above, of 2,719 properties surveyed, 17.5% of properties were found to be or believed to be likely to be single family private rented. 9.2% of these properties had issues relating to the external condition of the property, such as accumulations of refuse or overgrown and 37.6% being in a condition that would require action to be taken, of which 4.2% required immediate action. Only 58.2% appeared to be in good external condition (not requiring some follow up action). In addition to these properties there were 1,281 where it was not possible to establish the tenure due to a lack of response or refusal to provide information by the occupiers. When extrapolating the data, it is likely that there were likely to be a further 224 of the properties surveyed that were SFO private rented properties, with 32.3% requiring follow up action. The wards where over 50% of likely SFO private rented properties required follow up action due to the external condition were Childs Hill, Garden Suburb and Golders Green. An internal inspection was not undertaken due to the ongoing COVID-19 pandemic.
- 4.41 Based upon the survey findings and extrapolating the data across the whole of the SFO PRS in each ward, there are substantial numbers of properties that would require inspection to identify if there are category 1 and 2 hazards requiring rectification. Amongst some other wards the data indicates the

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<sup>28</sup> Housing Act 2004. Section 2

wards of Childs Hill, Golders Green, Hendon, Edgware, Burnt Oak, Hale and West Hendon have at least 380 such properties each, with Childs Hill having 1,673. Our survey therefore confirms the evidence of the complaints and inspections data that these wards have the greatest percentages and number so of properties requiring inspection.

Outcomes relating to poor property conditions:

- 4.42 Implementing selective licensing schemes in the (new) Burnt Oak, Colindale North, Colindale South, West Hendon, Cricklewood, Childs Hill, Golders Green, Hendon, Edgware, and Hale Wards will enable the council ensure a general improvement of property conditions in the areas within the lifetime of the designations by applying conditions to licences that, in relation to property conditions, and in particular:
- Taking action to remedy the disrepair and/or infestation.
  - All gas installations and appliances are in a safe condition.
  - A current valid gas safety certificate obtained within the last 12 months.
  - All electrical appliances provided at the property are in a safe condition.
  - An electrical appliance test report in respect of all electrical appliances that are provided by the landlord.
  - Regular checks are carried out to ensure that the common parts, gardens and yards are free from waste, which could provide harbourage for pests and/or is a nuisance and/or is detrimental to the local amenities.
  - Adequate facilities for the disposal of refuse and recycling are provided, so that bags or loose refuse and recycling are not stored outside the property.
  - Any hazardous waste is disposed of in a safe and lawful manner.
  - Smoke alarms installed in the property is kept in proper working order.
  - Carbon monoxide alarms installed in any room in the house is kept in proper working order.
  - Furniture made available in the property is in a safe condition.
  - All upholstered furniture and covers and fillings of cushions and pillows comply with current fire safety legislation.
  - The property meets basic minimum standards for heating and energy efficiency.
- 4.43 The council will use its powers under Part 1 of the Housing Act 2004, where through inspection of properties as part of the licensing process it identifies deficiencies. All enforcement decisions and action will be taken in line with the relevant legal guidance and the Council's Development and Regulatory Services Enforcement Policy (or any subsequent agreed policies that supersede or amend this document).
- 4.44 An initial Equalities Impact Assessment (EqIA) will be drafted as part of the drafting of the consultation plan and a full EqIA and a review of the potential internal and cross-boundary effects of the proposed scheme(s) will be carried out once the consultation exercise has concluded to take into account the feedback.

Migration:

- 4.45 Putting aside the natural movement of the London population across boroughs and districts, new people moving into an area are very often overseas migrants. These new residents are most likely to move into the PRS, due to the lack of access to other tenure types and may very often move into the cheapest and poorest quality accommodation.
- 4.46 The report by Julie Rugg and David Rhodes mentioned earlier states that: “Eighty per cent of recent migrants to the UK from overseas live in the PRS, and this proportion is higher in London; lower-incoming migrants are often disadvantaged in the PRS as a consequence of housing rights and responsibilities and language difficulties; there are concerns that ‘right to rent’ regulation is further disadvantaging migrant renters who may be more likely to fall into the more informal and shadowy PRS”
- 4.47 The Office for National Statistics (ONS) mid-year population estimates<sup>29</sup> show between 2018 and 2019 that 17 out of 21 wards in Barnet experienced an increase in population. However, MHCLG guidance suggests that an increase of greater than 15% in a 12-month period is an indicator of high levels of migration<sup>30</sup>. The highest increase was in Colindale Ward, but this was only 4.9%.
- 4.48 Notwithstanding the level of increase suggested in the guidance not being met, in view of the steady increase in migration in the borough and the fact, as suggested above, that 80% plus may end up in the PRS, we have carried out an analysis of migration into Barnet in the Section 8 The Evidence section of this document. However, although this analysis provides supporting evidence for the need for a selective licensing scheme in the proposed wards, migration does not form the basis for the decision to designate these wards.

#### Deprivation:

- 4.49 To show that deprivation is a relevant criterion for the area(s) proposed for a selective licensing designation, it must be demonstrated that the area is suffering from a high level of deprivation, which affects a significant number of the occupants of private rented properties<sup>31</sup>.
- 4.49 Compared to the 2015 Index of Multiple Deprivation (IMD) Barnet has improved from being the 163rd most deprived borough in the country to the 187th most deprived in the 2019 IMD<sup>32</sup>. 14.5% of Barnet residents live within the 30% most deprived areas of England. Only one of Barnet’s 209 LSOAs fall within the 10% most deprived areas nationally and a further six LSOAs within the 20% most deprived. Burnt Oak Ward is the most deprived, ranking in the lowest 24% nationally, followed by Colindale in the lowest 30%. Seven other wards are in the lowest 50% nationally.

<sup>29</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/wardlevelmidyearpopulationestimatesexperimental>

<sup>30</sup> Selective licensing in the private rented sector A Guide for local authorities. Department for Communities and Local Government

<sup>31</sup> Selective licensing in the private rented sector A Guide for local authorities. Department for Communities and Local Government

<sup>32</sup> <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

- 4.50 Deprivation indices consider the following factors when comparing against other neighbourhoods:
- the employment status of adults;
  - the average income of households;
  - the health of households;
  - the availability and ease of access to education, training and other services for households;
  - housing conditions;
  - the physical environment;
  - levels of crime
- 4.51 The most deprived households tend to live in the poorest accommodation. In the 2018 Rugg & Rhodes Report, it is stated that; “As the proportion of households living in the PRS increased, so the level of deprivation also tended to increase: within each region, the most deprived areas had the largest PRS.”
- 4.52 Burnt Oak and Colindale are the most deprived wards across the domains of deprivation, with 50% or more of their LSOAs in the 30% most deprived in England in at least three domains, as well as for overall ranking. These wards are significantly more deprived than other parts of Barnet.
- 4.53 In addition, there is a correlation that shows that these two wards, although not having the worst evidence of poor property conditions and incidences of category 1 and 2 hazards found in the borough, are above average for Barnet under these criteria.
- 4.54 Deprivation is a determining factor in selection for designation of the (new) wards of Burnt Oak, Colindale North and Colindale South for selective licensing. As the wards of greatest need, the designation will be implemented under the general approval provisions, as the total area of the wards is less than 20% of the geographical area of the borough and the PRS in the wards accounts for less than 20% of all the PRS in the borough.

Outcomes for deprivation:

- 4.55 The introduction of a selective licensing scheme under the deprivation criterion for the wards of Burnt Oak, North Colindale and South Colindale will enable the council to apply conditions to property licences to ensure that properties are properly managed and thereby contribute to an improvement in the well-being of the occupants and the wider community in those wards and surrounding areas.
- 4.56 These outcomes will be achieved through conditions requiring that:
- Licence holders ensure that they take action to remedy disrepair and/or infestation if they are informed and proactively ensure that property maintenance is up to date.

- All gas installations and appliances are in a safe condition. A current valid gas safety certificate obtained within the last 12 months by a Gas Safe registered engineer or, if the boiler was installed less than 12 months ago, a Gas Safe Installation Certificate is provided to all occupants at the start of their occupation.
- All reasonably practicable steps are taken to ensure that all electrical appliances provided at the property are in a safe condition. The licence holder must obtain an electrical appliance test report in respect of all electrical appliances that are provided by the landlord.
- Regular checks are carried out to ensure that the gardens and yards are free from waste, which could provide harbourage for pests and/or is a nuisance and/or is detrimental to the local amenities.
- Each smoke alarm installed in the property is kept in proper working order.
- Any carbon monoxide alarm installed in any room in the house is kept in proper working order.
- Furniture made available in the property is in a safe condition. All upholstered furniture and covers and fillings of cushions and pillows comply with current fire safety legislation.
- References are obtained from prospective tenants.
- Checks and proof are obtained that occupants belong to a single household where appropriate.
- There are tenancy management arrangements to prevent or reduce anti-social behaviour by persons occupying or visiting the property.
- Inspections of the property are carried out regularly to identify any problems relating to the condition and management of the property.
- Prompt action to address problems of ASB resulting from the conduct of occupants of, or visitors to, the property is taken,
- Licence holders giving new occupants of the property, information on waste and recycling at the start of their occupation.
- Licence holders must not leave old furniture, bedding, rubbish or refuse from the property on the immediately outside the property or private land.
- Licence holders must provide sufficient waste and recycling containers for the number of occupant and carry out measures to ensure these are stored and used correctly.

- Adequate facilities for the disposal of refuse and recycling are provided, so that bags or loose refuse and recycling are not stored outside the property.
- Any hazardous waste is disposed of in a safe and lawful manner.
- Access to the property, such as locks, latches and entry systems are maintained and in good working order at all times.
- Minimum standards of heating and energy efficiency are met.

Crime:

4.57 Crime can affect both the occupants of properties and have an overall impact upon the area. In particular, the following crimes, amongst others, can have a significant impact on some people living in privately rented accommodation as well as others living in the areas and businesses therein:

- theft
- residential burglary
- arson
- criminal damage
- graffiti
- drugs
- violence and sexual offences

4.58 Crime data has been analysed to identify the criminal activity is directly linked to properties identified as privately rented. This shows that the wards of Childs Hill, Colindale, Hendon, Golders Green, Mill Hill and Edgware feature above average for both residential burglary and total crime in the borough. Above average numbers of crimes have been linked to PRS properties in the wards of Childs Hill, Burnt Oak, Colindale, Hendon, Mill Hill, West Hendon and Woodhouse.

4.59 High levels of residential burglary in an area suggests that one of the poor property conditions, i.e. prevention of entry by intruders (home security – e.g. of doors and windows) may well be a contributing factor. Residential burglary, as well as many of the other crimes considered have a direct impact upon the community in the area.

4.60 High levels of crime means that the number of cases of crime is greater than the average crime level for the whole borough, or that the percentage increase in crime over the last 12 months was higher than for the whole of the Metropolitan Police area<sup>33</sup>. The areas of Childs Hill, Colindale, Hendon, Golders Green, West Hendon and Burnt Oak Wards proposed to be covered by selective licensing have above average levels of crime related to the PRS and so crime is a contributory factor in for these wards to be included in the selective licensing designations proposed for deprivation and poor property conditions.

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<sup>33</sup> Selective licensing in the private rented sector A Guide for local authorities. Department for Communities and Local Government

### Outcomes for crime:

- 4.61 Implementing a selective licensing scheme in the proposed wards will enable the council to apply conditions to licences that, in relation to crime, will ensure that:
- Access to the property, such as locks, latches and entry systems are maintained and in good working order at all times.

### Conclusion

- 4.63 Following consideration of the above criteria, as per the government guidance, the council are of a firm belief that the continuation of a borough-wide additional licensing scheme and the introduction of selective licensing schemes in the (new) wards described in the paragraphs above will be the most effective way to deal with the problems described. These schemes, alongside other council strategies and initiatives and partners which as the police, will enable the council to regulate the letting and occupation of privately rented accommodation in the borough, to cooperate effectively with landlords and tenants alike and to undertake property compliance visits, all with a view to improving further the management and condition of privately rented accommodation in the borough.

## **5 Alternative options considered**

- 5.1 Consideration has been given to other options that the council could pursue if the proposals in this consultation are not supported.

### Alternatives to Additional Licensing

- 5.2 Alternative courses of action for dealing with HMOs being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems include the following:

Do nothing:

- 5.3 At the expiry of the existing additional licensing scheme, the council could revert to the previous approach of enforcement in response to complaints and identifying properties through street surveys. This could be linked with a more robust promotion of accreditation for landlords. A review of evidence obtained by other authorities in London would indicate that this approach is not generally supported by the public (excluding landlords) in their consultation exercises. Of HMO residents, other PRS tenants, local residents and other stakeholders, a significant majority supported the introduction of a scheme. Indeed, in the consultation for the current scheme in Barnet, agreement levels for all groups, with the exception of landlords and letting agencies was high with the majority of respondents supporting the introduction of additional licensing (75% or more<sup>34</sup>). Reasons for supporting licensing schemes include that it would improve the standards and living conditions of housing, improving issues with poor tenants, helping to ensure a more consistent standard of accommodation throughout the boroughs, improving the quality of landlords and enable the targeting of rogue landlords.

- 5.4 It is neither effective for the occupants of HMOs, nor efficient for the council to rely simply on being reactive to complaints and to undertake low levels of proactive visits to properties. Many HMOs go under the radar because tenants are afraid or reluctant to complain and proactive visits are not necessarily targeting the worst properties first, whereas a licensing regime requires landlords to come forward and enables the council to target the highest risk properties first. The licensing of all HMO properties also creates a level playing field where all occupants of HMOs can be assured that landlords will maintain properties to certain standards, or that the council will know about them and apply conditions or take the relevant enforcement action to ensure they do.

Increase enforcement activity:

- 5.5 The council could increase the level of resources and amount of enforcement activity devoted to HMOs. A more proactive approach could be taken to target the worst landlords. This would involve the need to increase the resourcing for enforcement, funded from council finances. For the reasons given above, this does not ensure the protection of all HMO residents that an additional licensing scheme would enable.

Introduce additional licensing in specific areas of the borough:

- 5.6 An area based scheme could be designated. As stated above, it is recognised that HMOs are spread across the borough. An area based scheme could

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<sup>34</sup> Consultation on an Additional Licensing Scheme for Houses in Multiple Occupation (HMOs) in Barnet  
Opinion Research Services December 2015

cause inconsistency in regulation and confusion amongst landlords and tenants. Alongside mandatory licensing, it is seen that the most clear approach for all and the way to protect all occupants of HMOs is to have complete coverage of HMOs under the mandatory and additional licensing schemes.

- 5.7 Specifically, alternative courses of action for dealing with poor housing conditions and poor management in HMOs that might be used in implementing the options above include the following discussed below:

The Housing Health and Safety Rating System (HHSRS):

- 5.8 This is the main tool for enforcing housing conditions in the PRS. However, it is resource intensive and can only be applied to dwellings on an individual case-by-case basis. It is generally a reactive process and does not place a legal duty on landlords to “register” with the council in the way licensing does. It does not impose standards in relation to management or housing conditions. In practical terms the legal requirement on landlords to improve dwellings only comes into force when the council takes action against them. That action does not impose a penalty for hitherto failing to comply with housing standards but merely requires matters to be rectified. It does not provide an incentive to comply, or a deterrent to non-compliance.
- 5.9 Conversely, additional licensing requires the landlord to come forward and obtain a licence and applies conditions that must be met in the HMO, including housing conditions and property management. The penalty for failure to obtain a licence or for breach of licence conditions can be the imposition of a fixed penalty, a criminal prosecution leading to an unlimited fine, and/or a Rent Repayment Order requiring the landlord to repay up to twelve months’ previous rent.

Interim Management Orders (IMOs):

- 5.10 These have been considered in a number of individual cases but there are significant disadvantages to their use as they are very resource intensive, deal only with individual properties on a case-by-case basis, and do not address the general lack of professional management expertise in the local housing market.

The Management of Houses in Multiple Occupation (England) Regulations 2006:

- 5.11 These regulations can be enforced to require HMO landlords to remedy certain housing defects and failures of management. However, these can only be used to remedy certain specified failings and cannot be used to bring about improvements such as the provision of additional amenities. The penalty for contraventions can be the imposition of a fixed penalty or a criminal prosecution leading to an unlimited fine. These provisions can be used alongside additional licensing conditions in enforcing good management standards in HMOs across the borough.

## Housing and Planning Act 2016:

### 5.12 Powers under the Act include the use of:

- Banning Orders, which prevent rogue landlords and agents trading when they have committed certain serious offences
- Rogue Landlords Register
- Civil Penalties
- Rent Repayment Orders

### Landlord Accreditation:

### 5.13 Barnet promotes the Accreditation and Training for Landlords and Agents Scheme (ATLAS) known as the London Landlord Accreditation Scheme (LLAS).

5.14 This is a voluntary scheme where landlords undergo training and sign up to a Code of Conduct which requires certain standards of management and maintenance. ATLAS is a valuable scheme for engaging with well-meaning landlords. It provides support and imparts the knowledge necessary for them to run their businesses effectively, comply with the law, and provide safe, decent quality homes. There are currently 1,196 accredited landlords in Barnet under ATLAS. However, experience has shown that whilst good landlords are willing to participate in accreditation, a significant proportion of landlords are not and this includes rogue landlords at the bottom end of the market with whom there is most concern. For this part of the sector, effective enforcement is the appropriate course of action. The council will continue to promote landlord accreditation alongside any discretionary licensing schemes.

5.15 The alternative powers outlined above do not offer an effective alternative to additional licensing for the reasons stated. However, using these powers in conjunction with an additional licensing scheme will provide an effective and comprehensive regulatory framework for the PRS and bring about improvements in property conditions and property management. Licensing requires the landlord and managing agent to meet “fit and proper person” criteria in order to obtain a licence. The council makes checks to ensure this is the case and can exclude criminal landlords from the market. The anticipated outcome of renewing the additional licensing scheme will be a general improvement in property conditions and management within the five-year lifetime of the designation.

### Alternatives to Selective Licensing

5.16 Alternative options for dealing with areas with a high proportion of properties in the PRS that are suffering problems that are caused by, or attributable to any of the criteria for making a designation include:

Do nothing:

- 5.17 As would be the case if the additional licensing scheme is not renewed, the council could continue with the current approach of enforcement in response to complaints and identifying properties through street surveys, linked with a more robust promotion of accreditation for landlords. The reasons stated above for this not being a preferred approach for additional licensing apply to selective licensing also.

Increase enforcement activity:

- 5.18 The council could increase the level of resources and amount of enforcement activity devoted to the PRS. A more proactive approach could be taken to target the worst landlords. This would involve the need to increase the resourcing for enforcement, funded from council finances. For the reasons discussed above for additional licensing, this does not ensure the improvement of all privately rented properties in the area that a selective licensing scheme would enable.

Introduce a borough-wide selective licensing scheme, or one covering more wards:

- 5.19 Although the PRS is spread across the borough and most wards have over 20% of properties in the PRS, our research and evidence base indicate that the wards of Burnt Oak and Colindale are significantly more deprived than other wards in Barnet. Further, the highest proportion of properties with poor conditions are in West Hendon, Childs Hill, Hendon, Golders Green, Edgware and Hale Wards. These areas are also highest in considering the other criteria of ASB, crime, and so supports the need for a designation. Although other areas of the borough also suffer problems, they are not as marked as the data shows for the proposed area and so a selective licensing scheme is not seen as being an appropriate mechanism for the whole borough or other wards at this time. It may be that in time, following a review of the success of the proposed scheme, other wards that subsequently are found to meet the relevant criteria will be considered for a future selective licensing scheme.

A programme of renewal:

- 5.20 The extent of the problem of poor conditions in the described wards and the corresponding ASB, crime is spread across the area and not restricted to specific and distinct streets or terraces of housing and so renewal of properties is not seen as being a practical solution to resolving it.
- 5.21 As with additional licensing, there are alternative courses of action for dealing with poor housing conditions and poor management in the PRS that might be used as part of the options discussed above. These include the HHSRS, Interim Management Orders, Powers under the Housing and Planning Act 2016 and Landlord Accreditation Schemes. These alternative courses of action have been considered and our conclusions are as for those discussed above for additional licensing.

- 5.22 In view of the numbers of PRS dwellings experiencing poor conditions in the proposed wards, it is not practical to deal with them on an individual, reactive basis. However, using these powers in conjunction with a selective licensing scheme will provide an effective and comprehensive regulatory framework for the PRS and bring about improvements in property conditions and property management. Licensing requires the landlord and managing agent to meet “fit and proper person” criteria in order to obtain a licence. The council makes checks to ensure this is the case and can exclude criminal landlords from the market. For these reasons there is no practical alternative to a selective licensing scheme in proposed areas selected to achieve the desired outcomes. The anticipated outcome of such a scheme will be a general improvement in property conditions and a reduction in ASB and crime associated with the PRS in the designated area, within the five-year lifetime of the designation.
- 5.23 All licensed properties will be inspected wherever possible prior to the issuing of a licence, or within the duration of the scheme. Outcomes from this scheme would be monitored during its operation in order to determine whether the scheme should be rolled out to other wards with significant levels of poor housing conditions in the future; although this would be conditional on the approval of the Secretary of State. For wards with lower levels of poor housing conditions, a programme of targeted enforcement will continue to be undertaken.

## 6 Proposed licence fee structure

- 6.1 Full details of the proposed fees for property licensing are included in Appendix 4. The council proposes to charge a licence application fee (Part 1) to cover the cost of the administration of the property licensing schemes, with an additional fee (Part 2) to be charged to cover costs of enforcement of the schemes. The council has a fiscal duty to charge these fees and must split them into two parts in order to comply with legislation. The income raised from the schemes is ring-fenced and can only be used for property licensing. It cannot be used to raise income for other council functions.
- 6.2 The council believes that any scheme should minimise the financial burden on landlords. It therefore proposes that licence fees are kept as low as is reasonably possible, without jeopardising the council's ability to undertake its statutory functions under either scheme, or any of its other statutory duties.
- 6.3 There will be reduced fees for accredited landlords. For the purposes of both schemes, an accredited landlord is a landlord who is accredited by the National Landlords Association (NLA), or under the London Landlords Association Accreditation Scheme (ATLAS), or any other approved letting scheme, and has maintained their CPD requirements.
- 6.4 All licence fees will be reviewed each financial year.
- 6.5 A licence will be granted for a period of either one or five years. Licences are non-transferrable in accordance with section 91(6) of the Housing Act 2004.
- 6.6 Fees are based on the running cost and management of the overall scheme. There are a range of fees, which differ for single and multiple unit properties. There are also additional fees relating to assisted licence applications, as well as the discounted fee for accredited landlords.

### Additional licensing scheme fees:

- 6.7 HMOs consisting of bedsits, bedrooms or studios:
- New 5-year licence - up to five lettings - £1,404.02.
  - New 5-year assisted licence - up to five lettings - £1,496.20.
  - New 1-year licence – up to five lettings - £944.94
  - New 1-year assisted licence – up to five lettings - £981.60
  - Reduced fees apply for online applications.
  - 10% discount on Part 1 of the fee (application processing) for accredited landlords.
  - 10% discount on Part 1 of the fee (application processing) for registered charities.
  - Reduced fees for renewal of existing licences.
  - Additional fee of £26.84 for each extra letting over five.

### Selective licensing scheme fees:

- 6.8 For a house, a self-contained flat or non-self-contained flat:
- New licence fee of £754.

#### Payment schedule

- 6.9 Fees will be split into two parts. Full details of all the applicable fees are included in Appendix 2.
- 6.10 Part 1 is paid as part of the submission of the complete application, and part 2 is paid once a decision has been made that the licence applicant is a fit and proper person and the property is licensable. If the council refuses to grant a licence the part 2 fee will not be required to be paid.

## **7 Conditions**

- 7.1 Full details of the proposed conditions for property licensing are included in Appendix 5. Each new licence granted would be subject to a series of licence

conditions. Licence conditions under either additional or selective licensing must include the mandatory conditions set out in Schedule 4 of the Housing Act 2004 and may include additional conditions relating to management, use and occupation.

7.2 In summary, the mandatory conditions would require licence holders to:

- Provide gas safety certificates annually (if gas is supplied);
- Keep any electrical appliances and furniture provided in a safe condition;
- Supply the authority on demand with a declaration as to the safety of such appliances and furniture;
- Provide suitable smoke alarms and keep them in good working order;
- Provide suitable carbon monoxide alarms in any room used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance and keep them in good working order;
- Supply the authority on demand with a declaration of the condition and positioning of such alarms (smoke and/or carbon monoxide);
- Issue residents with a written statement of the terms of occupation (e.g. a tenancy agreement or licence);
- Require references from prospective tenants (*selective licences only*)

7.3 In addition to the mandatory conditions, the following proposed conditions would require licence holders to:

- Limit occupation of the property to the numbers of persons and households specified in the licence and based on facilities and room sizes;
- Provide reasonable terms of occupation;
- Make suitable arrangements for completing routine repairs and maintenance;
- Ensure that anyone involved with managing the property is a 'fit and proper person';
- Demonstrate to the satisfaction of the council that they properly manage the property and have taken all reasonable and practicable steps when dealing with complaints of antisocial behaviour and/or harassment made against the occupants;
- In the case of HMOs, to display the name, address and telephone number for the licence holder or manager and a copy of the licence in the common parts;
- Advise the council of any change in circumstances;
- Ensure fire safety;
- In the case of HMOs ensure the door and doorframe between each kitchen and hallway/landing is a fire door;
- Provide adequate means of fixed space heating which is economic to run and controllable by the occupant;
- Ensure adequate thermal insulation;
- Provide electrical installation condition reports for the fixed wiring installations at intervals of not more than five years;
- Ensure the safety of any furniture and furnishings that are provided;

- Provide adequate security to the property;
- Comply with the council's household recycling and waste storage and disposal service and policies, provide suitable sufficient recycling and waste containers for tenants' use and make tenants aware of the arrangements for the correct presentation and collection of recycling and waste and carry out regular compliance checks;
- Provide written information to all tenants, at the start of the tenancy to ensure that tenants are advised and reminded of their responsibilities for the proper storage and disposal of household recycling and waste;
- Ensure all external areas within the curtilage of the property are kept free from waste and fly tipping deposits.
- Access to the property, such as locks, latches and entry systems are maintained and in good working order at all times
- Where window locks are fitted, the keys are provided to the relevant occupants
- Complete additional training as appropriate to ensure comprehensive and informed property management

7.4 The council believes that such licence conditions are not onerous, and that good landlords are unlikely to find that they need to do any more than they already do in maintaining a good property.

## **8 The evidence**

- 8.1 The council has undertaken an extensive review of available data, both from within its own organisation and that more widely available, in relation to both the national picture and that of London in reaching its conclusion that the proposed scheme designations are the correct course of action to take. A number of data-sets are only available in Census data. The last Census for which data is currently available was in 2011 and so it is recognised that this data is now at least 10 years old. However, as the recognised reliable data source and as the most recent available, it has been relied upon in some cases. Where possible, more up-to-date data has been used from recognised sources such as the Office for National Statistics (ONS) and the Greater London Authority (GLA Datastore).
- 8.2 The following pages set out the data, starting with an analysis of Barnet as a borough, followed by an analysis under each of the criteria to be considered for both additional and selective licensing schemes.

8.3 PART A - The London Borough of Barnet - Geographics

- A1. Barnet is an outer, north London borough. The southern part of the borough borders the London borough of Camden, with Brent and Harrow to the west, Haringey and Enfield to the east and Hertsmere Borough Council in Hertfordshire to the north.
- A2. Some major landmarks located in the borough include Saracen's rugby ground the StoneX Stadium, Royal Air Force Museum London, Brent Cross Shopping Centre and parts of Hampstead Heath. Middlesex University is located within the borough. Parts of the borough are served by Northern Line underground stations and the East Coast Mainline and Midlands Mainline railway lines, providing links to the North and to central London, are part of the extensive public transport infrastructure crossing the borough, making the borough easily accessible for commuters and residents working elsewhere in London. In addition, several major roads pass through the borough, including, the M1, A1, A406 North Circular Road, the A5 and A41. There are significant areas of green space, largely in the centre and north of the borough. Barnet has a wide range of businesses and is a thriving borough, although there are some areas of significant deprivation, mainly in the west of the borough. There are however some other significantly more affluent areas. Overall, Barnet is an attractive place for people to want to live.
- A3. Barnet is London's most populous borough, with some 411,275 people<sup>35</sup> projected for 2021 and it is the fourth largest London council, covering an area of 8,675 hectares<sup>36</sup>, accounting for 5.5% of the geographical area of London.
- A4. Table 1 below shows the area of London boroughs and the population density.

Table 1. Barnet area and population compared to London.

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<sup>35</sup> <https://data.london.gov.uk/dataset/land-area-and-population-density-ward-and-borough>

<sup>36</sup> <https://data.london.gov.uk/dataset/london-borough-profiles>

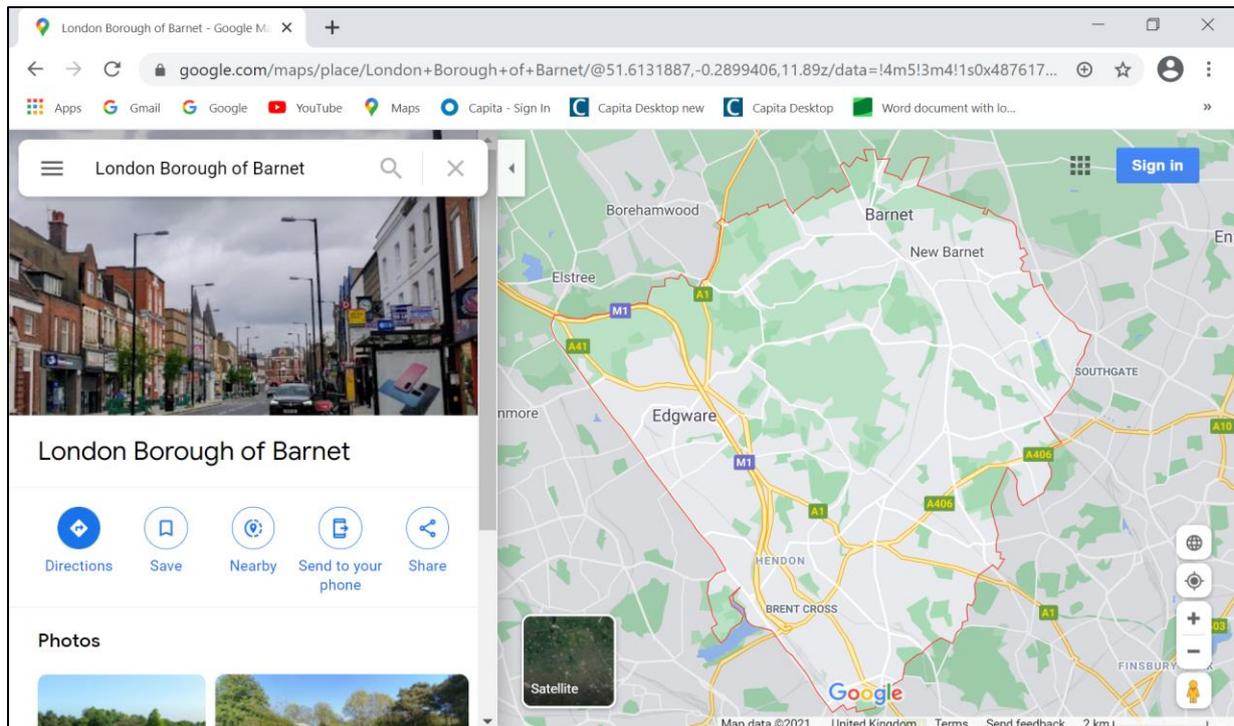
<b>Borough</b>	<b>Square Kilometres</b>	<b>% London geographical area</b>	<b>Population</b>	<b>Population per square kilometre</b>
Tower Hamlets	19.8	1.3%	331620	16764.3
Islington	14.9	0.9%	244372	16448.7
Hackney	19	1.2%	292023	15330.1
Kensington and Chelsea	12.1	0.8%	161552	13325
Lambeth	26.8	1.7%	342250	12765.7
Westminster	21.5	1.4%	262317	12208.2
Hammersmith and Fulham	16.4	1.0%	195981	11951.9
Camden	21.8	1.4%	259344	11902.4
Southwark	28.9	1.8%	332679	11526.5
Newham	36.2	2.3%	366943	10137
Wandsworth	34.3	2.2%	337783	9858.2
Haringey	29.6	1.9%	291330	9842.8
Lewisham	35.1	2.2%	320574	9120.4
Brent	43.2	2.7%	346437	8013.3
Waltham Forest	38.8	2.5%	292788	7544.5
Ealing	55.5	3.5%	369685	6655.7
Greenwich	47.3	3.0%	294837	6228.9
Barking and Dagenham	36.1	2.3%	221495	6134.3
Merton	37.6	2.4%	214740	5707.4
Redbridge	56.4	3.6%	316288	5606.1
Harrow	50.5	3.2%	263484	5221.4
Hounslow	56	3.6%	286947	5126.1
Kingston upon Thames	37.3	2.4%	184660	4955.8
Sutton	43.8	2.8%	213340	4865.6
<b>Barnet</b>	<b>86.7</b>	<b>5.5%</b>	<b>411275</b>	<b>4741</b>
Croydon	86.5	5.5%	403461	4664.1
Enfield	80.8	5.1%	346635	4288.3
Bexley	60.6	3.9%	256845	4239.7
Richmond upon Thames	57.4	3.7%	203312	3541.6
City of London	2.9	0.2%	8164	2811.4
Hillingdon	115.7	7.4%	319467	2761.1
Havering	112.3	7.1%	265930	2367
Bromley	150.1	9.5%	339466	2261.1
<b>TOTAL</b>	<b>1571.9</b>		<b>9298024</b>	

A5. Map 1 shows the location of Barnet as a north outer London borough.



Map 1. London borough map.

- A6. There are large swathes of green spaces in Barnet, particularly in the north and centre of the borough, as seen in Map 2 below<sup>37</sup>. The most densely populated areas are mainly in the west and southwest of the borough, particularly Burnt Oak and Colindale Wards.

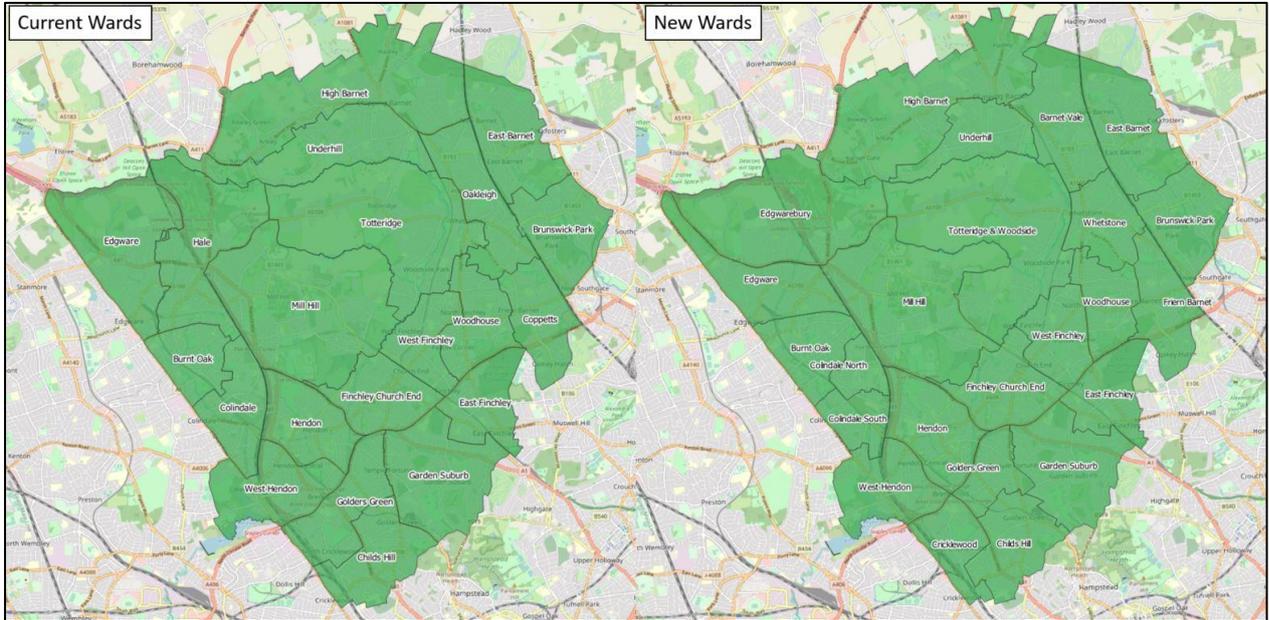


Map 2. Barnet boundary, showing areas of green space to the north and centre.

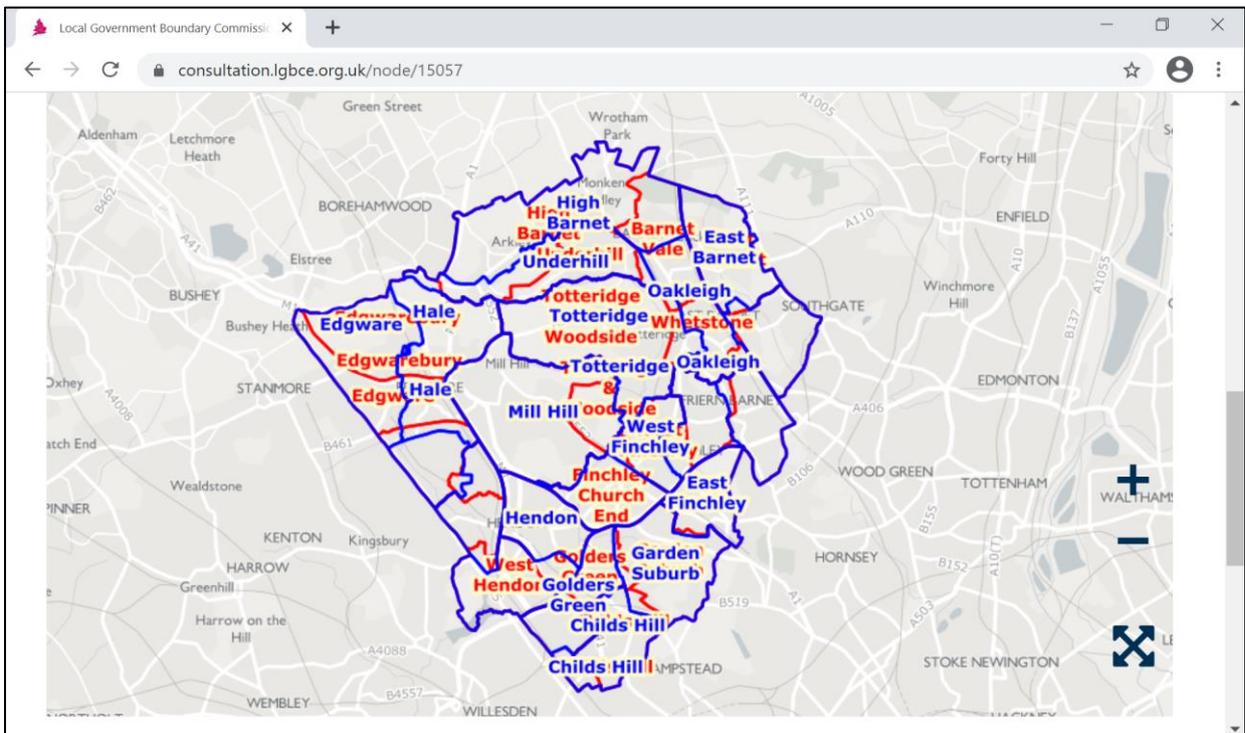
- A7. Barnet currently has 21 Wards. The largest wards are in the centre and north of the borough, whilst the smallest is Burnt Oak Ward in the west. However, the Local Government Boundary Commission has introduced changes that

<sup>37</sup> [www.google.com/maps](http://www.google.com/maps)

will take effect from the council elections in May 2022<sup>38</sup>. The changes bring about an increase in the number of wards to 24. The boundaries of all wards will change. Map 3 below shows the ward boundaries before and after the changes. Map 4 shows the before and after boundaries overlaid on a single map, with the red being the new ward boundaries.



Map 3. Current and new wards for Barnet.



Map 4. New wards overlaid on old wards.

<sup>38</sup> The London Borough of Barnet (Electoral Changes) Order 2020 has determined a number of Ward boundary changes which come into effect at the local elections in May 2022.

- A8. Table 2 below shows the new ward names against the wards they have largely replaced, although boundaries are not an exact match. Note that the borders of those retaining the same name have changed. Changes are highlighted in grey.

Table 2. New and old ward names.

	Existing Wards	New Wards
1	Brunswick Park	Brunswick Park
2	Burnt Oak	Burnt Oak
3	Childs Hill	Childs Hill
4	Colindale	Colindale South
5	Coppetts	Friern Barnet
6	East Barnet	East Barnet
7	East Finchley	East Finchley
8	Edgware	Edgware
9	Finchley Church End	Finchley Church End
10	Garden Suburb	Garden Suburb
11	Golders Green	Golders Green
12	Hale	Edgwarebury
13	Hendon	Hendon
14	High Barnet	High Barnet
15	Mill Hill	Mill Hill
16	Oakleigh	Whetstone
17	Totteridge	Totteridge & Woodside
18	Underhill	Underhill
19	West Finchley	West Finchley
20	West Hendon	West Hendon
21	Woodhouse	Woodhouse
22		Barnet Vale
23		Colindale North
24		Cricklewood

- A10. Due to lack of data available at the new ward boundary level at the time of writing and that data has previously been collected based upon existing ward boundaries, the data that follows in this evidence base relates to the existing ward boundaries.
- A11. Figure 1 shows the percentage of the geographical area by ward. It can be seen the larger wards are those with more open green space, in the centre and north of the borough, i.e. Mill Hill, Totteridge and High Barnet.

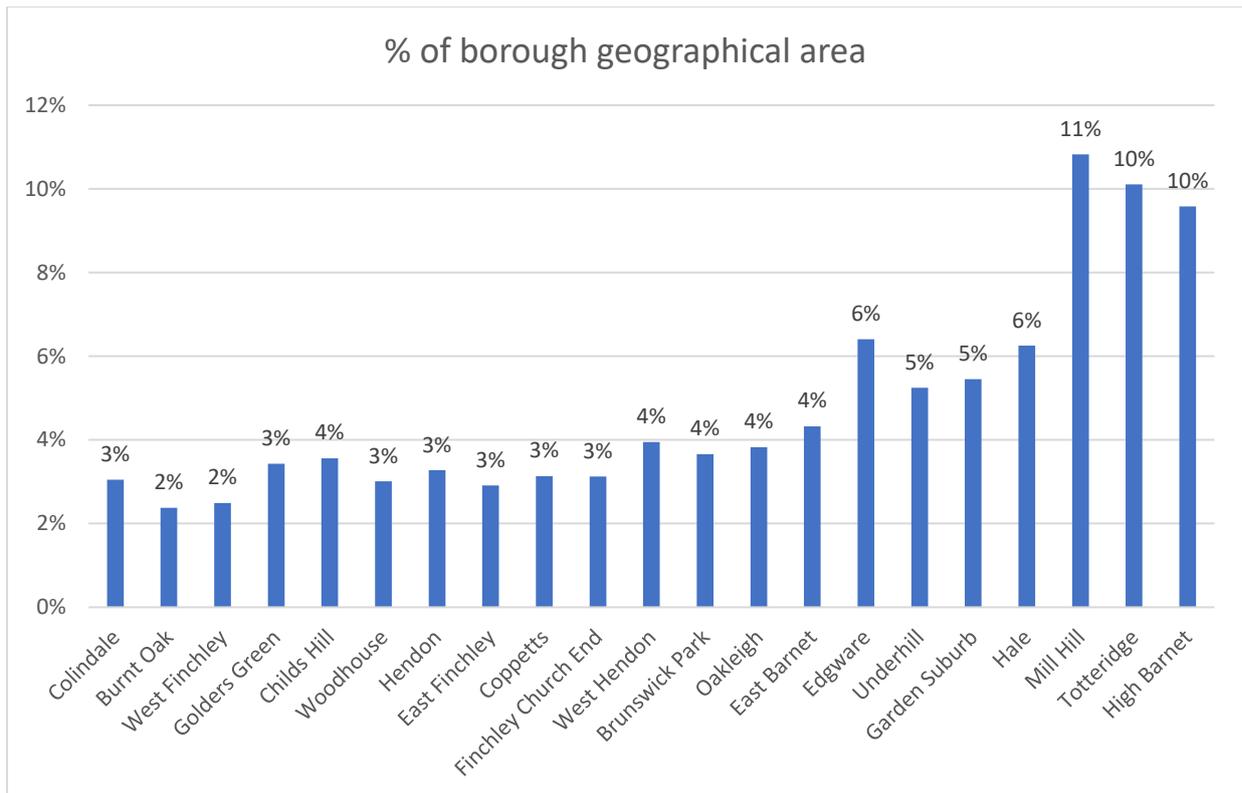


Figure 1. Percentage of geographical area of Barnet by ward.

## 8.4 PART B – The London Borough of Barnet – Population

B1. Although the most populous London borough, the population density is only the 25<sup>th</sup> highest in London at 4,471 per square kilometre.<sup>39</sup> This is only about 60% of the London average. Figure 2 below shows the relative population density compared to other London boroughs.<sup>40</sup>

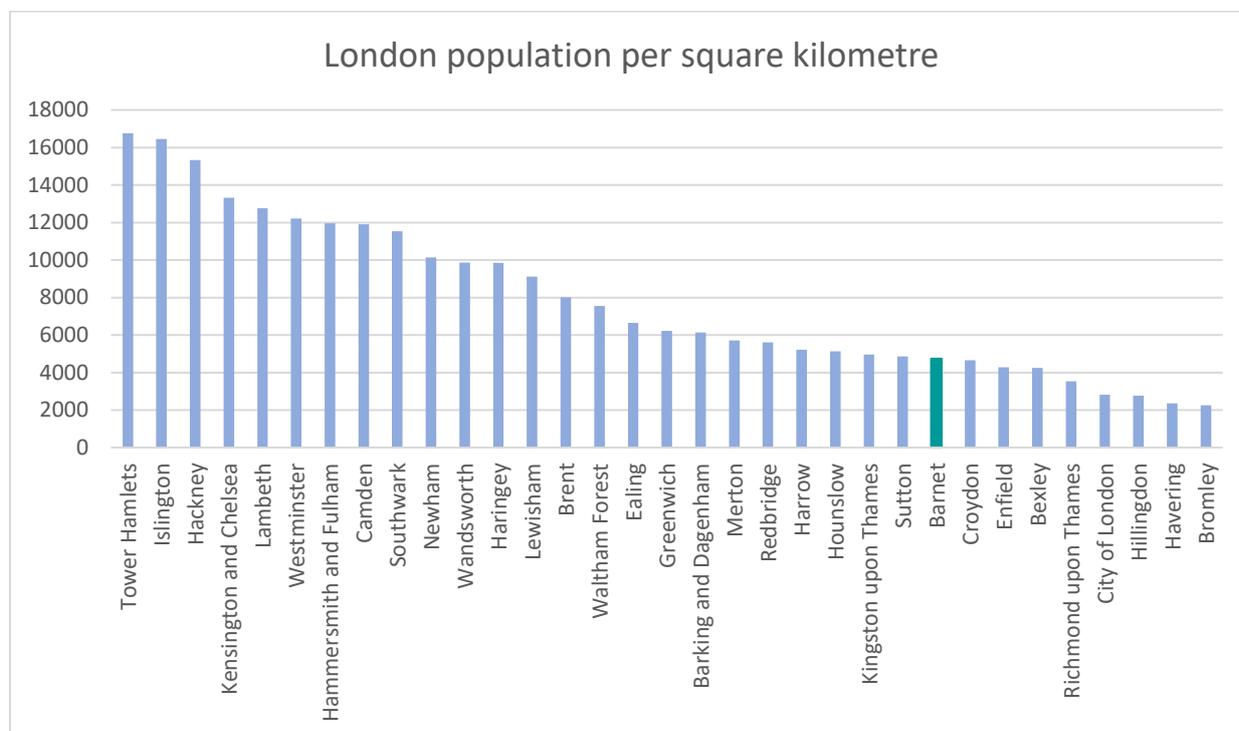


Figure 2. Population density of London boroughs.

B2. The population of Barnet has risen steadily over the last 10 years. In 2009 it was estimated to be 342,546 and in 2019 395,839. Table 3 below shows the area of all London boroughs and their population densities.

<sup>39</sup> Land Area and Population Density, Ward and Borough. Published by: Greater London Authority

<https://data.gov.uk/dataset/a76f46f9-c10b-4fe7-82f6-aa928471fcd1/land-area-and-population-density-ward-and-borough>

<sup>40</sup> Source - GLA Population Estimates 2021. <https://data.london.gov.uk/dataset/land-area-and-population-density-ward-and-borough>

Table 3. Barnet area and population compared to London.

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Greenwich	47.3	3.0%	294837	6228.9
Barking and Dagenham	36.1	2.3%	221495	6134.3
Merton	37.6	2.4%	214740	5707.4
Redbridge	56.4	3.6%	316288	5606.1
Harrow	50.5	3.2%	263484	5221.4
Hounslow	56	3.6%	286947	5126.1
Kingston upon Thames	37.3	2.4%	184660	4955.8
Sutton	43.8	2.8%	213340	4865.6
<b>Barnet</b>	<b>86.7</b>	<b>5.5%</b>	<b>411275</b>	<b>4741</b>
Croydon	86.5	5.5%	403461	4664.1
Enfield	80.8	5.1%	346635	4288.3
Bexley	60.6	3.9%	256845	4239.7
Richmond upon Thames	57.4	3.7%	203312	3541.6
City of London	2.9	0.2%	8164	2811.4
Hillingdon	115.7	7.4%	319467	2761.1
Havering	112.3	7.1%	265930	2367
Bromley	150.1	9.5%	339466	2261.1
<b>TOTAL</b>	<b>1571.9</b>		<b>9298024</b>	

B3. Population density is greater in the wards to the west of Barnet than in other areas of the borough. Table 4 shows the GLA population and density estimates per Barnet Ward for 2021. Colindale has the largest population and

High Barnet has the smallest population. Colindale and Burnt Oak are the most densely populated.

Table 4. Population, size and density of Barnet wards.

Ward Name	Population	Square Kilometres	% of borough geographical area	Population per square kilometre
Colindale	31874	2.642	3%	12064.3
Burnt Oak	20247	2.064	2%	9809.6
West Finchley	17830	2.161	2%	8250.8
Golders Green	23177	2.978	3%	7782.7
Childs Hill	22806	3.089	4%	7383.0
Woodhouse	18871	2.612	3%	7224.7
Hendon	20206	2.84	3%	7114.8
East Finchley	17356	2.524	3%	6876.4
Coppetts	17846	2.72	3%	6561.0
Finchley Church End	17111	2.709	3%	6316.4
West Hendon	21115	3.426	4%	6163.2
Brunswick Park	16821	3.174	4%	5299.6
Oakleigh	17010	3.317	4%	5128.1
East Barnet	17525	3.752	4%	4670.8
Edgware	21290	5.56	6%	3829.1
Underhill	16620	4.552	5%	3651.1
Garden Suburb	16862	4.731	5%	3564.2
Hale	18698	5.422	6%	3448.5
Mill Hill	24378	9.387	11%	2597.0
Totteridge	17558	8.768	10%	2002.5
High Barnet	16071	8.309	10%	1934.2
TOTAL	411272	86.737		4577

B4. Figure 3 shows the population density of each ward, with Colindale and Burnt Oak having the greatest density.

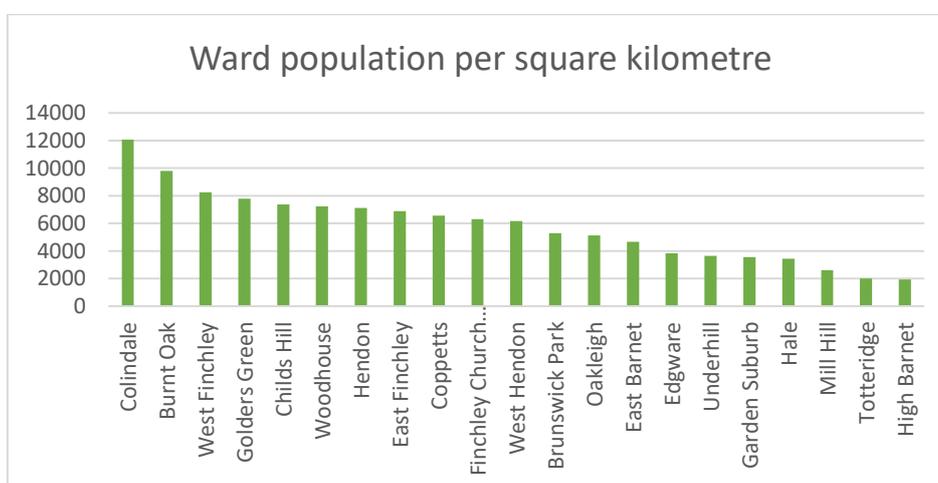


Figure 3. Population of Barnet wards per square kilometre.

## 8.5 PART C – The London Borough of Barnet - Housing stock and tenure

C1. The most recent stock modelling survey (SMS) in Barnet was in 2008<sup>41</sup>, based upon the 2006 EHCS<sup>42</sup>.

C2. Relevant findings from that stock condition survey were as follows:

- Based upon the previous modelling conducted by BRE, the majority of dwellings failing decent homes were failing due to inadequate thermal comfort. In 2008, however, the largest proportion were failing on HHSRS.
- In 2001, 25% of dwellings failed to meet the decent homes standard due to inadequate thermal comfort (Figure 4) and 8% failed on HHSRS. In 2006, however, 23% of dwellings failed on HHSRS and 18% on inadequate thermal comfort. There has been little change in the percent of dwellings failing disrepair and modernisation from 2001 to 2006.

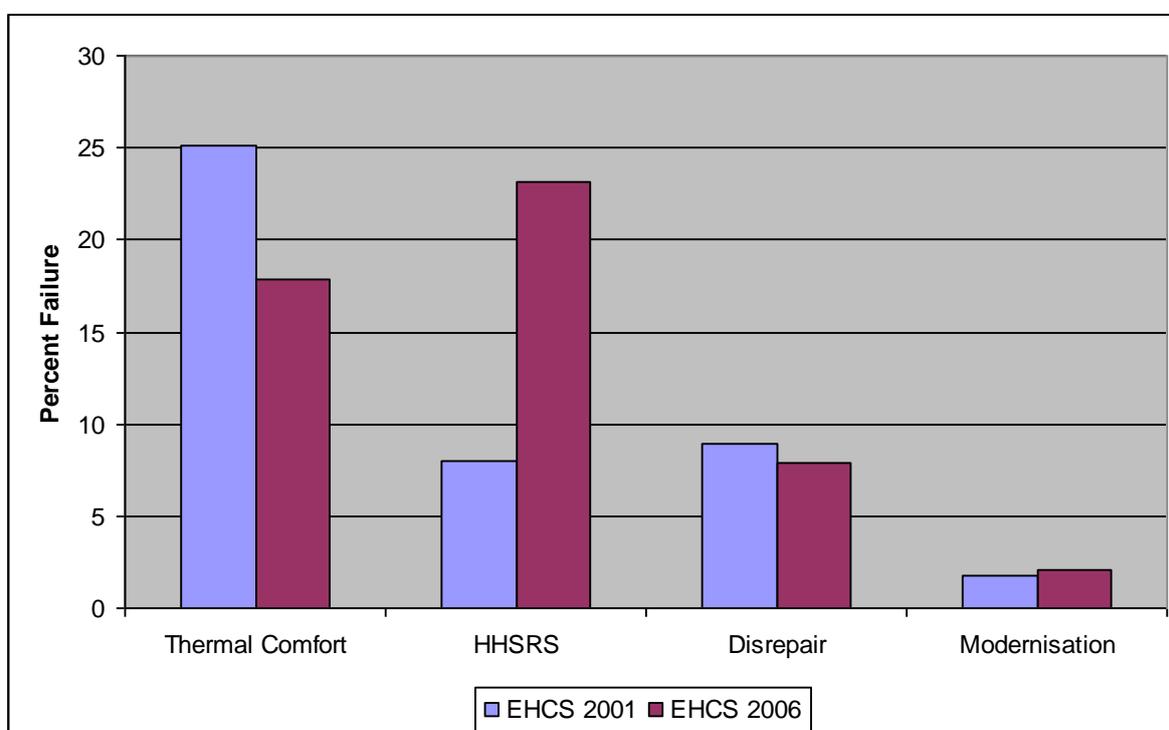


Figure 4. Percentage of dwellings which fail each of the four decent homes components.

- There were estimated to be:
  - 22,133 properties in Barnet with Category 1 hazards, amounting to 20% of dwellings

<sup>41</sup> Housing stock models update and NI 187 model for London Borough of Barnet – Produced by BRE 2009.

<sup>42</sup> English House Condition Survey 2006.

[http://doc.ukdataservice.ac.uk/doc/6106/mrdoc/pdf/6106continuous\\_survey\\_userguide.pdf](http://doc.ukdataservice.ac.uk/doc/6106/mrdoc/pdf/6106continuous_survey_userguide.pdf)

- 9,669 properties in disrepair. The average of dwellings with disrepair per Ward was 9% compared to 8% for England.
- 44,434 dwellings that were non-decent, amounting to 40% of dwellings.
- 14,304 properties with a SAP rating less than 35, amounting to 13% of dwellings.
- 21,822 dwellings with inadequate thermal comfort, amounting to 20% of dwellings.
- 8,777 households, or 8% were in fuel poverty.
- The wards with the highest levels of disrepair were Childs Hill and West Hendon.

C3. There were 158,561 properties on the Barnet Land and Property Gazetteer in May 2021.

C4. The 2011 Census showed the numbers of different tenures<sup>43</sup> as shown in Table 5. Childs Hill had the largest number of properties, followed by Hendon. Totteridge had the lowest number. Childs Hill had the highest number of private rented properties at 3,050, whilst Brunswick Park was the lowest at only 800. The wards with by far the highest level of social renting were Burnt Oak and Colindale. The wards with the highest levels of owner occupation were Brunswick Park and High Barnet. Table 6 shows tenure types as a percentage. An updated estimate of the numbers of privately rented properties is set out later in this section.

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<sup>43</sup> <https://www.nomisweb.co.uk/census/2011/ks402ew>

Table 5. Tenure of housing stock by ward – Census 2011.

Ward	Private Rented	Social Rented	Owned with a mortgage or loan	Owned outright	Total
Brunswick Park	800	547	2383	2186	5916
Burnt Oak	1411	2271	1581	850	6113
Childs Hill	3050	958	1562	1898	7468
Colindale	1635	2157	1296	987	6075
Coppetts	1852	930	2399	1552	6733
East Barnet	1329	641	2413	2026	6409
East Finchley	1691	1477	1764	1565	6497
Edgware	1253	947	1855	1758	5813
Finchley Church End	1913	309	1804	2113	6139
Garden Suburb	1675	307	1718	2431	6131
Golders Green	2137	820	1393	1650	6000
Hale	1109	841	2348	1787	6085
Hendon	2548	842	1736	1678	6804
High Barnet	1299	505	2334	2233	6371
Mill Hill	1404	882	2346	2080	6712
Oakleigh	1256	450	2175	2182	6063
Totteridge	1308	508	1734	2151	5701
Underhill	714	1621	1934	1863	6132
West Finchley	2470	482	1863	1732	6547
West Hendon	2026	1045	1458	1551	6080
Woodhouse	1974	794	2149	1832	6749
<b>Grand Total</b>	<b>34,854</b>	<b>19,334</b>	<b>40,245</b>	<b>38,105</b>	<b>132,538</b>

Table 6. Tenure of wards by percentage. Census 2011.

Ward	Private Rented (%)	Social Rented (%)	Owned with a mortgage or loan (%)	Owned outright (%)
Childs Hill	41%	13%	21%	25%
West Finchley	38%	7%	28%	26%
Hendon	37%	12%	26%	25%
Golders Green	36%	14%	23%	28%
West Hendon	33%	17%	24%	26%
Finchley Church End	31%	5%	29%	34%
Woodhouse	29%	12%	32%	27%
Coppetts	28%	14%	36%	23%
Garden Suburb	27%	5%	28%	40%
Colindale	27%	36%	21%	16%
East Finchley	26%	23%	27%	24%
Burnt Oak	23%	37%	26%	14%
Totteridge	23%	9%	30%	38%
Edgware	22%	16%	32%	30%
Mill Hill	21%	13%	35%	31%
East Barnet	21%	10%	38%	32%
Oakleigh	21%	7%	36%	36%
High Barnet	20%	8%	37%	35%
Hale	18%	14%	39%	29%
Brunswick Park	14%	9%	40%	37%
Underhill	12%	26%	32%	30%
<b>Grand Total</b>	<b>26%</b>	<b>15%</b>	<b>30%</b>	<b>29%</b>

C5. Table 7 shows that the wards with the greatest density of PRS properties per square kilometre were West Finchley, Childs Hill and Hendon.

Table 7. Density of PRS by Barnet ward.

Ward	Private Rented	Square Kilometres	PRS Density
West Finchley	2470	2.161	1143.0
Childs Hill	3050	3.089	987.4
Hendon	2548	2.84	897.2
Woodhouse	1974	2.612	755.7
Golders Green	2137	2.978	717.6
Finchley Church End	1913	2.709	706.2
Burnt Oak	1411	2.064	683.6
Coppetts	1852	2.72	680.9
East Finchley	1691	2.524	670.0
Colindale	1635	2.642	618.8
West Hendon	2026	3.426	591.4
Oakleigh	1256	3.317	378.7
East Barnet	1329	3.752	354.2
Garden Suburb	1675	4.731	354.0
Brunswick Park	800	3.174	252.0
Edgware	1253	5.56	225.4
Hale	1109	5.422	204.5
Underhill	714	4.552	156.9
High Barnet	1299	8.309	156.3
Mill Hill	1404	9.387	149.6
Totteridge	1308	8.768	149.2
	<b>34,854</b>	<b>86.737</b>	<b>401.8</b>

- C6. As a borough with large open spaces, Barnet has less density of housing than most other London boroughs. There were 17.6 dwellings per hectare, only the 27<sup>th</sup> highest of the 33 London Councils.<sup>44</sup> In 2019 there were estimated to be 152,946 dwellings in Barnet<sup>45</sup>, the 2<sup>nd</sup> highest in London<sup>46</sup>. The dwelling density per ward based upon the Census 2011 is in Table 8.

<sup>44</sup> MHCLG. <https://data.london.gov.uk/dataset/number-and-density-of-dwellings-by-borough>

<sup>45</sup> GLA. <https://data.london.gov.uk/dataset/land-area-and-population-density-ward-and-borough>

<sup>46</sup> DCLG. <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

Table 8. Dwelling density per ward – Census 2011.

Ward Name	Total Dwellings	Square Kilometres	Dwellings per square km
Brunswick Park	5916	3.174	1864
Burnt Oak	6113	2.064	2962
Childs Hill	7468	3.089	2418
Colindale	6075	2.642	2299
Coppetts	6733	2.72	2475
East Barnet	6409	3.752	1708
East Finchley	6497	2.524	2574
Edgware	5813	5.56	1046
Finchley Church End	6139	2.709	2266
Garden Suburb	6131	4.731	1296
Golders Green	6000	2.978	2015
Hale	6085	5.422	1122
Hendon	6804	2.84	2396
High Barnet	6371	8.309	767
Mill Hill	6712	9.387	715
Oakleigh	6063	3.317	1828
Totteridge	5701	8.768	650
Underhill	6132	4.552	1347
West Finchley	6547	2.161	3030
West Hendon	6080	3.426	1775
Woodhouse	6749	2.612	2584
<b>Grand Total</b>	<b>132,538</b>	<b>86.737</b>	<b>39,136</b>

- C7. The 2011 Census indicated there were 140,062 household spaces in Barnet, an increase of 6.8% from 2001. Table 9 below shows the change in property type profile since the 2001 census. 17.8% of dwellings in Barnet were overcrowded in 2011.

Table 9. Dwelling types.

	2001 Census	2011 Census
<b>Whole Houses or bungalows</b>	60.6%	56.9%
<b>Purpose built self-contained flats</b>	28.3%	32.1%
<b>Converted flats of shared houses</b>	8.3%	9%

- C8. The 2011 Census showed an increase in the number of properties across all sizes from the Census 2001. Properties with greater numbers of rooms are more likely to be HMOs. However, an increase in the number of one and two roomed dwellings can indicate an increase in converted flats, which may be S257 HMOs. Table 10 shows the number of properties of up to six or more rooms across tenures.

Table 10. Number of rooms across tenures, 2011 Census.

Tenure	All categories: Tenure	Owned or shared ownership: Total	Owned: Owned outright	Owned: Owned with a mortgage or loan or shared ownership	Rented or living rent free: Total	Rented: Social rented	Rented: Private rented or living rent free
<b>Rooms All categories: Number of rooms</b>	135,916	79,541	38,105	41,436	56,375	19,334	37,041
<b>1 room</b>	3,047	271	119	152	2,776	642	2,134
<b>2 rooms</b>	6,846	1,362	480	882	5,484	1,687	3,797
<b>3 rooms</b>	17,983	5,721	2,239	3,482	12,262	4,734	7,528
<b>4 rooms</b>	32,470	14,252	6,284	7,968	18,218	6,467	11,751
<b>5 rooms</b>	24,959	15,446	7,546	7,900	9,513	3,913	5,600
<b>6 or more rooms</b>	50,611	42,489	21,437	21,052	8,122	1,891	6,231

- C9. The average private rent in Barnet is £1,365 per month, a little below the average for London which is £1,495.<sup>47</sup> Outer London boroughs tend to have lower rents than inner London boroughs.
- C10. In 2019/20, on average, households in the private rented sector spend 32% (including Housing Benefit) of their income on rent. Social renters spend, on average, 27%. Some 8% of private renters were either currently in arrears or had been in the previous 12 months, compared with 22% of social renters.<sup>48</sup>
- C11. The PRS had the highest level of growth over the period 2013 to 2018, rising by 1,100 properties, from 24.2% of the total stock to 25.32%, the highest increase across all housing tenures in Barnet. In 2018 the PRS in Barnet was estimated to be approximately 36,500 properties, which was the 5<sup>th</sup> highest in London. However, as a percentage of the total stock, Barnet had only the 19<sup>th</sup> highest proportion of housing in the PRS compared with other London boroughs approximately equal to the average of 24.9% for the whole of London.<sup>49</sup>
- C12. In London between 2013 and 2018 the PRS increased by 46.6% and in the UK by 63.2%, while owner occupation (including buying with a mortgage) in Barnet increased by 9.9% compared to only 4.7% in London and 1.9% in the UK. In contrast, social renting increased by 7.5% in Barnet, whilst decreasing by around 4% both in London and the UK.<sup>50</sup> Private renting in Barnet has

<sup>47</sup> Housing in London: 2019 The evidence base for the Mayor's Housing Strategy.

[https://www.london.gov.uk/sites/default/files/housing\\_in\\_london\\_2019.pdf](https://www.london.gov.uk/sites/default/files/housing_in_london_2019.pdf)

<sup>48</sup> English Housing Survey 2019/20.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/945013/2019-20\\_EHS\\_Headline\\_Report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/945013/2019-20_EHS_Headline_Report.pdf)

<sup>49</sup> <https://data.london.gov.uk/dataset/housing-tenure-borough>

<sup>50</sup> <https://data.london.gov.uk/dataset/housing-tenure-borough>

therefore not increased at the same rate as elsewhere, compared to other tenures, but has still seen a significant growth and accounts for around a quarter of all housing.

- C13. According to the 2011 Census, every ward in Barnet but three (Hale, Brunswick Park and Underhill) had 20% or greater of the properties in the PRS, ranging from 41% in Childs Hill Ward to 20% in High Barnet Ward. The average of PRS properties per Ward was 26%.
- C14. In 2018, 14% of Barnet population lived in social housing, compared to 22.3% across London.
- C15. There are 9,755 housing benefit claimants in the PRS in Barnet. Of these, 201 were in HMOs and 9,954 in single lettings. Figure 5 shows the distribution of these by ward.

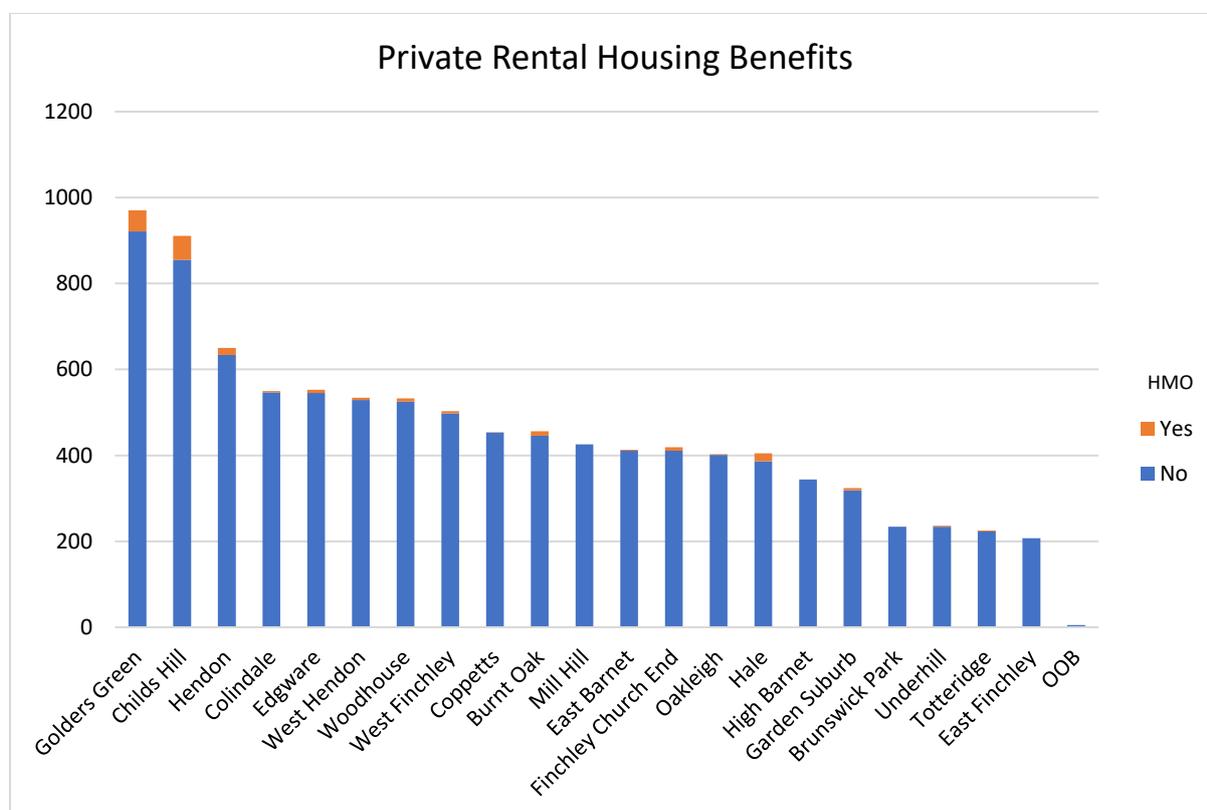


Figure 5. Housing benefit claimants in private rented accommodation.

### Property age profile

- C16. Older properties tend to have the greatest problems relating to housing conditions and disrepair. Around 60% of dwellings in Barnet were built pre 1939. Table 11 shows the number of properties across different build periods.<sup>51</sup>

<sup>51</sup> <https://data.london.gov.uk/dataset/property-build-period-isoa>

Table 11. Number of properties in Barnet in different build periods.

Build Period	Number of properties
Pre 1900	10,210
1900 to 1918	21,520
1919 to 1929	20,030
1930 to 1939	33,910
1945 to 1954	7,000
1955 to 1964	7,930
1965 to 1972	8,650
1973 to 1982	7,310
1983 to 1992	8,740
1993 to 1999	5,760
2000 to 2009	7,670
2010 to 2012	3,830
Unknown	300
<b>Total</b>	<b>142,850</b>

C17. Figure 6 shows the cumulative total of all pre-1939 build periods by ward. Childs Hill, Garden Suburb, Golders Green, West Finchley and Woodhouse have the largest number of these older properties. However, the greatest number of the oldest properties, pre-1900 are in High Barnet, East Finchley, Coppetts and Childs Hill.

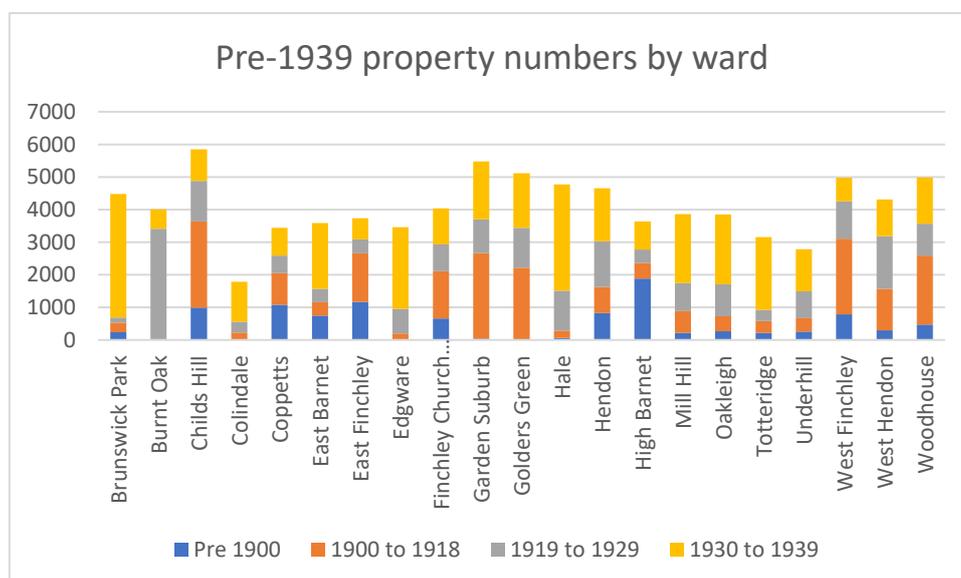


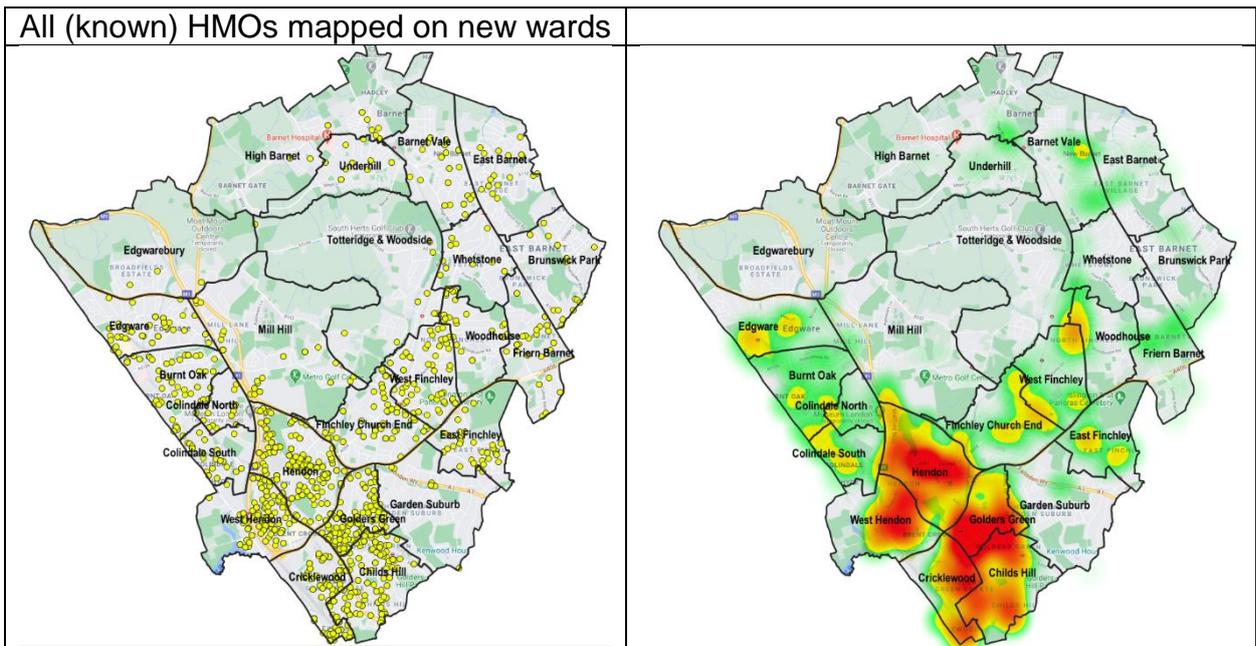
Figure 6. Oldest properties by ward.

C18. For the purposes of this consultation report, a PRS property that is not an HMO is known as a Single Family Occupied property (SFO) (however, it is acknowledged that a multi-occupied property with two separate households may fall into this definition). There were **1,379** HMOs and **7,691** non-HMO PRS properties (SFOs) that Environmental Health had had some involvement with (complaint, inspection etc.) between April 2015 and March 2020.

- C19. To attempt to update the data from the 2011 Census, the current estimates of PRS properties and where they are located is based upon three main sources:
- Council records, such as Housing Benefit, Council Tax and Electoral Registration
  - The three national registered tenancy deposit schemes (TDS)
  - Properties on the Environmental Health database that have already had some form of intervention from the council

#### Identification of HMOs

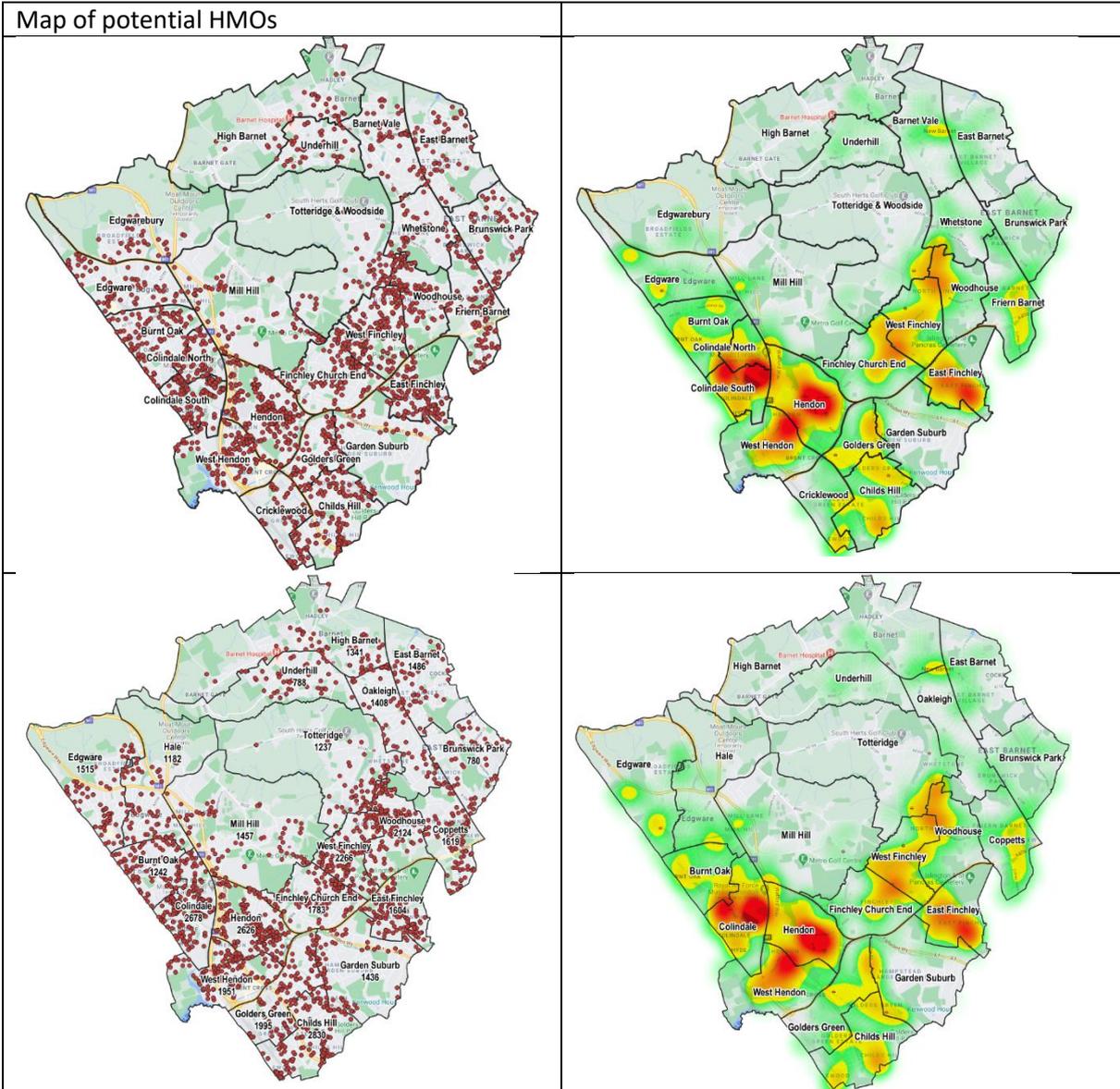
- C20. Potentially unlicensed HMOs were identified from the following sources:
- Housing Benefit records where the property is identified as an HMO
  - TDS records with three or more deposits held for one address
  - Council Tax records of properties exempt due to being occupied by persons in full time education and where there are three or more different surnames on the Electoral Register (likely student lets)
  - TDS records where there are three or more different surnames on the Electoral Register
  - Environmental Health database of interventions where the Local Land and Property Gazetteer (LLPG) indicates the property class as HMO
  - Planning records of HMOs
  - LLPG records where the property class is indicated as HMO
  - Barnet property survey 2020
- C21. Map 5 shows the distribution of all (known) HMOs that have had an involvement with the Environmental Health Department (that have had a complaint, inspection, enforcement, licence, or been identified through the survey), mapped on the new ward boundaries. The greatest concentrations of these properties are across the south of the borough, although are distributed in every ward.



Map 5. All known HMOs on new ward boundaries.

C22. Excluding already licensed HMOs, analysis of the data sets shows, in addition to the known HMOs, a likely **2,546** properties that are HMOs that have not come forward to be licensed. Including the **1,214** licenced HMOs as of May 2021, these amount to **8.9%** of the potential PRS identified. Map 6 shows the distribution of HMOs identified through this analysis as dot and heat maps set on both the new and existing ward boundaries.

Map of potential HMOs



Map 6. Potential unlicensed HMOs (2,546).

C23. Table 12 shows the numbers of potential HMOs by existing ward.

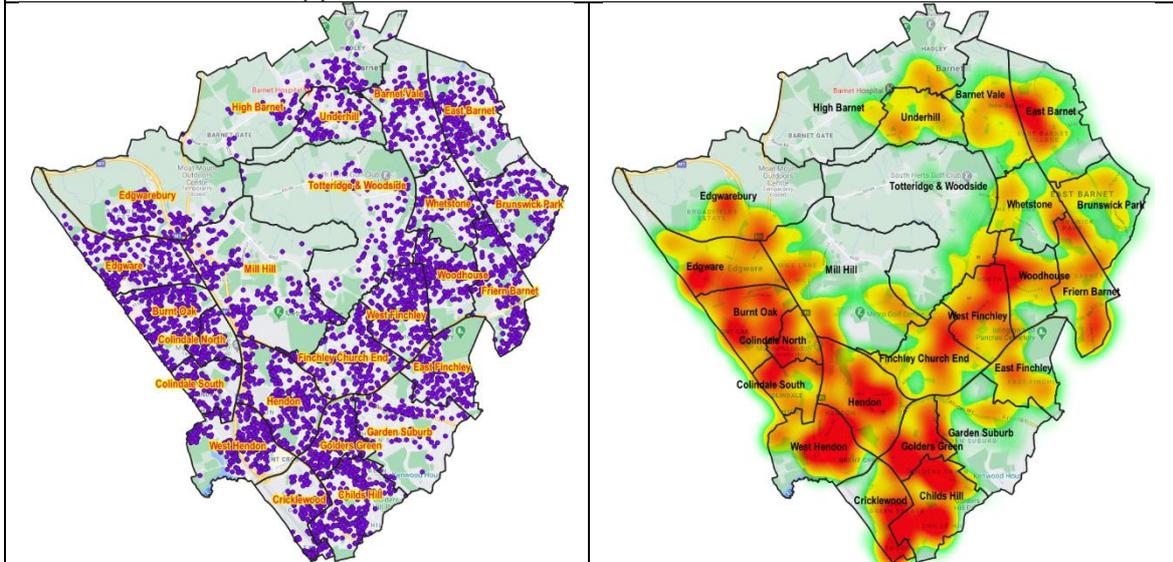
Table 12. Potential HMOs by ward.

<b>Ward</b>	<b>Number of Potential HMOs</b>
Colindale	294
Hendon	290
West Hendon	204
East Finchley	165
Childs Hill	161
West Finchley	157
Woodhouse	132
Finchley Church End	124
Burnt Oak	111
Coppetts	111
Golders Green	110
Edgware	89
Garden Suburb	89
Mill Hill	87
Hale	75
Oakleigh	66
Brunswick Park	64
Totteridge	62
High Barnet	58
East Barnet	52
Underhill	45
<b>TOTAL</b>	<b>2,546</b>

#### Identification of SFOs

- C24. Potential other private rented, or SFO properties were identified through the following sources:
- Housing Benefit records where the property is identified as rented but not an HMO
  - TDS records with no more than two deposits held for the address
  - Environmental Health database of interventions where the Local Land and Property Gazetteer (LLPG) indicates the property class is not an HMO
  - Barnet property survey 2020
- C25. Map 7 shows the distribution of all known SFOs (that have had a complaint, inspection, enforcement or been identified through the survey), mapped on the new and existing ward boundaries. The greatest concentrations of these properties are across the west and south of the borough.

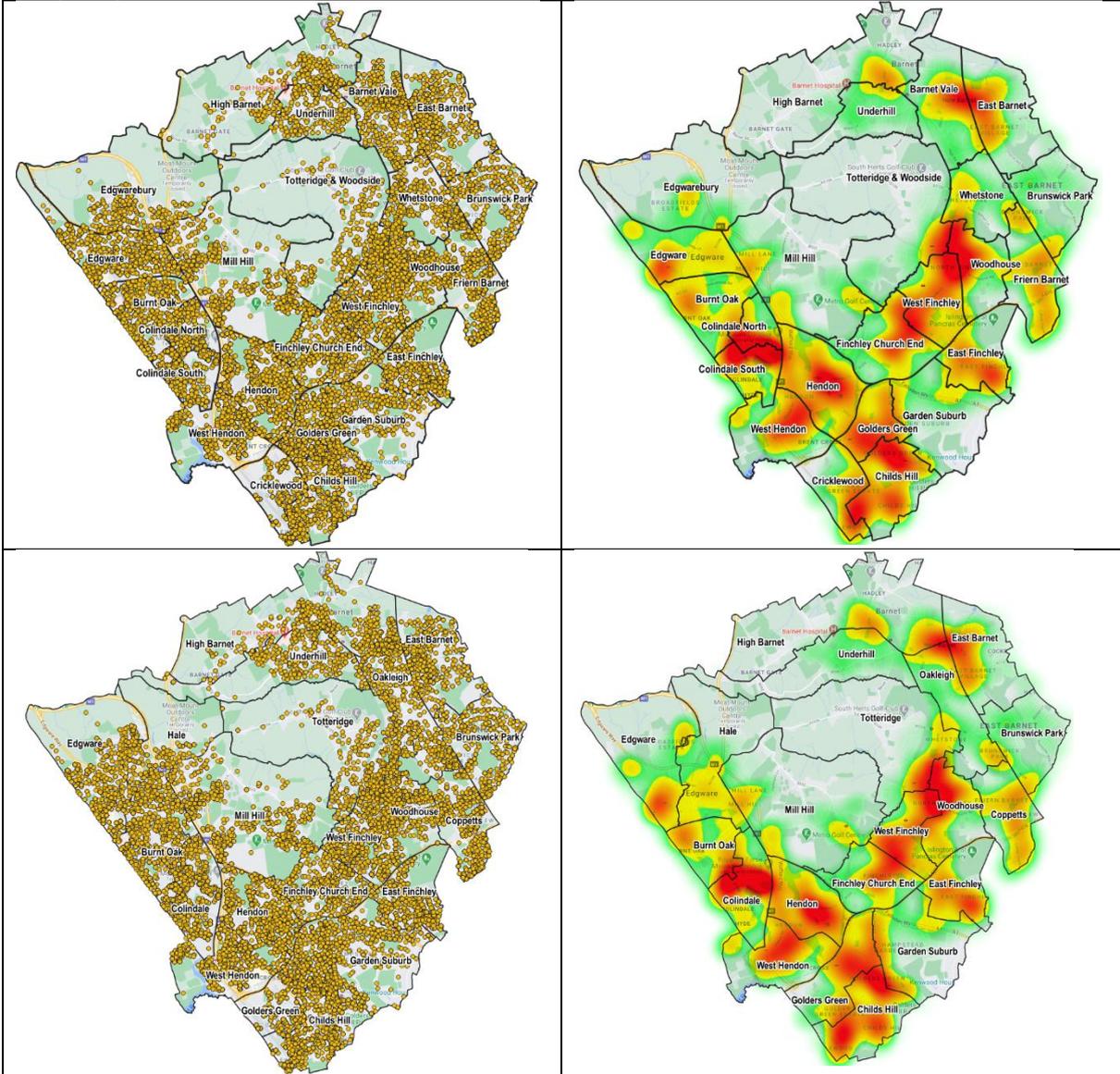
All known SFOs mapped on new wards



Map 7. All known SFOs on new ward boundaries.

- C26. The analysis described in paragraphs C20. (potential HMO's) and C23. (potential SFOs) identified a total of **42,203** properties that are privately rented, although it is inevitable some properties will have been missed. There were 34,854 in the 2011 Census, so there is without doubt an increase in the numbers of PRS properties. For the whole PRS, including both licenced and potentially unlicenced HMOs this would amount to **26.6%** of all dwellings.
- C27. The analysis in paragraph C21. shows **38,443** properties that are potentially SFOs. The LLPG holds records of 158,561 residential addresses. So, the number of potentially SFO private rented properties identified amounts to **24.24%** of the dwelling stock in the borough. Map 8 shows the distribution of SFOs identified through this analysis as heat maps set on both the new and existing ward boundaries.

Map of potential SFOs



Map 8. Potential SFOs mapped on new and existing wards.

C28. Table 13 shows the numbers of the identified potential SFOs by ward. The greatest numbers are in Childs Hill and Hendon, with eight wards above average, down to Finchley Church End Ward.

Table 13. Number of potential SFOs by ward.

<b>Ward</b>	<b>Number of potential SFOs</b>
Childs Hill	3041
Hendon	2886
Colindale	2812
West Finchley	2320
Golders Green	2261
Woodhouse	2256
West Hendon	2231
Finchley Church End	1860
Coppetts	1707
Edgware	1667
East Barnet	1662
Mill Hill	1636
East Finchley	1587
Oakleigh	1529
Garden Suburb	1524
High Barnet	1452
Burnt Oak	1417
Hale	1379
Totteridge	1348
Underhill	950
Brunswick Park	918
<b>TOTAL</b>	<b>38,443</b>

C29. Table 14 shows the numbers of all potential PRS properties (both known and unknown SFOs and HMOs) against the data from the 2011 Census, with the percentage change. It can be seen that every ward except Coppetts and Garden Suburb have seen an increase in PRS. Colindale has seen the largest increase at almost 92%. There is an overall increase of 21% in the numbers of PRS properties.

Table 14. Comparison of 2021 PRS with 2011 Census.

Ward	Potential SFOs	Potential HMOs	Licensed HMOs	Total projected PRS 2021	PRS Census 2011	Percentage change
Colindale	2812	294	32	3138	1635	91.93%
Edgware	1667	89	34	1790	1253	42.86%
Underhill	950	45	17	1012	714	41.74%
Hale	1379	75	32	1486	1109	33.99%
Hendon	2886	290	202	3378	2548	32.57%
East Barnet	1662	52	16	1730	1329	30.17%
Oakleigh	1529	66	19	1614	1256	28.50%
West Hendon	2231	204	140	2575	2026	27.10%
Mill Hill	1636	87	30	1753	1404	24.86%
Brunswick Park	918	64	15	997	800	24.63%
Woodhouse	2256	132	43	2431	1974	23.15%
Golders Green	2261	110	158	2529	2137	18.34%
High Barnet	1452	58	13	1523	1299	17.24%
Burnt Oak	1417	111	52	1580	1411	11.98%
Childs Hill	3041	161	175	3377	3050	10.72%
Totteridge	1348	62	17	1427	1308	9.10%
Finchley Church End	1860	124	53	2037	1913	6.48%
East Finchley	1587	165	44	1796	1691	6.21%
West Finchley	2320	157	50	2527	2470	2.31%
Coppetts	1707	111	34	1852	1852	0.00%
Garden Suburb	1524	89	38	1651	1675	-1.43%
<b>Total</b>	<b>38443</b>	<b>2546</b>	<b>1214</b>	<b>42203</b>	<b>34854</b>	<b>21.09%</b>

### 2020 Barnet Property Survey

- C30. A borough wide survey was conducted around September and October 2020. Most properties were randomly selected, although there was unfortunately a disproportionately low survey sample in East Barnet and High Barnet.
- C31. Of the 2,719 properties surveyed, information on the probable tenure was gained for a total of 1,438 properties. For those properties where information on tenure was not gained, an external assessment was used to identify the tenure where possible.
- C32. Table 15 shows the break-down of the tenure/occupancy type of the properties identified in the survey and the projected number across the borough, based upon the total number of dwellings identified in the 2011 Census, where 34,854 of a total of 132,538 properties were identified as in the PRS. The survey identified 152 HMOs and 476 PRS (SFO) properties, although 1,281 (47.1%) the surveyor was unsure of the tenure due to lack of, or inadequate response from the occupier. There is a large margin of error in this projection, with the number of HMOs appearing larger than through analysing the data sources described above and the number of SFOs being significantly less. \*Although the evidence of conditions found, described later in this document is helpful, the numbers of properties of each category are not found to be helpful in predicting the numbers of PRS across the borough.

Table 15. Number of property types in survey and projected total numbers.\*

No. of Properties Surveyed: 2,719			
No. of Properties where data gathered on likely tenure: 1,438			
	Number identified	Percentage of sample where data gathered	Projected number for borough based upon 2011 Census Housing Stock*
HMOs identified S254	99	3.6%	4,771
HMOs identified S257	53	2.0%	2,650
SFO PRS properties - not HMO	476	17.5%	23,194
Owner occupied	751	27.6%	36,580
Unsure – no information	1,281	47.1%	62,425

C33. Figure 7 shows the distribution of the 2,719 properties surveyed by ward.

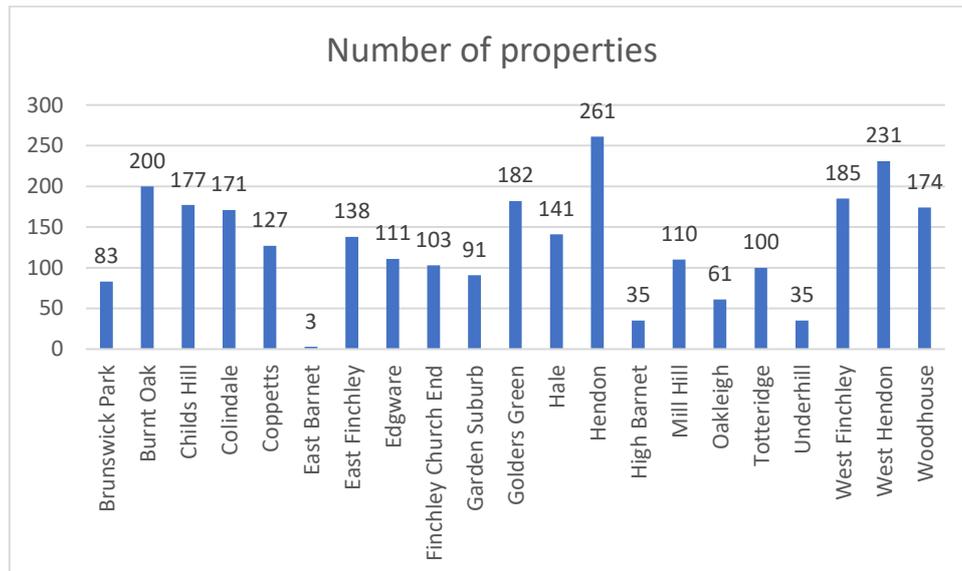


Figure 7. Number of properties surveyed by ward

C34. Of 2,719 properties surveyed, **5.6%** of properties were found to be or believed to be likely HMOs. Figure 8 shows the distribution of HMOs by ward. It can be seen the highest numbers were in Hendon, West Hendon, Golders Green and West Finchley. The following results for low sample size wards should be treated with caution. (Underhill results are highlighted in orange. High Barnet and East Barnet had no results).

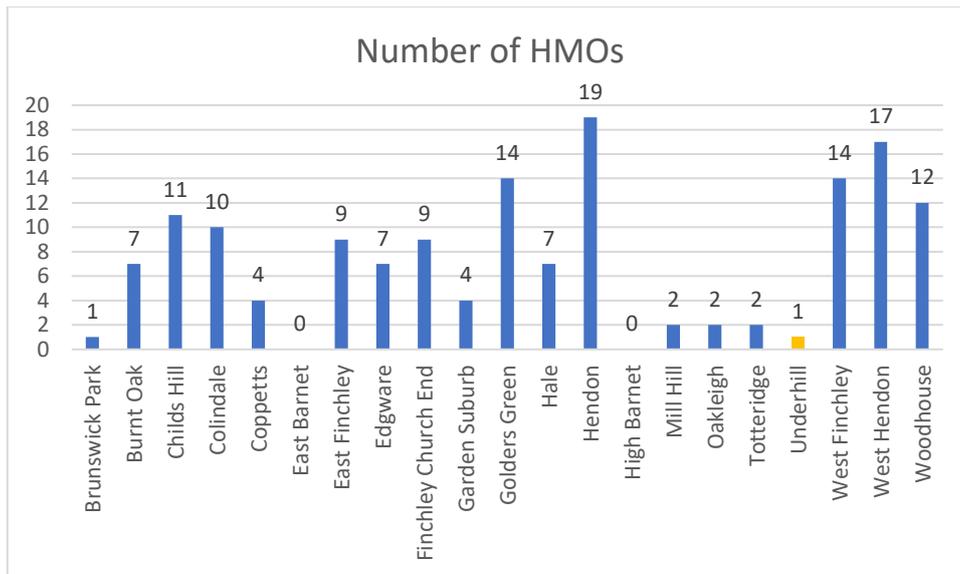


Figure 8. Number of HMOs identified by ward in the survey

C35. Figure 9 shows the percentage of surveyed premises that were identified as likely HMOs. Finchley Church End appeared to have the highest percentage at 8.7%.

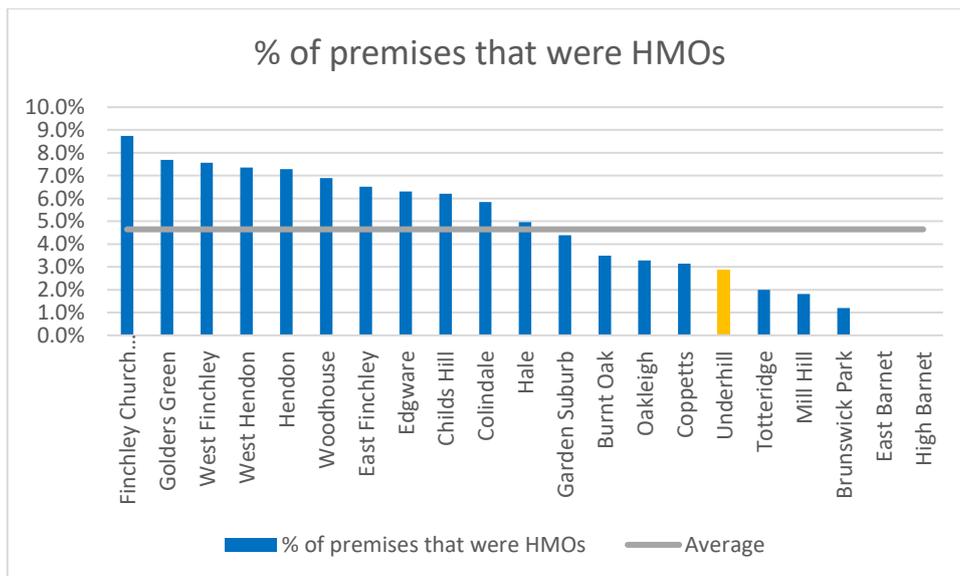


Figure 9. Percentage of properties surveyed identified as HMOs.

C36. Further analysis of the survey findings tells us that 65% of the likely HMOs surveyed were deemed likely to be Section 254 HMOs and 35% were deemed to be likely Section 257 HMOs.

C37. Figure 10 shows the number of SFOs identified in each ward. Burnt Oak had by far the highest total number of SFOs identified, followed by Hendon, West Finchley, Colindale, West Hendon and Childs Hill. Due to the low sample number in East Barnet, Underhill and High Barnet, the following results for these wards should again be treated with caution. (High Barnet and Underhill results are highlighted in orange. East Barnet had no results).

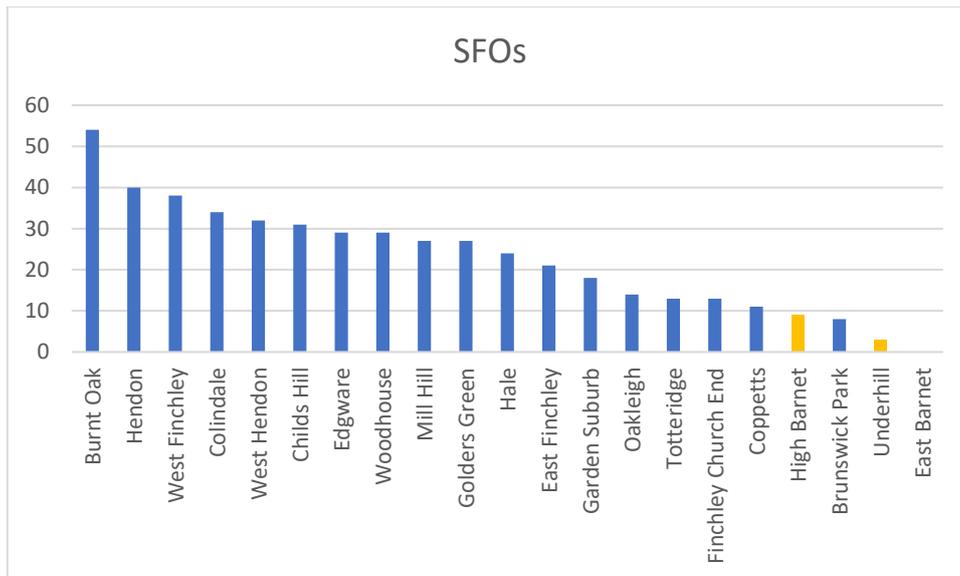


Figure 10. Number of SFOs identified in the survey by ward

C38. Figure 11 shows the percentage of properties identified as SFOs per ward in the survey. The average was 16.6%. The Wards of Burnt Oak, Edgware, High Barnet, Mill Hill, Oakleigh, West Finchley, Colindale, Garden Suburb, Childs Hill, Hale and Woodhouse were all above average.

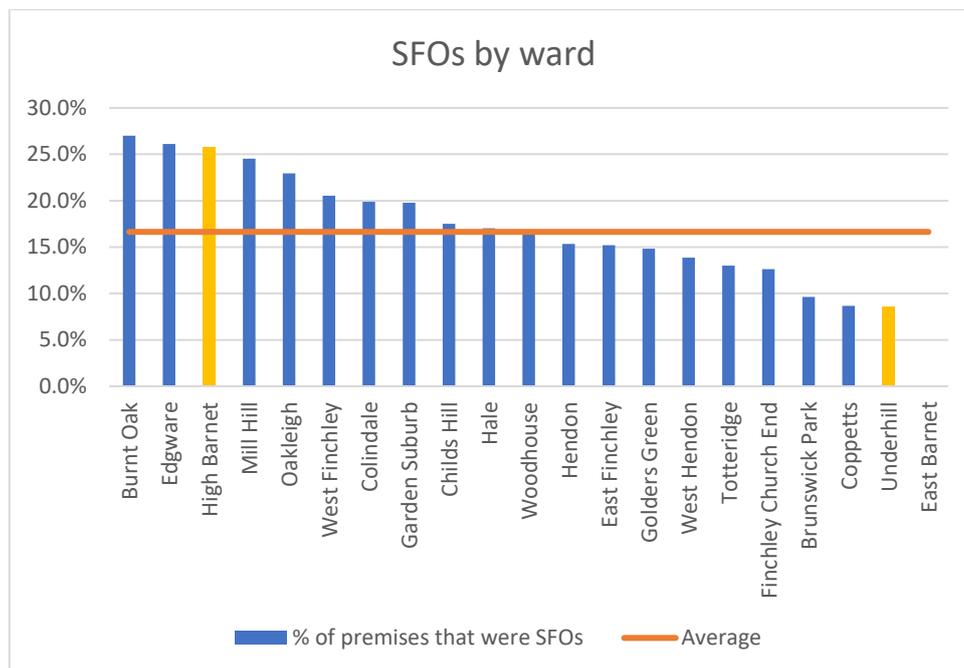


Figure 11. Percentage of properties surveyed that were identified as SFOs per ward.

C39. Figure 12 shows the number of properties surveyed where the tenure was not identified due to lack of response from the occupier as 1,281. The most significant number of these was in Hendon, at 143. Based upon the 34.5% of all those identified as SFOs out of those where the tenure was identified, then there could reasonably be projected that a further 442 properties were SFOs and 71 were HMOs.

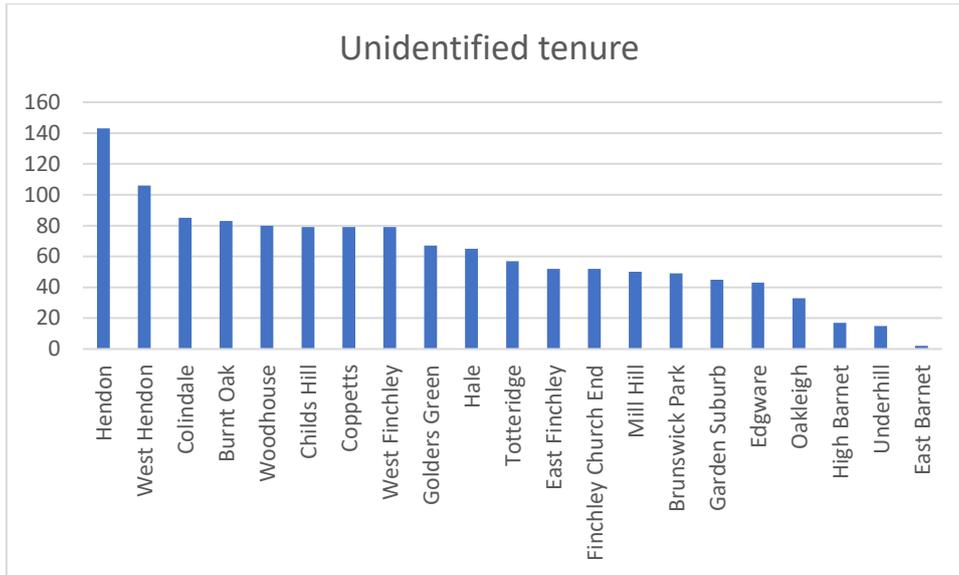


Figure 12. Surveyed properties with unidentified tenure by ward.

## 8.5 PART D – Analysis against legislative requirements and government guidance - Additional Licensing

### Houses in Multiple Occupation

- D1. In order to demonstrate the need for an additional licensing designation, the authority must **consider that a significant proportion of the HMOs of the description to be included in the area are being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems either for those occupying the HMO or for members of the public.**<sup>52</sup> The authority must also **consider whether there are any other courses of action available to them (of whatever nature) that might provide an effective method of dealing with the problem or problems in question**<sup>53</sup> and **consider that making the designation will significantly assist them to deal with the problem or problems (whether or not they take any other course of action as well).**<sup>54</sup>
- D2. Guidance<sup>55</sup> provides examples of properties being managed sufficiently ineffectively, and as a result having a detrimental effect on a local area, to include;
- Those whose external condition and curtilage (including yards and gardens) adversely impact upon the general character and amenity of the area in which they are located.
  - Those whose internal condition, such as poor amenities, overcrowding etc, adversely impact upon the health, safety and welfare of the occupants and the landlords of these properties are failing to take appropriate steps to address the issues.
  - Those where there is a significant and persistent problem of anti-social behaviour affecting other residents and/or the local community and the landlords of the HMOs are not taking reasonable and lawful steps to eliminate or reduce the problems.
  - Those where the lack of management or poor management skills or practices are otherwise adversely impacting upon the welfare, health or safety of residents and/or impacting upon the wider community.
- D3. In order to establish if there are a significant number of properties being managed sufficiently ineffectively, and as a result having a detrimental effect on a local area, the following available data available between the period April 2016 and March 2020 was examined:
- D4. The council's data base was used to review the information available about the condition of HMOs:

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<sup>52</sup> Section 56(2) of the Housing Act 2004

<sup>53</sup> Housing Act 2004, Section 57(4)(a)

<sup>54</sup> Housing Act 2004, Section 57(4)(b)

<sup>55</sup> Approval steps for additional and selective licensing designations in England. Revised edition February 2010. Department for Communities and Local Government

- The numbers and proportions of complaints about the condition of HMOs, looking at;
  - Disrepair etc, including overcrowding
  - Nuisance affecting both occupiers and neighbouring premises, including pests, rubbish and drainage
- The numbers and proportions of category 1 and 2 hazards found
- The numbers and proportions of properties requiring enforcement actions
- The numbers and proportions of properties with conditions attached to HMO licenses relating to poor management
- Projections based upon the findings in the 2020 Barnet property survey

D5. As of May 2021, there were **1,213** licensed HMOs as shown in Table 16 below.

Table 16. No. of known licensable HMOs: May 2021

<b>Mandatory HMO Licence</b>	<b>622</b>
<b>Additional HMO Licence</b>	<b>591</b>

D6. Figure 13 shows the known HMOs on the HMO register as of May 2021 by ward. It can be seen that the largest numbers of licensed HMOs are in the west and south of the borough, however there are licensed HMOs distributed right across the borough in every ward.

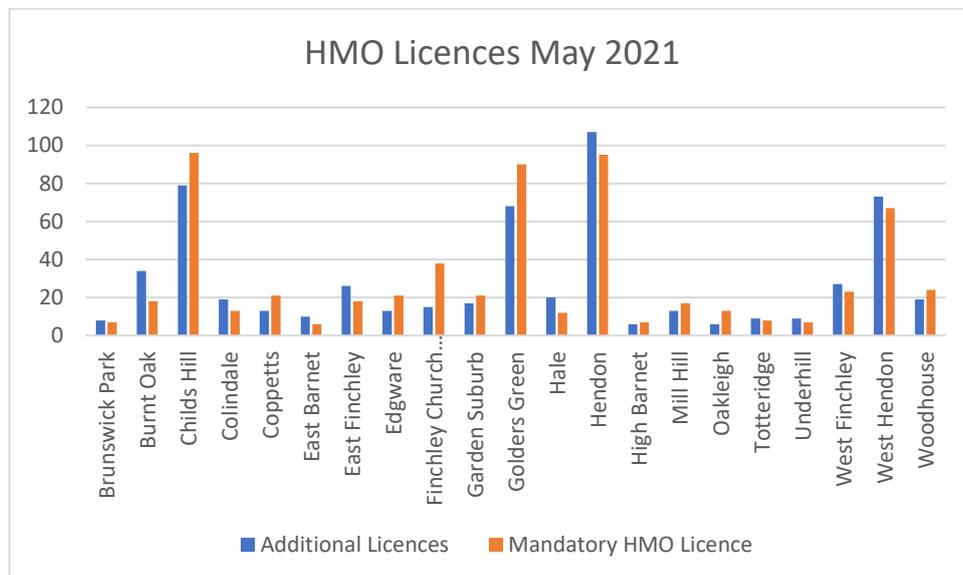
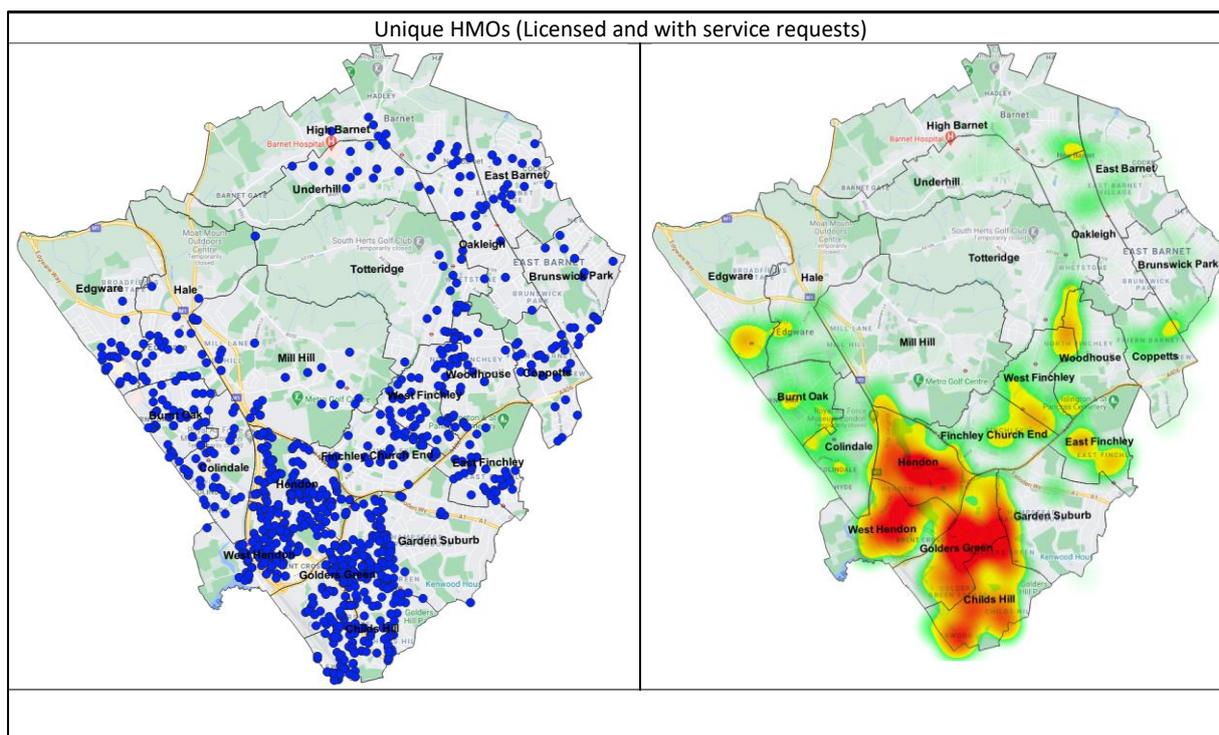


Figure 13. Distribution of HMOs on the register across wards.

D7. In addition, there were 363 unique HMOs about which complaints were received between January 2015 and March 2020. Removing duplicated addresses in these three data sets, this gives a total of **1,375** known HMOs.

D8. Map 9 gives a visual representation of these known (licensed and complained about) HMOs, mapped on the existing ward boundaries, as both point and heat maps. We can see the greatest concentrations are in the wards of Hendon, Childs Hill, Golders Green and West Hendon.



Map 9. Distribution of all known HMOs on the Environmental Health database overlaid on existing ward boundaries.

Complaints:

- D9. Between January 2015 and March 2020, there were **557** complaints received by the Environmental Health Department that could be attributed to HMOs at **363** unique addresses. A rate of approximately **26.4%** of all the known HMOs during that period (**1,375**).
- D10. Table 17 shows the number of complaints received across the borough over that period. Although the number has decreased in more recent years, the average is 106 complaints about HMOs per annum across the borough.

Table 17. Number of HMO complaints received Jan 2015 to Mar 2020.

Year	Number of HMO complaints received
2015	113
2016	149
2017	109
2018	94
2019	75
2020 (Jan-Mar)	17
<b>5 years and 3 months</b>	<b>557</b>
<b>Average per annum</b>	<b>106</b>

- D11. Figure 14 below shows the total of all HMO complaint types combined. The average number of complaints is **26** per ward, meaning that Golders Green, Childs Hill, Hendon and West Hendon are all significantly above average. Of

all complaint types, disrepair complaints are by far the greatest, accounting for 33.4% of complaints. The next highest is accumulation/deposit complaints at 20%.

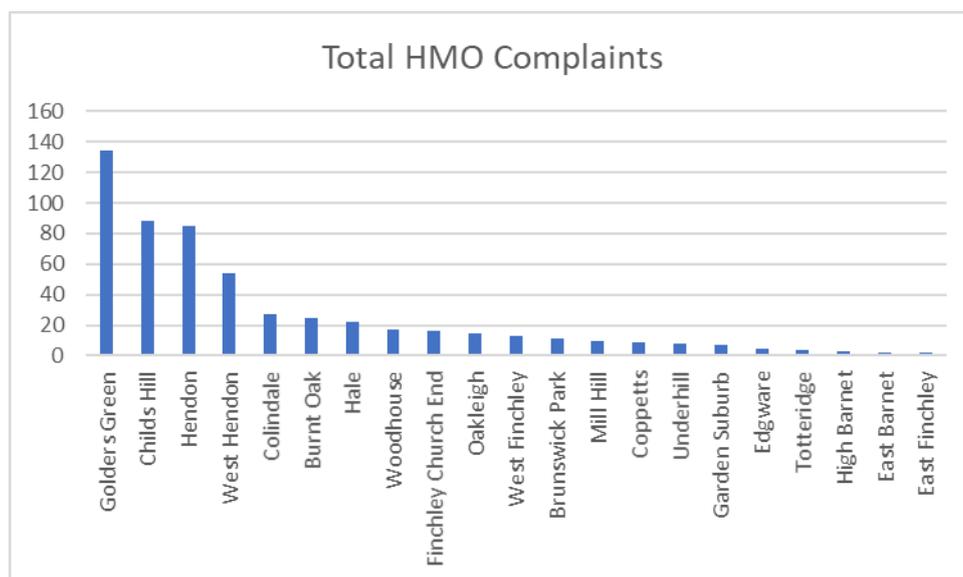
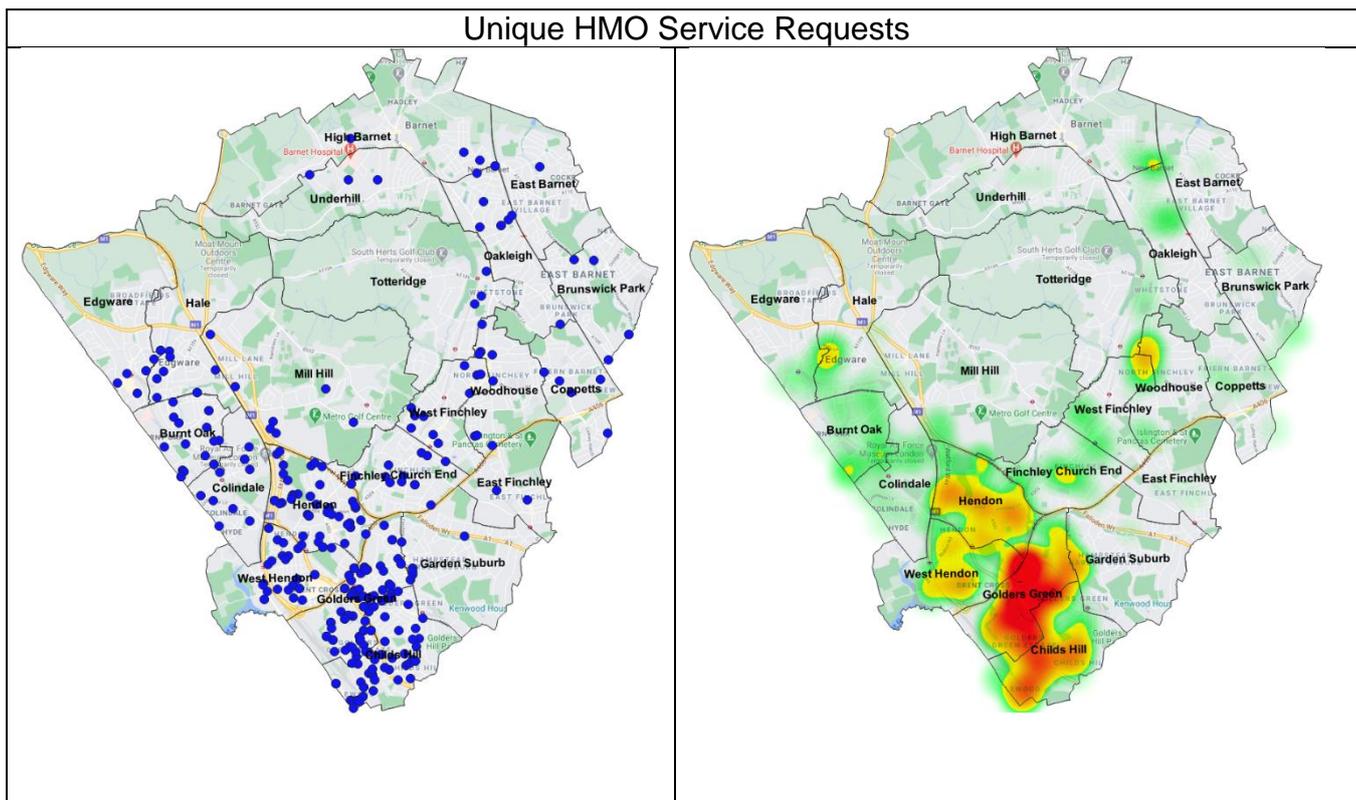


Figure 14. Total number of complaints by ward.

- D12. Of these complaints, in **450** cases, the investigating officer identified an issue that required follow up action, ranging from informal advice to formal action such as serving statutory notices or prosecution, meaning there were **80.8%** of complaints that required some action, even if it was resolved informally. **49** cases required some form of formal action (it should be noted that the method of recording case outcomes may mean that this figure is underreported). However, this would mean that **8.8%** of cases resulted in formal action.
- D13. Map 10 shows a representation of the distribution of unique addresses with a complaint overlaid on the existing wards as point and heat maps. This shows that the greatest concentrations of complaints were predominantly in the south the borough.



Map 10. Distribution of HMO complaints at unique addresses overlaid on existing ward boundaries.

### Planning complaints

D14. Between April 2015 and March 2020, the Planning Service investigated **226** cases of complaints about unauthorised HMOs in the borough, in addition to the referrals from Environmental Health about HMO licence applications. There were a further **485** complaints of ‘beds in sheds’. There were also **597** cases of complaints about the external condition of properties having a detrimental impact on the neighbourhood (Section 215 of the Town and Country Planning Act 1990).

### Hazards

D15. When HMOs are inspected they are assessed under the Housing Health & Safety Rating Scheme (HHSRS) for hazards. A total of **257** hazards were identified in **76** unique addresses, a rate of 3.4 hazards per property. **123** or 47.9% of hazards were category 1 hazards at **27** unique addresses and **51** were high category 2 (Band D & E) hazards.

D16. Of the approximately 957 HMOs licensed from July 2016 to March 2020, this means that category 1 and 2 hazards were found in **8%**. Figure 15 below shows the total number of category 1 and 2 hazards found in HMOs following inspection.

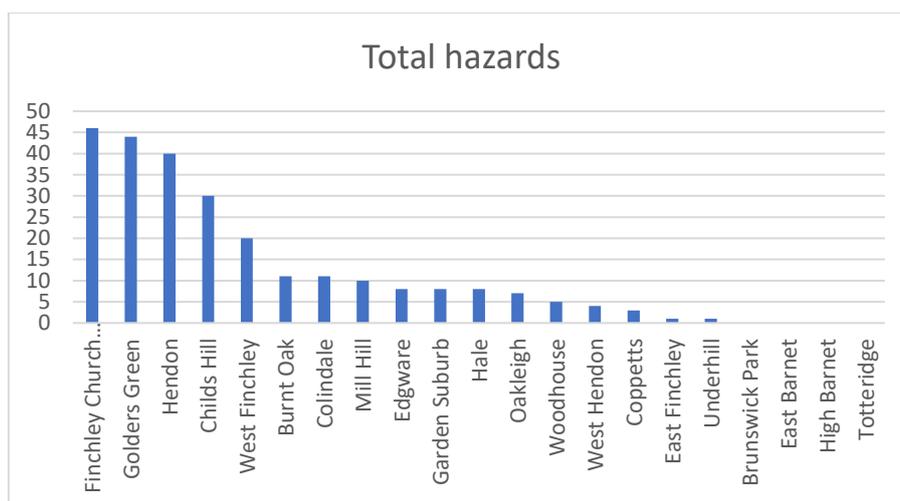


Figure 15. Number of category 1 and 2 hazards in known HMOs.

D17. Table 18 below shows the total number of category 1 and 2 hazards found in all HMOs across 19 of the 29 hazards listed in the Housing Health & Safety Rating System (HHSRS).

Table 18. Number and type of category 1 and 2 hazards found in HMOs.

Hazard	Number
Fire	53
Excess cold	48
Falling between levels	21
Damp and mould growth	18
Falling on stairs etc	16
Collision and entrapment	14
Electrical hazards	13
Entry by intruders	9
Food safety	9
Crowding and space	8
Flames, hot surfaces etc	8
Personal hygiene, Sanitation and Drainage	8
Structural collapse and failing elements	8
Domestic hygiene, Pests and Refuse	6
Lighting	6
Falling on the level surfaces etc	5
Position and operability of amenities etc	4
Carbon Monoxide and fuel combustion products	2
Noise	1

D18. Deficiencies in HMOs are largely dealt with by applying conditions to licences, rather than serving statutory notices or orders. Therefore, there were only 13 notices or orders served on HMOs.

D19. Assuming from the earlier analysis that there are approximately 2,269 HMOs, at a rate of 8% there are estimated to be at least another **182** HMOs suffering with category 1 or 2 hazards that would require an intervention.

Licence conditions

D20. Analysis of the existing scheme showed that most properties inspected as part of the licensing process resulted in major conditions being applied to licences. Table 19 shows the percentage cases with major conditions applied.

Table 19. Major conditions applied to licences.

	Number of live HMO licences with major conditions	Number of live HMO licences with major conditions complied	Number of live HMO licences with major conditions expired and not complied
<b>March 2016</b> (Mandatory licenses only)	60	48 (80%)	12 (20%)
<b>March 2020</b>			
<b>Mandatory Licences</b>	437*	317 (72.5%)	120 (27.5%)
<b>Additional Licences</b>	417	234 (56.1%)	183 (43.9%)
<b>Total</b>	854	551 (64.5%)	303 (35.5%)

D21. Of 1,148 licensed HMOs, a total of 854 (**74.4%**) had major conditions applied, in addition to the 76 (**8%**) with category 1 or 2 hazards. This gives a combined total of 930 or **81%** of licenced HMOs in a condition warranting action. If this percentage is extrapolated across the estimated number of unlicensed HMOs, there are potentially **1,838** HMOs that are below the standard of management and condition expected and potentially putting tenants at risk.

2020 Barnet property survey – property conditions:

D22. The survey of 2,719 properties across the borough in 2020 identified that 152 (**5.6%**) properties were found to be or believed to be likely HMOs.

D23. 30 (**19.7%**) HMOs had issues relating to the external condition of the property, such as being overgrown or with rubbish accumulations in the front garden. 15 (**9.9%**) were deemed to be externally in poor condition (where poor means there were matters requiring urgent action) and 69 HMOs (**45.4%**) appeared to be in fair condition (where fair means there were conditions requiring attention). Only 63 (**41.4%**) appeared to be in good external condition (where good means no matters were identified requiring attention). Of the 1,281 where it was not possible to establish the tenure, 413 (32.3%) of these were in poor or fair condition. An internal inspection was not undertaken due to the

ongoing COVID-19 pandemic. Table 20 shows the full findings of the survey in relation to HMO properties.

Table 20. Issues found in HMOs in property survey

	Number of properties	% of total survey sample	% of HMOs
HMO	152	5.60%	
HMO with external issues (overgrown/rubbish etc)	30	1.10%	19.70%
HMOs in poor condition (external assessment)	15	0.60%	9.90%
HMOs in fair condition (external assessment)	69	2.50%	45.40%
HMOs in good condition (external assessment)	63	2.30%	41.40%
HMOs condition blank	5	0.20%	3.30%

D24. Figure 16 shows the percentage of HMOs found to be requiring intervention (poor or fair condition) by ward. The average is 54.4%. The wards where the sample size was only 2 properties or less are highlighted orange and East Barnet and High Barnet had no properties in the sample, therefore the results for these wards should be treated with caution. Of the wards with a sample size of 10 or more HMOs, those where the percentage in poor or only fair condition was highest (over 50%) were Edgware, Golders Green, Woodhouse, West Finchley and West Hendon.

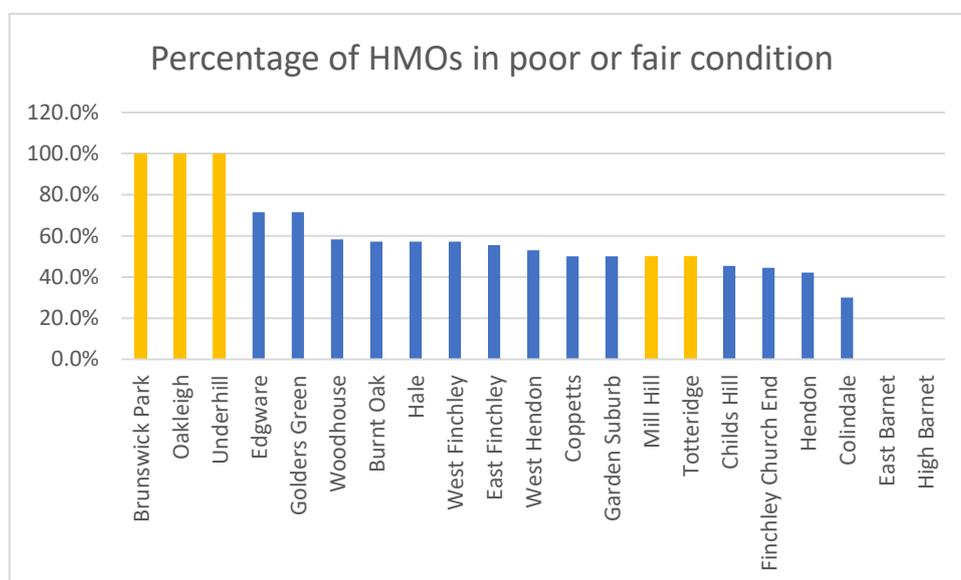
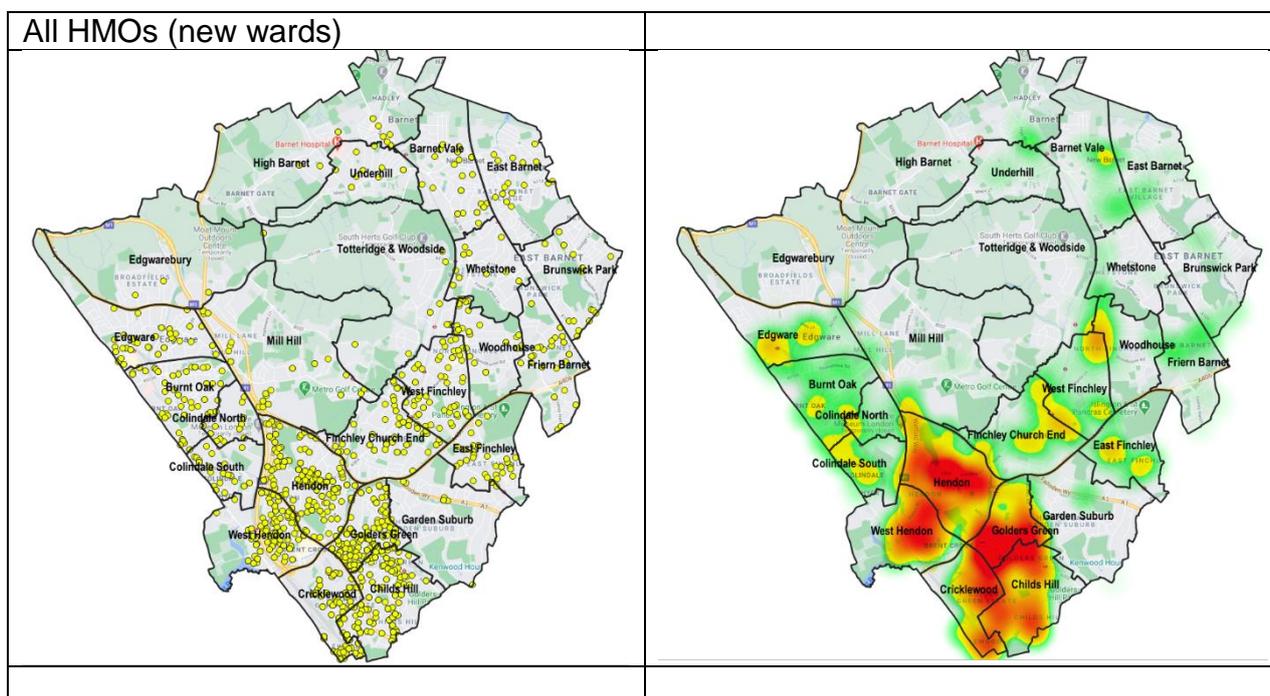


Figure 16. Percentage of surveyed HMOs in a condition that would warrant action by ward.

D25. Combining all sources of information on HMOs, including complaints, inspections and hazards, licences, notices served and those identified in the survey, Map 11 shows the distribution of HMOs with condition issues on the new ward boundaries. Whilst there are clear concentrations of these

properties in the south and west of the borough, as with the identified unlicensed HMOs described in PART C, these are spread across all parts of the borough.



Map 11. All known HMOs with issues mapped onto the new ward boundaries.

- D26. If the 54.4% requiring intervention in the survey is extrapolated based upon the estimated 2,546 HMOs from the analysis of data sets described in PART C, there could be around **1,385** HMOs with evidence of ineffective management requiring action, such as application of conditions, or enforcement action.
- D27. The two methods of calculating the number of HMOs with poor conditions has suggested between **1,385** and **1,838** properties are likely to require attention. However, the higher number may even be an underestimate, as experience shows that often the worst properties are the ones that are not licenced, as tenants are often afraid to complain and bad landlords do not voluntarily come forward for licensing. Even 1,385 HMOs is deemed, in accordance with the government guidance, to be a significant proportion of the HMOs within the borough that are being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems either for those occupying the HMO or for members of the public.
- D28. Following designation in July 2016, an evaluation of the existing additional licensing scheme was carried out in December 2020. Key findings of this evaluation were:
- 597 new landlords had gained accreditation (1,196 up from 599 pre-designation).
  - Of those submitting applications, 81% of the properties deemed to be the highest risk were found to require further formal action to mitigate hazards or improve management, or have major conditions applied to the licence.

- 8% of properties had category 1 or 2 hazards.
- 64.5% of properties inspected required works conditions applied to their licence.
- 549 additional licensing applications had been received (to end of December 2020)
- 1,476 HMOs had been inspected in response to a licence application (to end of March 2020)
- A total of 417 live HMO licences had major conditions applied, of which 56.1% were complied with and the remaining 43.8% were expired and not complied with

### Anti-social behaviour in HMOs

D29. The criterion of ASB more generally across the borough is also considered in the section relating to the proposed selective licensing designations. In the following paragraphs, an analysis of ASB in relation to HMOs has been carried out.

D30. ASB is not always identified in relation to a specific property, although it may often be the responsibility of tenants of HMOs in the neighbouring area. An analysis has been carried out to look at ASB complaints associated directly with potential and known HMOs and also those in the immediate vicinity of them from both police and council records. Of the 3,760 licenced and potential HMOs identified, **31.5%** or **1,183** have had ASB related incidents directly associated with the property, with a further **7,655** cases of ASB recorded in the close vicinity around HMOs in the last 5 years. Figure 17 shows the distribution of these ASB complaints by ward. There are cases in every ward, ranging from Hendon with 164 at actual addresses with ASB and 744 with ASB in the vicinity of HMOs, to High Barnet, with 19 at actual addresses and 168 in the vicinity of HMO addresses.

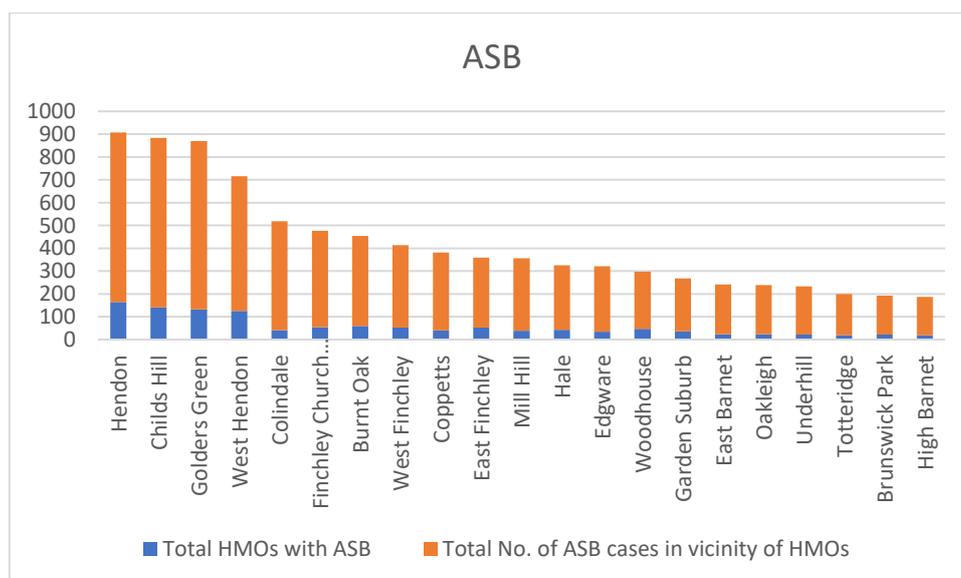


Figure 17. ASB in and around licenced and potential HMOs.

D31. Figure 18 shows a breakdown of the different categories of ASB complaints in or around potential and licensed HMOs. The highest numbers of complaint types are for noise and rowdy or nuisance neighbours.

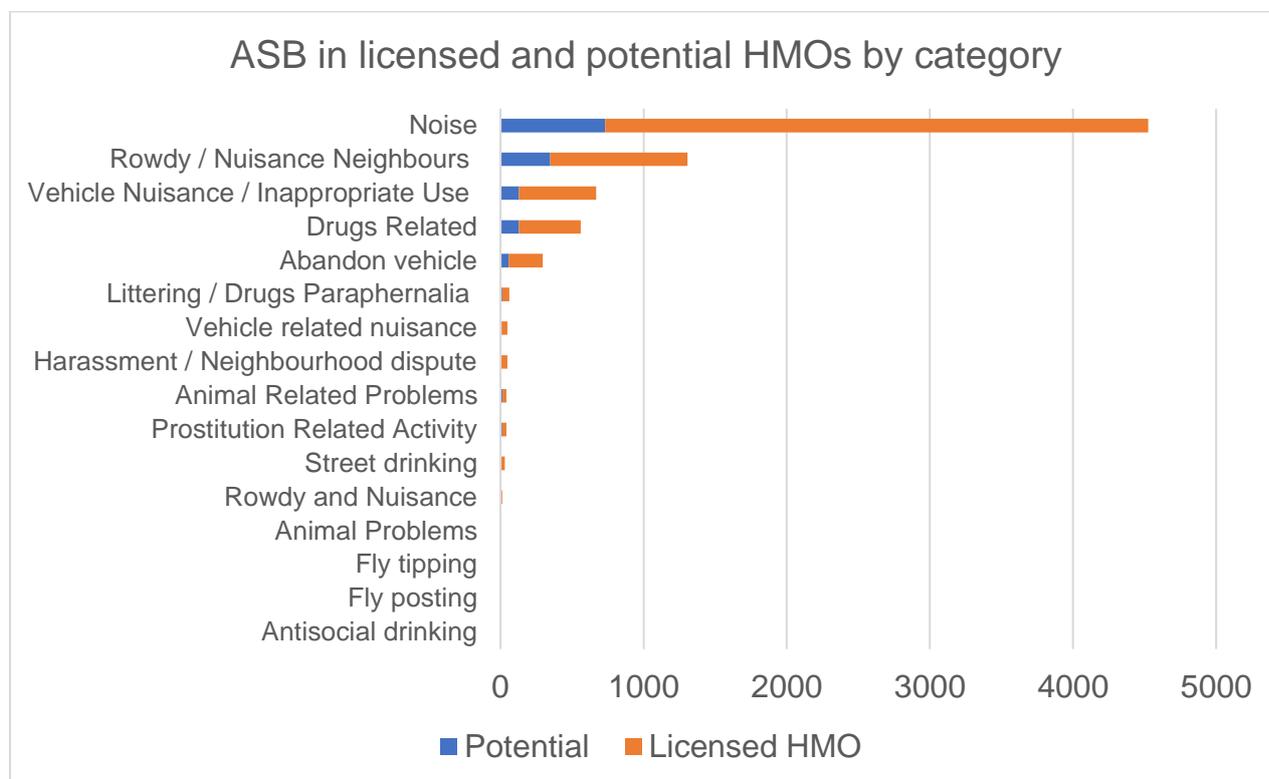


Figure 18. ASB in HMOs by category.

D32. In the five-year period, there were a total of 27,918 ASB complaints to the council and the police across Barnet. Complaints of ASB in HMOs represent **4.2%** of these and for complaints associated with the vicinity of licensed and potential HMOs it is **27.4%**. For both combined it is therefore estimated that **31.7%** may be associated with HMOs.

#### HMO - Conclusions

D33. Evidence of large numbers of potential unlicensed HMOs across the borough supports the need for a borough-wide additional licensing scheme.

D34. Both the findings in HMOs under the existing scheme and the results of the survey have highlighted poor conditions found in known and potential HMOs. There is clear evidence of a link between HMOs and ASB either directly from or around the vicinity of them. This evidence gives a clear indication that a significant proportion of HMOs are being managed sufficiently ineffectively to warrant the renewal of the borough-wide additional licensing scheme, which will enable the council to continue to bring about improvement in the standard of management and condition of these properties.

8.6 PART E - Analysis against legislative requirements and government guidance - Selective Licensing – Proportion of property in the PRS

- E1. To show that the proportion of property in the PRS is a relevant criteria for the area(s) proposed for a Selective Licensing designation, it must be demonstrated that **the area has a high proportion of property in the private rented sector**<sup>56</sup>.
- E2. Guidance suggests that more than the percentage in the most recent English Housing Survey would be a high proportion. The current English Housing Survey puts the national average of PRS properties at 19%<sup>57</sup>. Therefore, if privately rented properties account for greater than 19% of the total housing stock, the area can be considered as having a high proportion of PRS.
- E3. Looking at the profile of the borough, from the 2011 Census<sup>58</sup>, the whole borough contained 26.3% PRS. Table 21 shows the number and percentage of PRS properties per ward as per the 2011 Census.

Table 21. Number and percentage of PRS by ward.

Ward	PRS - %. 2011 Census	PRS – Number. 2011 Census
Childs Hill	40.8%	3050
West Finchley	37.7%	2470
Hendon	37.4%	2548
Golders Green	35.6%	2137
West Hendon	33.3%	2026
Finchley Church End	31.2%	1913
Woodhouse	29.2%	1974
Coppetts	27.5%	1852
Garden Suburb	27.3%	1675
Colindale	26.9%	1635
East Finchley	26.0%	1691
Burnt Oak	23.1%	1411
Totteridge	22.9%	1308
Edgware	21.6%	1253
Mill Hill	20.9%	1404
East Barnet	20.7%	1329
Oakleigh	20.7%	1256
High Barnet	20.4%	1299
Hale	18.2%	1109
Brunswick Park	13.5%	800
Underhill	11.6%	714
<b>Grand Total</b>	<b>26.3%</b>	<b>34854</b>

<sup>56</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 - Article 3 (1) (a)

<sup>57</sup> English Housing Survey 2018-19 <https://www.gov.uk/government/statistics/english-housing-survey-2018-to-2019-headline-report>

<sup>58</sup> <https://www.nomisweb.co.uk/census/2011/ks402ew>

- E4. Breaking the borough down into wards, not every ward has greater than 19% PRS, with Hale, Brunswick Park and Underhill having 18%, 14% and 12% respectively. The remaining wards range from 40.8% in Childs Hill Ward to 20.4% in High Barnet Ward, meaning that each of these wards could individually be considered for designation.
- E5. The analysis of potential PRS properties, both HMOs and SFOs in PART C. identified **26.6%** PRS when compared against the number of dwellings on the LLPG. In that assessment the wards of Brunswick Park and Underhill appear to have under 19% PRS. However this is caveated in that the analysis of potential SFOs is likely to be an underestimate, as some will not have been identified, for example of the landlord has not registered the deposit. The percentage of PRS in the Census 2011 was 26.3%, but GLA data for 2018 suggests the percentage was 25.2%<sup>59</sup>, so the PRS appears to expanding again in Barnet. Table 22 shows the numbers and percentages of PRS by ward.

Table 22. Analysis of percentage of PRS per ward.

Ward	Census 2011			PRS Analysis 2021		
	Private Rented	Total dwellings	PRS %	Private Rented	Total dwellings	PRS %
Brunswick Park	800	5916	13.52%	997	6340	15.73%
Burnt Oak	1411	6113	23.08%	1580	6936	22.78%
Childs Hill	3050	7468	40.84%	3377	9299	36.32%
Colindale	1635	6075	26.91%	3138	12892	24.34%
Coppetts	1852	6733	27.51%	1852	7212	25.68%
East Barnet	1329	6409	20.74%	1730	6992	24.74%
East Finchley	1691	6497	26.03%	1796	7050	25.48%
Edgware	1253	5813	21.56%	1790	6812	26.28%
Finchley Church	1913	6139	31.16%	2037	7115	28.63%
Garden Suburb	1675	6131	27.32%	1651	6870	24.03%
Golders Green	2137	6000	35.62%	2529	7565	33.43%
Hale	1109	6085	18.23%	1486	6524	22.78%
Hendon	2548	6804	37.45%	3378	8054	41.94%
High Barnet	1299	6371	20.39%	1523	7254	21.00%
Mill Hill	1404	6712	20.92%	1753	8789	19.95%
Oakleigh	1256	6063	20.72%	1614	6891	23.42%
Totteridge	1308	5701	22.94%	1427	6817	20.93%
Underhill	714	6132	11.64%	1012	6835	14.81%
West Finchley	2470	6547	37.73%	2527	7236	34.92%
West Hendon	2026	6080	33.32%	2575	7481	34.42%
Woodhouse	1974	6749	29.25%	2431	7597	32.00%
<b>TOTAL</b>	<b>34,854</b>	<b>132,538</b>	<b>26.30%</b>	<b>42203</b>	<b>158561</b>	<b>26.62%</b>

<sup>59</sup> <https://data.london.gov.uk/dataset/housing-tenure-borough>

- E6. Each of the proposed designations has been considered against both the 2011 Census data and the 2021 PRS analysis undertaken for this consultation.

Burnt Oak and Colindale Wards

- E7. Table 23 shows the projected percentage of PRS in the wards of Burnt Oak and Colindale (new wards of Burnt Oak, Colindale North and Colindale South). Using the Census 2011 method and the 2021 PRS analysis, the wards are individually above the trigger of 19% PRS. Therefore, looking at the two wards as a whole, the PRS **exceeds 19%** using both methods. It should be noted that the new Cricklewood Ward takes in some of the area of the existing Golders Green Ward, which is also over 19% under both methods (see paragraph E9. below).

Table 23. Percentage of PRS in Burnt Oak and Colindale

<b>Census 2011</b>			
<b>Wards</b>	<b>Total dwellings</b>	<b>PRS</b>	<b>% of total</b>
Burnt Oak	6113	1411	23.08%
Colindale	6075	1635	26.91%
Combined	12188	3046	24.99%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Dwellings on LLPG</b>	<b>Potential SFOs</b>	<b>% of total</b>
Burnt Oak	6936	1580	22.78%
Colindale	12892	3138	24.34%
Combined	19828	4718	23.79%

West Hendon and Childs Hill Wards

- E8. Table 24 shows the projected percentage of PRS in the wards of West Hendon and Childs Hill (new wards of West Hendon, Cricklewood and Childs Hill). Using the Census 2011 method, the wards are individually and combined above the trigger of 19% PRS. Also, using the PRS analysis both wards are individually over 19%. Therefore, looking at the two wards as a whole, the PRS **exceeds 19%** using both methods.

Table 24. Percentage of PRS in West Hendon and Childs Hill

<b>Census 2011</b>			
<b>Wards</b>	<b>Total dwellings</b>	<b>PRS</b>	<b>% of total</b>
West Hendon	6080	2026	33.32%
Childs Hill	7468	3050	40.84%
Combined	13548	5076	37.47%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Dwellings on LLPG</b>	<b>Potential SFOs</b>	<b>% of total</b>
West Hendon	7481	2575	34.42%
Childs Hill	9299	3377	36.32%
Combined	16780	5952	35.47%

Golders Green and Hendon Wards

- E9. Golders Green and Hendon are considered separately from Edgware and Hale as they are not contained within a single boundary. Table 25 shows the projected percentage of PRS in the wards of Golders Green and Hendon (new wards of Golders Green and Hendon). Using the Census 2011 method, the wards are individually and combined above the trigger of 19% PRS. Also, using the PRS analysis both wards are individually over 19%. Therefore, looking at the two wards as a whole, the PRS **exceeds 19%** using both methods.

Table 25. Percentage of PRS in Golders Green and Hendon.

<b>Census 2011</b>			
<b>Wards</b>	<b>Total dwellings</b>	<b>PRS</b>	<b>% of total</b>
Golders Green	6000	2137	35.62%
Hendon	6804	2548	37.45%
Combined	12804	4685	36.59%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Dwellings on LLPG</b>	<b>Potential SFOs</b>	<b>% of total</b>
Golders Green	7565	2529	33.43%
Hendon	8054	3378	41.94%
Combined	15619	5907	37.82%

Edgware and Hale Wards

- E7. Table 26 shows the projected percentage of PRS in the wards of Edgware and Hale (the boundary changes to Edgware and Hale become the new wards of Edgware and Edgwarebury, however designation of only the south part of these two ward i.e. new Edgware Ward, is proposed). Using the

Census 2011 method, the Edgware is above the trigger of 19% PRS, but Hale is below. However, when combined as a single area they are marginally above 19% at 19.85%. Using the PRS analysis Hale is over 19% both individually and when combined with Edgware at 24.57%, remembering that this is likely an underestimate. Therefore, looking at the two wards as a whole, the PRS **exceeds 19%** using both methods.

Table 26. Percentage of PRS in Edgware and Hale.

<b>Census 2011</b>			
<b>Wards</b>	<b>Total dwellings</b>	<b>PRS</b>	<b>% of total</b>
Edgware	5813	1253	21.56%
Hale	6085	1109	18.23%
Combined	11898	2362	19.85%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Dwellings on LLPG</b>	<b>Potential SFOs</b>	<b>% of total</b>
Edgware	6812	1790	26.28%
Hale	6524	1486	22.78%
Combined	13336	3276	24.57%

#### PRS – Conclusions

- E8. Analysis of both recently gathered data and the Census 2011 demonstrates that each of the proposed designation areas has greater than 19% PRS and so is suitable for designation in accordance with Article 3 (1) (a) of the Selective Licensing of Houses (Additional Conditions)(England) Order 2015.

8.7 PART F - Analysis against legislative requirements and government guidance - Selective Licensing - Low housing demand

F1. To show that low housing demand is a relevant criterion for the designation of a Selective Licensing scheme, it must be demonstrated that **the area is, or is likely to become, an area of low housing demand**<sup>60</sup>.

F2. When deciding if an area is suffering from, or likely to become, an area of low housing demand, it is recommended that local housing authorities consider the following factors<sup>61</sup>:

- The value of residential premises in the area, in comparison to the value of similar premises in other areas which the authority considers to be comparable (whether in terms of type of housing, local amenities, availability of transport).
- The turnover of occupiers of residential premises (in both rented and owner occupied properties).
- The number of residential premises which are available to buy or rent, and the length of time for which they remain unoccupied.
- The general appearance of the locality and the number of boarded up shops and properties.

F3. There is no evidence that the circumstances suggested in the guidance are an issue in London and so do not apply in Barnet. Therefore, this criterion is not considered further.

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<sup>60</sup> Housing Act 2004 Section 80(3)

<sup>61</sup> Department for Communities and Local Government. Selective licensing in the private rented sector A Guide for local authorities

## 8.8 PART G - Analysis against legislative requirements and government guidance - Selective Licensing - Anti-social behaviour

- G1. To show that anti-social behaviour is a relevant criterion for the designation of a Selective Licensing scheme, it must be demonstrated that **the area is experiencing a significant and persistent problem caused by anti-social behaviour (ASB)**.<sup>62</sup>
- G2. Guidance<sup>63</sup> suggests the authority should consider whether private sector landlords in the designated area are not effectively managing their properties so as to combat incidences of anti-social behaviour caused by their tenants, or people visiting their properties and in particular the area suffers from anti-social behaviour as a result of this failure, or because that failure significantly contributes to that problem.
- G3. For these purposes, the guidance suggests ASB includes acts of (but not limited to):
- intimidation and harassment of tenants or neighbours;
  - noise, rowdy and nuisance behaviour affecting persons living in or visiting the vicinity;
  - animal related problems;
  - vehicle related nuisance;
  - anti-social drinking or prostitution;
  - illegal drug taking or dealing;
  - graffiti and fly posting;
  - and litter and waste within the curtilage of the property
- G4. Data has been gathered from both the police and the council's own information on ASB and fly-tipping complaints, as well as the DEFRA data on fly-tipping incidents<sup>64</sup>.
- G5. Fly-tipping incidents in Barnet in 2018/19 were 2,167, compared to an average of 9,826 across London. Statutory actions (Fixed Penalties) however at 1,016, were lower in Barnet than the average for London 4,246. Fly-tipping incidents in Barnet fell in 2018 and 2019 but have increased again in 2020.
- G6. Figures 19 and 20 show the number of all fly-tipping incidents between 2017 and 2020.

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<sup>62</sup> Housing Act 2004, Section 80(6)

<sup>63</sup> Department for Communities and Local Government. Selective licensing in the private rented sector A Guide for local authorities  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/418551/150327\\_Guidance\\_on\\_selective\\_licensing\\_applications\\_FINAL\\_updated\\_isbn.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/418551/150327_Guidance_on_selective_licensing_applications_FINAL_updated_isbn.pdf)

<sup>64</sup> DEFRA ENV24 - Fly tipping incidents and actions taken in England. <https://www.gov.uk/government/statistical-data-sets/env24-fly-tipping-incidents-and-actions-taken-in-england>

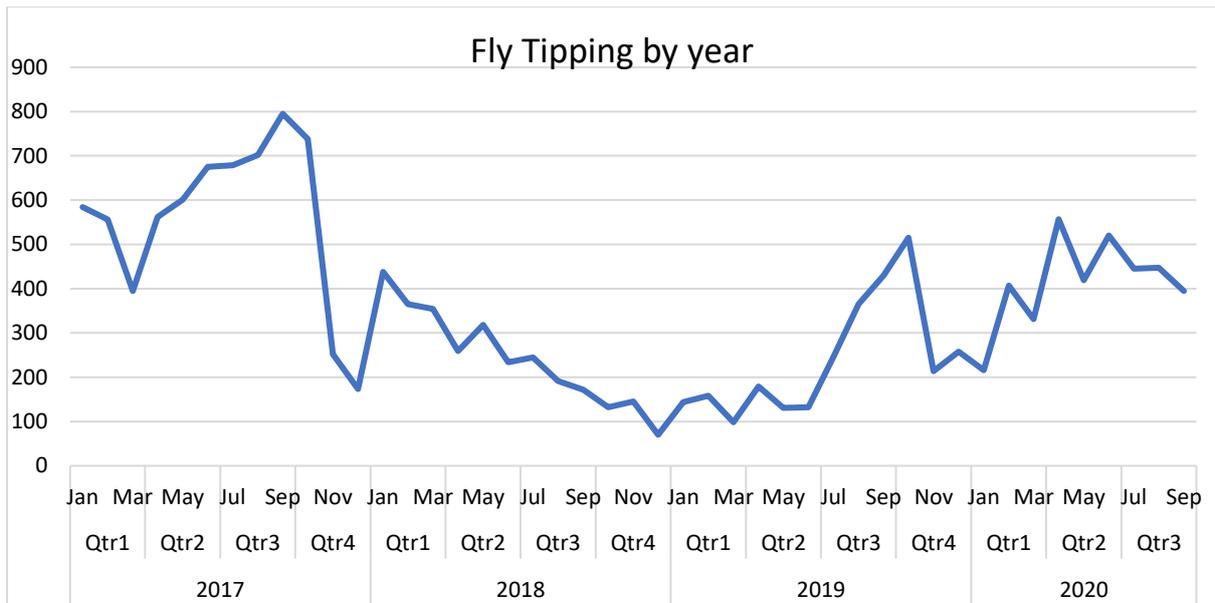


Figure 19. Fly tipping in Barnet 2017-2020.

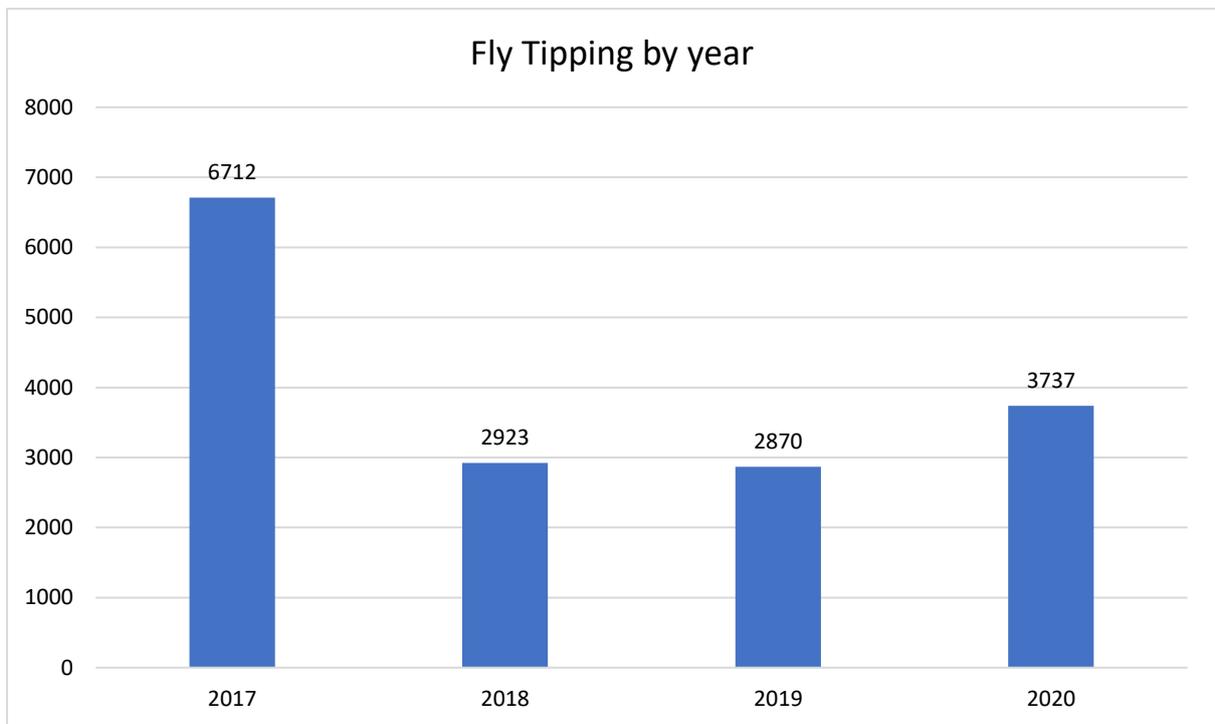


Figure 20. Fly tipping in Barnet, totals 2017-2020.

G7. Fly tipping data is not available by ward, but Figure 21 shows the proportions of fly-tipping incidents by post code. It can be seen that the vast majority of cases are in the west and south west of the borough in Edgware, Burnt Oak, Colindale, West Hendon, Golders Green and Childs Hill Wards.

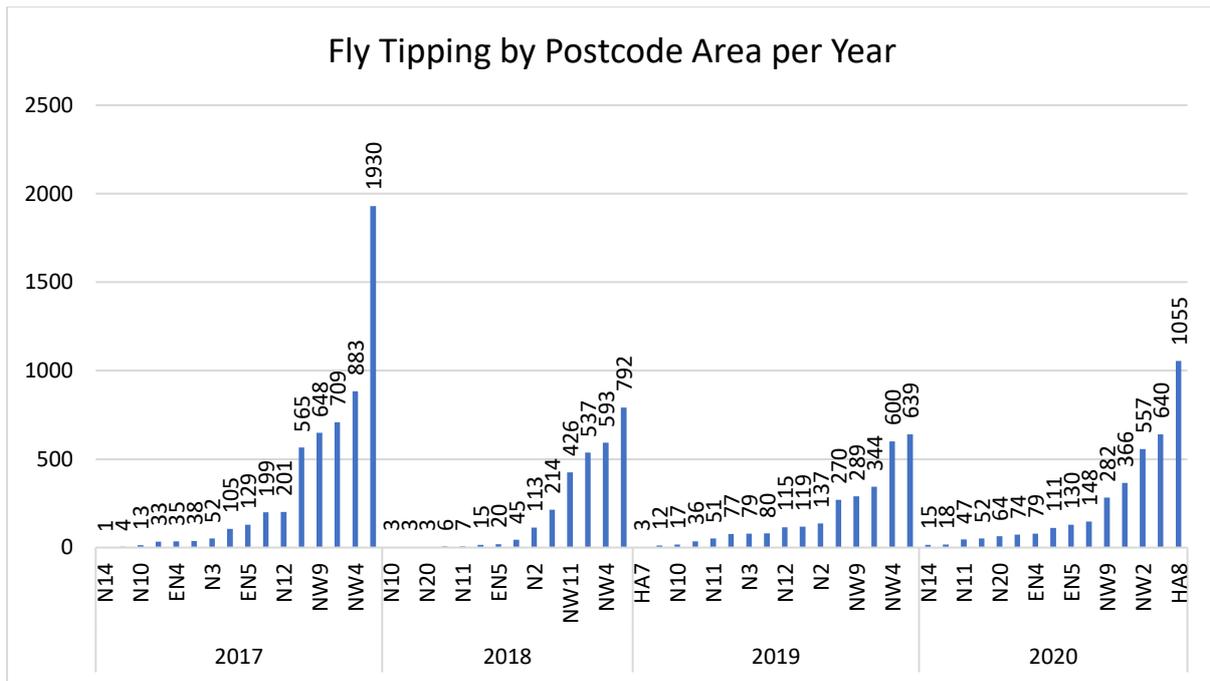


Figure 21. Fly-tipping by post code area

G8. Figure 22 shows the split between household and commercial fly-tipping. It can be seen that most fly tipping is household. Household tipping is frequently associated with private rented property, although specific correlation is not available.

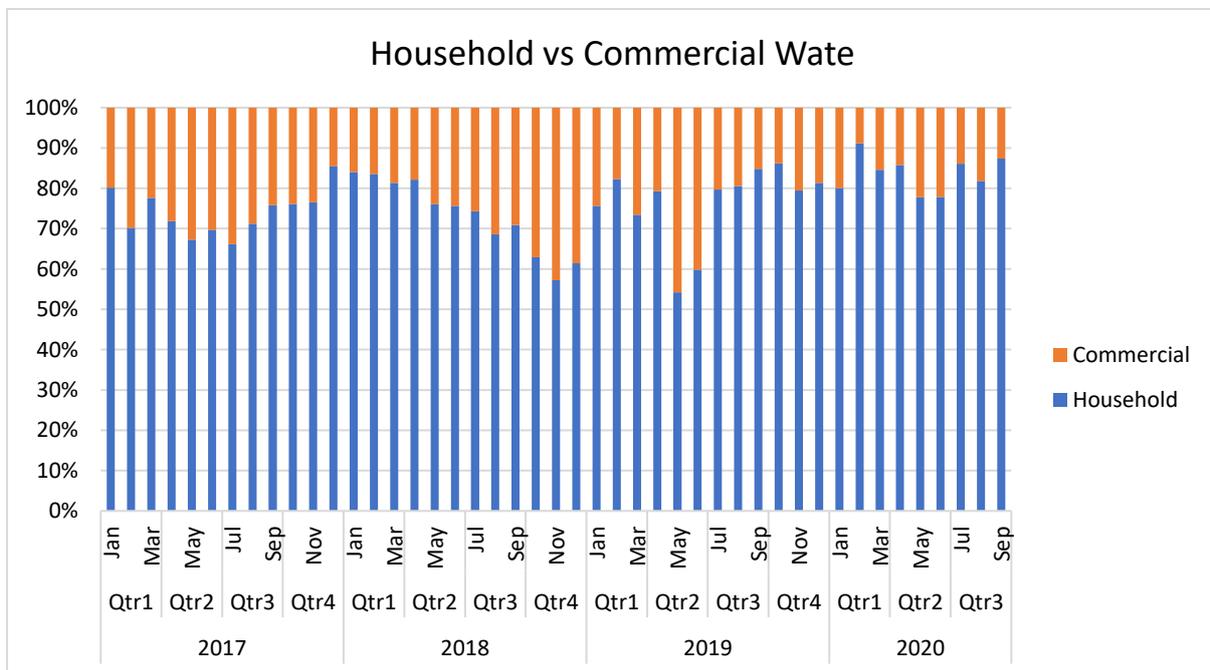


Figure 22. Split between household and commercial waste fly-tipped.

G9. Available data does not necessarily assist in demonstrating that fly-tipping is particularly an issue in Barnet compared with other parts of London and therefore is not helpful in providing a link to high levels of ASB in the PRS, although these figures should be treated with caution as it is evident from the

DEFRA website that there are reporting inconsistencies, (for example the high level of enforcement actions compared to the number of incidences of fly-tipping compared with others). This data has not been taken into account to support the introduction of a selective licensing or additional licensing scheme under the anti-social behaviour criterion as there is more direct evidence of association with the PRS in ASB complaints.

- G10. Complaints about noise in 2018/19 in Barnet were 5.1 per 1,000 population compared to 17 in London and 6.8 nationally.<sup>65</sup>
- G11. From the police, ASB data was available on: noise, rowdy and nuisance behaviour affecting persons living in or visiting the vicinity; animal related problems; vehicle related nuisance; anti-social drinking or prostitution; illegal drug taking or dealing; litter including drugs paraphernalia for the period April 2015 to March 2020.
- G12. From council ASB complaints, data was available on: intimidation and harassment of tenants or neighbours; noise, rowdy and nuisance behaviour affecting persons living in or visiting the vicinity; animal related problems; vehicle related nuisance; anti-social drinking or prostitution; illegal drug taking or dealing; graffiti and fly posting; and fly tipping in the same period. These complaints include issues such as dog barking/other animal noise, noisy neighbours – music, noisy neighbours – people, alarm noise and parties/raves.
- G13. Combined, these numbers amount to a total of 27,918 ASB complaints over 5 years.
- G14. Figure 23 shows the total of ASB Calls to the council and the police between 2015 and 2020 by ward.

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<sup>65</sup> Public Health Profiles – PHE.

<https://fingertips.phe.org.uk/search/noise#page/1/qid/1/pat/15/par/E92000001/ati/6/are/E12000007/cid/4/tbm/1/page-options/ovw-do-0>

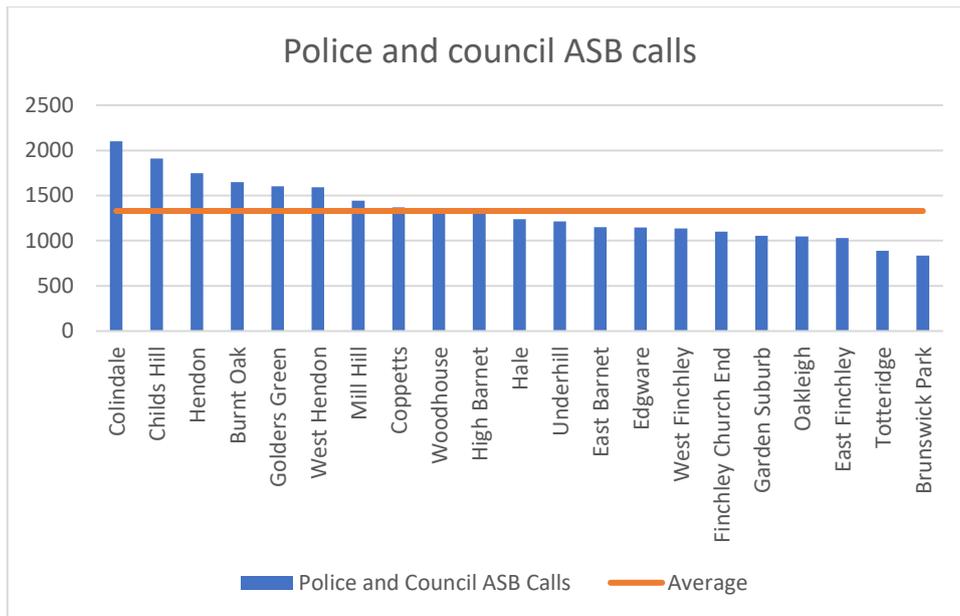
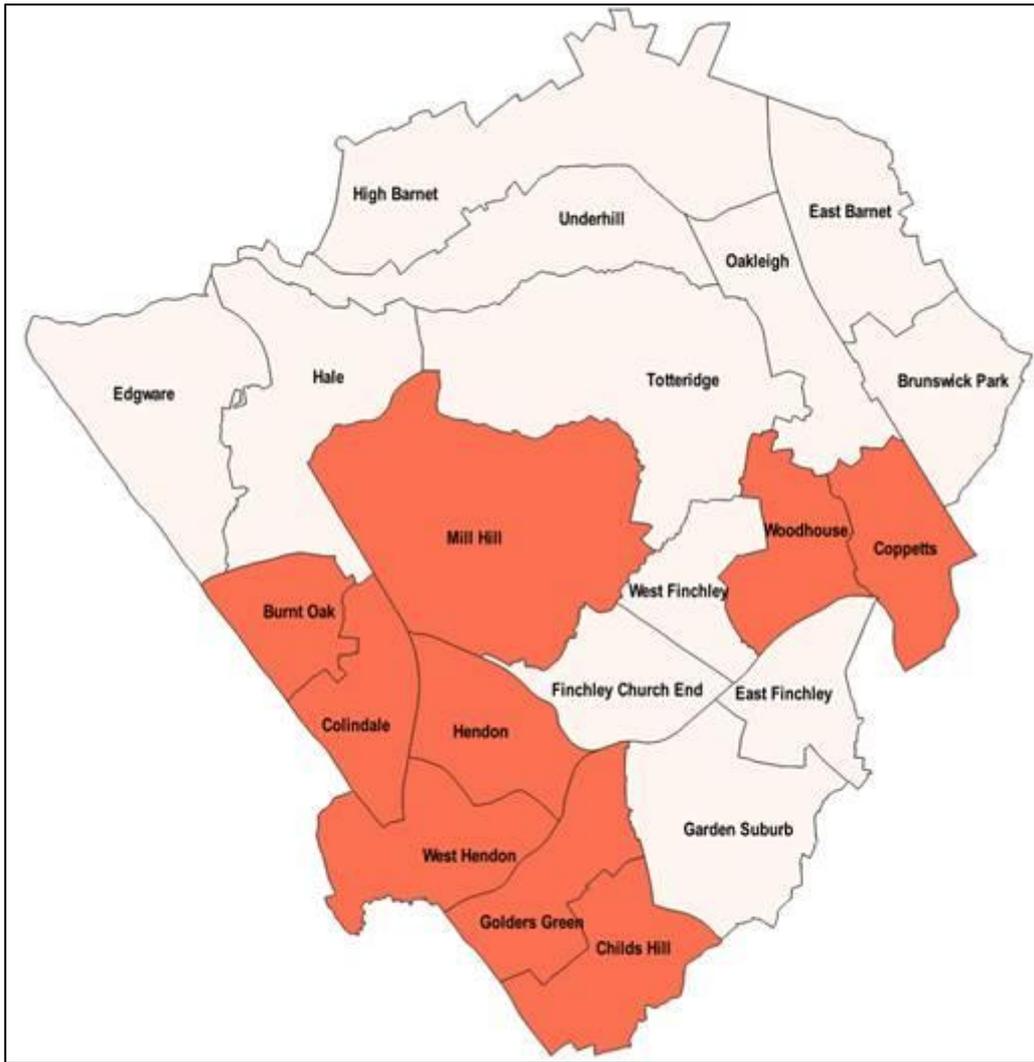


Figure 23. ASB calls to the council and police per ward between 2015 and 2020.

G15. Map12 shows the wards where the total number of ASB calls to the council and the police for the ward between 2015 and 2020 is above the ward average in Barnet. In total 9 out of 21 wards met this criterion (42.8%). The wards that meet this criterion have been shaded in orange.



Map 12. Distribution of ASB calls between 2015 and 2020 by ward.

G16. Table 27 shows the rate of ASB calls per PRS property based upon the 2021 data for numbers of PRS properties per ward.

Table 27. PRS properties and ASB calls.

Ward	Number of Private Rented Properties	Police and Council ASB Calls	Rate of ASB calls per PRS property
Brunswick Park	918	834	0.91
Burnt Oak	1417	1650	1.16
Childs Hill	3041	1910	0.63
Colindale	2812	2101	0.75
Coppetts	1707	1371	0.80
East Barnet	1662	1149	0.69
East Finchley	1587	1030	0.65
Edgware	1667	1148	0.69
Finchley Church End	1860	1102	0.59
Garden Suburb	1524	1053	0.69
Golders Green	2261	1603	0.71
Hale	1379	1240	0.90
Hendon	2886	1746	0.60
High Barnet	1452	1307	0.90
Mill Hill	1636	1444	0.88
Oakleigh	1529	1046	0.68
Totteridge	1348	889	0.66
Underhill	950	1214	1.28
West Finchley	2320	1137	0.49
West Hendon	2231	1591	0.71
Woodhouse	2256	1353	0.60
<b>Grand Total</b>	<b>38443</b>	<b>27918</b>	<b>0.73</b>

G17. Figure 24 shows the number of ASB calls per PRS property over the 5 years. The average is 0.71 calls per property and the wards of Underhill, Burnt Oak, Brunswick Park, High Barnet, Hale, Mill Hill, Coppetts and Colindale are all above average.

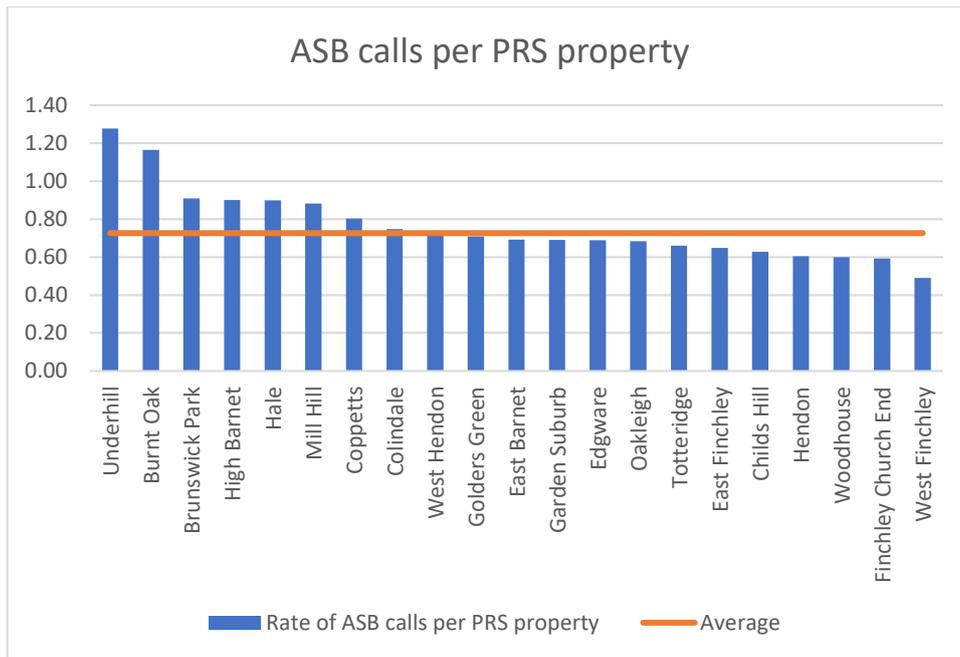
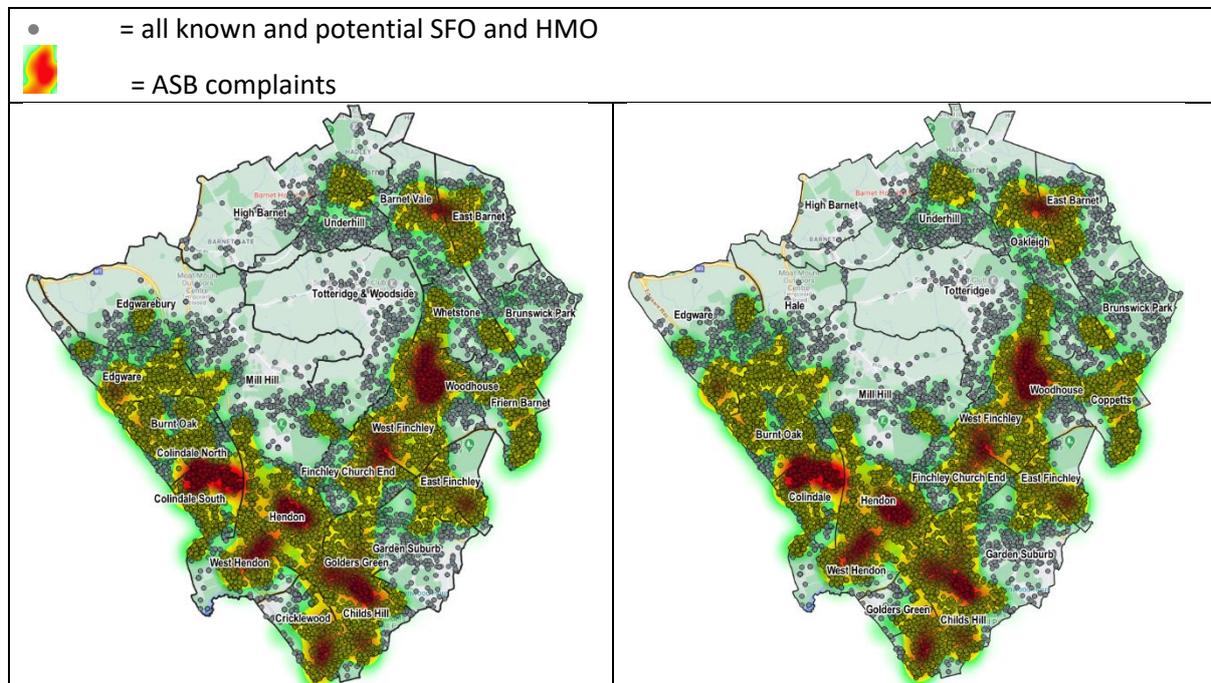


Figure 24. Rate of ASB calls per PRS property by ward.

G18. Map 13 shows the distribution of the ASB complaints received at unique addresses, mapped on the new and existing ward boundaries, the ASB cases are overlaid onto all potential PRS properties as heat maps. It can be seen concentrations of ASB fall in the areas of greatest numbers of PRS, but also right across the borough.



Map 13. All recorded ASB on existing wards.

G19. The source properties for these complaints was matched against the list of likely PRS addresses to identify the areas where there are significant numbers of PRS properties that are the source of ASB. Table 28 shows the data per ward.

Table 28. Cases of ASB linked to PRS properties.

Ward	SFOs	Potential HMOs	Licensed HMOs
Brunswick Park	623	65	106
Burnt Oak	1185	82	313
Childs Hill	1487	81	663
Colindale	1424	162	316
Coppetts	1057	83	258
East Barnet	878	52	166
East Finchley	793	74	232
Edgware	827	66	221
Finchley Church End	867	64	358
Garden Suburb	814	29	204
Golders Green	1247	72	665
Hale	1013	58	225
Hendon	1316	155	589
High Barnet	958	54	114
Mill Hill	1095	51	267
Oakleigh	861	31	185
Totteridge	660	31	150
Underhill	949	43	169
West Finchley	840	70	290
West Hendon	1221	80	510
Woodhouse	1023	54	197
<b>Total</b>	<b>21138</b>	<b>1457</b>	<b>6198</b>

G20. The difficulty with this information is that there is insufficient supporting evidence to show that the ASB that is the subject of these complaints is definitively linked to the PRS. Section 80 (6) of the Housing Act requires that; *some or all of the private sector landlords who have let premises in the area (whether under leases or licences) are failing to take action to combat the problem [ASB] that it would be appropriate for them to take.*<sup>66</sup> However, the **21,138** cases of ASB that have been either linked to a PRS property, or that is in the close vicinity of PRS properties amount to **75.7%** of all ASB. Figure 25. shows the number of ASB cases associated with the PRS as a whole. Childs Hill, Hendon, Golders Green, Colindale, West Hendon, Burnt Oak, Mill Hill and Coppetts are above average. However, looking just at SFOs, then Childs Hill, Hendon, Golders Green, Colindale, West Hendon, Burnt Oak, Mill Hill, Coppetts, Hale and Woodhouse are above average.

<sup>66</sup> Housing Act 2004, Section 80 (6) (b)

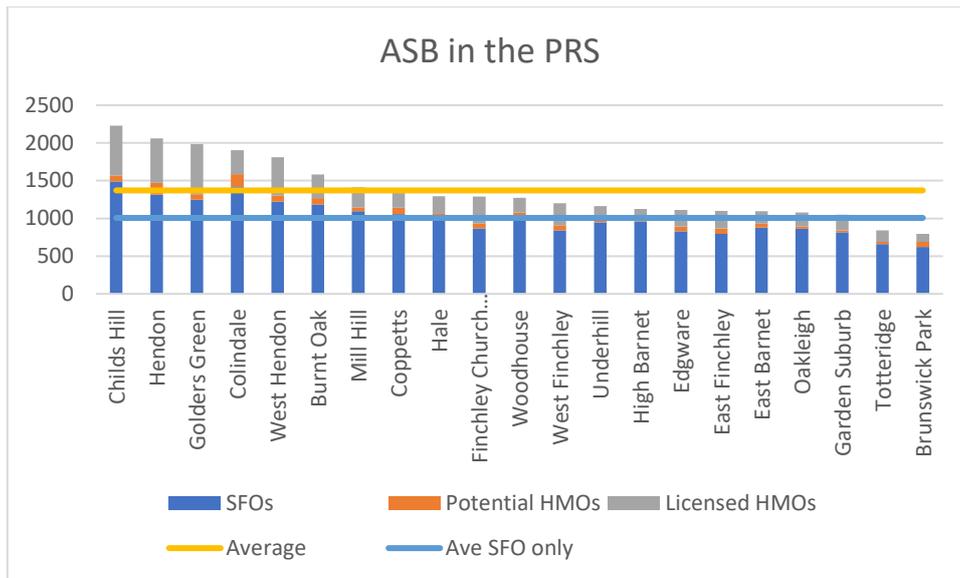


Figure 25. ASB in or around PRS properties by ward.

ASB - Conclusions

G21. There is without doubt evidence of high levels of ASB associated with or in the vicinity of PRS properties and particularly in six of the proposed wards for designation for selective licensing. Only Edgware and Hale are not above the Barnet average. This is supporting evidence for the case for selective licensing in those six wards.

## 8.9 PART H - Analysis against legislative requirements and government guidance - Selective Licensing - Property Conditions

- H1. To show that poor property conditions is a relevant criteria for the designation of a Selective Licensing scheme, it must be demonstrated that **the local housing authority considers it would be appropriate for a significant number of the properties referred to in article 3(1)(a) to be inspected, with a view to determining whether any category 1 or category 2 hazards exist on the premises; and the local housing authority intends to carry out such inspections with a view to carrying out any necessary enforcement action<sup>67</sup>.**
- H2. The guidance<sup>68</sup> suggests that a significant number of properties in the private rented sector should be in poor condition and are adversely affecting the character of the area and/or the health and safety of their occupants. Authorities should consider the following factors to help determine whether there are poor property conditions in their area:
- the age and visual appearance of properties in the area and that a high proportion of those properties are in the private rented sector
  - a significant number of properties in the private rented sector need to be inspected in order to determine whether any of those properties contain category 1 or 2 hazards (more than a small number, although it does not have to be a majority of the private rented stock in the sector)
- H3. In terms of the age of properties, the Census 2011 indicated that 22.2% of properties in Barnet were built before 1919. The English Housing Survey 2019-2020 shows that in England the private sector had the highest proportion of older dwellings with 23% of properties being built pre-1919. Barnet is therefore about average for the proportion of older properties, which tend to suffer more issues in terms of poor conditions. With at least 50% of the borough having above Barnet average (26%) levels of private renting, it is not unreasonable to predict that there is a high proportion of PRS properties that are older and so more likely to be in poor condition.
- H4. In order to establish if there are a significant number of properties that need to be inspected for category 1 or 2 hazards, we first looked at the following available data available between the period April 2016 and March 2020:
- H5. The council's data base was used to review the information available about the condition of private rented properties.
- The numbers and proportions of complaints about the condition of private rented properties, looking at;
    - Disrepair etc, including overcrowding

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<sup>67</sup> Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 4 (a)

<sup>68</sup> Department for Communities and Local Government. Selective licensing in the private rented sector A Guide for local authorities

- Nuisance affecting both occupiers and neighbouring premises, including pests, rubbish and drainage
- The numbers and proportions of category 1 and 2 hazards found
- The numbers and proportions of properties requiring enforcement actions
- Projections based upon the findings in the 2020 Barnet property survey

Complaints:

- H6. Between January 2015 and March 2020, there were **7,503** complaints received by the Environmental Health Department that could be attributed to the PRS (excluding HMOs) at **5,793** unique addresses. A rate of approximately 16% of the PRS, based upon 2011 Census numbers of PRS properties.
- H7. Table 29 shows the number of complaints received across the borough in recent years. Although the number has decreased in more recent years, the average is 1,430 complaints about the PRS per annum across the borough.

Table 29. Total number of complaints 2015-2020.

Year	Number of complaints received
2015	1,792
2016	1,726
2017	1,446
2018	1,148
2019	1,097
2020 (Jan - Mar)	303
<b>Total (5 years and 3 months)</b>	<b>7,512</b>
<b>Average per annum</b>	<b>1,430</b>

- H8. Figure 26 below shows the total of all property complaint types combined. The average number of complaints is **357** per ward, meaning that Childs Hill, West Hendon and Hendon each had over 1.5 times the average number of complaints. The wards of Burnt Oak, Colindale, Edgware, Golders Green, Hale and Mill Hill are all above average. Of all complaint types, *Disrepair complaint – Routine* is by far the greatest, accounting for 29% of complaints. The next highest is *Accumulation/Deposit Complaint – Residential* at 16%

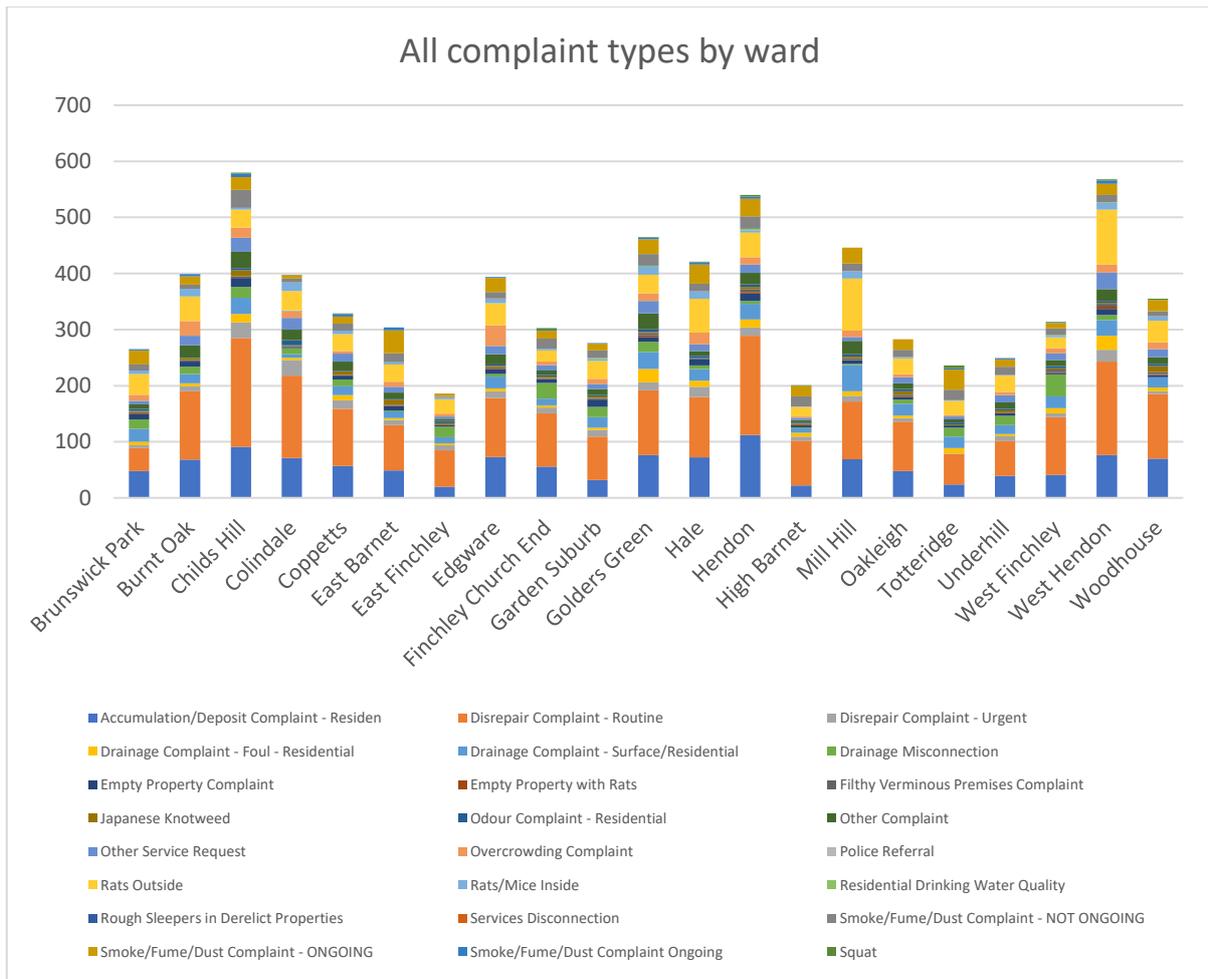
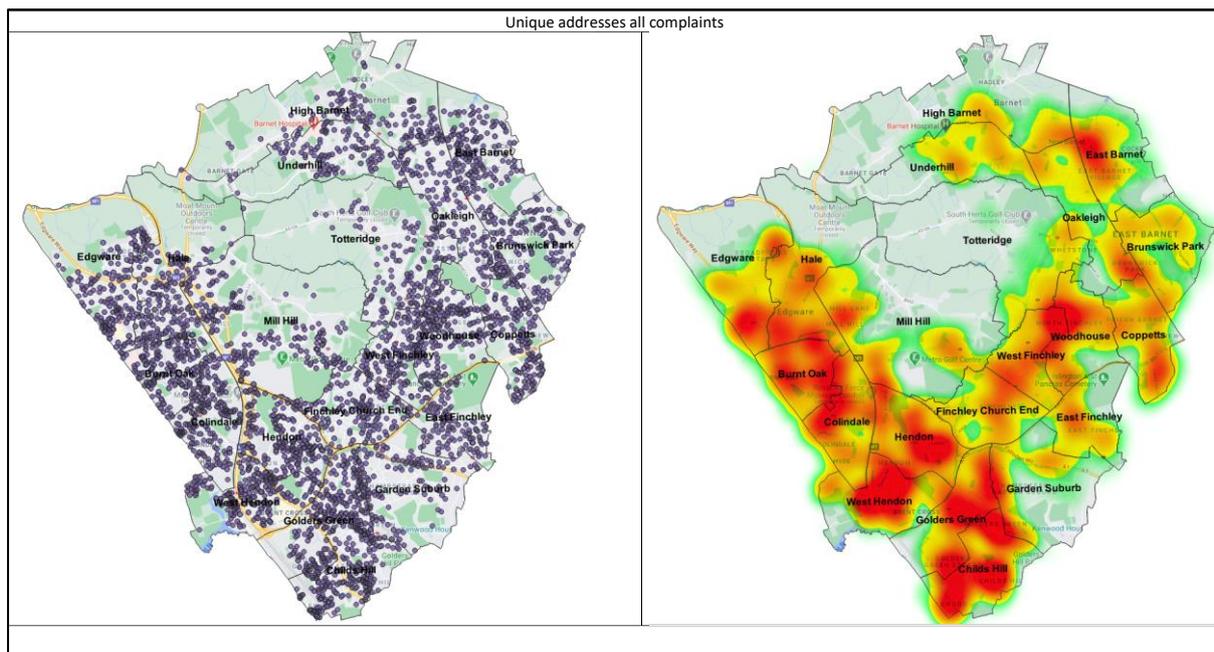


Figure 26. Total number of complaints by Ward.

H9. Map 14 shows a representation of the distribution of unique addresses with a complaint overlaid on the existing wards as point and heat maps. This shows that the greatest concentrations of complaints were predominantly in the south and west of the borough.



Map 14. Distribution of all complaint types at unique addresses overlaid on existing ward boundaries.

Complaints about disrepair and overcrowding

H10. **2,701** complaints were about poor property conditions and/or overcrowding at **2,212** unique addresses. Of these complaints, in **1,971** cases, the investigating officer identified an issue that required follow up action, ranging from informal advice to formal action such as serving statutory notices or prosecution. A further 83 complaints had no outcome recorded and so may have been still ongoing. However, based upon those that had an outcome recorded, there were **73%** of complaints that required some action, even if it was resolved informally. **464** cases required some form of formal action (it should be noted that the method of recording case outcomes may mean that this figure is underreported). However, this would mean that **17.2%** of cases resulted in formal action. Figure 27 shows the number of all complaints about conditions (such as disrepair, and overcrowding) by ward.

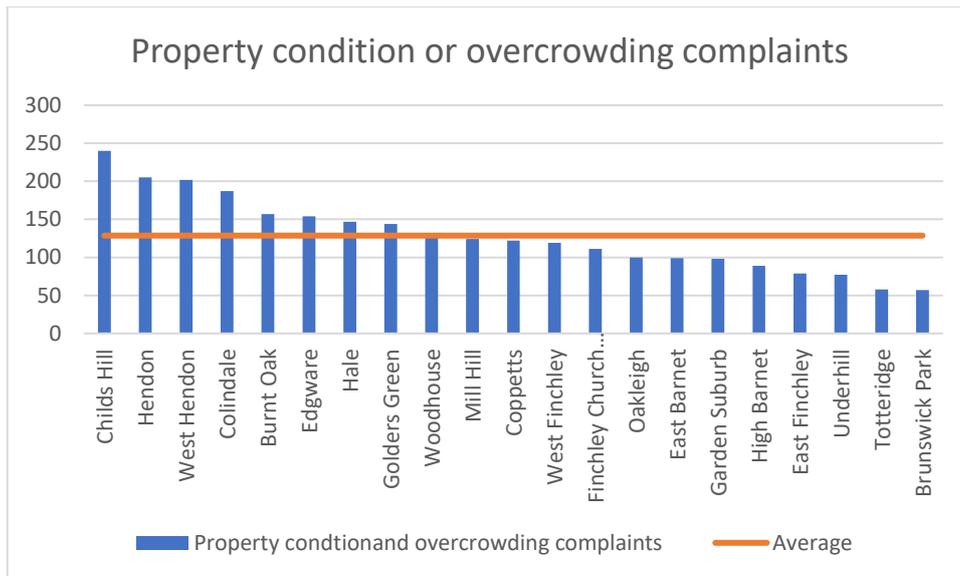


Figure 27. Complaints about property condition such as disrepair and overcrowding

H11. The ward with the highest number of complaints was Childs Hill. The average number of complaints per ward was 128, with Childs Hill, Hendon, West Hendon, Colindale, Burnt Oak, Edgware, Hale, Golders Green and Woodhouse all above average.

H12. Looking only at the unique addresses dealt with over this period, rather than the total of complaints, the position is unchanged, with the same wards being above average. Figure 28 shows the condition complaints by ward for unique addresses.

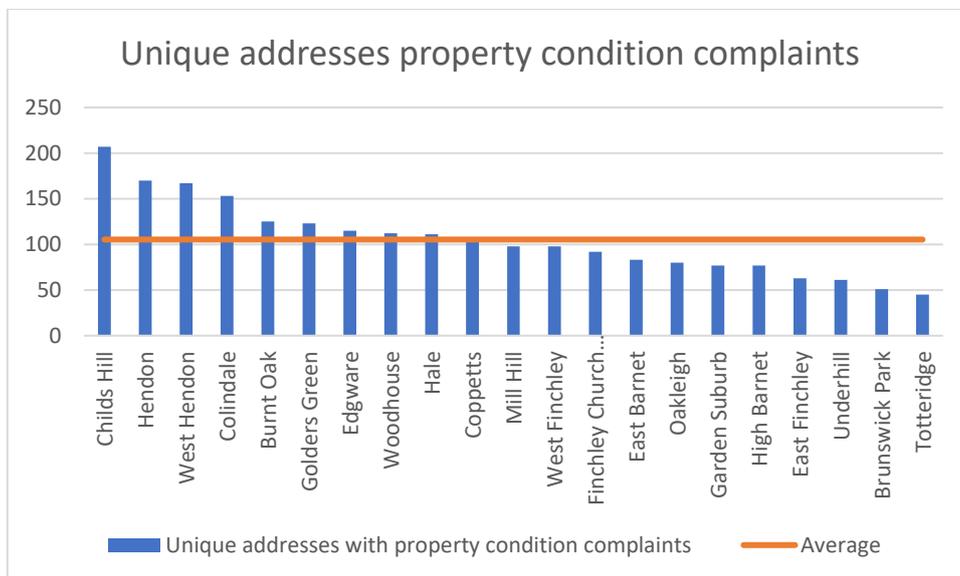
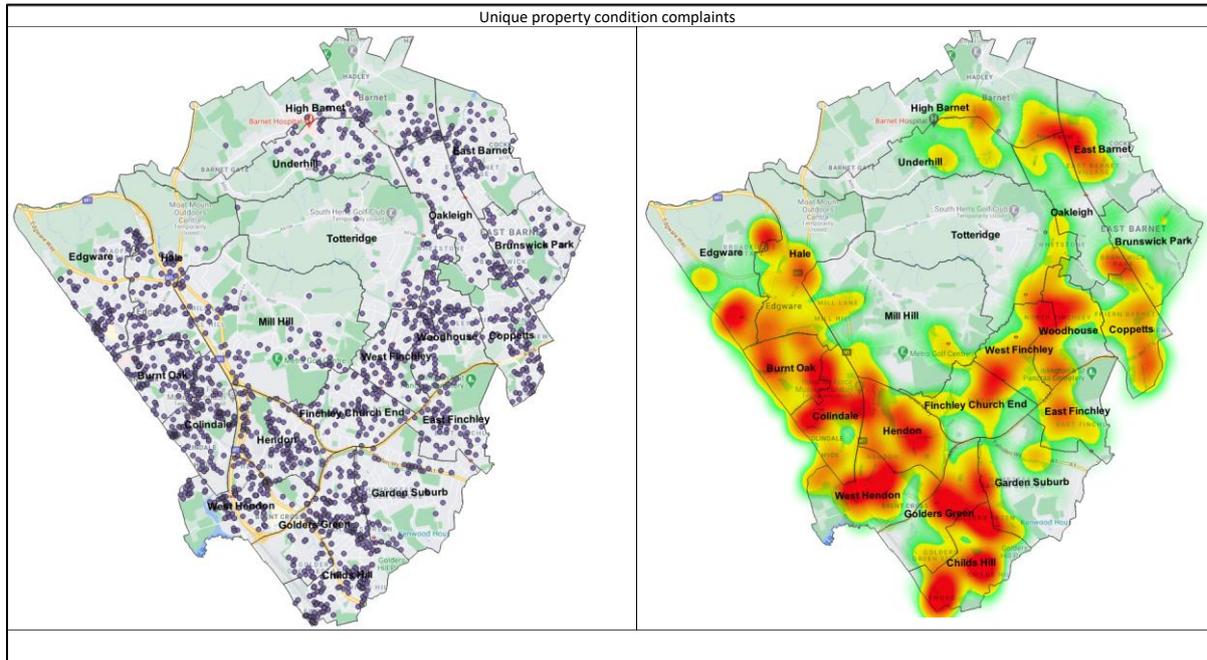


Figure 28. Unique addresses with property condition complaints by ward.

H13. The ward with the most complaints on unique addresses was Childs Hill. The average number of unique complaints was 105 per Ward.

H14. Map 15 shows a representation of the distribution of property condition complaints by ward shown as point and heat maps. This also shows the

greatest concentrations are in the west and south of the borough, although there are significant pockets in other areas.



Map 15. Distribution of property condition complaints at unique addresses overlaid on existing ward boundaries.

H15. Looking in more detail at the complaints where some action was required, the number of cases per ward is shown in Figure 29.

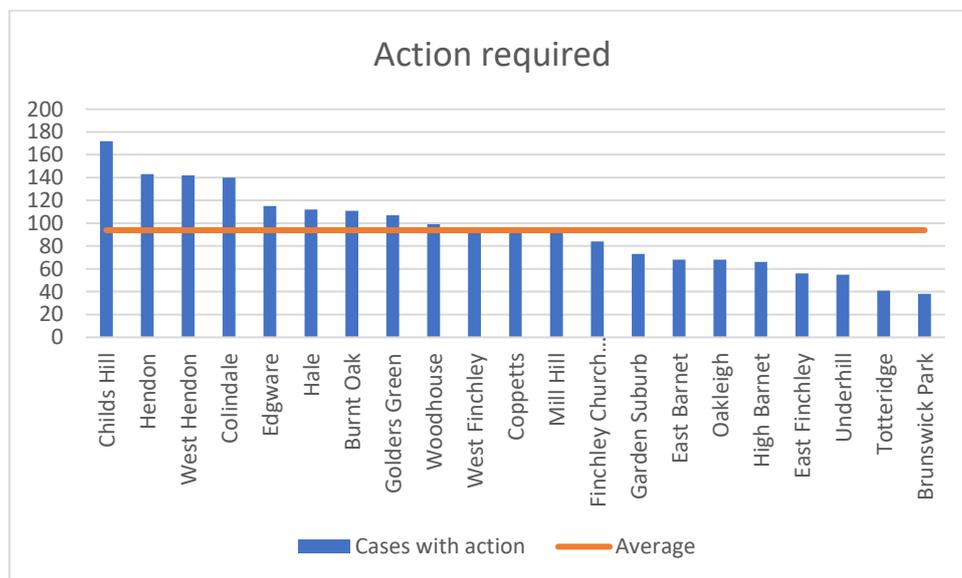


Figure 29. Number of property condition complaints requiring either formal or informal action to rectify an issue, per ward.

H16. In this case, the average number of cases requiring action was 93 per ward, with Childs Hill, Hendon, West Hendon, Colindale, Edgware, Hale, Burnt Oak, Golders Green, Woodhouse and West Finchley above average.

H17. Next, the cases where there was formal action taken were considered, such as an HHSRS inspection or a notice or prosecution. Figure 30 shows the number of cases per ward.

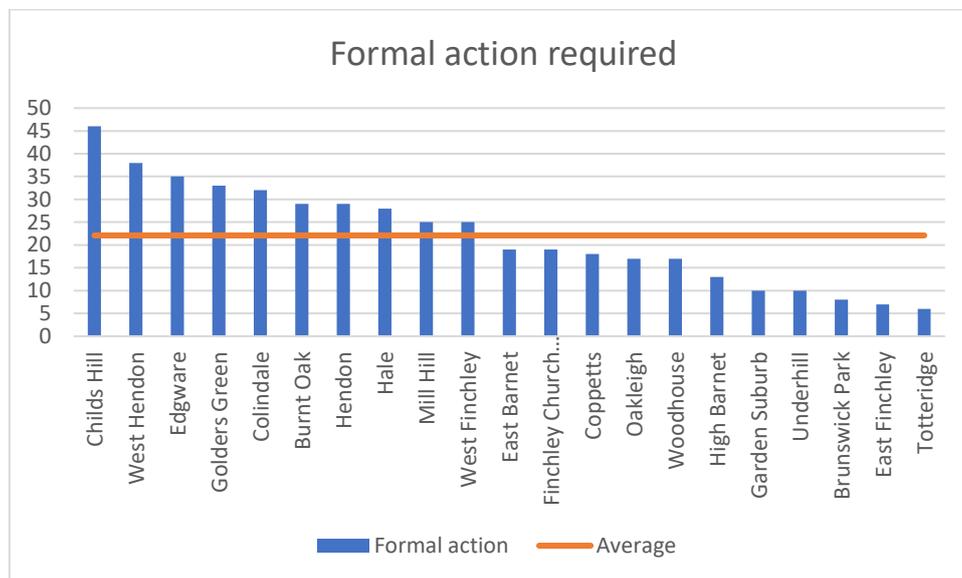


Figure 30. Cases of property condition complaints that led to formal action.

H18. The data shows us that the average number of cases was 22 per ward. Childs Hill, West Hendon, Edgware, Golders Green, Colindale, Burnt Oak, Hendon, Hale, Mill and West Finchley were all above average for cases.

H19. In summary of the above, Table 30 shows the wards that are above average for the different categories and the percentage of action and formal action shaded in red. The wards that were consistently high against all or most measures were Childs Hill, Hendon, West Hendon, Colindale, Burnt Oak, Edgware, Hale, Golders Green, Woodhouse and West Finchley. Although West Finchley was below average for the number of complaints and unique addresses.

Table 30. Wards above average for data relating to property condition complaints.

Ward	Above average for:					
	Overall No. of property condition complaints	No. of unique addresses with property condition complaints	No. of property condition complaint cases with action required	% of property condition complaint cases with action required	No. of property condition complaint cases with formal action	% of property condition complaint cases with formal action
<b>AVERAGE</b>	<b>128</b>	<b>105</b>	<b>93</b>	<b>72.97%</b>	<b>22</b>	<b>17.19%</b>
Childs Hill	240	207	172	71.67%	46	19.17%
Hendon	205	170	143	69.76%	29	14.15%
West Hendon	202	167	142	70.30%	38	18.81%
Colindale	187	153	140	74.87%	32	17.11%
Burnt Oak	157	125	111	70.70%	29	18.47%
Edgware	154	115	115	74.68%	35	22.73%
Hale	147	111	112	76.19%	28	19.05%
Golders Green	144	123	107	74.31%	33	22.92%
Woodhouse	132	112	99	75.00%	17	12.88%
Mill Hill	124	98	93	75.00%	25	20.16%
Coppetts	122	104	93	76.23%	18	14.75%
West Finchley	119	98	95	79.83%	25	21.01%
Finchley Church End	111	92	84	75.68%	19	17.12%
Oakleigh	100	80	68	68.00%	17	17.00%
East Barnet	99	83	68	68.69%	19	19.19%
Garden Suburb	98	77	73	74.49%	10	10.20%
High Barnet	89	77	66	74.16%	13	14.61%
East Finchley	79	63	56	70.89%	7	8.86%
Underhill	77	61	55	71.43%	10	12.99%
Totteridge	58	45	41	70.69%	6	10.34%
Brunswick Park	57	51	38	66.67%	8	14.04%

H20. If we look at the number of unique addresses with property condition complaints as a percentage of the number of PRS properties in each ward (based upon the 2011 Census), then the average percentage is 6.35%. As seen in Table 31, eleven wards (highlighted red) are above average, these being Childs Hill, Hendon, West Hendon, Colindale, Burnt Oak, Edgware, Hale, Mill Hill, Oakleigh, Underhill and Brunswick Park.

Table 31. Wards above average for the number of unique addresses with property condition complaints, as a percentage of the PRS and the total in Barnet.

Ward	No. of unique addresses with property condition complaints	Unique addresses with property condition complaints % of PRS	% of total of unique addresses with property condition complaints in Barnet	PRS Census 2011
Childs Hill	207	6.79%	9.36%	3050
Hendon	170	6.67%	7.69%	2548
West Hendon	167	8.24%	7.55%	2026
Colindale	153	9.36%	6.92%	1635
Burnt Oak	125	8.86%	5.65%	1411
Golders Green	123	5.76%	5.56%	2137
Edgware	115	9.18%	5.20%	1253
Woodhouse	112	5.67%	5.06%	1974
Hale	111	10.01%	5.02%	1109
Coppetts	104	5.62%	4.70%	1852
Mill Hill	98	6.98%	4.43%	1404
West Finchley	98	3.97%	4.43%	2470
Finchley Church End	92	4.81%	4.16%	1913
East Barnet	83	6.25%	3.75%	1329
Oakleigh	80	6.37%	3.62%	1256
Garden Suburb	77	4.60%	3.48%	1675
High Barnet	77	5.93%	3.48%	1299
East Finchley	63	3.73%	2.85%	1691
Underhill	61	8.54%	2.76%	714
Brunswick Park	51	6.38%	2.31%	800
Totteridge	45	3.44%	2.03%	1308

Nuisance relating to poor condition of property

H21. Of the total **7,503** complaints about private rented properties mentioned above, **4,811** were about issues relating to the condition of the property such as defective drainage, filthy and verminous premises, accumulations of refuse, pests and other public health nuisances at **3,853** unique addresses. Of these complaints, in **3,978** cases, the investigating officer identified an issue that required some follow up action, ranging from informal advice, to formal action, such as serving statutory notices or prosecution. **82.6%** of complaint cases required some action, even if it was informal. **197** cases required some form of formal intervention, meaning that **4.1%** of all properties complained about in relation to property nuisance resulted in a formal action. Figure 31 below shows the numbers of total nuisance complaints per ward.

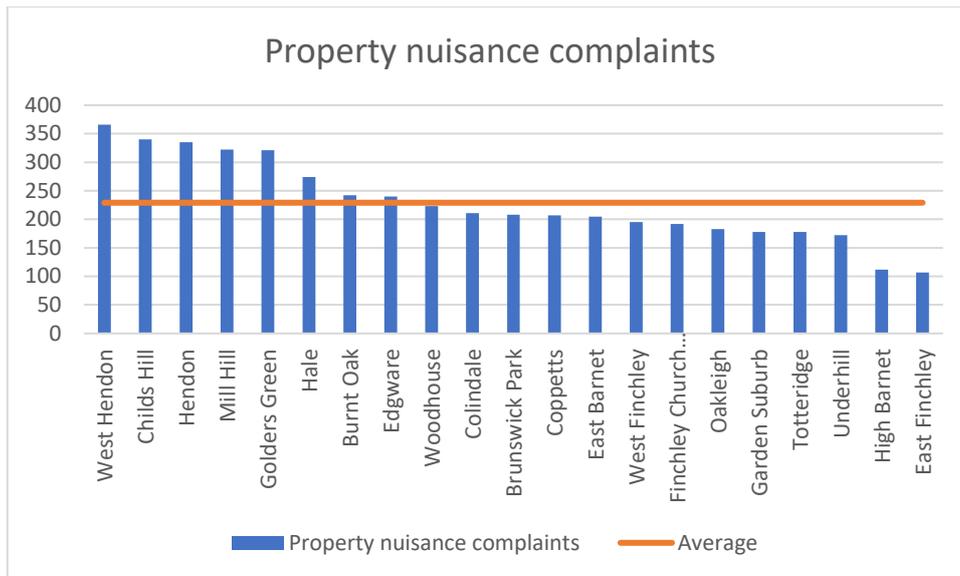


Figure 31. Total property nuisance complaints per ward.

H22. The average number per Ward is 229 complaints, with West Hendon, Childs Hill, Hendon, Mill Hill, Golders Green, Hale, Burnt Oak and Edgware Wards being above average.

H23. If we only look at unique addresses dealt with over this period, rather than the total of complaints, the position is as for total complaints except that Edgware is no longer above average. Figure 32 shows the condition complaints by ward for unique addresses.

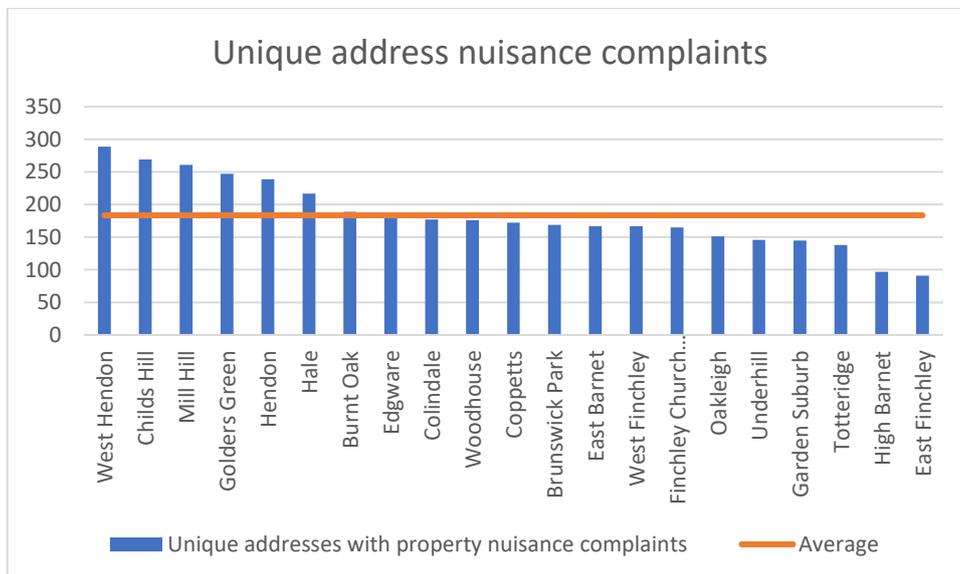
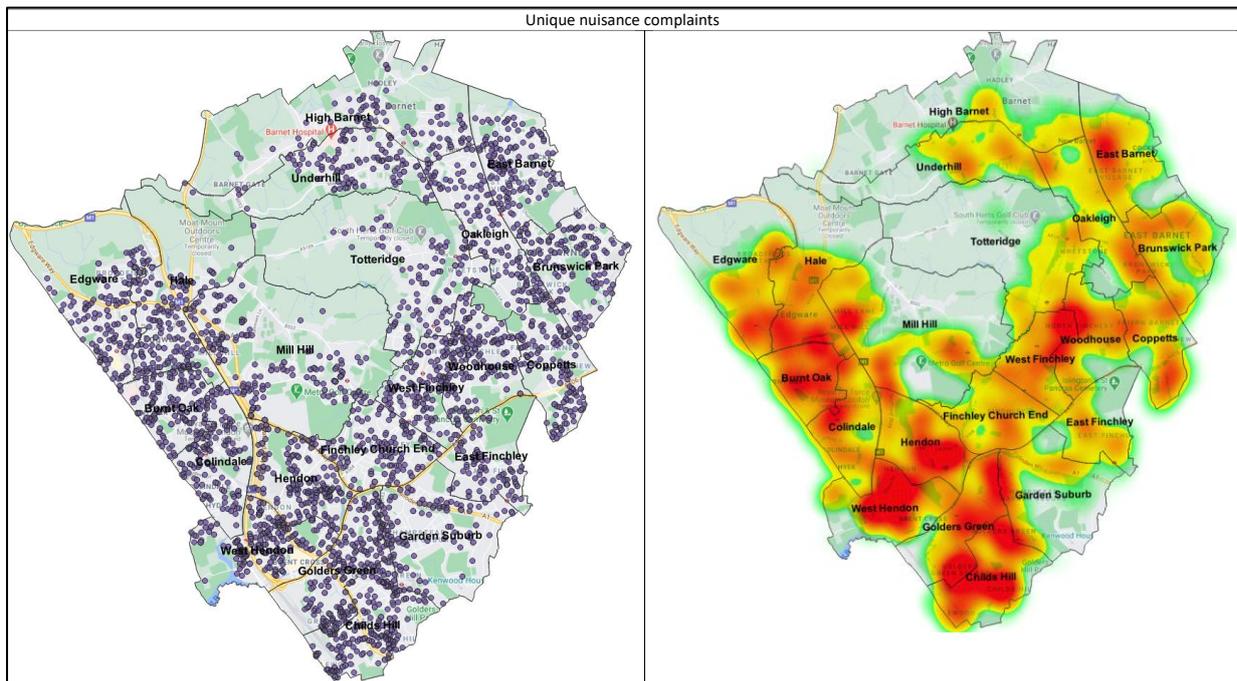


Figure 32. Unique addresses with property nuisance complaints per ward.

H24. The ward with the most complaints on unique addresses was West Hendon. The average number of unique addresses with complaints was 183 per ward.

H25. Map 16 shows a representation of the distribution of nuisance complaints by ward shown as point and heat maps. Although this also shows large

concentrations in the west and south of the borough, most populated areas of the borough experience concentrations of nuisance complaints.



Map 16. Distribution of nuisance complaints at unique addresses overlaid on existing ward boundaries.

Pests:

H26. Pests such as rats, mice, cockroaches and bed bugs are frequently associated with poorly managed PRS properties. There were **946** rat and mice complaints received over the same period. Pest complaints are frequently combined with other more general complaints about properties and so the number of specific pest complaints may be under representative. Figure 33 shows the total number of pest complaints (rats and mice only) per ward. The average is 45 per ward and West Hendon, Mill Hill, Hale, Burnt Oak, Colindale, Hendon, Edgware, Golders Green and Woodhouse are above average.

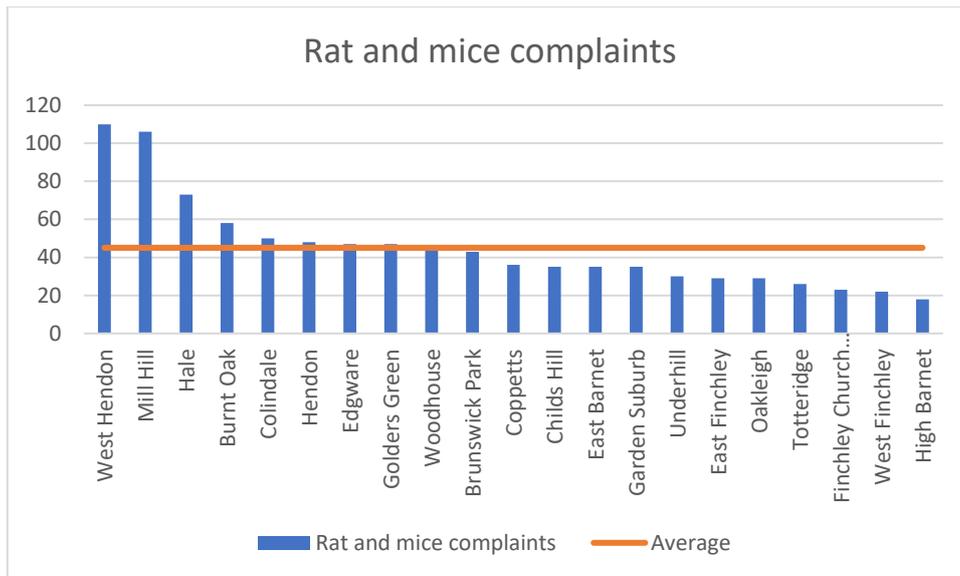


Figure 33. Number of pest complaints received relating to the PRS.

Rubbish:

H27. Rubbish accumulated in the front or rear gardens of properties is frequently associated with poorly managed PRS properties. Complaints about refuse are frequently combined with other complaints about property conditions and so are not always recorded as the main issue being complained of, so the total numbers recorded appear artificially low. The number of complaints recorded solely as being about rubbish in PRS properties over the same period was **1,214**. Figure 34 shows the number of cases per ward. The average is 57 complaints per ward and Hendon, Childs Hill, Golders Green, West Hendon, Edgware, Hale, Colindale, Woodhouse, Mill Hill and Burnt Oak are all above average.

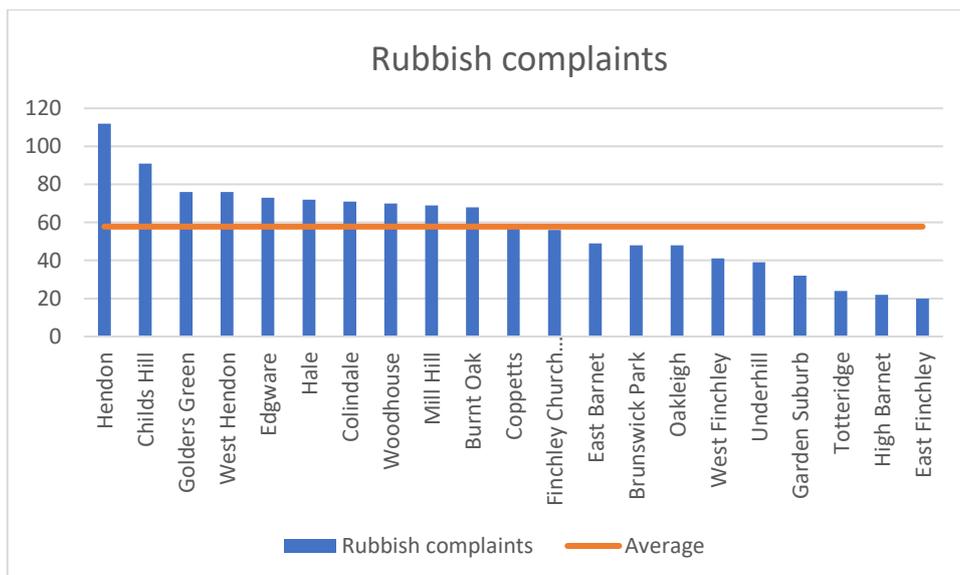


Figure 34. Rubbish complaints related to the PRS.

Drainage:

H28. Drainage complaints are frequently associated with the PRS. Like pests and rubbish, drainage defects are not necessarily always recorded as the main issue as they may be part of a wider issue at the property. However, there were 870 specific complaints about drainage in the period.

H29. Figure 35 shows the number per ward. The average is 41 complaints per ward and Golders Green, West Finchley, Childs Hill, West Hendon, Mill Hill, Hendon, Brunswick Park, Totteridge and Finchley Church End were all above average.

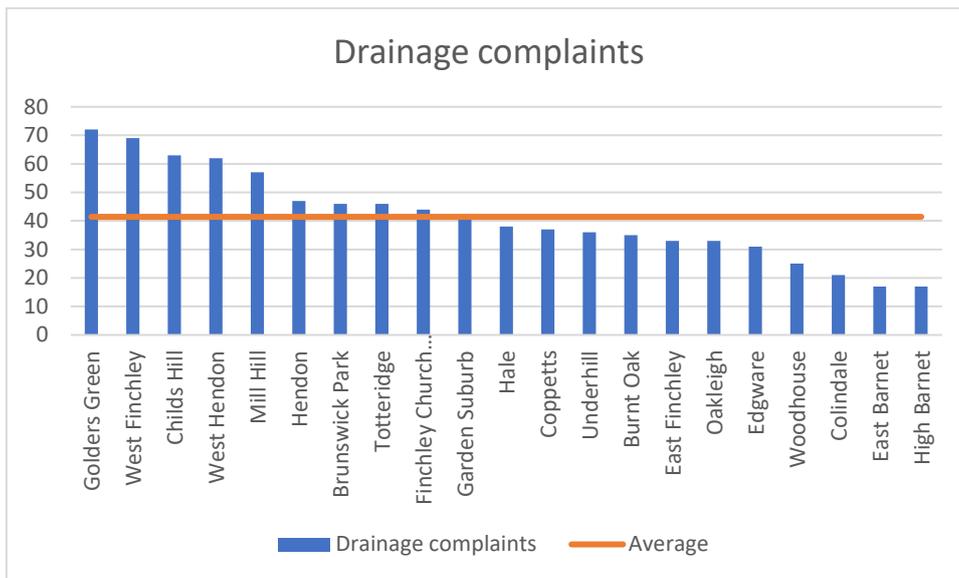


Figure 35. Number of drainage complaints per Ward.

H30. Looking in more detail at the nuisance complaints where some action was required, the number of cases per ward is shown in Figure 36.

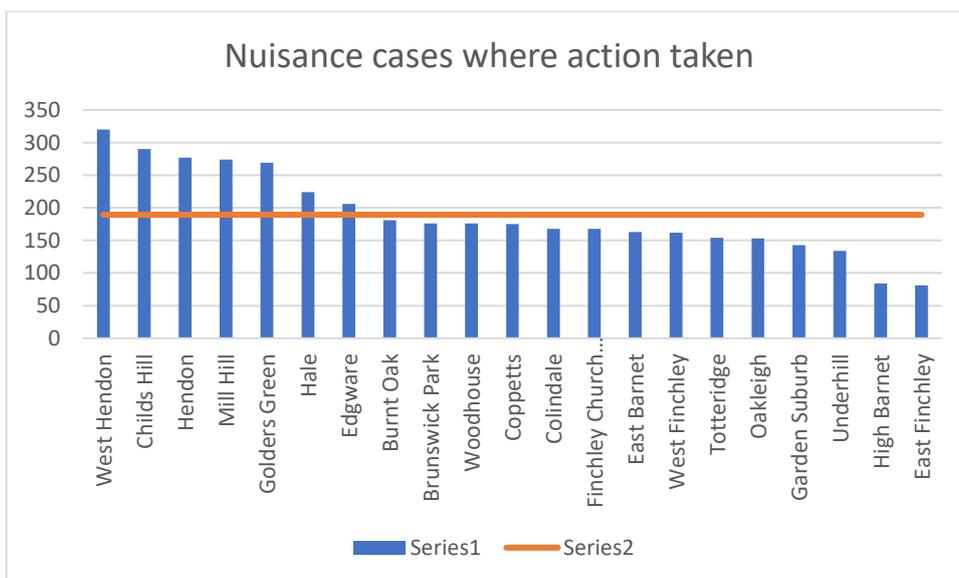


Figure 36. Number of property nuisance complaints requiring formal or informal action to resolve the issue complained of, per ward.

- H31. The average number of cases requiring action was 189 per ward, with West Hendon, Childs Hill, Hendon, Mill Hill, Golders Green, Hale and Edgware above average.
- H32. Next, cases where there was formal action taken, such as an HHSRS inspection or a notice or prosecution were considered. Figure 37 shows the number of cases per ward.

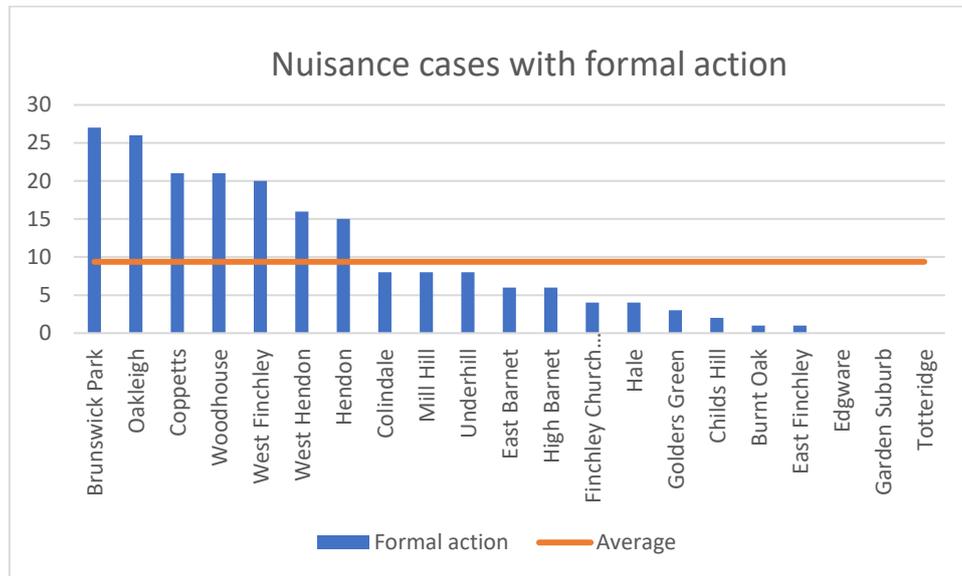


Figure 37. Cases of property nuisance complaints that led to formal action.

- H33. The data shows us that the average number of cases was 9 per ward. Brunswick Park, Oakleigh, Coppetts, Woodhouse, West Finchley, West Hendon and Hendon Wards are above average. However, as a small data set, this is not a reliable indicator, as it is for property condition complaints as a whole.
- H34. In summary of the above, Table 32 shows the wards that were above average for the different categories and the percentage of action and formal action shaded in red. The wards that are consistently high against all or most measures are West Hendon, Childs Hill, Hendon, Mill Hill and Golders Green.

Table 32. Wards above average for data relating to nuisance complaints.

Ward	Above average for:					
	Total No. of nuisance complaints	No. of unique addresses with nuisance complaints	No. of nuisance complaint cases where action required	% of nuisance complaint cases where action required	No. of nuisance complaint cases where formal action taken	% of nuisance complaint cases where formal action taken
<b>AVERAGE</b>	<b>229</b>	<b>183</b>	<b>189</b>	<b>82.53%</b>	<b>9</b>	<b>3.93%</b>
West Hendon	366	289	320	87.43%	16	4.37%
Childs Hill	340	269	290	85.29%	2	0.59%
Hendon	335	239	277	82.69%	15	4.48%
Mill Hill	322	261	274	85.09%	8	2.48%
Golders Green	321	247	269	83.80%	3	0.93%
Hale	274	217	224	81.75%	4	1.46%
Burnt Oak	242	189	181	74.79%	1	0.41%
Edgware	240	181	206	85.83%	0	0.00%
Woodhouse	223	176	176	78.92%	21	9.42%
Colindale	211	177	168	79.62%	8	3.79%
Brunswick Park	208	169	176	84.62%	27	12.98%
Coppetts	207	172	175	84.54%	21	10.14%
East Barnet	205	167	163	79.51%	6	2.93%
West Finchley	195	167	162	83.08%	20	10.26%
Finchley Church End	192	165	168	87.50%	4	2.08%
Oakleigh	183	151	153	83.61%	26	14.21%
Garden Suburb	178	145	143	80.34%	0	0.00%
Totteridge	178	138	154	86.52%	0	0.00%
Underhill	172	146	134	77.91%	8	4.65%
High Barnet	112	97	84	75.00%	6	5.36%
East Finchley	107	91	81	75.70%	1	0.93%

H35. Looking at the number of unique addresses with nuisance complaints as a percentage of the number of PRS properties in each ward (based upon the 2011 Census), then the average percentage is 11.05%. As seen in Table 33, ten wards (highlighted in red) are above average, these being West Hendon, Mill Hill, Golders Green, Hale, Burnt Oak, Edgware, Brunswick Park, East Barnet, Oakleigh and Underhill.

Table 33. Wards above average for the number of unique addresses with nuisance complaints as a percentage of the PRS and the total number of nuisance complaints in Barnet.

Ward	No. of unique addresses with nuisance complaints	Property nuisance complaints - % of PRS	% of total of unique addresses with nuisance complaints in Barnet	PRS - Census 2011
West Hendon	289	14.26%	7.50%	2026
Childs Hill	269	8.82%	6.98%	3050
Mill Hill	261	18.59%	6.77%	1404
Golders Green	247	11.56%	6.41%	2137
Hendon	239	9.38%	6.20%	2548
Hale	217	19.57%	5.63%	1109
Burnt Oak	189	13.39%	4.91%	1411
Edgware	181	14.45%	4.70%	1253
Colindale	177	10.83%	4.59%	1635
Woodhouse	176	8.92%	4.57%	1974
Coppetts	172	9.29%	4.46%	1852
Brunswick Park	169	21.13%	4.39%	800
East Barnet	167	12.57%	4.33%	1329
West Finchley	167	6.76%	4.33%	2470
Finchley Church End	165	8.63%	4.28%	1913
Oakleigh	151	12.02%	3.92%	1256
Underhill	146	20.45%	3.79%	714
Garden Suburb	145	8.66%	3.76%	1675
Totteridge	138	10.55%	3.58%	1308
High Barnet	97	7.47%	2.52%	1299
East Finchley	91	5.38%	2.36%	1691

Poor property conditions – Category 1 and 2 hazards:

H36. Residential premises can suffer with problems that are known as hazards under the housing health and safety rating system (HHSRS).<sup>69</sup> A hazard is any risk of harm to health or safety of an actual or potential occupier of a dwelling or HMO which arises from a deficiency.<sup>70</sup> Under the Housing Act 2004, where local authorities consider it is appropriate to determine whether a hazard exists on a premises, they shall inspect the premises.<sup>71</sup> Hazards fall within ten bands (A-J) and are classified as either category 1 (bands A – C) or category 2 (bands D – J) hazards. Category 1 hazards are more serious and

<sup>69</sup> <https://www.gov.uk/government/publications/hhsrs-operating-guidance-housing-act-2004-guidance-about-inspections-and-assessment-of-hazards-given-under-section-9>

<sup>70</sup> Housing Act 2004. Section 2

<sup>71</sup> Housing Act 2004. Section 4

the council must take action.<sup>72</sup> Category 2 hazards are less serious and the council has power to take action.<sup>73</sup>

- H37. Where the council receives a complaint or other information about a premises, they undertake an inspection. In the 5 years - 2015 to 2020, there were a total of **2,948** inspections carried out under the HHSRS including in response to complaints.
- H38. These inspections identified a total of **3,058** hazards, an average of **1.04** hazards per inspection. Figure 38 shows all of the hazards, regardless of category, by ward. The average was 145.6 per ward.

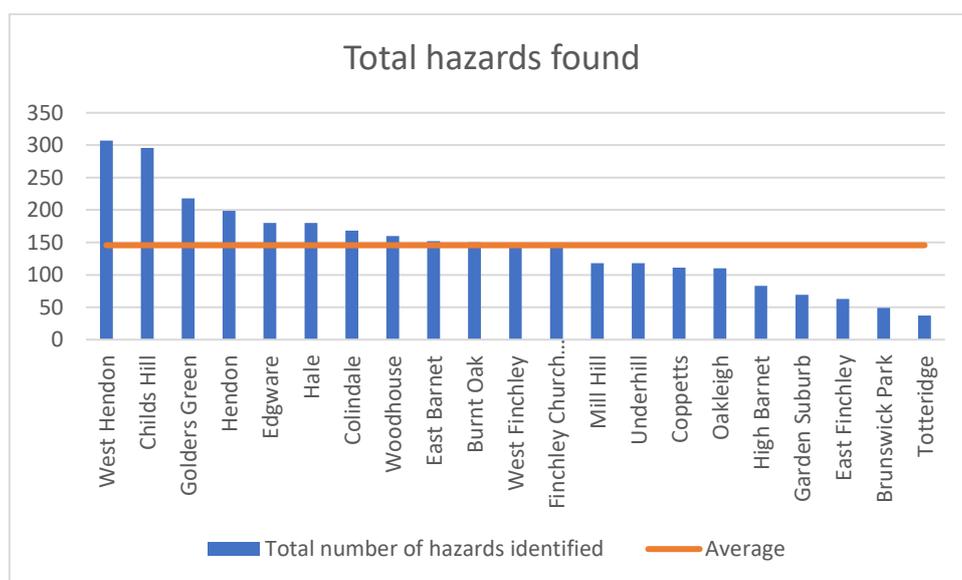


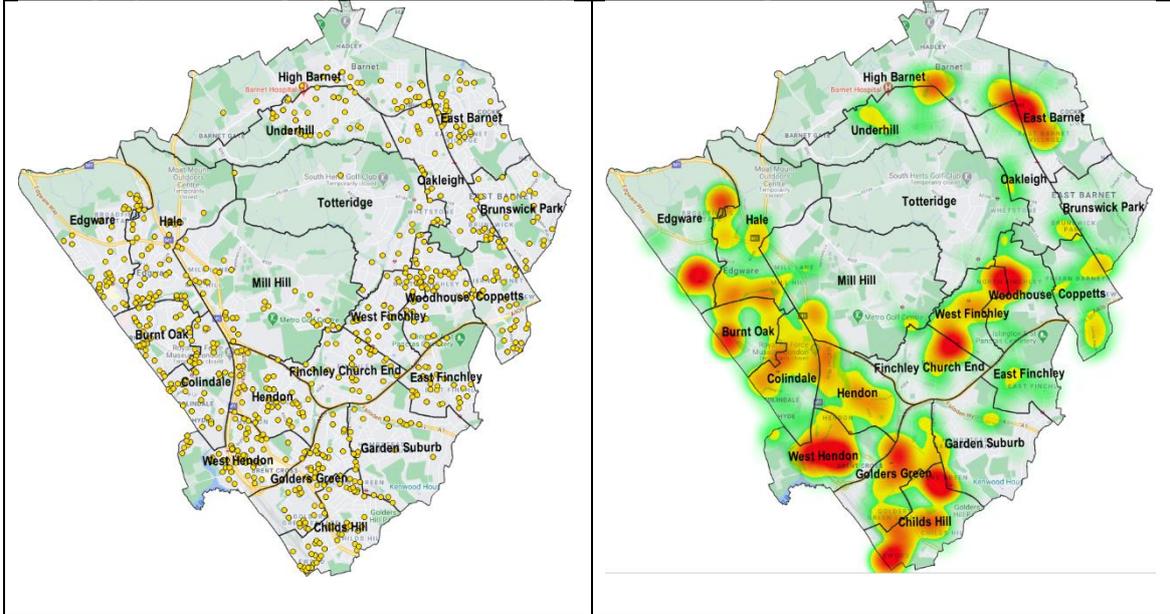
Figure 38. All hazards found by ward.

- H39. Map 17 below shows the distribution of category 1 and high category 2 hazards (Bands D & E) over the period by ward.

<sup>72</sup> Housing Act 2004. Section 5

<sup>73</sup> Housing Act 2004. Section 7

Category 1 & category 2 hazards mapped on existing wards



Map 17. All hazards on dot and heat maps by ward.

H40. The most serious hazards requiring urgent attention are category 1 hazards. These present a serious and immediate risk to a person’s health and safety. There was a total of **1,370** hazards found, with an average of 145 per ward. Figure 39 shows the distribution of all category 1 hazards per ward. By far the greatest number of category 1 hazards are in West Hendon and Childs Hill.

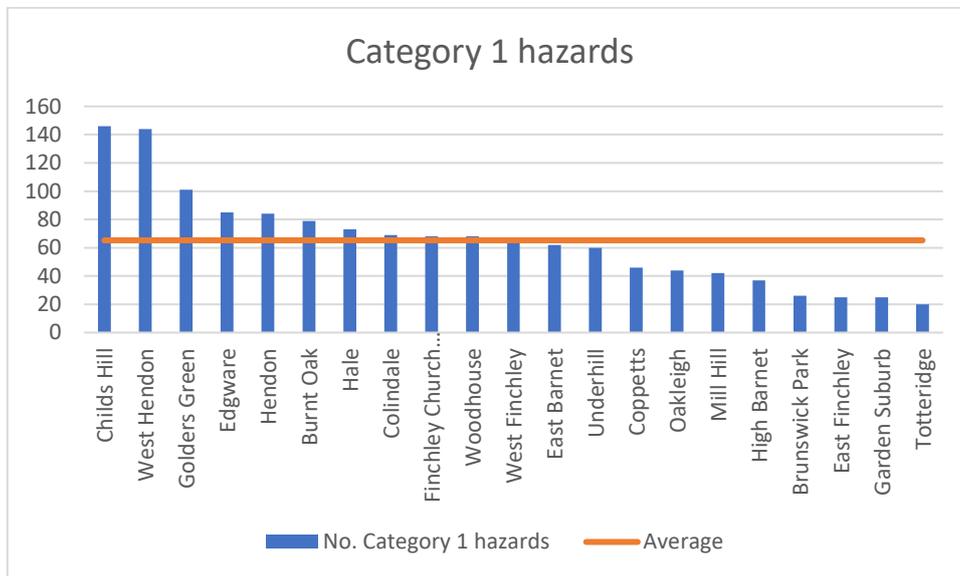


Figure 39. All category 1 hazards by ward.

H41. These hazards were found in a total of **761** different properties, an average of 36 per ward. Figure 40 shows the number of unique addresses with category 1 hazards. As with total category 1 hazards, West Hendon and Childs Hill Wards have significantly more cases, at around double the average. The same wards were above average except West Finchley and East Barnet were below average.

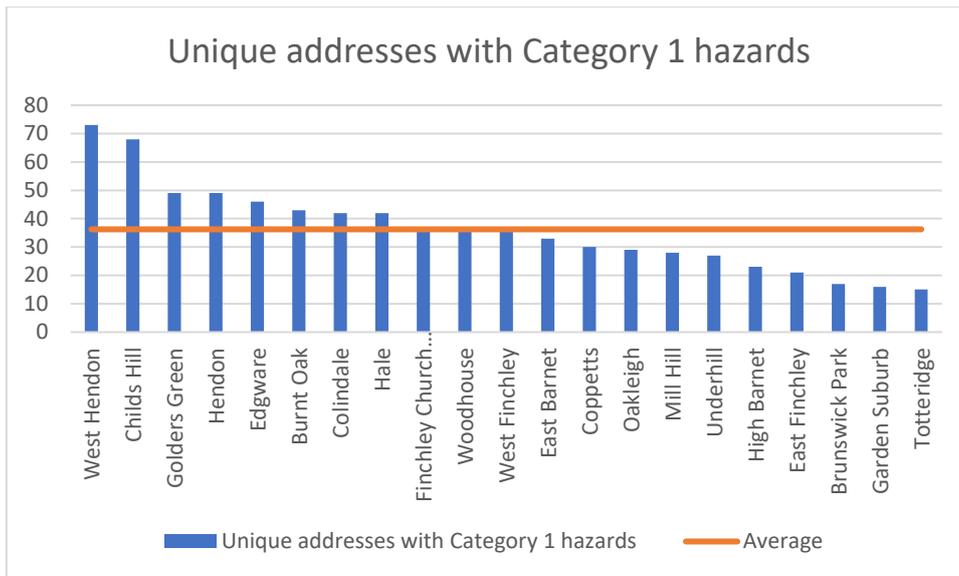


Figure 40. Unique addresses with category 1 hazards by ward

H42. The average number of category 1 hazards per property was **1.8**. Figure 41 shows the total number of category 1 hazards against the number of unique addresses with category 1 hazards. The grey line tracks the number of category 1 hazards per property. East Barnet has the highest number of category 1 hazards per property, although the number of properties is below average. However, all the wards above average for the total number of category 1 hazards and the number of unique addresses each average at least four category 1 hazards per property.

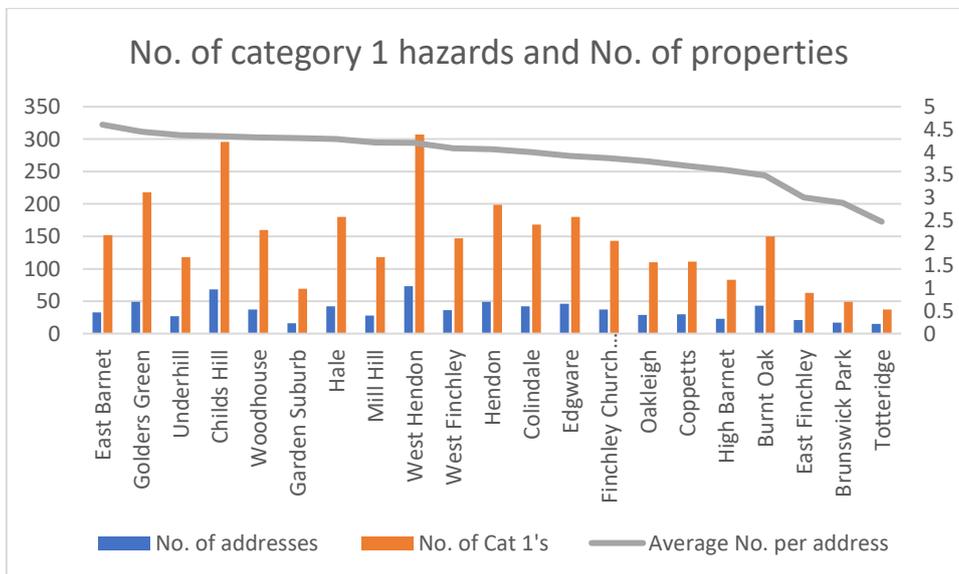
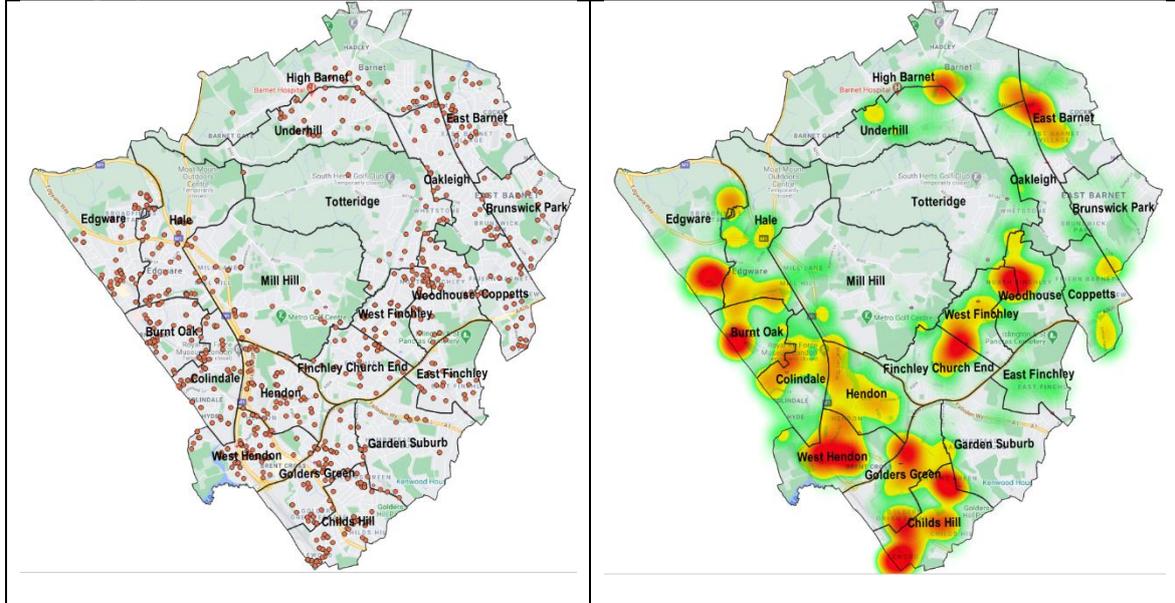


Figure 41. Number of category 1 hazards per property.

H43. Map 18 shows the distribution of category 1 hazards over the period by ward.

Category 1 hazards mapped on existing wards



Map 18. Category 1 hazards on dot and heat maps by ward.

H44. Table 34 shows the top fifteen category 1 hazard types found across all wards. By far the greatest number relate to excess cold, followed by damp and mould growth.

Table 34. Top category 1 hazards.

Hazard	Number of category 1 hazards
Excess cold	480
Damp and mould growth	156
Food safety	82
Personal hygiene, Sanitation and Drainage	82
Entry by intruders	79
Electrical hazards	72
Falling on stairs etc	68
Structural collapse and failing elements	65
Falling between levels	61
Fire	51
Falling on the level surfaces etc	48
Lighting	39
Crowding and space	26
Domestic hygiene, Pests and Refuse	17
Collision and entrapment	13

H45. Figure 42 below shows the proportions of category 1 hazards per age band of properties. Almost 50% of properties with category 1 hazards are older properties, in the bands pre-1920 to 1945, with only 13% being post 1979, demonstrating that the older properties are more likely to have issues requiring attention.

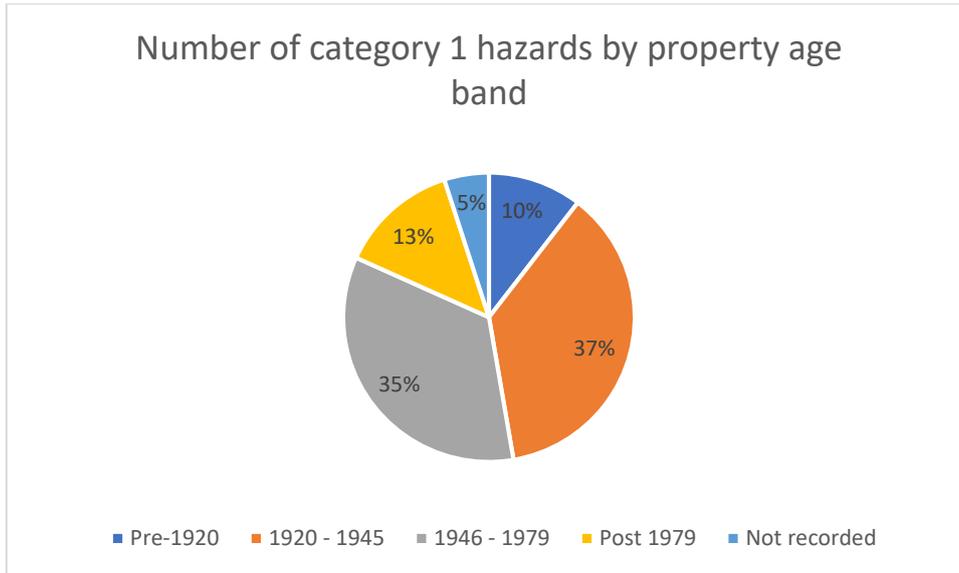


Figure 42. Number of category 1 hazards by property age.

H46. Figure 43 shows the wards with the greatest number of hazards in older properties. Childs Hill, West Hendon, Golders Green and West Finchley have the most older properties with category 1 hazards.

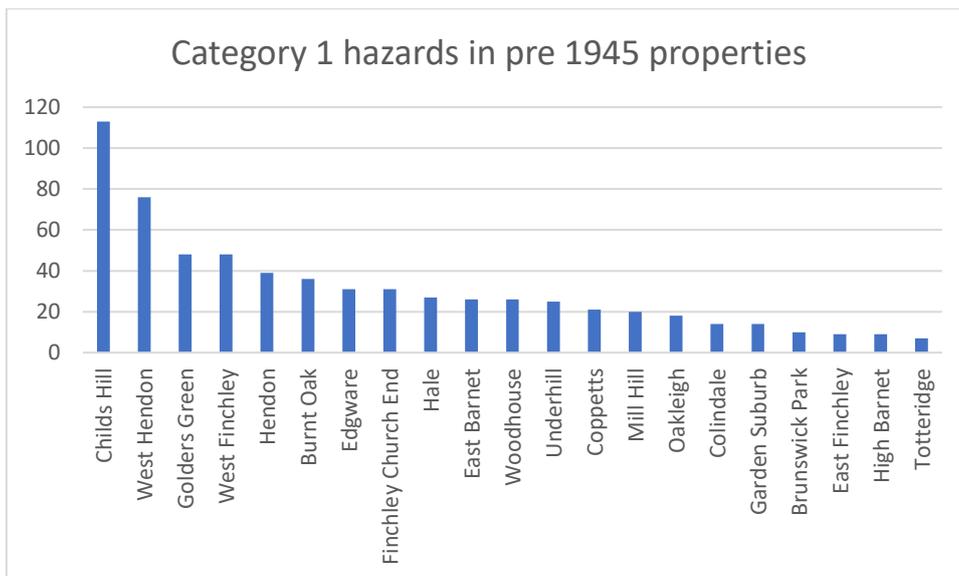


Figure 43. Number of hazards in pre-1945 properties by ward.

H47. Category 2 hazards are those which require attention but are less serious and urgent than category 1 hazards. We looked at the highest bands (D & E). **632** hazards were high category 2. The average was 30 per ward. Figure 44 shows the numbers of band D & E hazards by ward. West Hendon, Childs Hill, Colindale, Golders Green, Hendon, Hale and Burnt Oak are above average.

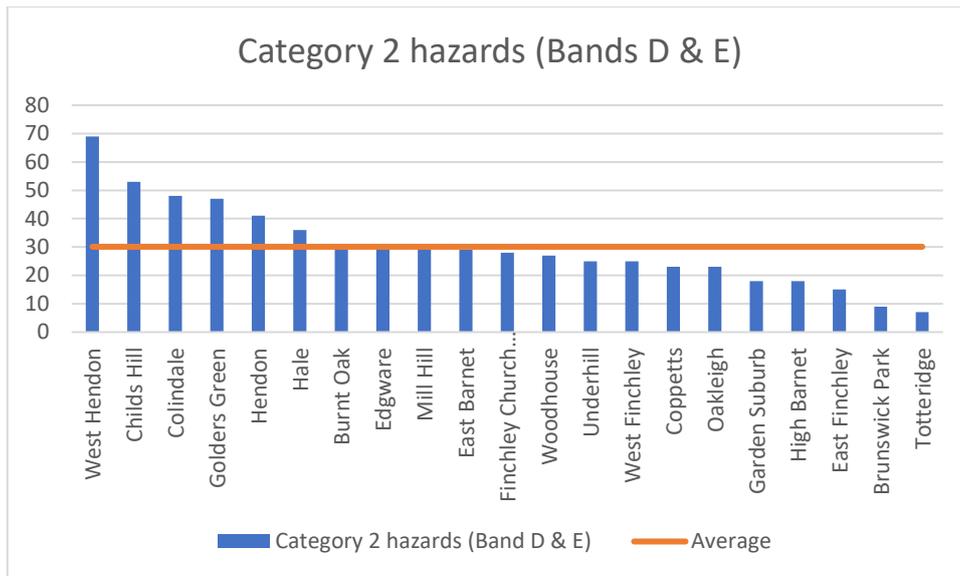


Figure 44. High category 2 hazards per ward.

H48. These hazards were found in a total of **453** different properties, an average of 21 per ward. Figure 45 shows the number of unique addresses with high category 2 hazards. West Hendon, Childs Hill and Golders Green are significantly above average.

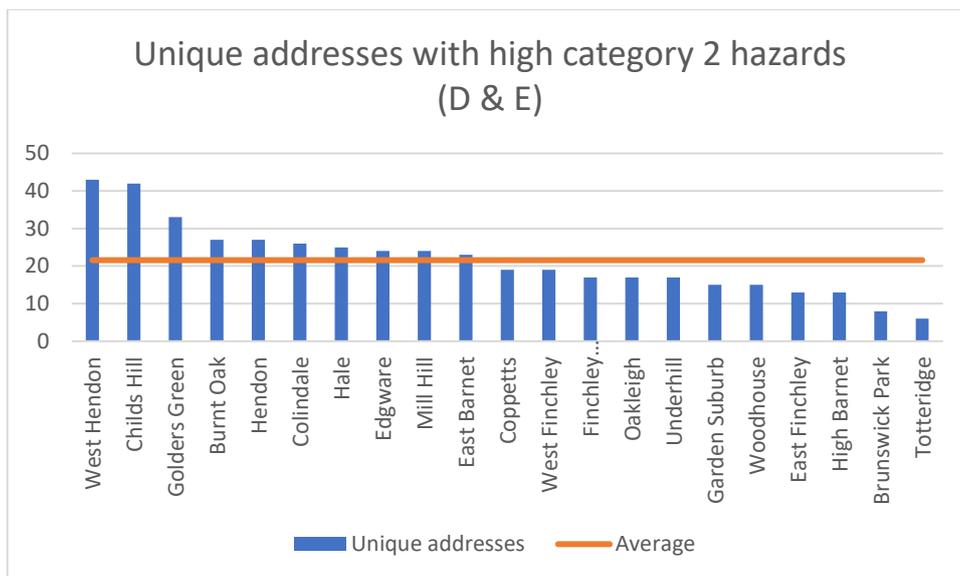


Figure 45. Unique addresses with high category 2 hazards.

H49. The average number of high category 2 hazards per property was **1.4**. Figure 46 shows the total number of high category 2 hazards against the number of unique addresses with high category 2 hazards. The grey line tracks the number of high category 2 hazards per property. With category 2 hazards, the properties of greatest concern are those with multiple high category 2 hazards. The first eight wards from (Colindale to Golders Green) were all above the average for the number of multiple high category 2 hazards per property.

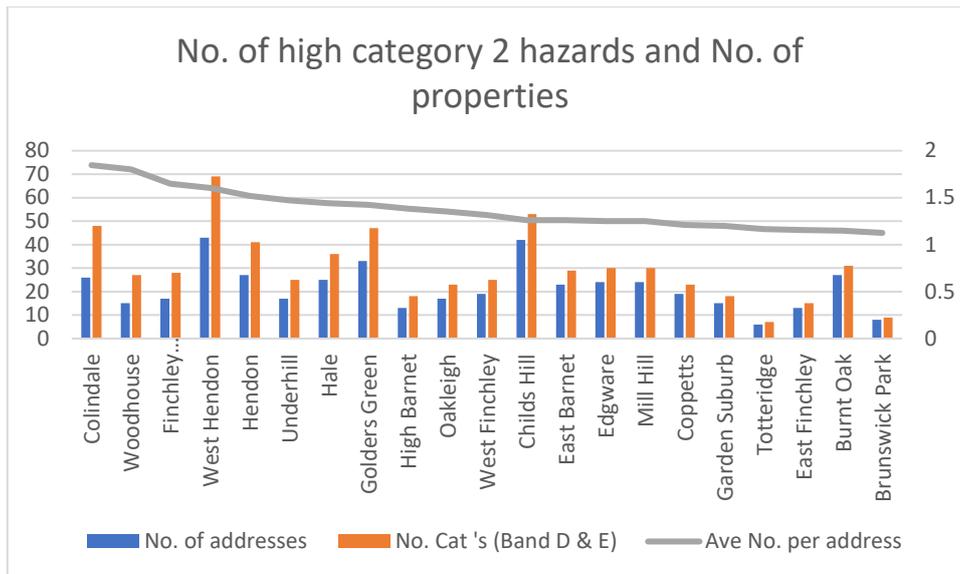
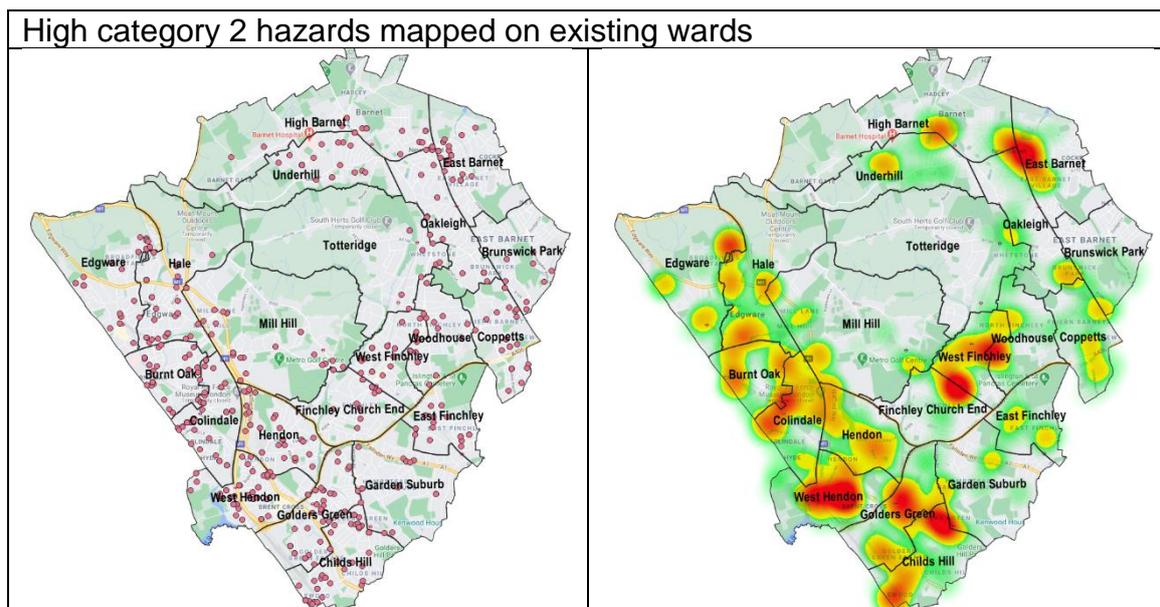


Figure 46. Number of high category 2 hazards.

H50. Map 19 below shows the distribution of high category 2 hazards over the period by ward.



Map 19. High category 2 hazards on dot and heat maps by ward.

H51. Table 35 shows the top high category 2 hazard types found across all wards. As with category 1 hazards, the greatest numbers were excess cold and damp and mould growth.

Table 35. Top high category 2 hazards.

Hazard	No. of high category 2 hazards
Excess cold	293
Damp and mould growth	81
Entry by intruders	40
Electrical hazards	35
Fire	31
Falling on the level surfaces etc	21
Falling on stairs etc	19
Personal hygiene, Sanitation and Drainage	18
Falling between levels	16
Structural collapse and failing elements	16
Food safety	14
Domestic hygiene, Pests and Refuse	13
Crowding and space	10
Collision and entrapment	7
Lighting	6

H52. Figure 47 below shows the proportions of high category 2 hazards per age band of properties. As with category 1 hazards, almost 50% of properties with high category 2 hazards are older properties, in the bands pre-1920 to 1945, with only 16% being post 1979, demonstrating that the older properties are more likely to have issues requiring attention.

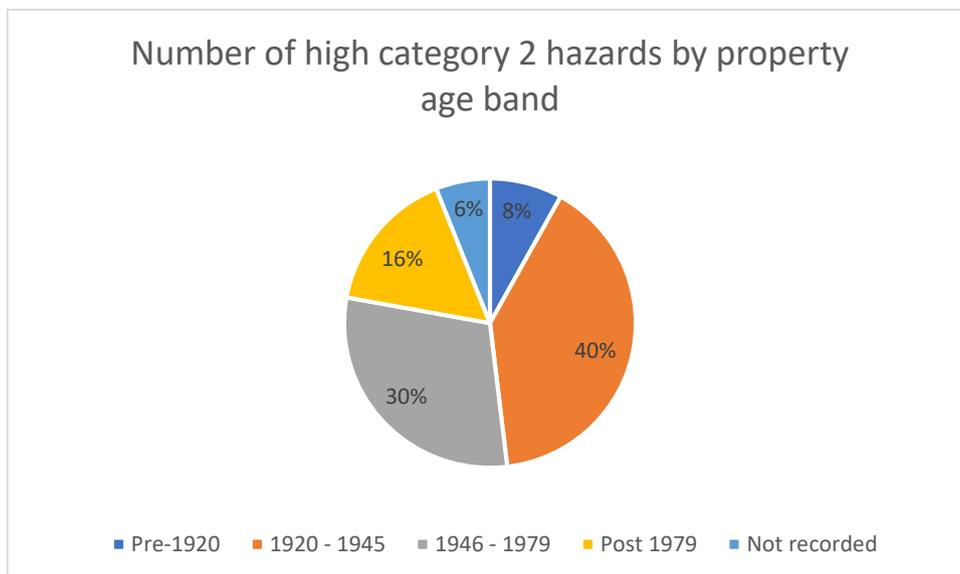


Figure 47. Number of high category 2 hazards by property age.

H53. Figure 48 shows the wards with the greatest number of hazards in older properties. Childs Hill, West Hendon, Golders Green and Hendon have the most older properties with high category 2 hazards.

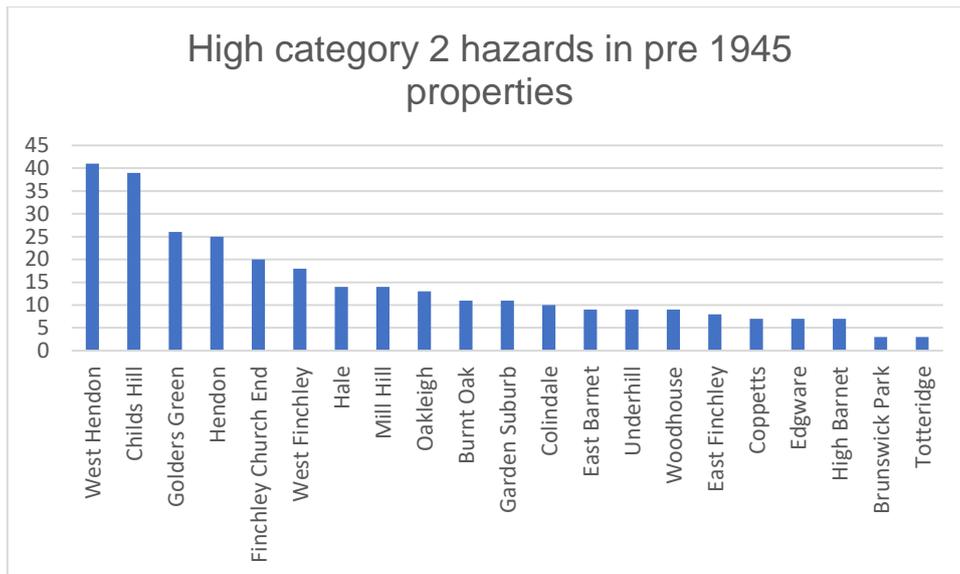


Figure 48. High category 2 hazards in older properties by ward.

H54. The combined number of category 1 and high category 2 hazards and the total of all hazards were analysed. The analysis in Figure 49 shows that the wards of West Hendon, Childs Hill and Golders Green tend to have both the highest numbers of the worst hazards and also the highest averages for all hazards and the worst hazards per property. The top seven cards account for over 50% of all the hazards. West Hendon and Childs Hill wards have the highest number of hazards per property at 307 and 296 respectively.

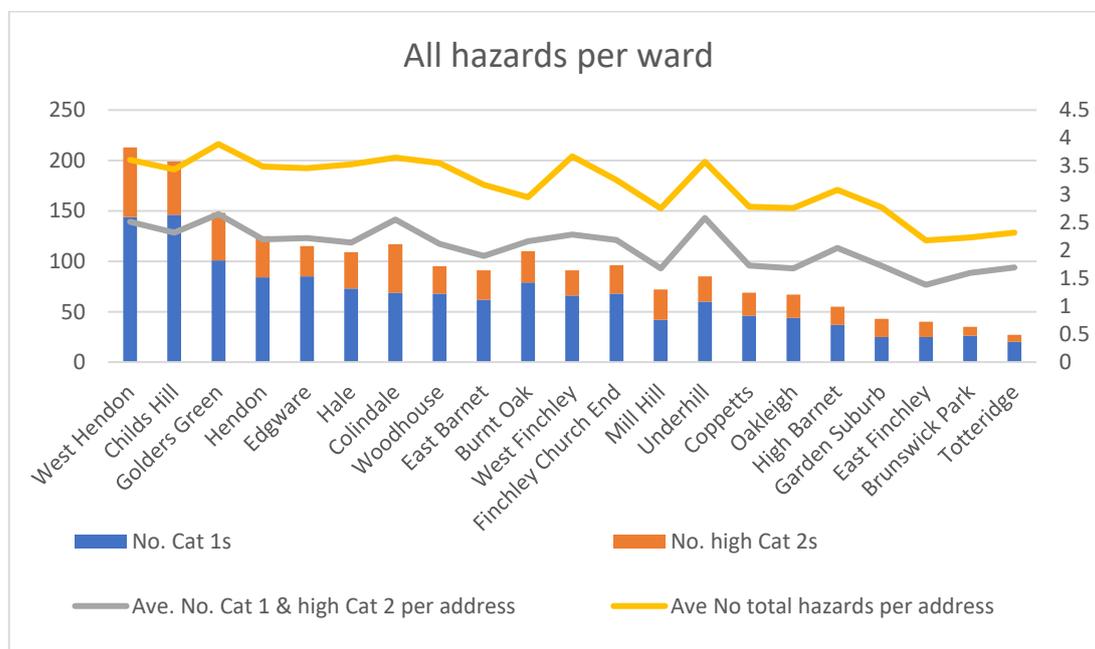


Figure 49. Total category 1 and high category 2 hazards per ward and average number of hazards per property.

H55. In summary of the above, Table 36 shows the wards that are above average for the different data sets, shaded in red. The wards that were above average against all of the measures were West Hendon, Childs Hill, Golders Green, Hendon, Hale and Colindale.

Table 36. Summary of wards above average for the criteria indicating poor property conditions.

Ward	Above average for:				Average No. of category 1 and high category 2 hazards per address
	Total No. of all hazards	No. of unique addresses with hazards	No. of category 1 hazards	No. of high category 2 hazards	
<b>AVERAGE</b>	<b>145</b>	<b>44</b>	<b>65</b>	<b>30</b>	<b>3.26</b>
West Hendon	307	85	144	69	3.61
Childs Hill	296	86	146	53	3.44
Golders Green	218	56	101	47	3.89
Hendon	199	57	84	41	3.49
Edgware	180	52	85	30	3.46
Hale	180	51	73	36	3.53
Colindale	168	46	69	48	3.65
Woodhouse	160	45	68	27	3.56
East Barnet	152	48	62	29	3.17
Burnt Oak	150	51	79	31	2.94
West Finchley	147	40	66	25	3.68
Finchley Church End	143	44	68	28	3.25
Mill Hill	118	43	42	30	2.74
Underhill	118	33	60	25	3.58
Coppetts	111	40	46	23	2.78
Oakleigh	110	40	44	23	2.75
High Barnet	83	27	37	18	3.07
Garden Suburb	69	25	25	18	2.76
East Finchley	63	29	25	15	2.17
Brunswick Park	49	22	26	9	2.23
Totteridge	37	16	20	7	2.31

H56. Table 37 shows the number of individual PRS properties found to have a category 1 or 2 hazards by ward and the percentage of the PRS properties in the borough, based upon the 2011 Census, along with the percentage of the total number of hazards found.

Table 37. Category 1 and 2 hazards as a percentage of the PRS and total for Barnet.

Ward	No. of unique addresses with category 1 or 2 hazards	No. of unique addresses with category 1 and 2 hazards - % of PRS	Hazards - % of Barnet total
Childs Hill	86	2.82%	9.24%
West Hendon	85	4.20%	9.58%
Hendon	57	2.24%	6.21%
Golders Green	56	2.62%	6.81%
Edgware	52	4.15%	5.62%
Burnt Oak	51	3.61%	4.68%
Hale	51	4.60%	5.62%
East Barnet	48	3.61%	4.75%
Colindale	46	2.81%	5.25%
Woodhouse	45	2.28%	5.00%
Finchley Church End	44	2.30%	4.46%
Mill Hill	43	3.06%	3.68%
Coppetts	40	2.16%	3.47%
Oakleigh	40	3.18%	3.43%
West Finchley	40	1.62%	4.59%
Underhill	33	4.62%	3.68%
East Finchley	29	1.71%	1.97%
High Barnet	27	2.08%	2.59%
Garden Suburb	25	1.49%	2.15%
Brunswick Park	22	2.75%	1.53%
Totteridge	16	1.22%	1.16%

H57. Category 1 and 2 hazard data provides the most direct evidence of a significant and persistent problem with property conditions in the PRS. The data above indicates that the wards of West Hendon and Childs Hill have a high number of properties with Category 1 and 2 hazards both as a total and as a proportion of the PRS.

Enforcement actions – statutory notices and orders

H58. All inspection cases where there was an issue that required action to deal with conditions at the property, such as serving notices and orders under the Housing Act, Building Act or Public Health Act were analysed. There was a total of **552** notices served in the period. Figure 50 shows the distribution of these cases by ward. The average was 26 notices per ward, with West Hendon significantly highest at 73 and Childs Hill, Finchley Church End,

Hendon, West Finchley, Garden Suburb, Woodhouse, Burnt Oak, Golders Green, Hale and Edgware all above average.

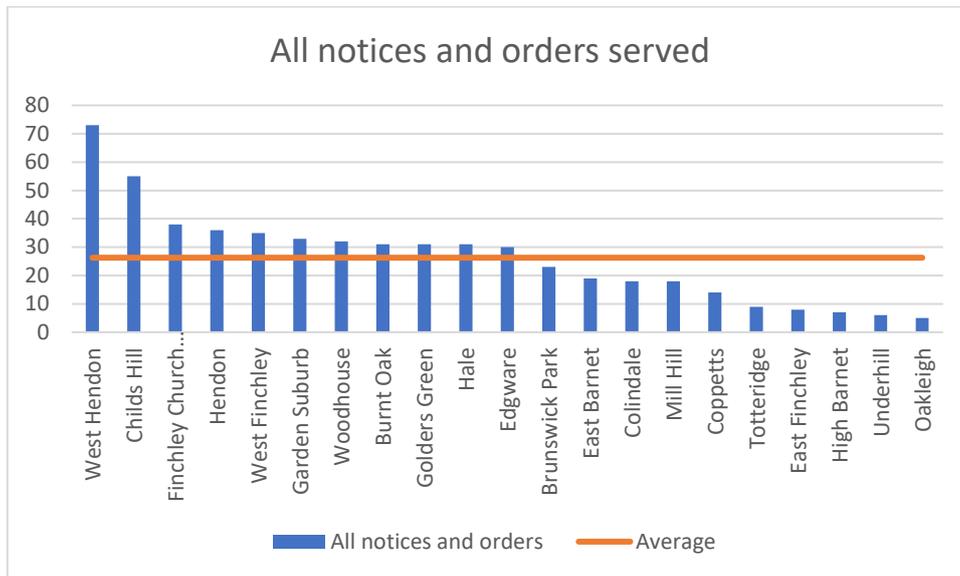
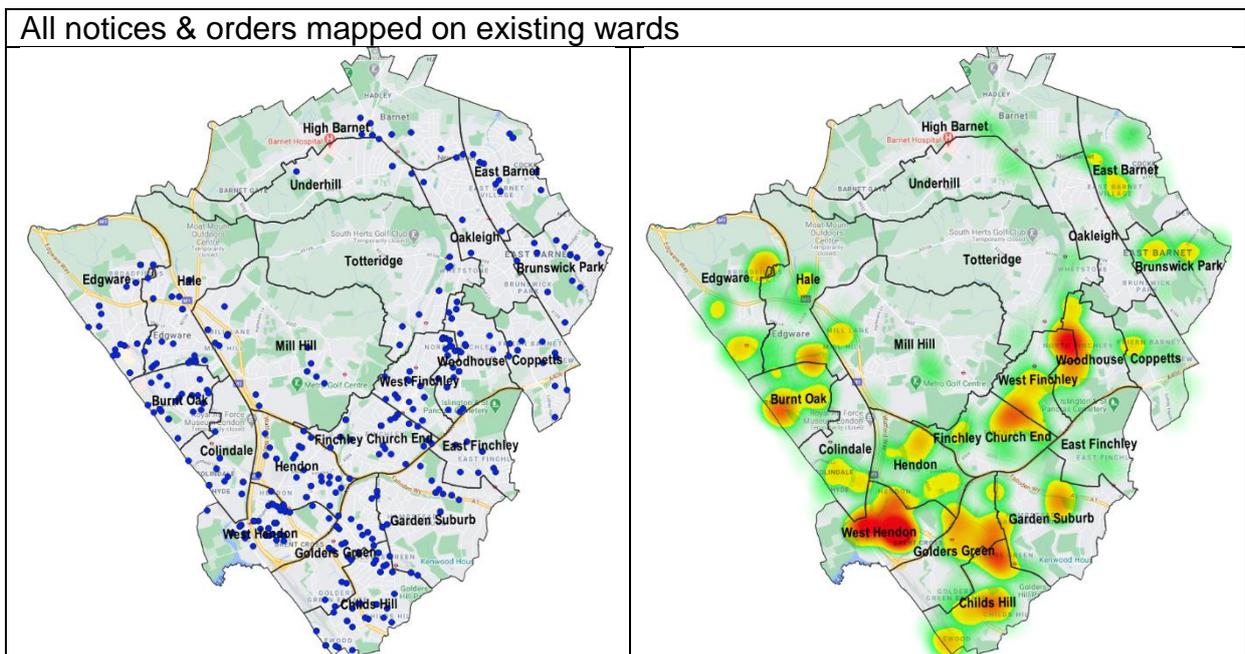


Figure 50. All notices and orders served by ward.

H59. Map 20 below shows the distribution of all notices and orders served over the period by ward.



Map 20. All notices and orders served on dot and heat maps by ward.

H60. Of the 552 notices and orders served, these were at **385** unique addresses, meaning each property has an average of **1.4** notices served. Figure 51 shows the numbers per ward. The average number of unique properties with notices or orders per ward is 18. The same eleven wards are above average as for total notices and orders, except Edgware and Garden Suburb which drop to the average.

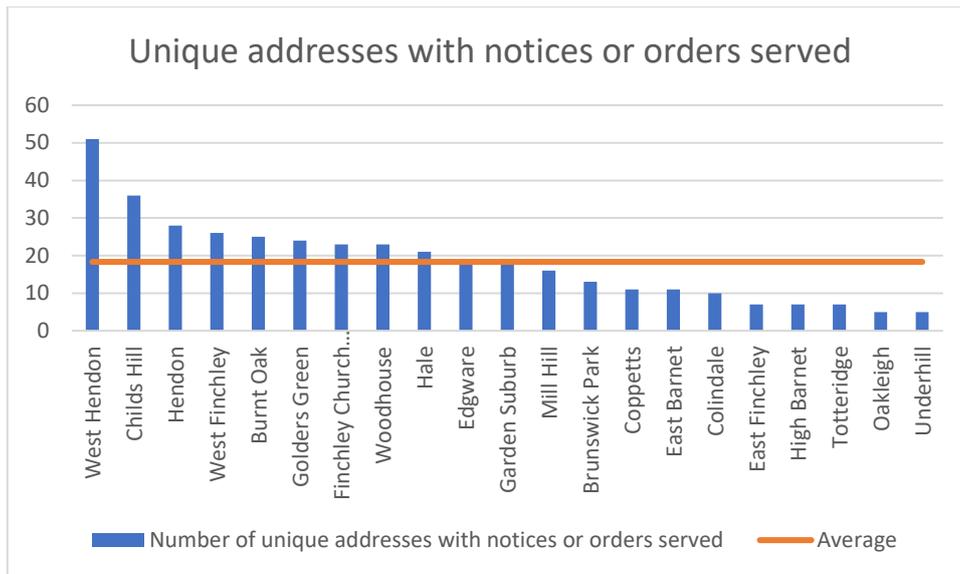


Figure 51. Unique addresses with notices served per ward.

H61. If we look at the number of unique addresses with notices and orders as a percentage of PRS properties in each ward (based upon the 2011 Census), then the average percentage is 1.1%. As seen in Table 38 ten wards (highlighted red) are above average.

Table 38. Wards above average for unique addresses with notices or orders served as a percentage of the PRS and the total served in Barnet.

Ward	No. of unique addresses with notices or orders	No. of unique addresses with notices or orders - % of PRS	No. of unique addresses with notices or orders - % of Barnet total
West Hendon	51	2.52%	13.25%
Hale	21	1.89%	5.45%
Burnt Oak	25	1.77%	6.49%
Brunswick Park	13	1.63%	3.38%
Edgware	18	1.44%	4.68%
Finchley Church End	23	1.20%	5.97%
Childs Hill	36	1.18%	9.35%
Woodhouse	23	1.17%	5.97%
Mill Hill	16	1.14%	4.16%
Golders Green	24	1.12%	6.23%
Hendon	28	1.10%	7.27%
Garden Suburb	18	1.07%	4.68%
West Finchley	26	1.05%	6.75%
East Barnet	11	0.83%	2.86%
Underhill	5	0.70%	1.30%
Colindale	10	0.61%	2.60%
Coppetts	11	0.59%	2.86%
High Barnet	7	0.54%	1.82%
Totteridge	7	0.54%	1.82%
East Finchley	7	0.41%	1.82%
Oakleigh	5	0.40%	1.30%

H62. Housing Act notices and orders deal directly with issues such as removing or reducing category 1 and 2 hazards and overcrowding. Looking solely at Housing Act notices and orders served, there were **298** in total. Over half of these notices were Temporary Exemption Notices, whereby the property was identified as a licensable HMO but the landlord opted to reduce the occupation. Other major actions under the Housing Act were 29 Prohibition Orders, 21 Improvement Notices, 17 Hazard Awareness Notices, 4 Overcrowding Intention Notices, 2 Overcrowding Notices and 1 Emergency Prohibition Order. There were also 15 Fixed Penalty Notices and 1 Intention to make a Rent Repayment Order Notice.

H63. Figure 52 shows the Housing Act notices and orders served by ward. The average is 14, with twelve wards above average and West Hendon, Childs Hill and Hendon Wards having the highest numbers.

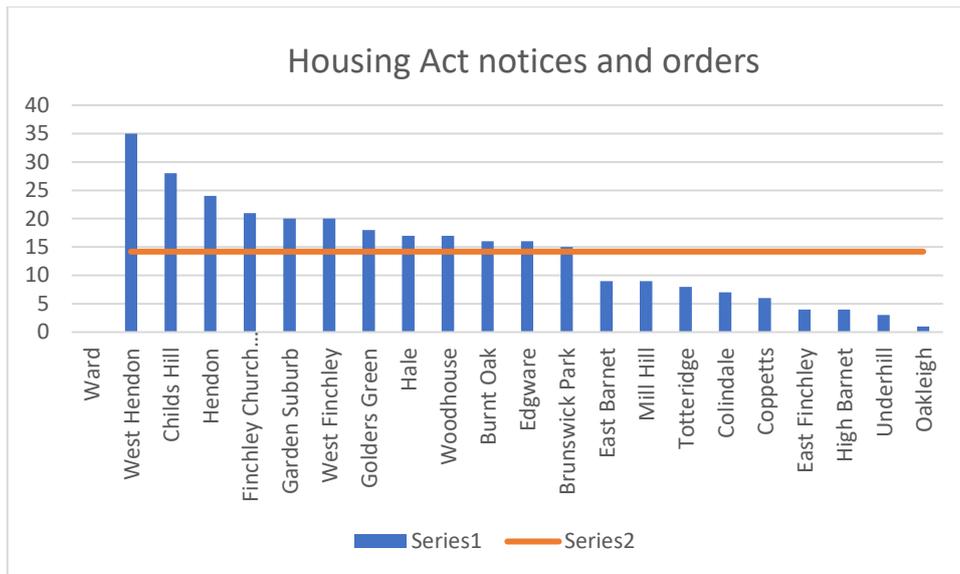
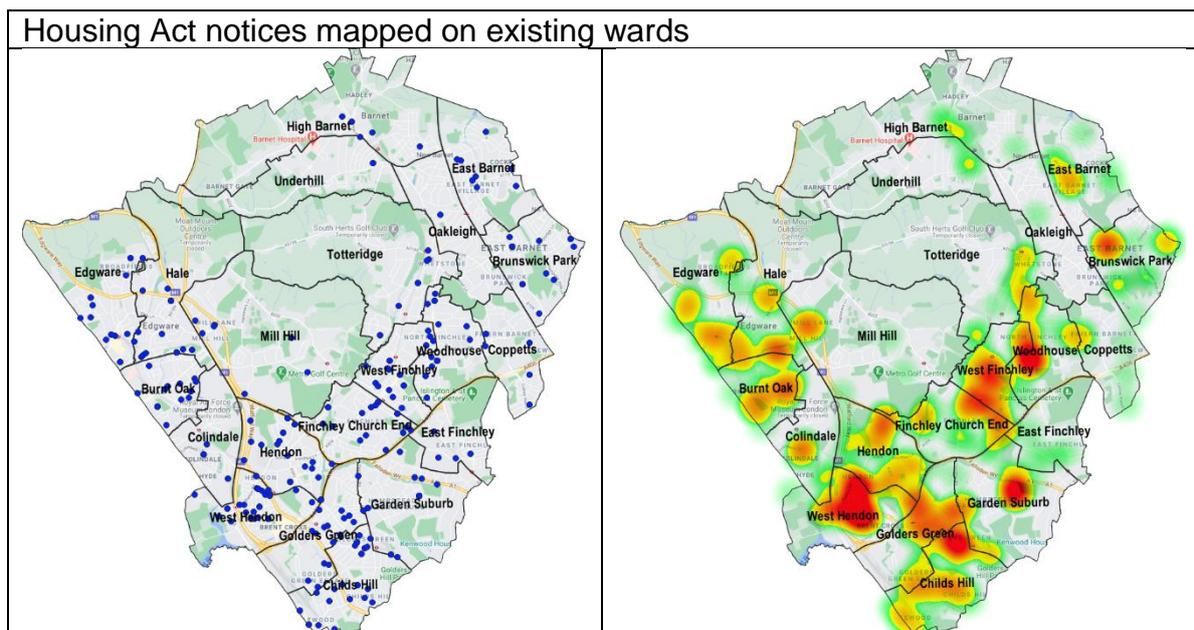


Figure 52. Housing Act notices and orders per ward.

H64. Map 21 below shows the distribution of Housing Act notices served over the period by ward.



Map 21. Housing Act notices and orders served on dot and heat maps by ward.

H65. There were **238** unique addresses where Housing Act notices or orders were served, an average of 11 per ward. In Figure 53 it can be seen that only nine wards were above average when looking at just unique addresses, with Garden Suburb, Woodside and Brunswick Park falling to average or below.

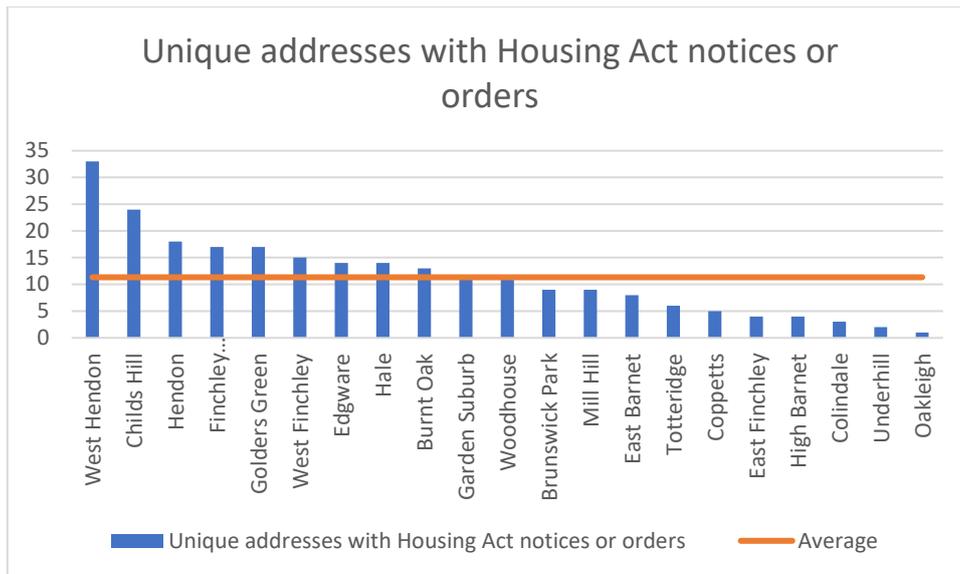


Figure 53. Unique addresses with Housing Act notices or orders served by ward.

H66. Looking at the number of unique addresses with Housing Act notices or orders as a percentage of the number of PRS properties in each ward (Based upon the 2011 Census), then the average is 0.68%. As seen in Table 39 nine wards (highlighted red) are above average. This table also looks at the percentage of notices or orders per ward of the total served in Barnet over this period.

Table 39. Wards above average for the number of addresses with Housing Act notices or orders served as a percentage of the PRS and the Barnet total.

Ward	No. of unique addresses with Housing Act notices or orders	No. of unique addresses with Housing Act notices or orders served - % of PRS	No. of unique addresses with Housing Act notices or orders served - % of Barnet total
West Hendon	33	1.63%	13.87%
Hale	14	1.26%	5.88%
Brunswick Park	9	1.13%	3.78%
Edgware	14	1.12%	5.88%
Burnt Oak	13	0.92%	5.46%
Finchley Church End	17	0.89%	7.14%
Golders Green	17	0.80%	7.14%
Childs Hill	24	0.79%	10.08%
Hendon	18	0.71%	7.56%
Garden Suburb	11	0.66%	4.62%
Mill Hill	9	0.64%	3.78%
West Finchley	15	0.61%	6.30%
East Barnet	8	0.60%	3.36%
Woodhouse	11	0.56%	4.62%
Totteridge	6	0.46%	2.52%
High Barnet	4	0.31%	1.68%
Underhill	2	0.28%	0.84%
Coppetts	5	0.27%	2.10%
East Finchley	4	0.24%	1.68%
Colindale	3	0.18%	1.26%
Oakleigh	1	0.08%	0.42%

- H67. Some inspections identify poor conditions that are better dealt with under other legislation, such as the Building Act 1984, Environmental Protection Act 1990 and the Public Health Act 1936, amongst others. There were **116** miscellaneous notices. requiring works to improve conditions in the property at exactly **100** unique addresses. The top categories were notices for prevention of damage by pests, drainage and other nuisance.
- H68. Figure 54 shows the number of miscellaneous notices per ward, with an average of 5. West Hendon had over three times the average, with six other wards above average.

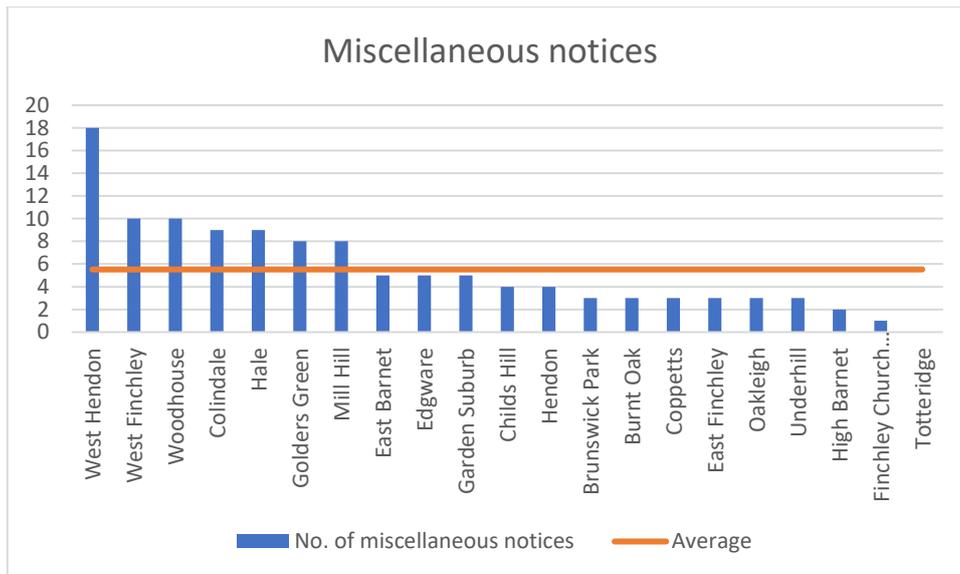


Figure 54. Total of miscellaneous notices related to property conditions per ward.

H69. In summary of the above, Table 40 shows the wards that were above average for the different data sets shaded in red. The wards that are consistently high against all, or most of the measures are West Hendon, West Finchley, Golders Green, Hale, Childs Hill, Finchley Church End, Hendon, Woodhouse and Burnt Oak.

Table 40. Summary of wards above average for enforcement notices and orders.

Ward	Above average for:				
	Total No. of notices served	No. of unique addresses with notices served	No. of Housing Act notices or orders	No. of unique addresses with Housing Act notices or orders	No. of miscellaneous notices
<b>AVERAGE</b>	<b>26</b>	<b>18</b>	<b>14</b>	<b>11</b>	<b>5</b>
West Hendon	73	51	35	33	18
Childs Hill	55	36	28	24	4
Finchley Church End	38	23	21	17	1
Hendon	36	28	24	18	4
West Finchley	35	26	20	15	10
Garden Suburb	33	18	20	11	5
Woodhouse	32	23	17	11	10
Burnt Oak	31	25	16	13	3
Golders Green	31	24	18	17	8
Hale	31	21	17	14	9
Edgware	30	18	16	14	5
Brunswick Park	23	13	15	9	3
East Barnet	19	11	9	8	5
Colindale	18	10	7	3	9
Mill Hill	18	16	9	9	8
Coppetts	14	11	6	5	3
Totteridge	9	7	8	6	0
East Finchley	8	7	4	4	3
High Barnet	7	7	4	4	2
Underhill	6	5	3	2	3
Oakleigh	5	5	1	1	3

2020 Barnet property survey – property conditions

H70. The survey of 2,719 properties across the borough in 2020 identified that 476 (17.5%) properties were found to be or believed to be likely to be single family private rented. However, for 1,281 properties (47.1%) the surveyor was unsure of the tenure due to lack of, or inadequate response from the occupier. The true number and percentage will have therefore been considerably higher – 34.5% of those where the tenure was identified were SFOs, so it could be projected that another 442 of the unknown tenure properties were SFOs. Figure 55 shows the number of properties that were surveyed per ward and those that were SFOs and the percentage of SFOs per ward. The average was 16.6% and ten wards were above average, with the highest being Burnt Oak with 27%. The top six wards were all above the 19% PRS as per the EHS.

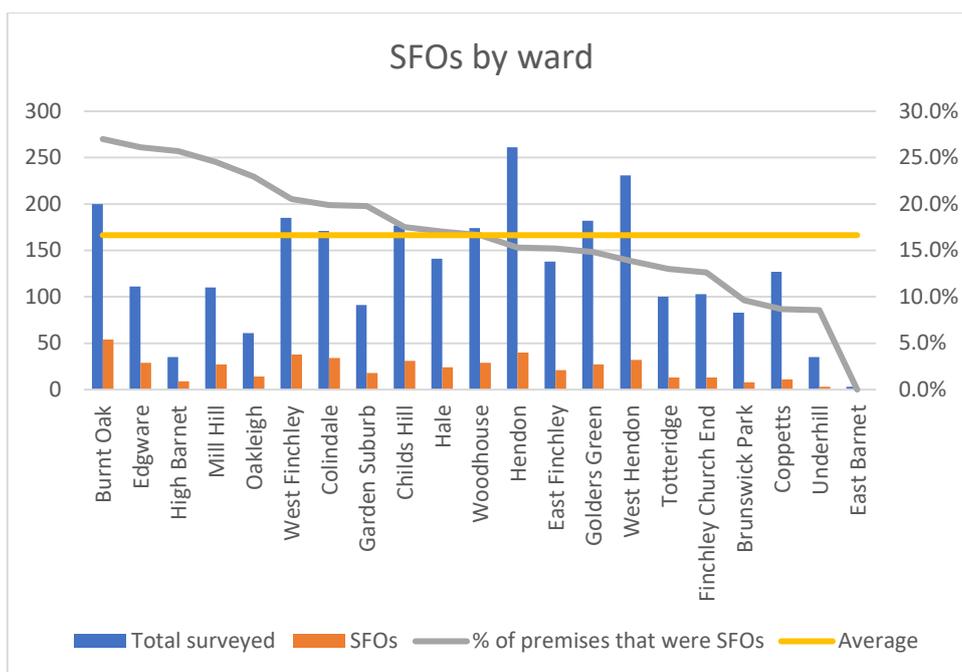


Figure 55. Properties surveyed by ward that were SFOs

H71. 44 (9.2%) of the SFO properties had issues relating to the external condition of the property, with 20 (4.2%) being deemed to be externally in poor condition, where poor means that urgent action was required. 159 (33.4%) only appeared to be in fair condition, where fair means that matters required attention. Only 277 (58.2%) appeared to be in good external condition, i.e. no action was required. Of the 1,281 where it was not possible to establish the tenure, 413 (32.3%) of these were in poor or fair condition, so it is reasonable to assume that some of these would have been privately rented (SFOs). An internal inspection was not undertaken due to the ongoing COVID-19 pandemic. Table 41 gives a summary of the numbers of SFOs in poor condition.

Table 41. Issues found in SFOs in the property survey.

	Number of properties	% of total	% of SFOs
SFO (PRS)	476	17.50%	
SFO with external issues (overgrown/rubbish etc)	44	1.60%	9.20%
SFOs in poor condition (external assessment)	20	0.70%	4.20%
SFOs in fair condition (external assessment)	159	5.80%	33.40%
SFOs in good condition (external assessment)	277	10.20%	58.20%
SFOs condition blank	20	0.70%	4.20%

H72. Figure 56 shows the percentage of properties found to be requiring intervention (poor or fair condition) by ward. The average is 33.2%. The wards where over 50% of likely SFO private rented properties were in poor or only

fair condition were Childs Hill, Garden Suburb and Golders Green. If we extrapolated this data based upon the number of PRS properties in the 2011 Census, there would be 1,673, 931 and 1,187 PRS properties in poor condition requiring action respectively.

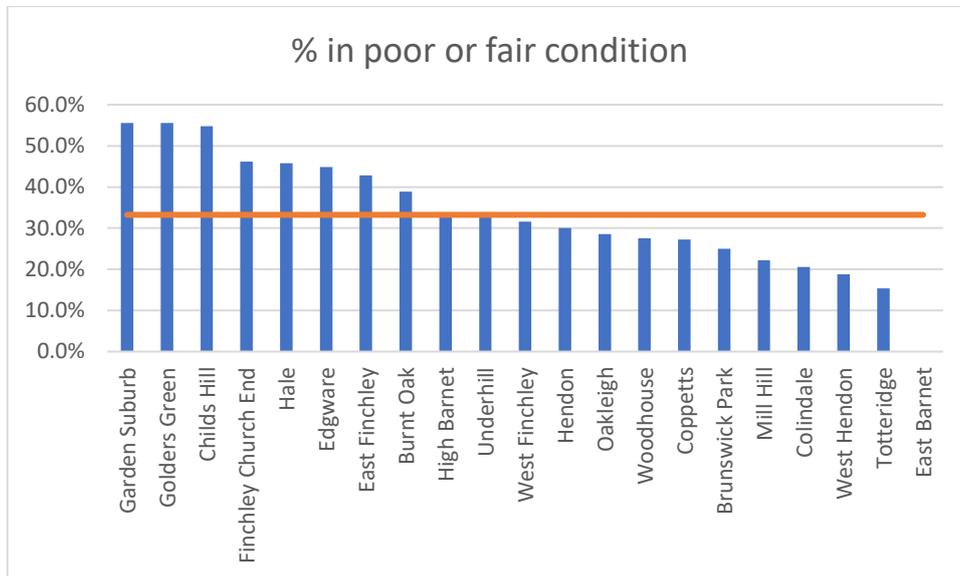
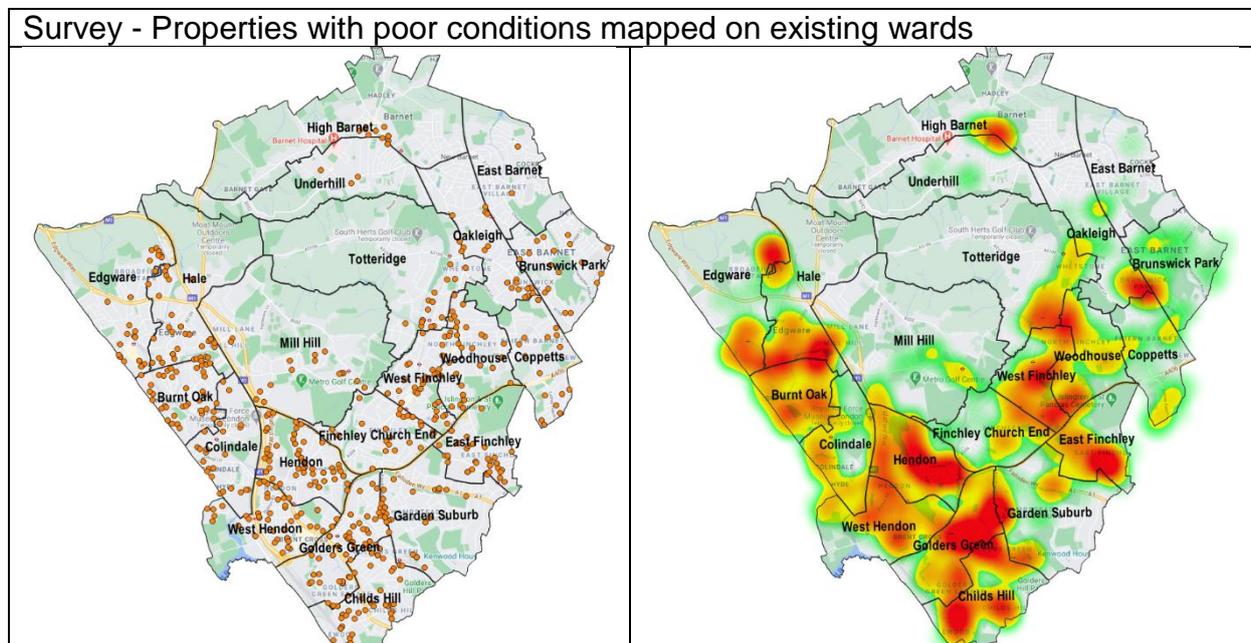


Figure 56. Percentage of surveyed properties in a condition that would warrant action by ward.

H73. Map 22 shows the distribution of the properties surveyed in fair or poor condition.



Map 22. Properties found on survey to have poor conditions requiring intervention on dot and heat maps by ward.

H74. Using the findings of the property condition survey, the data has been modelled to provide a projection of the likely numbers of SFO properties across the borough to be suffering issues relating to poor property conditions.

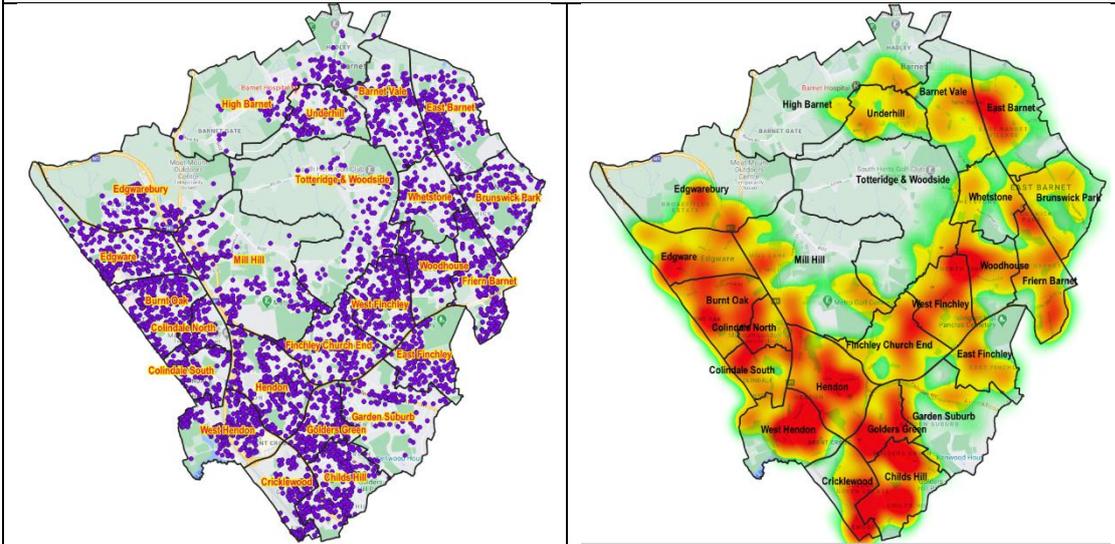
Taking the Census 2011 figure of 34,854 PRS properties, this would result in 12,327 properties likely to have an issue requiring intervention across the borough. See Table 42 below.

Table 42. Extrapolation of possible number of poor condition properties based upon the 2020 survey and the Census 2011.

Ward	PRS - %. 2011 Census	PRS – Number. 2011 Census	Likely number of poor condition properties (from 2020 survey)
Childs Hill	40.80%	3050	1673
West Finchley	37.70%	2470	780
Hendon	37.40%	2548	764
Golders Green	35.60%	2137	1187
West Hendon	33.30%	2026	380
Finchley Church End	31.20%	1913	883
Woodhouse	29.20%	1974	545
Coppetts	27.50%	1852	505
Garden Suburb	27.30%	1675	931
Colindale	26.90%	1635	337
East Finchley	26.00%	1691	725
Burnt Oak	23.10%	1411	549
Totteridge	22.90%	1308	201
Edgware	21.60%	1253	562
Mill Hill	20.90%	1404	312
East Barnet	20.70%	1329	0
Oakleigh	20.70%	1256	359
High Barnet	20.40%	1299	433
Hale	18.20%	1109	508
Brunswick Park	13.50%	800	200
Underhill	11.60%	714	238
<b>Grand Total</b>	<b>26.30%</b>	<b>34,854</b>	<b>12,327</b>

H75. Map 23 shows the distribution of all sources of data on SFOs dealt with, including complaints, inspections and hazards, notices served and the survey mapped on the new ward boundaries.

All SFOs that Environmental Health has been involved with mapped on new wards



Map 23. All SFO properties with Environmental Health involvement or found in poor condition on survey on dot and heat maps by ward.

### Property Conditions Conclusions

H76. The analysis of private rented properties has shown that the indicators of the worst condition properties are in the wards of:

- West Hendon
- Childs Hill
- Golders Green
- Hendon
- Edgware
- Hale

When overlaid onto the new ward boundaries, these transpose into the wards of:

- West Hendon
- Childs Hill
- Cricklewood
- Golders Green
- Hendon
- Edgware

8.10 PART I - Analysis against legislative requirements and government guidance - Selective Licensing - Migration

- I1. To show that migration is a relevant criterion for the designation of a selective licensing scheme, it must be demonstrated that **the area has recently experienced or is experiencing an influx of migration into it**<sup>74</sup>.
- I2. Guidance suggests that migration refers to the movement of people from one area to another. It includes migration within a country and is not restricted to migration from overseas. Authorities should consider whether the area has experienced a relatively large increase in the size of the population over a relatively short period of time. In assessing this, the local housing authority should consider whether net migration into the designated area has increased the population of the area.
- I3. The guidance suggests that migration refers to the movement of people from one area to another. It includes migration within a country and is not restricted to migration from overseas. Authorities should consider whether the area has experienced a relatively large increase in the size of the population over a relatively short period of time. In assessing this, the local housing authority should consider whether net migration into the designated area has increased the population of the area.
- I4. The guidance goes on to suggest *a population increase of around 15% or more over a 12-month period would be indicative that the area has or is experiencing a high level of migration into it.*
- I5. Table 43 shows the change in mid-year population estimates for 2018 and 2019 per ward.<sup>75</sup> This shows that despite the increases in population and migration described below, no ward achieved a 15% increase in the last 12 months for which data is available. The largest increase was 4.9% in Colindale. The mid-year population estimate increase for Barnet was 1%, being greater than the average for all London boroughs (0.6%).

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<sup>74</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 5(a)

<sup>75</sup> Office for National Statistics.

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/lowersuperoutputareamidyearpopulationestimates>

Table 43. Population increase 2018-2019 by ward.

Ward	2018 mid-year population estimate	2019 mid-year population estimate	Increase	% increase
Colindale	24,933	26,162	1,229	4.9%
West Hendon	19,127	19,484	357	1.9%
Childs Hill	22,119	22,502	383	1.7%
Edgware	18,509	18,816	307	1.7%
Totteridge	16,060	16,315	255	1.6%
Finchley Church End	17,320	17,571	251	1.4%
Garden Suburb	16,557	16,784	227	1.4%
Mill Hill	20,441	20,694	253	1.2%
Golders Green	21,090	21,312	222	1.1%
East Finchley	17,422	17,591	169	1.0%
Woodhouse	19,459	19,578	119	0.6%
West Finchley	18,256	18,340	84	0.5%
Hendon	19,585	19,650	65	0.3%
Oakleigh	16,964	17,013	49	0.3%
Coppetts	18,804	18,837	33	0.2%
East Barnet	17,343	17,367	24	0.1%
High Barnet	16,374	16,394	20	0.1%
Burnt Oak	19,776	19,755	-21	-0.1%
Hale	18,767	18,729	-38	-0.2%
Brunswick Park	16,802	16,674	-128	-0.8%
Underhill	16,432	16,301	-131	-0.8%
<b>Total</b>	<b>392,140</b>	<b>395,869</b>	<b>3,729</b>	<b>1.0%</b>

16. Although nine wards rank highly against the average for Barnet for population change and there has been a steady and significant increase in the 5 years 2014-2019 in population in Barnet (6.2% increase) compared to a lot of other parts of London, this does not demonstrate the level and rate of increase suggested in the guidance.
17. An analysis has however been carried out of the migration into Barnet. Measures of migration include:
- Population growth
  - Internal migration
  - International migration
    - New National Insurance Registrations (NINOs) for overseas migrants.
    - New GP Registrations for overseas migrants
18. The following paragraphs consider these criteria in more detail as supporting evidence for selective licensing, but not as the reason for designating the chosen areas for selective licensing.

### Population growth:

- I9. Despite not meeting the level of increase suggested in the guidance, the following paragraphs discuss the evidence of growth in Barnet.
- I10. Net migration for 2019, taking account of long-term international migration and UK internal migration (which fell by 2,323), in Barnet was 1,154, whereas London decreased overall, with the average being a net loss of 502 persons. Barnet had the 5<sup>th</sup> highest net migration in London.
- I11. The population of Barnet increased by 41,822 (13.29%) between 2001 and 2011, to 356,386 residents. The ONS 2018 based estimate for the population of Barnet in 2021 is 407,751. This is an increase of approximately 14.4% (51,365 people) since 2011. Over the same period growth in London is estimated at 12.5%. Barnet has the 11<sup>th</sup> highest growth in London, whilst for England, growth was 7.5%. So, Barnet is growing faster than the England and London.
- I12. Looking further ahead, ONS population growth estimates for the 10 years from 2018 to 2028 for England is 4.9%. 10.5% growth is projected for Barnet in same period and 8.4% for London as a whole.
- I13. Looking at the mid-year population estimates over a five-year period, between 2014 and 2019<sup>76</sup>, by ward, Table 44 below shows that Colindale Ward has seen the most significant increase at 29.39%. This is due to significant regeneration taking place in this ward. A further seven wards are above the Barnet average of 5.92%.

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<sup>76</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/wardlevelmidyearpopulationestimatesexperimental>

Table 44. Percentage change in population estimates 2014-2019.

Ward	Mid 2019	Mid 2014	Increase	% increase
Colindale	26,162	20,220	5,942	29.39%
Edgware	18,816	17,243	1,573	9.12%
Mill Hill	20,694	18,988	1,706	8.98%
Finchley Church End	17,571	16,228	1,343	8.28%
Childs Hill	22,502	20,972	1,530	7.30%
Golders Green	21,312	19,919	1,393	6.99%
West Hendon	19,484	18,367	1,117	6.08%
West Finchley	18,340	17,295	1,045	6.04%
Woodhouse	19,578	18,608	970	5.21%
Totteridge	16,315	15,613	702	4.50%
Oakleigh	17,013	16,302	711	4.36%
Garden Suburb	16,784	16,098	686	4.26%
Burnt Oak	19,755	18,948	807	4.26%
East Finchley	17,591	16,899	692	4.09%
East Barnet	17,367	16,706	661	3.96%
Hale	18,729	18,162	567	3.12%
Coppetts	18,837	18,306	531	2.90%
Hendon	19,650	19,316	334	1.73%
High Barnet	16,394	16,138	256	1.59%
Underhill	16,301	16,456	-155	-0.94%
Brunswick Park	16,674	16,961	-287	-1.69%
<b>Total</b>	<b>395,869</b>	<b>373,745</b>	<b>22,124</b>	<b>5.92%</b>

114. Figure 57 shows the population growth trend based upon mid-year estimates for Barnet from 1999 to 2019.

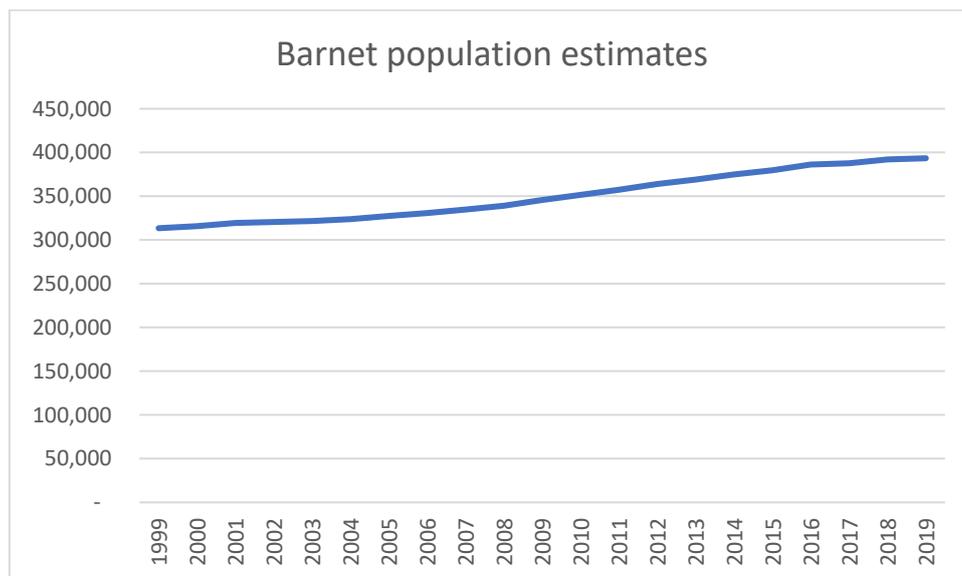


Figure 57. Population growth in Barnet 1999-2019.

### Internal migration:

- I15. Figure 58 shows the internal migration between other parts of the UK and Barnet between 2009 and 2019. It can be seen that inflow has increased, but outflow has similarly increased and is in fact greater than inflow, resulting in a net loss of population each year.

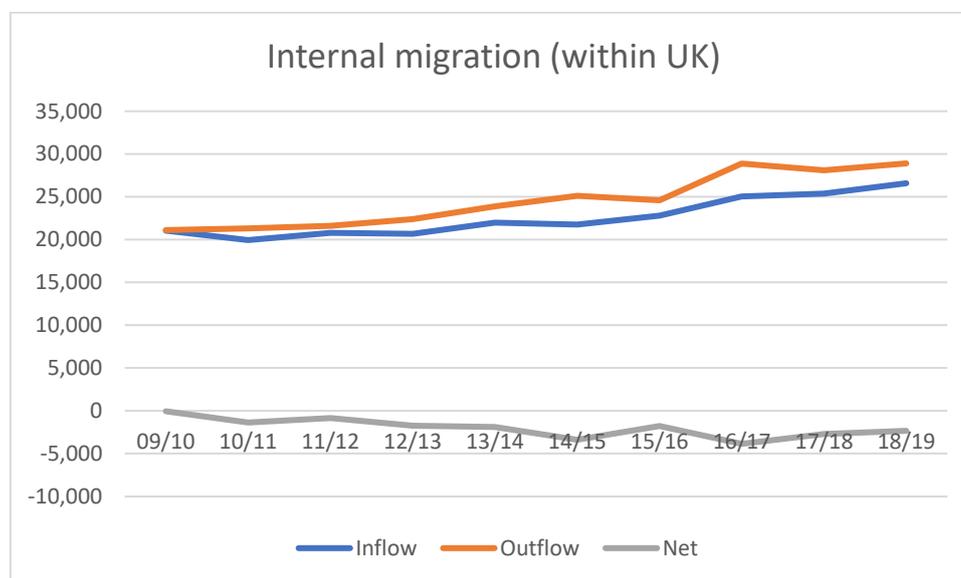


Figure 58. Internal migration (within UK) to Barnet 2009-2019.

### Overseas migration:

- I16. The 2011 census showed that Barnet has become a more ethnically diverse borough, with the younger population being more diverse than the older population.
- I17. In 2020, 37.4% of Barnet residents were born outside of the United Kingdom compared to 35% in London as a whole and 14.8% in England.<sup>77</sup> According to the ONS, in 2019, Barnet had the seventh highest net international migration of people in London and is about 50% above the average for London and so demonstrates a relatively high level of migration<sup>78</sup>.
- I18. According to the ONS, between mid-2018 and mid-2019, Barnet had the 9th highest long-term international migration inflow in London, at 7,269 people out of 192,920 (3.77%). This is about 24% above the average for London and demonstrates a relatively high level of international migration, particularly for an outer London borough.
- I19. Figure 59 shows the population estimates for non-UK born people from 2010-2019, showing a steady increase from 122,000 to 154,000, despite a few

<sup>77</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/datasets/populationoftheunitedkingdombycountryofbirthandnationality>

<sup>78</sup> <https://data.london.gov.uk/dataset/migration-indicators>

single year dips in numbers over the period, demonstrating significant international migration into Barnet.<sup>79</sup>

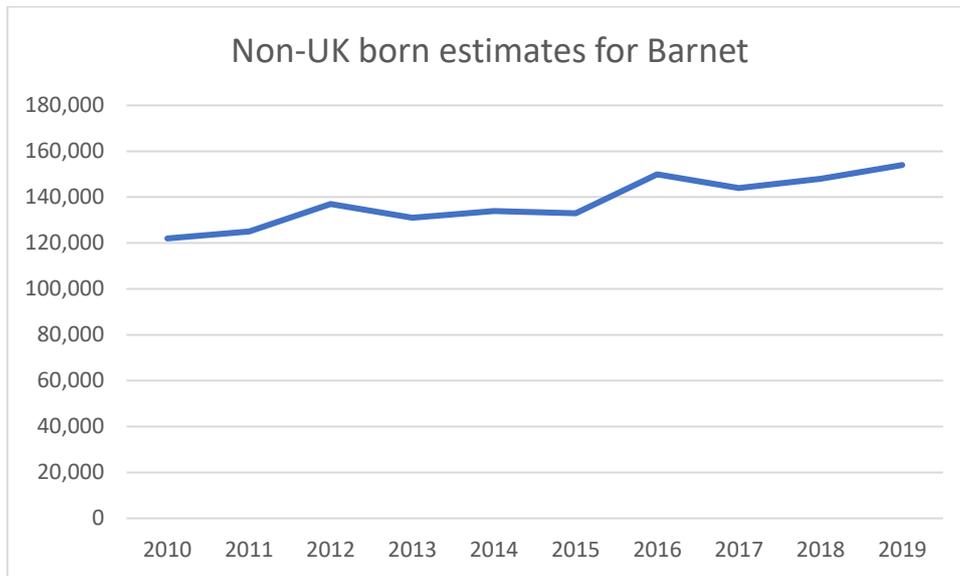


Figure 59. Non-UK born population estimates for Barnet 2010-2019.

- I20. Figure 60 shows the inflows and outflows and net international migration for Barnet over the period 2010-2019. Although there have been variations, this shows that net international migration was at the same level in 2019 as it was in 2010.

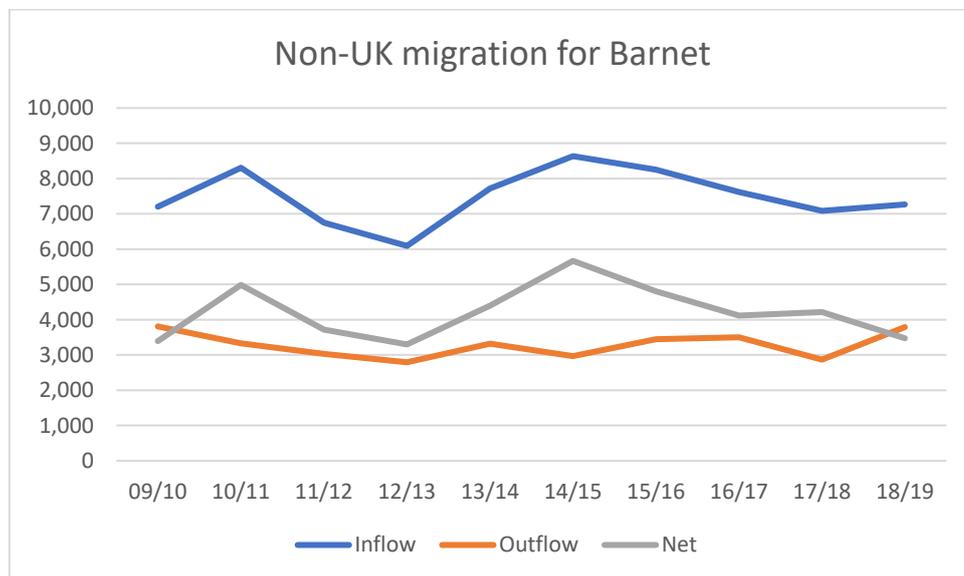


Figure 60. Non-UK international migration for Barnet 2010-2019.

- I21. What these graphs show us is that the population of Barnet has increased, whilst net internal migration has reduced, meaning that the population is being replaced and indeed increased by non-UK migrants.

<sup>79</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/migrationwithintheuk/datasets/localareamigrationindicatorsunitedkingdom>

### New National Insurance Registrations (NINOs):

- I22. A recognised indicator for increase in migration, which is the increase in NINOs for overseas migrants was analysed. Figure 61 shows the 2019 figure is around the average for Barnet over the last 5 years. Since a peak in 2014/15, there has been a decline in numbers of new registrations and so there has not been a notable increase over the 10-year period.
- I23. Ward level data on this measure was not available after 2012. However, in 2019 NINOs for Barnet were above the average for London at 10,877, and 9th highest in London<sup>80</sup>.

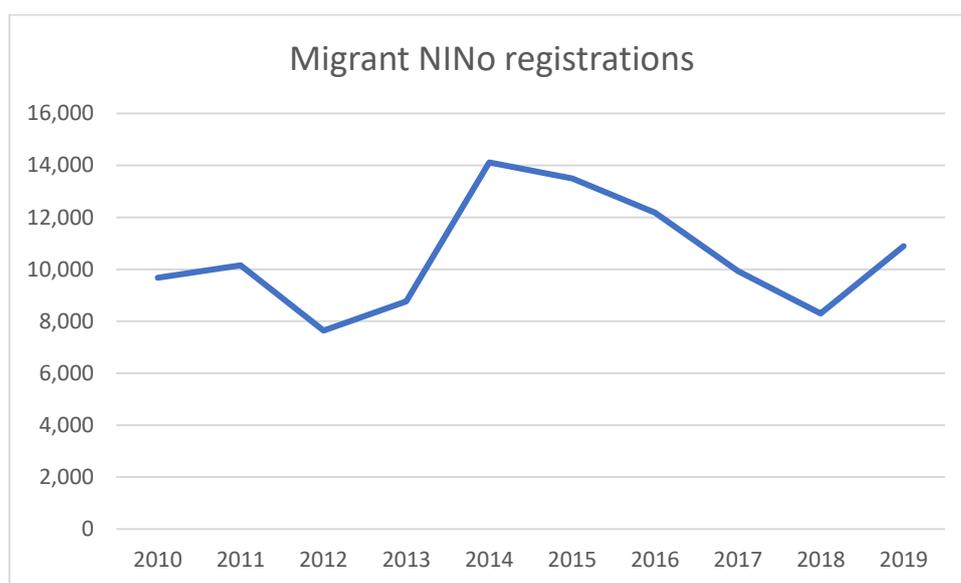


Figure 61. Migrant NINo registrations for Barnet 2010-2019.

### New GP registrations:

- I24. Over the same period, Figure 62 shows another indicator of international migration, new migrant GP registrations. This shows a slightly different picture to NINOs, in that there has been a more steady increase over the same period, with the total in 2018/19 of 10,155 being similar to the total of NINOs in the same year (10,877). There was an 11.6% increase in 2018/19 from the previous year.

<sup>80</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/migrationwithintheuk/datasets/localareamigrationindicatorsunitedkingdom>

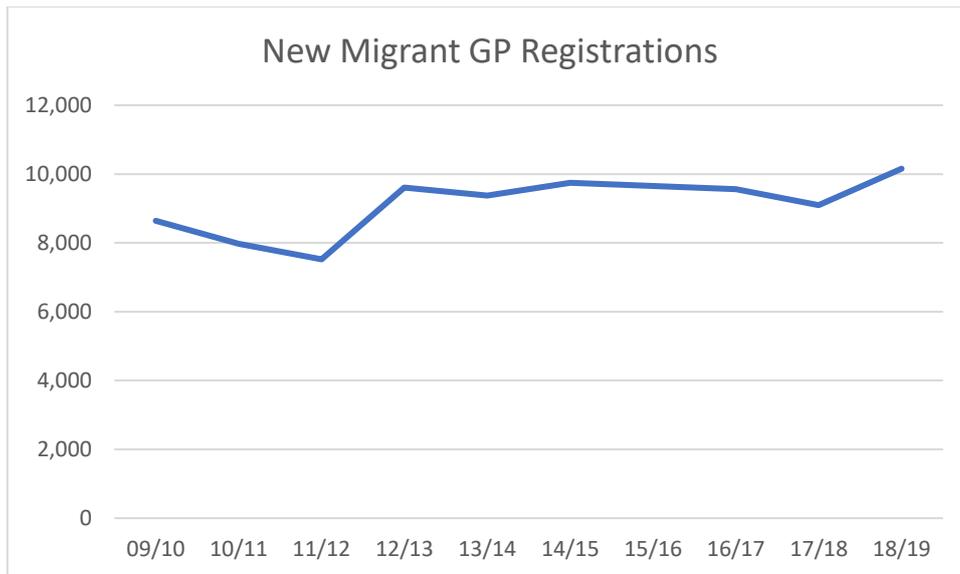


Figure 62. New migrant GP registrations for Barnet 2010-2019.

### Migration – Conclusions

125. In summary, although Colindale Ward shows the highest level of population increase, it is known this is due to regeneration of the area with many new homes being built. The lack of ward detail being available for the other indicators of migration does not allow for a detailed analysis of correlation with other data on the PRS at ward level. Although there is clearly a steady increase in international migration into the borough with certain wards being greater than others, the increase is not as significant as suggested in the guidance. Therefore, as previously stated, migration has not been considered further in determining areas suitable for designation for selective licensing.

8.11 PART J - Analysis against legislative requirements and government guidance - Selective Licensing – Deprivation

- J1. To show that deprivation is a relevant criterion for the area(s) proposed for a selective licensing designation, it must be demonstrated **that the area is suffering from a high level of deprivation, which affects a significant number of the occupants of properties referred to in article 3(1)(a), and that making a designation will, when combined with other measures taken in the area by the local housing authority, or by other persons together with the local housing authority, contribute to a reduction in the level of deprivation in the area.**<sup>81</sup>
- J2. The 2015 Order and guidance suggest that the authority considers the following factors when compared to other similar neighbourhoods in the local authority area or within the region:
- the employment status of adults;
  - the average income of households;
  - the health of households;
  - the availability and ease of access to education, training and other services for households;
  - housing conditions;
  - the physical environment;
  - levels of crime
- J3. The following data has been taken from the English Indices of Deprivation 2019 - Index of Multiple Deprivation<sup>82</sup>.
- J4. Barnet is not a deprived borough. Barnet has improved from being the 163rd most deprived borough in the country to the 187th most deprived in the 2019 IMD. 14.5% of Barnet residents live in the 30% most deprived areas of England. Only one of Barnet's 209 LSOAs fall within the 10% most deprived areas nationally and a further six LSOAs within the 20% most deprived. Burnt Oak Ward is the most deprived, ranking in the lowest 24% nationally, followed by Colindale in the lowest 30%. Seven other wards are in the lowest 50% nationally.

IMD - Overall rank

- J5. All areas (LSOAs) nationally are each given an overall rank based upon the level of deprivation across all the indices, where the area ranked 1 is deemed the most deprived in the country and the area ranked 32,844 is the least deprived. In Barnet the highest ranked (most deprived) LSOA is Barnet 039B in Golders Green Ward at 2,878 (i.e. the 2,878th most deprived area in the country). This is the only LSOA in Barnet in the 10% most deprived in England. The second most deprived is Barnet 026D in Colindale Ward at 3,826, in the 20% most deprived in England. The lowest ranked (least

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<sup>81</sup> The Selective Licensing of Houses (Additional Conditions)(England) Order 2015 – Article 6

<sup>82</sup> <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

deprived) LSOA is Barnet 007D in Totteridge Ward at 31,544, which is in the 10% least deprived in England.

- J6. Of Barnet's 211 LSOAs, only 31 (14.7%) are in the 30% most deprived in England, whereas 77 (36.5%) are in the 30% least deprived. Burnt Oak Ward is the most deprived ward in the borough, followed by Colindale Ward. Table 45 lists the wards in order of ranking, with the most deprived at the top. Of the six wards described in other parts of this document as being the most consistently above average for multiple indicators of poor property conditions, only Edgware is not in the top ten most deprived wards. Wards achieving a worse ranking than 2015 are highlighted red and those improving are highlighted green.

Table 45. Rank and average deprivation score using the 2019 IMD, and rank in the 2015 IMD, Barnet wards, approximate calculations.

Rank in 2019	Ward	IMD average score	Rank in 2015
1	Burnt Oak	28.0	1
2	Colindale	25.2	2
3	Underhill	19.9	4
4	Childs Hill	19.7	5
5	West Hendon	19.5	3
6	Golders Green	19.2	6
7	Coppetts	16.6	7
8	Woodhouse	16.2	9
9	Hendon	16.0	8
10	Hale	15.6	11
11	East Finchley	15.1	10
12	East Barnet	15.0	14
13	Edgware	14.9	12
14	Mill Hill	13.9	13
15	Brunswick Park	13.1	15
16	West Finchley	12.1	17
17	Oakleigh	11.9	16
18	High Barnet	11.1	18
19	Finchley Church End	10.5	19
20	Totteridge	9.8	20
21	Garden Suburb	9.1	21

- J7. Figure 63 shows the wards with LSOAs (31/211) in the 30% most deprived areas nationally. This shows that 70% of Burnt Oak Ward is in the first three deciles, with Colindale 50% and Childs Hill 33.3%. Golders Green has the only LSOA in the 1st decile, with Colindale having two LSOAs in the 2<sup>nd</sup> decile and Burnt Oak, Golders Green, Underhill and Brunswick Park with one each.

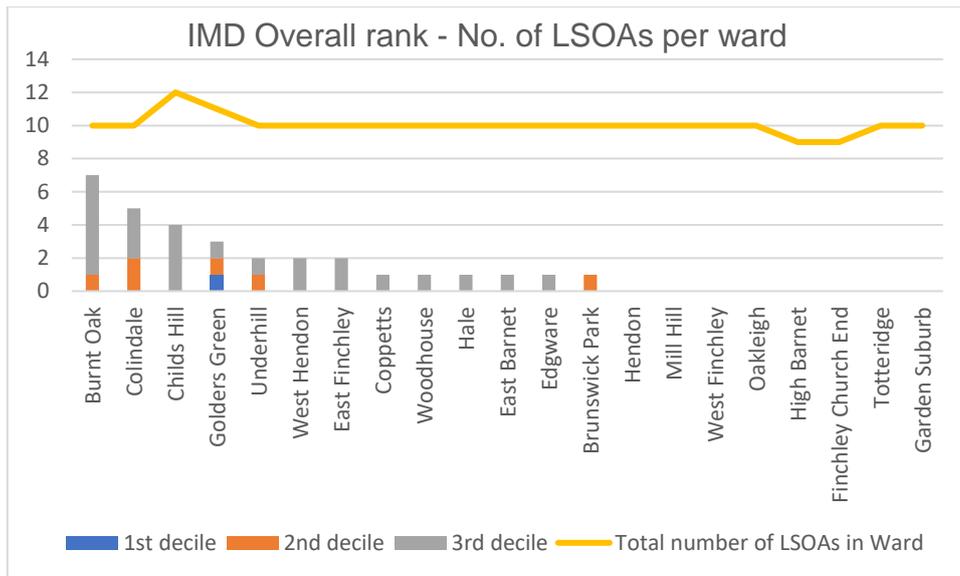


Figure 63. Number of LSOAs per ward in the 30% most deprived areas nationally.

IMD – Employment rank

- J8. This domain measures the proportion of the working age population in an area involuntarily excluded from the labour market.
- J9. Looking at the employment index, 27 of 211 LSOAs (12.8%) are in the 30% most deprived areas in England for this domain. Figure 64 shows that 40% of the areas of Colindale, and 30% each of Burnt Oak, East Finchley and Underhill Wards are in the top three deciles. Colindale, Burnt Oak and Underhill each have two LSOAs in the 2<sup>nd</sup> decile, with Childs Hill, Golders Green, Brunswick Park and Woodhouse having one each.

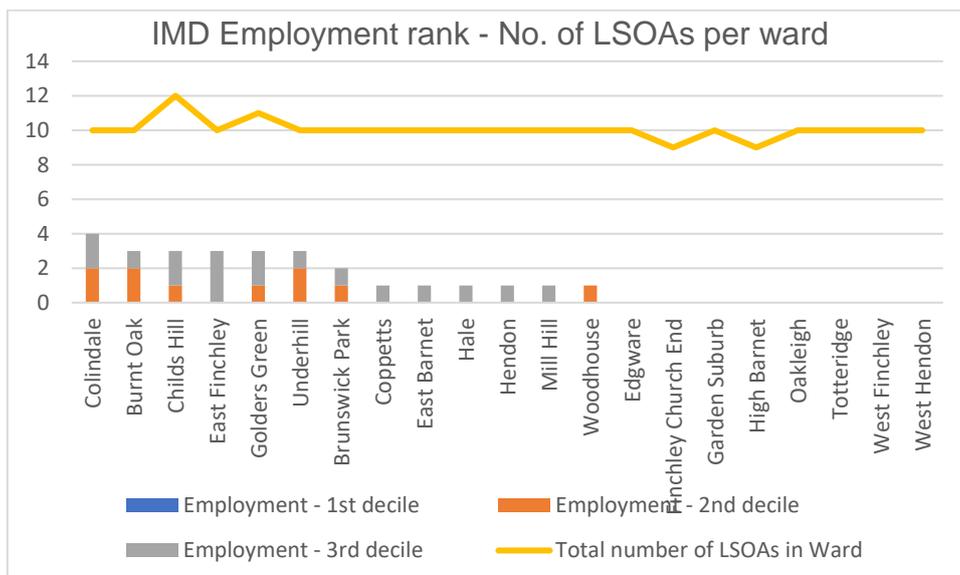


Figure 64. Number of LSOAs in top 30% most deprived for employment.

### IMD – Income rank

- J10. This domain measures the proportion of the population experiencing deprivation relating to low income.
- J11. For the income index, figure 65 shows that 90% of the area of Burnt Oak Ward is in the top three deciles. Colindale is 60% and Underhill 40%. 42 of 211 LSOAs (19.9%) are in the most 30% deprived for this domain. Colindale has two LSOAs in the 1st decile, whilst Golders Green has one.

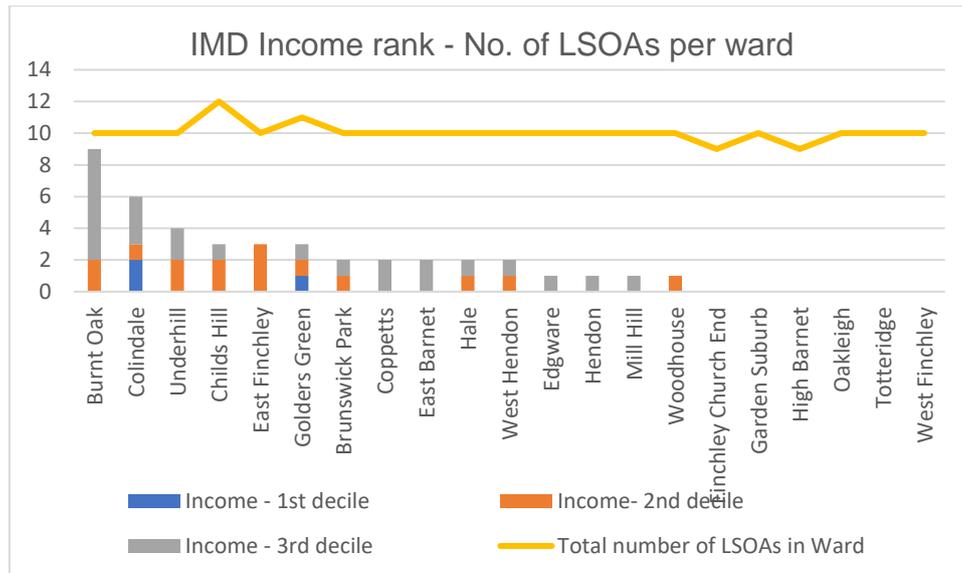


Figure 65. Number of LSOAs in top 30% most deprived for income.

### IMD – Health and disability rank

- J12. This domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health.
- J13. For the health index, there are no LSOAs in the whole of Barnet that are in the worst 30% nationally.

### IMD Ease of access to education and training

- J14. This domain measures the lack of attainment and skills in the local population.
- J15. For the education and training index, only two LSOAs are within the 30% most deprived, with one in Colindale in the 2<sup>nd</sup> decile and one in Underhill in the 3<sup>rd</sup> decile.

### IMD Barriers to housing and services

- J16. This domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider

barriers' which includes issues relating to access to housing such as affordability and homelessness.

J17. For barriers to housing and services, there are more LSOAs (146/211, or 69.2%) across the borough falling into the most 30% deprived band for this domain. Figure 66 shows the number of LSOAs in the 30% most deprived for barriers to housing. Every LSOA in each of Burnt Oak, Childs Hill, Hendon and West Hendon Wards are in the top 30%, with 90% of LSOAs in both Golders Green and Mill Hill and 83.3% in Colindale also falling into this band. Every LSOA in Burnt Oak is in the first two deciles, with 8 out of 10 being in the first decile. Forty-three (20.4%) LSOAs in Barnet fall within the first decile, Golders Green has the 44<sup>th</sup> most deprived LSOA in England for this domain and West Hendon has the 74<sup>th</sup>. There is a total of 14 LSOAs that are in the 3% most deprived in England for this domain, making barriers to housing and services the most significant domain for deprivation in Barnet.

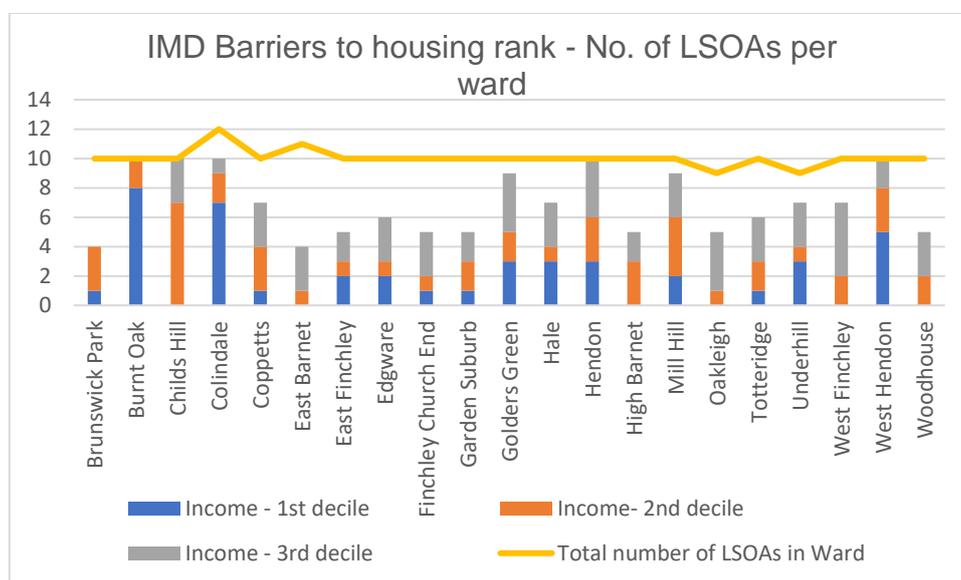


Figure 66. Number of LSOAs in top 30% most deprived for barriers to housing and services.

### IMD Living Environment

- J18. This domain measures the quality of both the 'indoor' and 'outdoor' local environment.
- J19. For the environment index, Figure 67 shows that 61 of 211 (28.9%) LSOAs are in the most deprived 30% nationally for this domain. Every LSOAs in Childs Hill Ward falls within this band, with Golders Green, Hendon and West Hendon having 60% of LSOAs in the 30% most deprived. Colindale has two LSOAs in the first decile and Childs Hill, Edgware and Hendon one each.

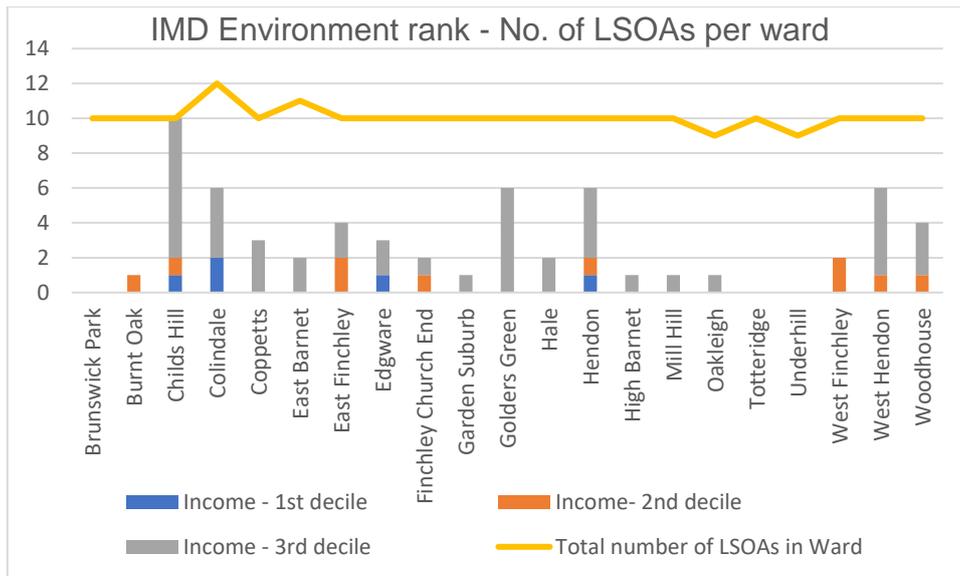


Figure 67. Number of LSOAs in top 30% most deprived for the living environment.

### IMD Crime

- J20. This domain measures the risk of personal and material victimisation at local level.
- J21. For the crime index, Figure 68 shows that 52 out of 211 LSOAs (24.6%) that fall within the 30% most deprived areas nationally for this domain. Childs Hill and Coppetts have 60% of the LSOAs in this band, with Burnt Oak and West Hendon at 50 %. Four out of 10 LSOAs in each of Burnt Oak and Childs Hill are in the worst 20%, with Childs Hill having two in the first decile, with Burnt Oak, Golders Green and West Hendon one each. One LSOA in Childs Hill Ward is the 998th most deprived for crime nationally, i.e. in the worst 3% nationally.

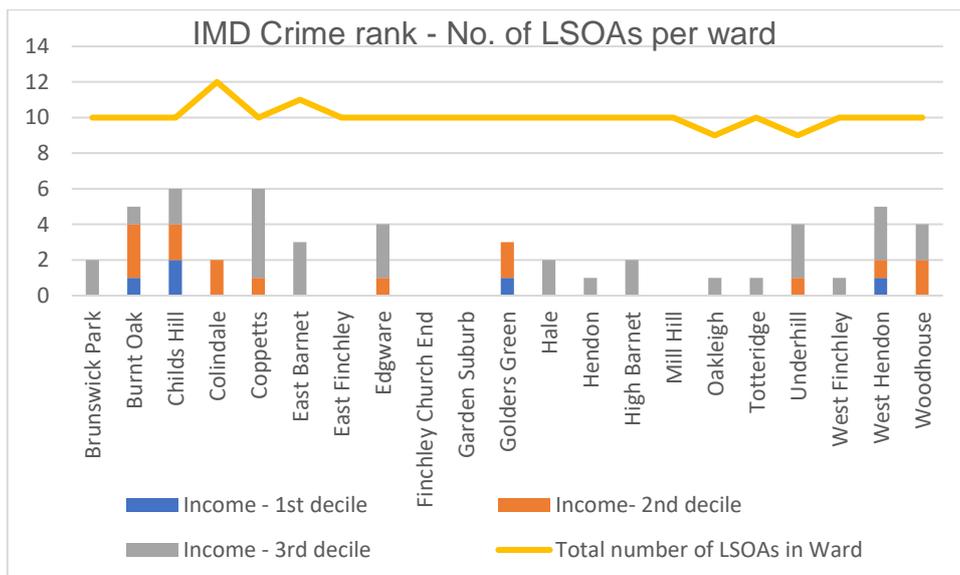


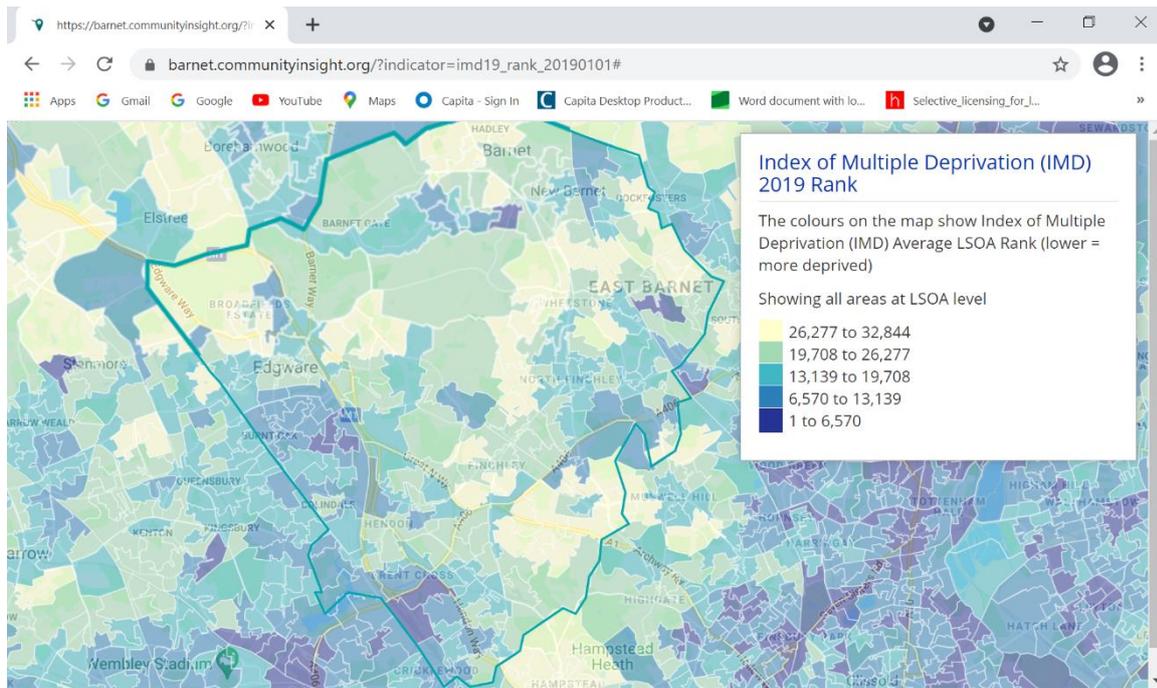
Figure 68. Number of LSOAs in top 30% most deprived for crime.

J22. In summary of the above, Table 46 shows the percentage of total LSOAs per ward that have 50% or over (highlighted in red) in the 30% most deprived for each domain. Burnt Oak and Colindale are the most deprived wards across the domains, with 50% or more of LSOAs in at least three domains, as well as for overall ranking.

Table 46. Summary of percentage of LSOAs per ward that are in the most 30% deprived for each domain.

Ward	% of LSOAs in top 30% overall ranking	% of LSOAs in top 30% for employment	% of LSOAs in top 30% for income	% of LSOAs in top 30% for health	% of LSOAs in top 30% for education	% of LSOAs in top 30% for housing	% of LSOAs in top 30% for environment	% of LSOAs in top 30% for crime
Brunswick Park	10.00%	20.00%	20.00%	0.00%	0.00%	40.00%	0.00%	50.00%
Burnt Oak	70.00%	30.00%	90.00%	0.00%	0.00%	100.00%	10.00%	90.00%
Childs Hill	33.33%	25.00%	25.00%	0.00%	0.00%	100.00%	100.00%	25.00%
Colindale	50.00%	40.00%	60.00%	0.00%	10.00%	83.33%	50.00%	84.00%
Coppetts	10.00%	10.00%	20.00%	0.00%	0.00%	70.00%	30.00%	28.57%
East Barnet	10.00%	10.00%	20.00%	0.00%	0.00%	36.36%	18.18%	55.00%
East Finchley	20.00%	30.00%	30.00%	0.00%	0.00%	50.00%	40.00%	60.00%
Edgware	10.00%	0.00%	10.00%	0.00%	0.00%	60.00%	30.00%	16.67%
Finchley Church End	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	20.00%	0.00%
Garden Suburb	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	10.00%	0.00%
Golders Green	27.27%	27.27%	27.27%	0.00%	0.00%	90.00%	60.00%	30.30%
Hale	10.00%	10.00%	20.00%	0.00%	0.00%	70.00%	20.00%	28.57%
Hendon	0.00%	10.00%	10.00%	0.00%	0.00%	100.00%	60.00%	10.00%
High Barnet	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	10.00%	0.00%
Mill Hill	0.00%	10.00%	10.00%	0.00%	0.00%	90.00%	10.00%	11.11%
Oakleigh	0.00%	0.00%	0.00%	0.00%	0.00%	55.56%	11.11%	0.00%
Totteridge	0.00%	0.00%	0.00%	0.00%	0.00%	60.00%	0.00%	0.00%
Underhill	20.00%	30.00%	40.00%	0.00%	10.00%	77.78%	0.00%	64.29%
West Finchley	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	20.00%	0.00%
West Hendon	20.00%	0.00%	20.00%	0.00%	0.00%	100.00%	60.00%	20.00%
Woodhouse	10.00%	10.00%	10.00%	0.00%	0.00%	50.00%	40.00%	20.00%

J23. Map 24 shows LSOAs shaded according to the 2019 IMD overall rank. It is clear the greatest concentrated areas of deprivation in Barnet are to the west and south, with Burnt Oak, Colindale, West Hendon, Golders Green and Childs Hill having the largest areas of darker shading (more deprived).



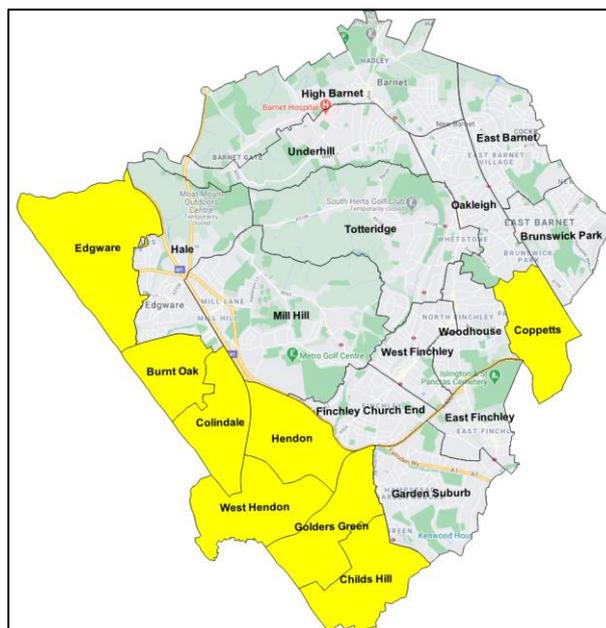
Map 24. Map showing the LSOAs shaded by 2019 IMD rank.

### Deprivation – Conclusions

- J24. Burnt Oak and Colindale Wards are the most deprived wards in Barnet and the area is suffering from a high level of deprivation, which affects a significant number of the occupants of properties (Census 2011 - 23% and 27% PRS respectively). In tandem with the council’s regeneration strategy in these areas, the introduction of a selective licensing scheme will contribute to addressing high levels of deprivation and improvement of the PRS in these areas.

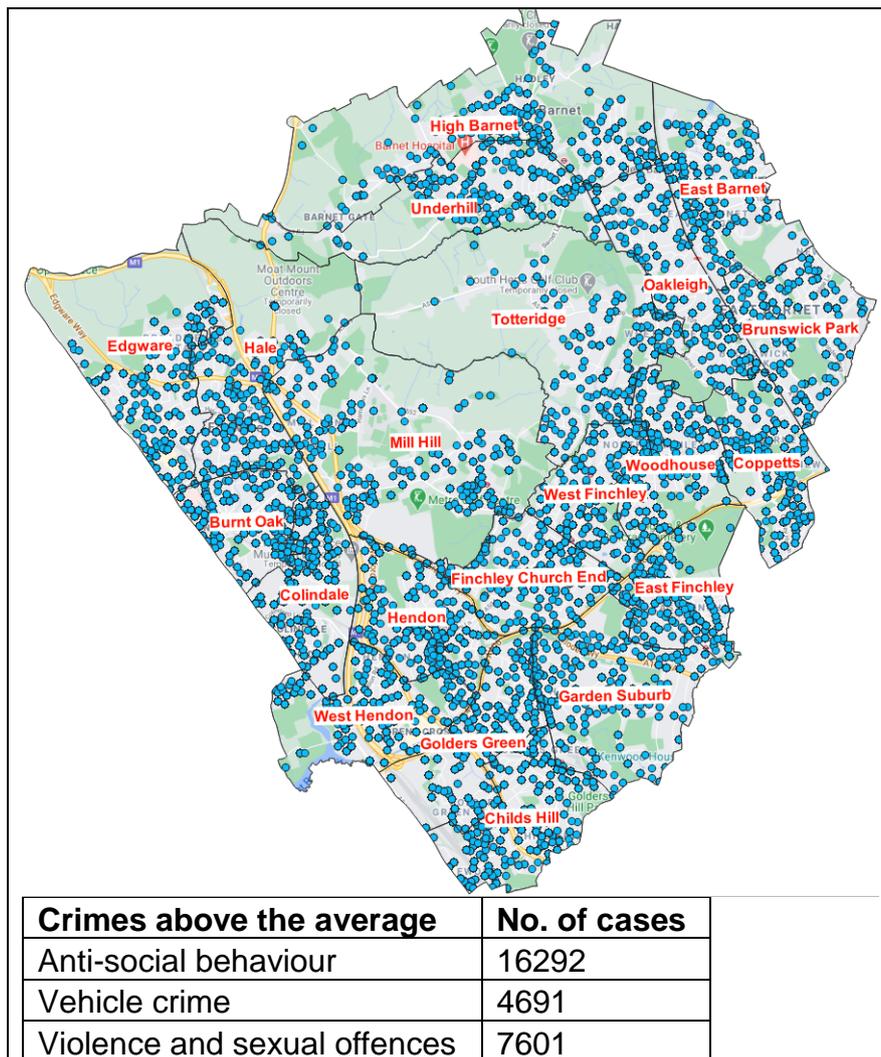
8.12 PART K - Analysis against legislative requirements and government guidance - Selective Licensing – Crime

- K1. To show that crime is a relevant criterion for the area(s) proposed for a selective licensing designation, it must be demonstrated **that the area suffers from high levels of crime.**
- K2. Guidance suggests the authority should have regard to whether the area has displayed a noticeable increase in crime over a relatively short period, such as in the previous 12 months; whether the crime rate in the area is significantly higher than in other parts of the local authority area, or that the crime rate is higher than the national average. In particular the local housing authority may want to consider whether the impact of crime in the area affects the local community and the extent to which a selective licensing scheme can address the problems.
- K3. Metropolitan Police statistics for the years 2019/20 show that there has been an reduction in recorded crime of 10% in Barnet, compared with only a 7% reduction for the whole of London. For residential burglary, which significantly affects the local community, there was an increase of 31% compared to 37% for London.
- K4. In 2020/21 Barnet had the 6<sup>th</sup> lowest violent crime rate in London at 21.3 offences per 1,000 population, compared to 27.12 per 1,000 for London.
- K5. Map 25 shows the distribution of crime across wards. Criteria: Any ward where; total crime in the ward is above the average for the borough or; where there was a percentage increase in crime in the ward that was more than that of the whole Metropolitan Police Force. In total 8 out of 21 LSOAs met this criteria (38%). The wards that meet this criteria are shaded yellow.



Map 25. Distribution of crime above the average for Barnet by ward over a 12-month period.

K6. Map 26 shows the distribution of crimes above the average for Barnet.



Map 26. Crimes above the average for Barnet plotted on existing wards.

K7. Residential burglary crime is clearly something that affects the local community. Analysis of the burglary figures over the 12-month period to March 2021 shows that 8 wards highlighted red in Table 47 being above the average number of incidents (123).

Table 47. No. of residential burglary cases over 12 months by ward  
2020-21.

2020/21 Barnet residential burglary	No. of cases
Childs Hill	196
Colindale	195
Hendon	182
Finchley Church End	159
Garden Suburb	154
Golders Green	154
Mill Hill	138
Edgware	128
Woodhouse	122
West Hendon	119
Coppetts	117
Oakleigh	114
High Barnet	111
Burnt Oak	105
West Finchley	97
East Finchley	92
Totteridge	91
Underhill	87
Hale	82
Brunswick Park	78
East Barnet	76

K8. Many other crimes can have an impact on the community and may be associated with areas with high levels of PRS. We also looked at the following crimes:

- criminal damage
- drugs
- personal robbery
- motor vehicle interference & tampering
- theft from a motor vehicle
- theft/taking of a motor vehicle
- theft/taking of pedal cycles
- snatch offences
- violence and sexual offences

K9. Table 48 shows the total number of these offences per ward over the 12 months to March 2021.

Table 48. Case types recorded.

Other Crime	No. of cases
Violence and sexual offences	7601
Vehicle crime	4691
Other theft	2467
Criminal damage and arson	1752
Drugs	1101
Robbery	653
Theft from the person	434
Bicycle theft	313

K10. Table 49 shows the distribution of these crimes by ward, with the ten wards above average (905) highlighted in red.

Table 49. No. of total crime cases over 12 months by ward.

Ward	No. of other crime cases
Childs Hill	1487
Colindale	1422
West Hendon	1276
Coppetts	1214
Burnt Oak	1163
Golders Green	1022
Hendon	1018
Edgware	984
Mill Hill	934
Woodhouse	912
Garden Suburb	814
High Barnet	795
West Finchley	775
Underhill	740
East Barnet	734
Oakleigh	713
Hale	671
East Finchley	664
Brunswick Park	579
Finchley Church End	577
Totteridge	518

K11. Figure 69 shows the 12-month trend of crime and residential burglary over the period 2020-21.

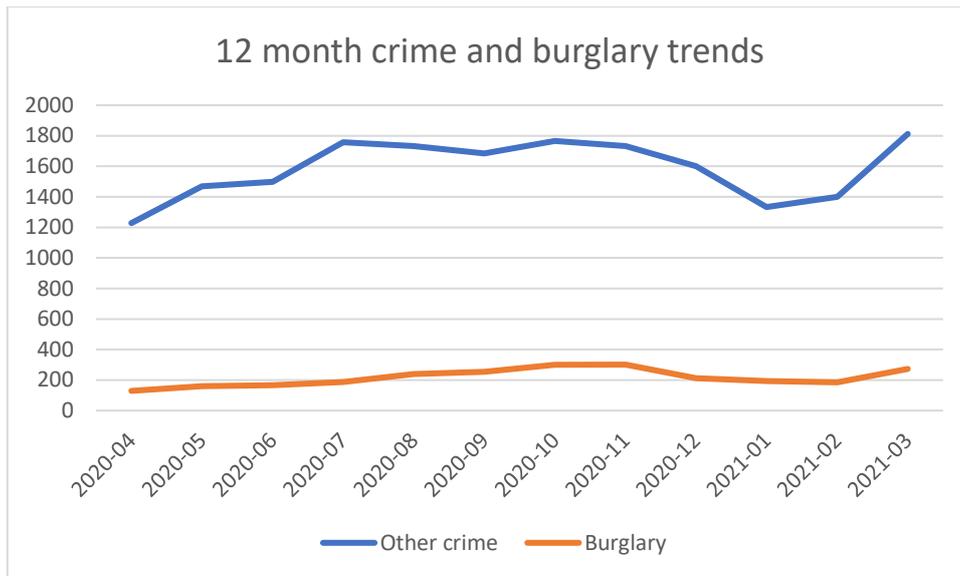


Figure 69. 12-month crime and burglary trends 2020-2021.

K12. An analysis of the crimes recorded against properties identified as likely SFOs has been undertaken. Table 50 shows the top crime cases that have been found to either be directly linked or in the close vicinity of SFO properties.

Table 50. Top categories of crime associated with SFOs.

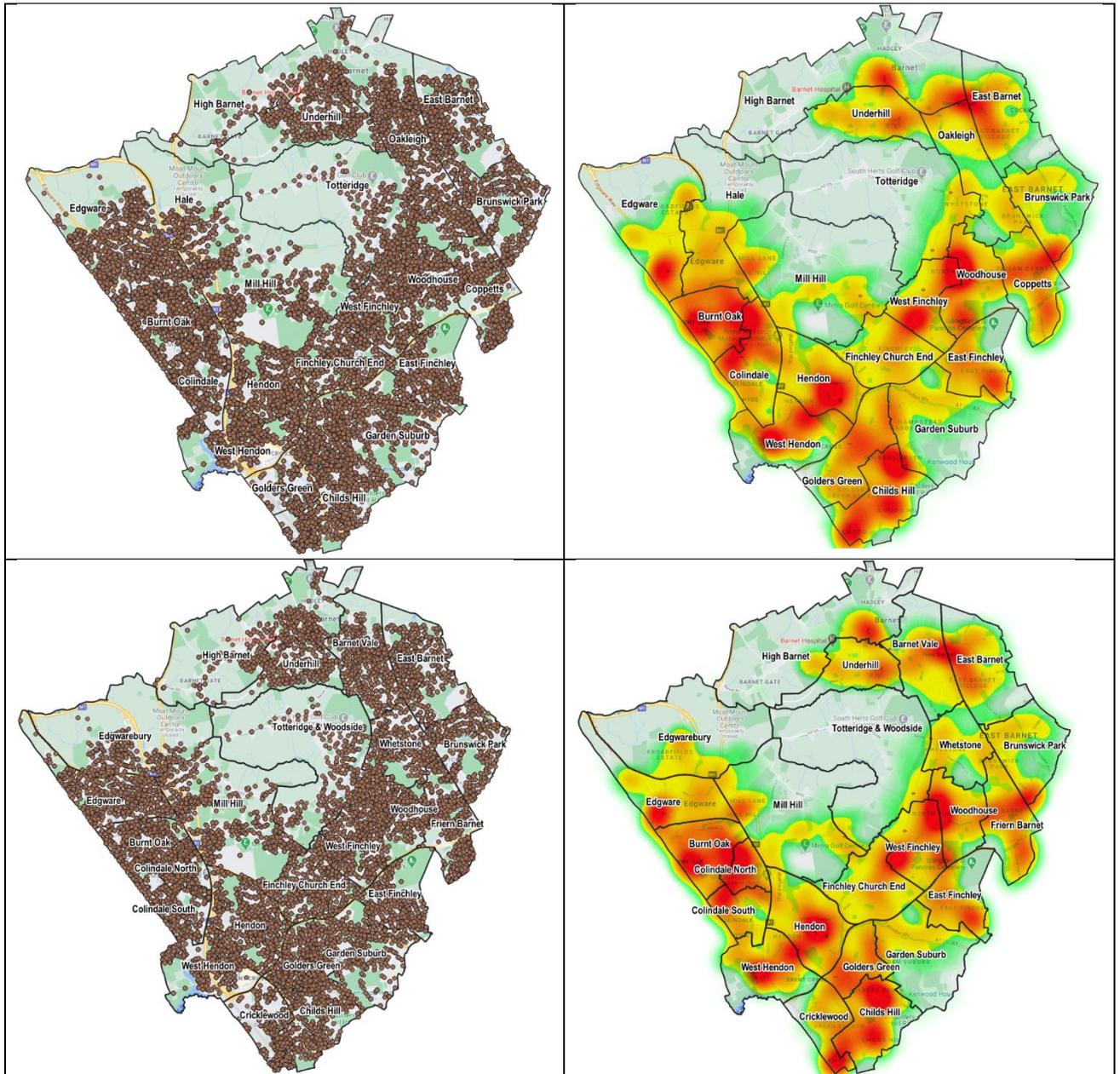
Offence	No. of cases associated with SFOs
Burglary - Residential	10452
Others - Other Accepted Crime	9559
Theft From M/V	9444
Harassment	6607
Other Theft	5597
Common Assault	4371
Theft/Taking of M/V	4135
Assault with Injury	3602
Criminal Damage To M/V	2651
Burglary in Other Buildings	2514
M/V Interference & Tampering	2098
Serious Wounding	1602
Personal Property	1543
Other Criminal Damage	1425
Criminal Damage to a Dwelling	1287
Possession of Drugs	1280
Other Theft Person	1170

K13. Figure 70 shows the crime offences associate with potential SFOs per ward. The highest number is in Childs Hill, with high levels also in Burnt Oak, Colindale, Hendon, Mill Hill, West Hendon and Woodhouse.



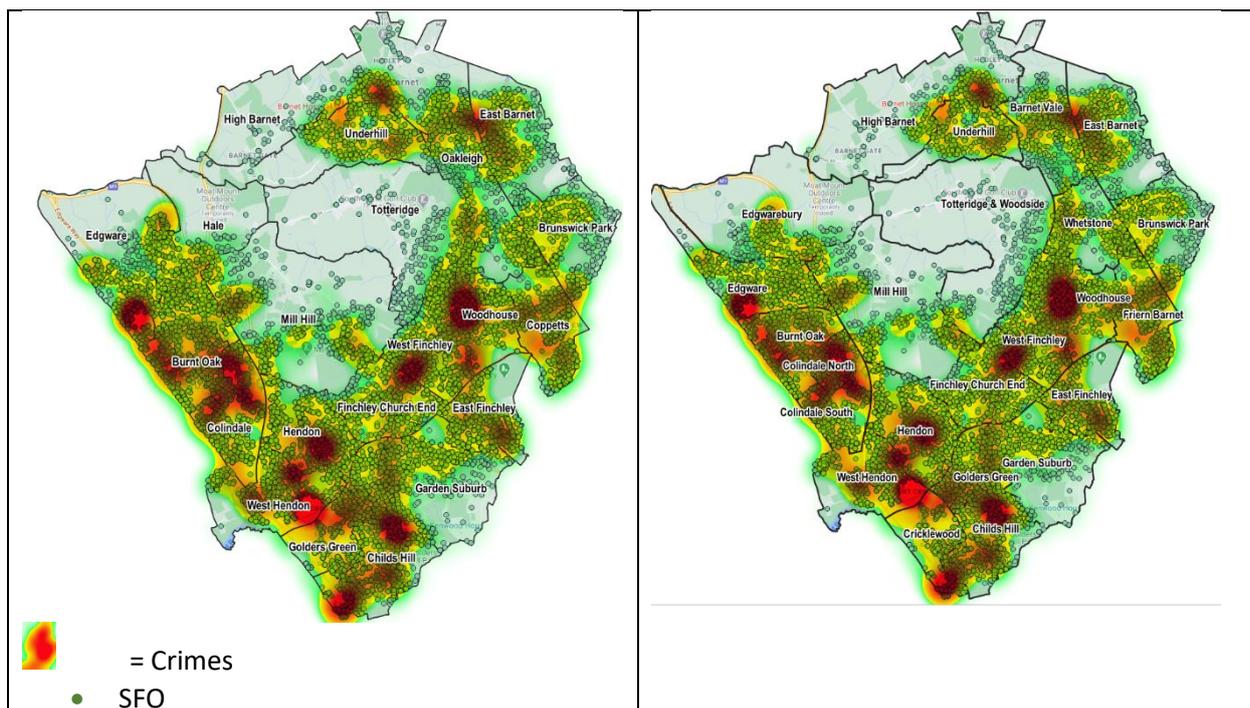
Figure 70. Crime offences in SFOs by ward.

K14. In Map 27 all crime cases have are shown as point maps and heat maps against both existing and new wards. Crime is widespread across all populated areas of the borough, although concentrations can be seen in the wards of Edgware, Burnt Oak, Colindale, West Hendon, Hendon and Childs Hill.



Map 27. Crime cases across Barnet.

K15. In Map 28. The potential SFOs have been overlaid onto heat maps of the above average levels of crime on both existing and new wards. All the hotspot areas for crime have high levels of PRS.



Map 38. Potential SFOs and above average crime.

### Crime – Conclusions

- K16. The wards of Childs Hill, Colindale, Hendon, Golders Green, Mill Hill and Edgware feature above average for both residential burglary and total crime in the borough. Above average numbers of crimes have been linked to PRS properties in the wards of Childs Hill, Burnt Oak, Colindale, Hendon, Mill Hill, West Hendon and Woodhouse.
- K17. However, there has not been a noticeable increase in crime over a relatively short period, such as in the previous 12 months, as suggested in the guidance. The last 12 months is however not a usual period as the effects of the COVID-19 lockdowns may have led to unusual crime rates.
- K18. Due to not meeting the trigger in the guidance, crime has not been considered as a criterion for a selective licensing scheme, although the above average crime levels in the PRS in the areas proposed for designation is a supporting factor.

8.13 PART L – Analysis against the legislative requirement for General Approval

- L1. Guidance requires that a local housing authority will need to apply to the Secretary of State for Communities and Local Government (Secretary of State) for confirmation of any scheme which would cover more than 20% of their geographical area or that would affect more than 20% of privately rented homes in the local authority area.<sup>83</sup>
- L2. Table 51 shows the numbers and percentage of the total PRS per ward based upon 2011 Census data.

Table 51. Number and percentage of PRS per ward – Census 2011.

Ward	PRS Census 2011	Housing Stock - Census 2011	PRS - % 2011 Census
Brunswick Park	800	5916	2.30%
Burnt Oak	1411	6113	4.05%
Childs Hill	3050	7468	8.75%
Colindale	1635	6075	4.69%
Coppetts	1852	6733	5.31%
East Barnet	1329	6409	3.81%
East Finchley	1691	6497	4.85%
Edgware	1253	5813	3.59%
Finchley Church End	1913	6139	5.49%
Garden Suburb	1675	6131	4.81%
Golders Green	2137	6000	6.13%
Hale	1109	6085	3.18%
Hendon	2548	6804	7.31%
High Barnet	1299	6371	3.73%
Mill Hill	1404	6712	4.03%
Oakleigh	1256	6063	3.60%
Totteridge	1308	5701	3.75%
Underhill	714	6132	2.05%
West Finchley	2470	6547	7.09%
West Hendon	2026	6080	5.81%
Woodhouse	1974	6749	5.66%
<b>Grand Total</b>	<b>34,854</b>	<b>132,538</b>	<b>26.30%</b>

- L3. Figure 71 shows the percentages against the average of 4.76% PRS per ward based upon the Census 2011. The wards of Childs Hill, West Finchley, Hendon, Golders Green, West Hendon, Finchley Church End, Woodhouse, Coppetts and Garden Suburb are all above the average.

<sup>83</sup> The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015

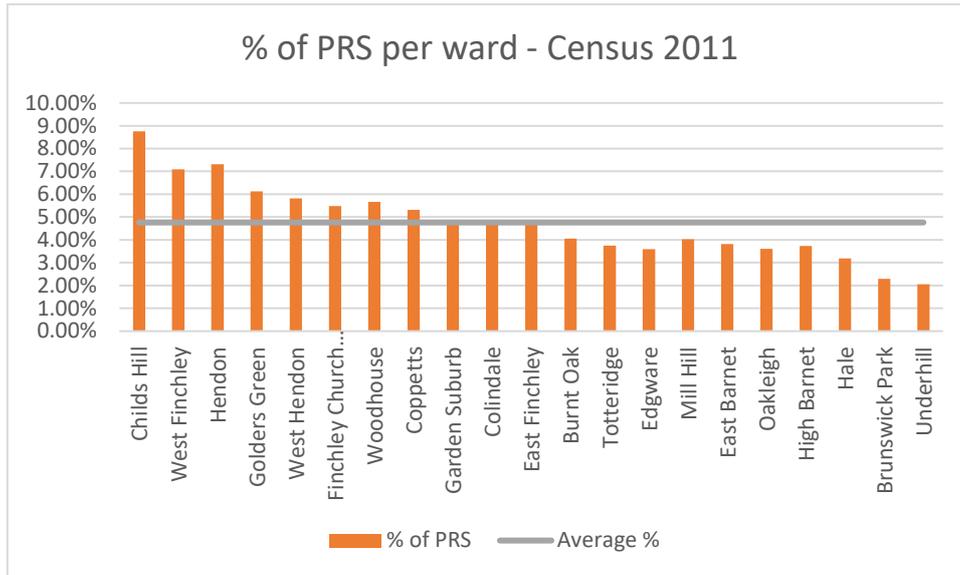


Figure 71. Percentage of PRS per ward as per Census 2011.

- L4. Table 52. Shows the numbers of PRS properties identified through analysis of data sets discussed earlier, per ward, against the number of dwellings recorded on the LLPG.

Table 52. Estimated PRS against dwellings by ward.

Wards	LLPG dwellings	Estimated PRS	PRS %
Brunswick Park	6340	997	15.73%
<b>Burnt Oak</b>	<b>6936</b>	<b>1580</b>	<b>22.78%</b>
<b>Childs Hill</b>	<b>9299</b>	<b>3377</b>	<b>36.32%</b>
<b>Colindale</b>	<b>12892</b>	<b>3138</b>	<b>24.34%</b>
Coppetts	7212	1852	25.68%
East Barnet	6992	1730	24.74%
East Finchley	7050	1796	25.48%
<b>Edgware</b>	<b>6812</b>	<b>1790</b>	<b>26.28%</b>
Finchley Church End	7115	2037	28.63%
Garden Suburb	6870	1651	24.03%
<b>Golders Green</b>	<b>7565</b>	<b>2529</b>	<b>33.43%</b>
<b>Hale</b>	<b>6524</b>	<b>1486</b>	<b>22.78%</b>
<b>Hendon</b>	<b>8054</b>	<b>3378</b>	<b>41.94%</b>
High Barnet	7254	1523	21.00%
Mill Hill	8789	1753	19.95%
Oakleigh	6891	1614	23.42%
Totteridge	6817	1427	20.93%
Underhill	6835	1012	14.81%
West Finchley	7236	2527	34.92%
<b>West Hendon</b>	<b>7481</b>	<b>2575</b>	<b>34.42%</b>
Woodhouse	7597	2431	32.00%
<b>Grand Total</b>	<b>158561</b>	<b>42203</b>	<b>26.62%</b>

- L5. Using the same methodology as for the Census 2011 data, Figure 72 shows the percentages against the average of 4.76% PRS per ward based upon the PRS analysis carried out. The wards of Childs Hill, Hendon, Colindale, West Finchley, Golders Green, Woodhouse, West Hendon and Finchley Church End, are all above the average.

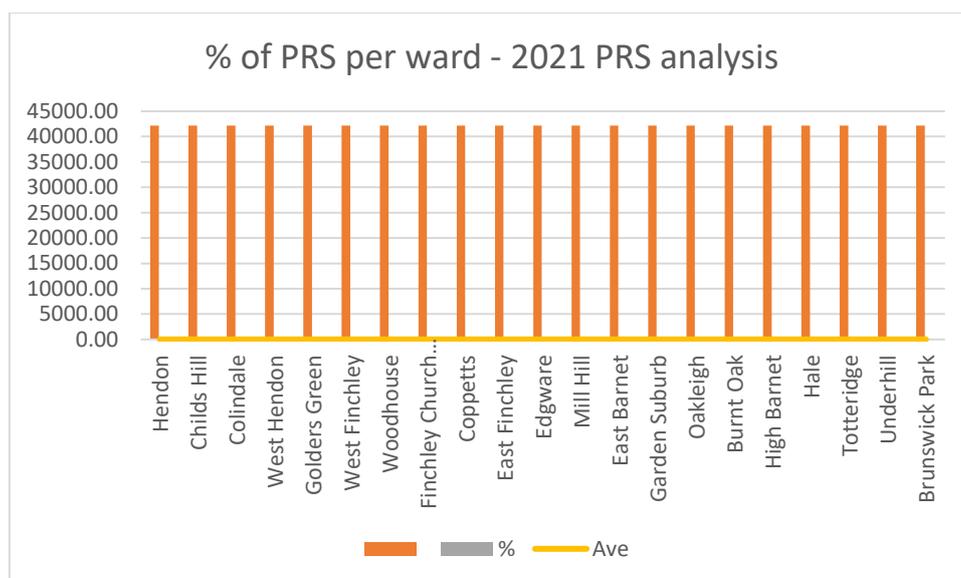


Figure 72. Percentage of PRS per ward as per PRS analysis.

- L6. Looking at each of the proposed designation areas, an assessment has been carried out of the total percentage of the PRS within each.

Burnt Oak and Colindale Wards

- L7. As these wards are suffering from deprivation, they are considered first for designation. Table 53 shows the projected percentage of PRS in the wards of Burnt Oak and Colindale (new wards of Burnt Oak, Colindale North and Colindale South). Using the Census 2011 method, the wards combined represent 8.74% of the total borough PRS. However, using the PRS analysis the total combined is 10.06%. Therefore, looking at the two wards as a whole, the percentage of the borough PRS is **below 20%** using both methods and so does not require Secretary of State consent.

Table 53. Percentage of PRS in Burnt Oak and Colindale.

<b>Census 2011</b>			
<b>Wards</b>	<b>Total PRS</b>	<b>Ward PRS</b>	<b>% of total PRS</b>
Burnt Oak	34,854	1,411	4.05%
Colindale	34,854	1,635	4.69%
Combined	34,854	3,046	8.74%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Potential borough PRS</b>	<b>Potential ward PRS</b>	<b>% of total PRS</b>
Burnt Oak	42,203	1,367	3.24%
Colindale	42,203	2,877	6.82%
Combined	42,203	4,244	10.06%

### West Hendon and Childs Hill Wards

- L8. As the two wards with the worst property conditions shown by the evidence data, they are considered separately for designation from the wards of Golders Green, Hendon, Edgware and Hale. Table 54 shows the projected percentage of PRS in the wards of West Hendon and Childs Hill (new wards of West Hendon, Cricklewood and Childs Hill). Using the Census 2011 method, the wards combined represent 14.56% of the total borough PRS. However, using the PRS analysis both wards combined are 14.10%. It should be noted that the new ward of Cricklewood takes in some of the existing Golders Green Ward and to the overall percentage of the PRS will actually be greater in the proposed designation. If these wards are added to the designation for Burnt Oak and Colindale, the total percentage of the PRS included will **exceed 20%** using both methods, and so an application for consent will be required for designation of these wards.

Table 54. Percentage of PRS in West Hendon and Childs Hill.

<b>Census 2011</b>			
<b>Wards</b>	<b>Total PRS</b>	<b>Ward PRS</b>	<b>% of total PRS</b>
West Hendon	34,854	2,026	5.81%
Childs Hill	34,854	3,050	8.75%
Combined	34,854	5,076	14.56%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Potential borough PRS</b>	<b>Potential ward PRS</b>	<b>% of total PRS</b>
West Hendon	42,203	2,575	6.10%
Childs Hill	42,203	3,377	8.00%
Combined	42,203	5,952	14.10%

### Golders Green, Hendon, Edgware and Hale Wards

- L9. The third proposed designation is for the remaining wards with the worst property conditions in the evidence data. Table 55 shows the projected percentage of PRS in the wards of Golders Green and Hendon (new wards of Golders Green and Hendon) and Edgware and Hale (new wards of Edgware and Edgwarebury). As the heat maps show the greatest concentration of poor property conditions in what will be the new ward of Edgware, the new ward of Edgwarebury is not proposed to be designated. Using the Census 2011 method, the wards combined represent 20.22% of the total borough PRS. Also, using the PRS analysis both wards combined are 21.14%. However, since the second designation **exceeds 20%** then these wards only increase that figure and so will also require Secretary of State consent.

Table 55. Percentage of PRS in Golders Green, Hendon, Edgware and Hale.

<b>Census 2011</b>			
<b>Wards</b>	<b>Total PRS</b>	<b>Ward PRS</b>	<b>% of total PRS</b>
Golders Green	34,854	2,137	6.13%
Hendon	34,854	2,548	7.31%
Edgware	34,854	1,253	3.59%
Hale	34,854	1,109	3.18%
Combined	34,854	7,047	20.22%
<b>PRS Analysis 2021</b>			
<b>Wards</b>	<b>Potential borough PRS</b>	<b>Potential ward PRS</b>	<b>% of total PRS</b>
Golders Green	42,203	2,529	5.99%
Hendon	42,203	3,378	8.00%
Edgware	42,203	1,790	4.24%
Hale	42,203	1,486	3.52%
Combined	42,203	9,183	21.76%

Percentage of the PRS – Conclusions

- L10. The proposed designation for Burnt Oak and Colindale Wards (Burnt Oak, Colindale North and Colindale South) under the deprivation criterion will fall under the General Approval provisions and can come into effect three months after designation (subject to the outcome of the consultation).
- L11. The proposed designations for West Hendon and Childs Hill Wards (West Hendon, Cricklewood and Childs Hill) and for Edgware and Hale Wards (Edgware) under the property conditions criterion fall outside the General Approval provisions and, following designation (subject to the outcome of the designation) will need to be sent to the Secretary of State for consent and can only come into effect three months after consent is received. The total percentage of the PRS for all propose designations combined is 43.52% using the Census 2011 method and 45.92% using the 2021 PRS analysis.
- L12. If Secretary of State consent is refused for any or all of the proposed designated wards submitted for consent, then a selective licensing will not be able to come into effect in those wards.

## 6 Links to other strategies

9.1 The proposals for Selective Licensing are supported by and will work in tandem with work of the council and its partners through other strategies and plans to improve the quality of the PRS and neighbourhoods where the PRS is located.

### The Barnet Plan 2021-2025

9.2 A number of council priorities in the Barnet Corporate Plan closely link to the private rented sector and improvement of the condition and management of housing, e.g.:

#### ***“Clean, Safe and Well Run”***

*“Address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and parking” – We will deliver this through a three-phase approach:*

- *“Advise*
- *Mediate*
- *Enforce”*

#### ***“Healthy”***

*“Addressing homelessness and the longer-term impacts of COVID-19” – To deliver this we will:*

- *“develop a longer-term plan for addressing the social and economic impacts of COVID-19 on our communities. There is a wide range of support available for residents to help them with employment, training, homelessness & housing, debt, income maximisation and food. We will promote these services widely, ensuring that affected residents know how to access the support available and that services are easy to access. Our services will provide support and help early on, preventing things escalating. Our services will ensure residents are clear on their rights as consumers and are able and supported to maximise their income”*

#### ***“Thriving”***

*“Building a Barnet fit for the future, where all residents, businesses and visitors benefit from improved Housing, infrastructure & economic opportunity” – We will deliver this by:*

*“Implementing our growth strategy”*

Two of five goals to achieving this include:

- *“A growing borough – We will deliver more homes that people can afford, ensuring that communities across the borough get a ‘growth benefit’ from investment.*
- *A borough of thriving town centres... delivering new housing.”*

### ***“Building a park town for Barnet at Brent Cross Town”***

*“The Brent Cross Town development will create 6,700 homes and workplaces for 25,000 people, set in around 50 acres of green parks and playing fields.”*

*“In consultation with residents we will also take forward other regeneration and growth projects across the borough such as the Hendon Hub and at Edgware.”*

#### Barnet Housing Strategy 2019 – 2024

9.3 The Housing Strategy directly links with the licensing proposals. In particular:

*“Everybody needs shelter, but for more than two decades Londoners have found it ever harder to afford a roof over their heads. To a rising generation of Barnet residents, home ownership is a distant dream. Renting has become a way of life instead. Yet renting can be unpredictable and insecure. This challenge is at the heart of our new approach to housing in Barnet.*

*While most landlords are good, a persistent minority cut corners and exploit tenants. Barnet will insist on raising standards across the board. The Housing Strategy introduces the LEAD agenda: Licensing, Enforcement, Advice and Data. We will look to widen the scope of our existing licensing requirements, increase the pace of enforcement, strengthen advice for both landlords and tenants, and improve our evidence collection so that we can better understand the needs of the growing private rented sector. Responsible tenants expect a fair deal: we are on their side.”*

9.4 The Housing Strategy has identified five themes it needs to focus on, these are:

- 1) Raising standards in the private rented sector
- 2) Delivering more homes that people can afford
- 3) Safe and secure homes
- 4) Promoting independence
- 5) Tackling homelessness and rough sleeping in Barnet.

### ***“Raising standards in the private rented sector”***

*“The use of private rented sector accommodation has increased from 17% of households in 2001 to 26% in 2016. The loss of a private rented tenancy is the biggest reason for homelessness in Barnet.*

*Since 2015, the council has introduced an additional licencing scheme requiring all Houses in Multiple Occupation (HMO) to be licensed, and planning permission is now required for new small HMOs. Over the same period, the number of accredited landlords increased from 492 to 667, and Barnet Homes have recently established Bumblebee, a private lettings agency to provide a quality service for landlords and tenants.*

*It is important that the council supports responsible tenants and ensures that landlords provide a good quality offer. A fresh approach to the private rented sector will be adopted by the council, with a focus of Licensing, Enforcement, Advice, and Data. Our LEAD agenda will include consideration of the case for selective licencing, which means that all landlords in some areas would be required to obtain a licence, additional resources for the private sector enforcement team and improvements to the information and advice available to tenants on their rights and obligations.*

*Information and evidence held about the private rented sector will be improved to ensure that our approach is targeted to areas where it will be the most effective, and co-ordinated with other services such as health.”*

### **“Tackling homelessness and rough sleeping in Barnet”**

*“Homelessness has continued to remain high with applications for assistance averaging 1,600 households a year since 2015, compared to 1,200 a year for the period 2012 – 2015. Barnet has successfully increased the number of people it prevents from becoming homeless from 870 in 2015/16 to 1,140 in 2017/18, and the number of households in temporary accommodation has fallen from a peak of 2,941 in March 2016 to 2,579 in 2018.*

*The Homelessness Reduction Act 2017 has introduced new duties for local authorities. In parallel with this Housing Strategy, the council has brought forward a detailed Homelessness and Rough Sleeping Strategy setting out how it will continue to tackle and prevent homelessness, with a focus on the following objectives:*

- **Preventing homelessness.** *Prevention remains the most effective way to manage homelessness. The council through Barnet Homes will support people to stay in their own homes or help them to find new homes by developing personal housing plans to better meet their housing needs.*
- **Reducing the use of Temporary Accommodation (TA) and securing suitable accommodation.** *The council aims to reduce the number of households living in TA significantly over the next five years by securing more affordable accommodation in the private rented sector at LHA levels alongside using our own surplus land and buildings to build more affordable housing in Barnet.*
- **Establishing effective partnerships, working arrangements and support.** *The council will improve the strategic focus of tackling homelessness in Barnet by establishing a Homelessness Forum with representation from all key partners to ensure a multi-agency approach is being taken to prevent homelessness by building more resilient communities across the borough.*

- **Supporting Rough Sleepers to address their housing and other needs.** The council will recruit specialist outreach workers to support rough sleepers into accommodation that better meets their needs.”

### **“Licensing”**

#### *“Mandatory and Additional Licensing”*

*“Barnet has already introduced measures to improve quality in the private rented sector.”*

- *“The introduction of the Additional Licensing Scheme was supported by the introduction of an article 4 direction requiring planning permission for new small<sup>84</sup> HMOs from May 2016.*
- *Since the introduction of additional licensing, the number of HMOs licenced in the borough has increased from 194 to 948. But it is estimated that there are still over 3,000 HMOs that should be licensed under the scheme. Securing applications has been difficult and the council has agreed therefore to put more resources into maximising the number of HMOs licensed in the Borough, with the aim of increasing the number of HMO licences to 1150 during 2019/20.”*

### **“Selective Licensing”**

*“As part of the strategy to improve standards in the private rented sector, the Council will consider the case for making use of a Selective Licensing Scheme in areas, where there is evidence of a higher prevalence of poor conditions in the private rented sector, persistent anti-social behaviour, high levels of deprivation, high levels of migration or high levels of crime.*

*Selective Licensing would require all landlords in a specified area to obtain a licence from the council and ensure that their property meets the required standards. To ascertain the feasibility of this approach requires a review of evidence and a detailed consultation exercise. The council will progress this work and decide whether to implement Selective Licencing during 2020.” (N.B this process has been delayed due to the COVID -19 pandemic)*

### **“Accreditation”**

*“In common with the rest of the country, the private rented sector includes many individual landlords each with relatively small portfolios. To ensure that landlords are fully aware of their responsibilities, the council encourages landlords to acquire formal accreditation through the London Landlords Accreditation Scheme (LLAS). For landlords with properties in poor condition, it is a condition of their HMO licence that they obtain LLAS accreditation within a timescale specified by the council.*

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<sup>84</sup> where between three and six unrelated people share basic amenities such as a kitchen or bathroom, larger HMOs have always required planning permission

*The number of accredited landlords in Barnet has increased from 492 to 858 since 2015. The council will continue to promote LLAS and will also consider other ways in which best practise amongst landlords in Barnet can be improved.”*

### **“Enforcement”**

*“The Housing and Planning Act 2016 extended the criteria for mandatory HMO Licensing, increasing the number of properties requiring a license. In addition, the Act introduced new powers for local authorities to deal with rogue landlords, including the power to issue civil penalties of up to £30,000 as an alternative to prosecuting landlords for failure to licence, and as an alternative to prosecuting a number of offences under the Housing Act 2004.”*

*“The council has implemented these new powers and penalty notices are now being issued in line with the council’s Development and Regulatory Services Enforcement Policy.*

*The council has agreed to put more resources into enforcement with the aim of improving standards in the private rented sector. This will enable the council to ensure that landlords comply with their statutory obligations and licence conditions.*

*Barnet, along with other London authorities, meets regularly with the Greater London Authority to discuss ways of improving standards in the private rented sector. The council has signed up to the Mayor of London’s Rogue Landlord and Agent Checker, a new public online database to protect people privately renting homes in the Capital. As well as records on prosecutions and enforcement action, the database offers tenants a tool for the easy reporting of landlords whom they suspect of unscrupulous practices.*

*The council will also review the viability of assisting private tenants with obtaining Rent Repayment Orders.”*

### **“Advice”**

*“The council currently provides support for private tenants through its Private Sector Housing Team, who can be contacted for advice if they are unable to resolve an issue with their landlord. The council’s website includes information about the rights and responsibilities of tenants and landlords.*

*In addition, Barnet Homes provide advice and support to private tenants who are threatened with homelessness.*

*The council will review the quality of information for tenants and landlords provided via its website and will consider other improvements that could be made to the advice provisions available to private sector tenants, for example by improving access to the Private Sector Housing Team.*

*In addition, we will continue seek to ensure that all services work together to ensure that the impact housing can have on the health and well-being of private renters is addressed.*

*The council is also piloting a monthly drop-in session for tenants and will review the effectiveness of this early in 2019/20.”*

### **“Data”**

*“It is important that our approach to improving the private rented sector is supported by good quality data and information. An opportunity to improve the information held about the sector will be provided by the evidence gathered for the consideration of Selective Licencing.*

*Supported by funding from the Ministry for Housing, Communities and Local Government, the council, in partnership with CAPITA plc, are working on a project to use a new data analysis tool to assist in positive identification of licensable HMOs.*

*In addition, the council will review the data it already holds, consider whether there is additional information that it wants to collect on a regular basis. This might include mechanisms for tenants to provide feedback on their needs and concerns, such as an annual survey of resident satisfaction with their private sector rented accommodation.”*

### **“Regeneration and Growth”**

*“Much of our housing growth will be delivered through our ambitious growth and regeneration plans. As well as our estate regeneration schemes which are all now underway, this includes the wider growth areas of Brent Cross/Cricklewood, Colindale and Mill Hill East. Our aim has been to focus growth on the parts of the borough that will benefit from regeneration and that have the capacity for growth, while protecting the qualities of the existing successful suburbs.*

*Substantially increasing the number of new homes to meet GLA and Government expectations for housing delivery in the borough will require additional areas for growth to be identified within our town centres, as well as along our major transport corridors where public transport is most readily available. A new Regeneration Strategy and Delivery Plan will be prepared during 2019/20 setting out the council’s ambitions beyond our current approach.”*

### **“Council Land Development Pipeline”**

*“The council owns surplus land and buildings across the borough that could be used to provide more housing and has embarked on a programme of developing these sites itself. By building mixed tenure housing on smaller council owned sites across the borough, the aim is to provide housing choices that meet the needs and aspirations of Barnet residents.*

*Through partnership working between The Barnet Group, and Regional Enterprise (Re), the current development pipeline includes building:*

- new mixed tenure homes, with the affordable homes funded by private sales plus a return for the council*
- new homes for affordable rent on existing council land*
- extra care schemes and wheelchair accessible units improving the housing offer for older and vulnerable people and thereby reducing demand for care*
- private housing for rent, and*
- acquisition of housing for affordable rent and temporary accommodation”*

### **“Build to rent”**

*“The council recognises the role that housing built specifically for private rent can play in meeting housing need, by widening housing choice and contributing to a faster build out of sites, particularly on larger schemes such as Brent Cross. Where Build to Rent is provided, the council will require an affordable housing contribution in the form of discounted market rent units at a genuinely affordable rent level in line with the draft London Plan.”*

### **“Empty Properties”**

*“On-going pressure on the housing market means that it is important that the number of properties remaining empty in Barnet is kept to a minimum. This is also to the benefit of the property owners as their property would provide a rental income if it were made available for letting.*

*The council therefore aims to bring long term empty properties back into residential use. This may include long term vacant sites and redundant commercial units where there is the potential for conversion or redevelopment for housing purposes.*

*The council will assist empty property owners in bringing their property back into use through a combination of advice, and financial assistance in the form of Empty Property Grants. All Empty Property Grants will be administered in line with the council’s Private Sector Housing Financial Assistance Policy. The council will gain nomination rights through this funding for homeless households.*

*In cases where the owner will not work with the council to bring a property back into residential use the appropriate enforcement action will be taken ranging from the service of minor works notices to Enforced Sale and Compulsory Purchase of the property.”*

## Homelessness and Rough Sleeping Strategy 2019-2024

- 9.4 The strategy sets out the council’s priorities to prevent homelessness and stresses the importance of working in partnership to address the wide range of issues that can be linked to homelessness. The aims of the Strategy are:

- *“Preventing homelessness*
- *Reducing the use of temporary accommodation and securing suitable accommodation for those who are, or may become homeless*
- *Establishing effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again*
- *Supporting rough sleepers to address their housing and other needs”*

Barnet’s Local Plan (Core Strategy). Development Plan Document September 2012

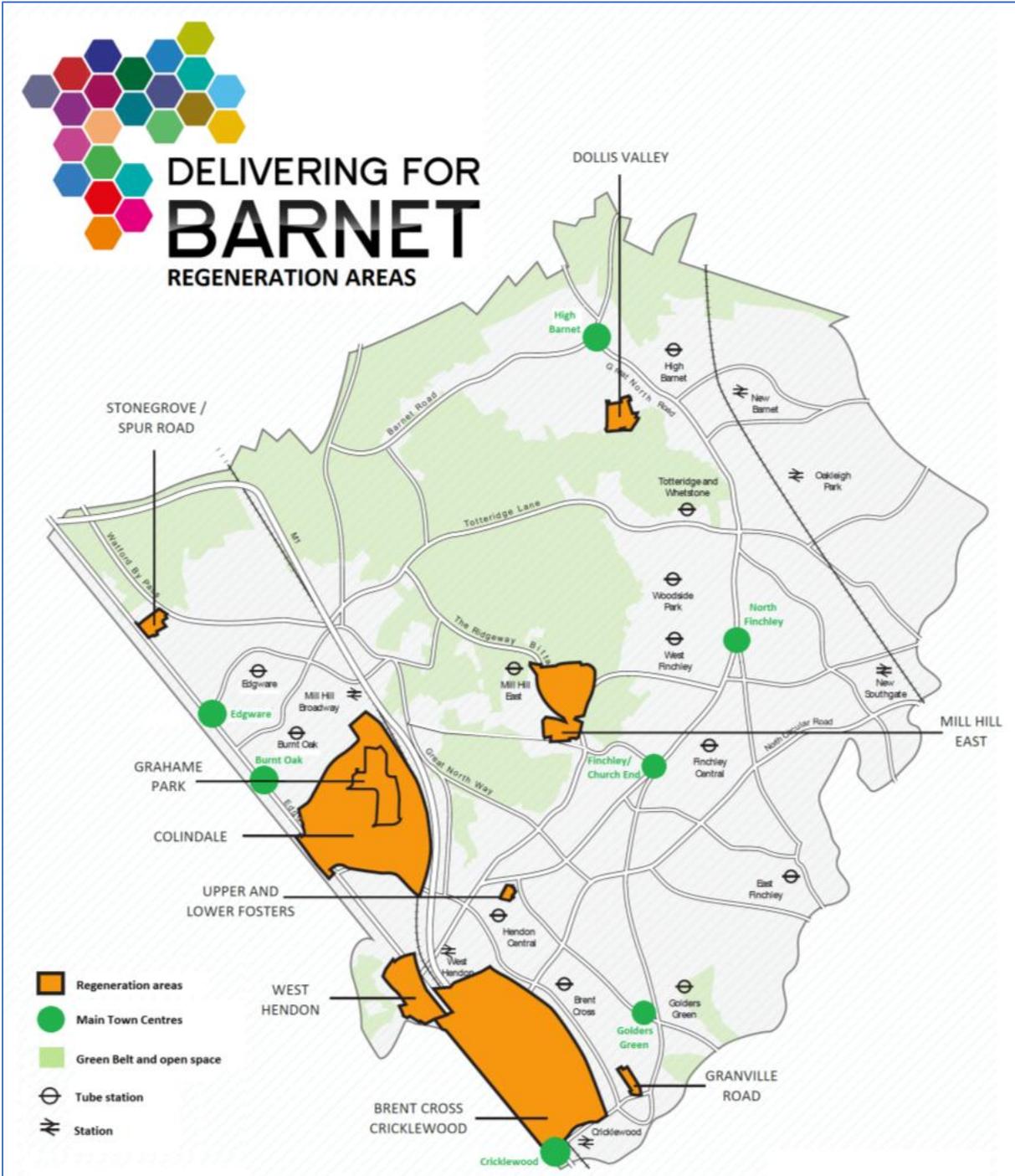
9.5 The draft Local Plan is being reviewed, with a proposal for adoption in spring 2022. However, the current local plan contains relevant supporting strategies to the Selective Licensing proposals.

9.6 To develop the local plan vision, a core objective is:

*“To manage housing growth to meet housing aspirations”*

- *To promote the development of the major regeneration and development areas*
- *To provide a range of housing.. that enables choice between types and tenures”*

9.7 The council is undertaking extensive regeneration across the borough which links to the provision of good quality private rented property. The regeneration areas are shown in Map 29.



Map 29. Regeneration in Barnet.

Barnet Community Safety Strategy 2015/2020

9.8 Although the strategy is due to be refreshed at the time of writing, the Strategy to 2020 included the following objectives:

*“Outcome 1: Barnet residents and businesses are confident that the police and council respond to crime and ASB in their area.”*

*“Outcome 2: Barnet residents and businesses are engaged and informed about community safety.”*

*“Outcome 6: Sustained reductions in Burglary and other high volume crime types, such as: Violence with Injury, Robbery, Theft of Motor Vehicle, Theft from motor vehicle, Theft from the person, and Criminal damage.”*

#### Other Strategies - Conclusions

- 9.9 The actions in the council’s plans and strategies outlined above will work in tandem with selective licensing in the proposed wards for designation as part of the wider strategy to bring about an improvement to the quality of housing conditions in the PRS.
- 9.10 Further, the actions in these plans and strategies in relation to Burnt Oak and Colindale will as part of the wider strategy work alongside selective licensing to tackle deprivation in these areas and improve the standards in the PRS.

## 7 Methodology

### Additional Licensing methodology

- 10.1 Council Tax, Housing Benefits, Electoral Register, Tenancy Deposit scheme, existing Environmental Health data and the survey were used to predict the location of HMOs in the borough.
- 10.2 In determining that there is a need to continue the borough-wide additional licensing scheme, the data available on problems in HMOs has been considered against the numbers of potential unlicensed HMOs across the borough. This demonstrates a large number of HMOs that still need to be both inspected and licensed.

### Selective Licensing methodology

- 10.3 Having gathered the data and determined its relevance to the criteria for designation of a selective licensing scheme, a methodology was devised to draw together all the relevant data, apply weightings (as has been described in Section 8 - the Evidence section of this consultation) and combine the results to provide a representative picture of the borough.
- 10.4 Each of the relevant criteria for **poor property conditions** and **deprivation** were scored per ward as an index, where 1 equals the borough average for that criteria. An index of greater than one means that the ward was above average for that criteria. An index of greater than one means that the ward was above average for that criteria.

### Deprivation

- 10.5 The Index of Multiple Deprivation (IMD) 2019 was used to determine an index. The index was produced based upon the average IMD overall national rank for each ward. The total of the IMD ranks for each LSOA for each ward were added together and divided by the number of LSOAs to give an average rank for the ward. These ranks were then averaged to give an overall average rank for Barnet, which was 19,334. This rank was then divided by the average for each ward to give an index comparable to the average. The average index being 1.0. Nine wards are above the average IMD rank for Barnet. Table 56 below shows all wards with their average rank and index compared to the average of 1.0. The table shows those wards above the Barnet average highlighted in red.

$$\text{Index} = \frac{\text{(Sum of all LSOA IMD ranks/No. of LSOAs in ward)}}{\text{(Total of all LSOA ranks/16)}}$$

Table 56. Average IMD score index

Ward	Ave IMD rank for Ward	Index
Burnt Oak	9240.6	2.09
Colindale	11896.4	1.63
Childs Hill	15551.8	1.24
West Hendon	15614.7	1.24
Underhill	16074.7	1.20
Golders Green	16687.6	1.16
Coppetts	18046.3	1.07
Hendon	18445.0	1.05
Woodhouse	18490.4	1.05
Hale	19409.6	1.00
East Barnet	19861.1	0.97
Edgware	19999.0	0.97
East Finchley	20556.5	0.94
Mill Hill	20693.4	0.93
West Finchley	22247.6	0.87
Brunswick Park	22340.1	0.87
Oakleigh	22509.8	0.86
High Barnet	23499.8	0.82
Finchley Church End	24096.1	0.80
Totteridge	24986.1	0.77
Garden Suburb	25768.6	0.75

10.6 The wards of Burnt Oak and Colindale are significantly above the average at over 50% greater than the average and so are the most deprived areas in Barnet. A selective licensing designation for deprivation is appropriate for these areas.

10.7 Under the new ward boundaries, the designation will be for Burnt Oak, Colindale North and Colindale South. With the proposed designations under poor property conditions, these wards will be over the 20% rule and so will need approval of the Secretary of State.

Poor property conditions

10.8 For poor property conditions, there were a total of 36 different criterion analyses carried out with a resultant index for each. These analyses consisted of both; actual numerical data – e.g. the number of property condition complaints and, the proportion of properties in the ward that met that criterion, measured against the number of PRS properties in that ward (as per the Census 2011) – e.g. the percentage of unique addresses in the PRS with a poor property complaint.

10.9 In order to provide the most robust evidence for each ward that is selected for selective licensing designation, we have looked at the combined indexes separately for each of numerical and percentage data and also for both of these combined, as follows:

Numerical data indexes

10.10 Table 57 lists the criteria we have produced numerical data for across complaints, inspections and actions.

Table 57. Numerical categories analysed for poor property conditions

1	Total number of all property condition complaints
2	Number of unique addresses with property condition complaints
3	Total number of property condition complaints resulting in formal or informal action
4	Percentage of total property condition complaints requiring formal or informal action
5	Total number of property condition complaints requiring formal action
6	Percentage of total property condition complaints requiring formal action
7	Total number of all nuisance complaints
8	Number of unique addresses with nuisance complaints
9	Total number of nuisance complaints resulting in formal or informal action
10	Percentage of total nuisance complaints requiring formal or informal action
11	Total number of nuisance complaints requiring formal action
12	Percentage of total nuisance complaints requiring formal action
13	Total number of category 1 and category 2 hazards
14	Number of unique addresses with category 1 or category 2 hazards
15	Total number of category 1 hazards
16	Total number of high category 2 hazards (Band D & E)
17	Average number of category 1 and category 2 hazards per address
18	Total number of notices or orders served
19	Number of unique addresses with notices or orders served
20	Total number of Housing Act notices served
21	Number of unique addresses with Housing Act notices served
22	Total number of miscellaneous notices served

10.11 A ward which is average across all the above analyses would achieve an index score of 24. Table 58 shows the total of all 22 indexes per ward, with twelve wards being above average (shaded red). However, if wards that are significantly above average (15% or more above average) are considered, then the four wards of West Hendon, Childs Hill, Hendon and Golders Green feature (name shaded orange).

Table 58. Combined indexes for numerical analyses of poor property conditions.

Ward	Total of all number Indexes
West Hendon	40.44
Childs Hill	35.42
Hendon	28.46
Golders Green	28.34
Hale	25.55
Edgware	24.80
West Finchley	24.14
Burnt Oak	23.48
Colindale	23.14
Woodhouse	23.05
Mill Hill	22.35
Finchley Church End	22.11
East Barnet	19.37
Garden Suburb	18.04
Coppetts	17.99
Oakleigh	15.56
Brunswick Park	15.43
Underhill	14.98
High Barnet	14.22
East Finchley	12.84
Totteridge	12.35

Proportion of properties against the number of PRS properties indexes

10.12 Table 59 lists the criteria we have produced percentage of PRS data for, across complaints, inspections and actions. These indexes provide an indication of the level of property condition problems in proportion with the level of PRS in each ward, rather than just total numbers as in the indexes above.

Table 59. % of PRS categories analysed for poor property conditions.

1	Total number of property condition complaints as a % of the PRS in the Ward
2	Number of unique addresses with property condition complaints as a % of the PRS
3	Number of property condition complaints with action required as a % of the PRS
4	Number of property condition complaints with formal action as a % of the PRS
5	Total number of nuisance complaints as a % of the PRS in the Ward
6	Number of unique addresses with nuisance complaints as a % of the PRS
7	Number of nuisance complaints with action required as a % of the PRS
8	Number of nuisance complaints with formal action as a % of the PRS
9	Total number of category 1 and category 2 hazards as a % of the PRS
10	Number of unique addresses with category 1 and category 2 hazards as a % of the PRS
11	Number of category 1 hazards as a % of the PRS
12	Number of high category 2 hazards as a % of the PRS
13	Number of unique addresses with notices served as % of the PRS
14	Number of unique addresses with Housing Act notices served as a % of the PRS

10.13 A ward which is average across all the above analyses would achieve an index score of 14. Table 60 shows the total of all 14 indexes per ward, with ten wards being above average. However, if wards that are significantly above average (15% or more above average) are considered, then the seven wards of Hale, Brunswick Park, West Hendon, Underhill, Edgware, Burnt Oak and Mill Hill feature (name shaded orange). Only West Hendon appears in the lists of wards 15% or more above average for numerical data and data as a percentage of PRS properties. Brunswick Park and Underhill had the lowest number of PRS properties, making the numbers of complaints etc. appear greater in proportion.

Table 60. Combined indexes for % of PRS analyses of poor property conditions

Ward	Total of all % of PRS Indexes
Hale	22.73
Brunswick Park	22.23
West Hendon	21.09
Underhill	19.69
Edgware	19.53
Burnt Oak	17.38
Mill Hill	17.08
Oakleigh	15.79
Colindale	14.71
East Barnet	14.69
Golders Green	13.64
Hendon	13.33
Childs Hill	13.20
Woodhouse	13.09
Coppetts	12.05
Finchley Church End	11.63
West Finchley	10.66
High Barnet	10.36
Garden Suburb	9.46
Totteridge	8.27
East Finchley	6.97

Combined indexes

10.14 Having looked at numerical data and data as a percentage of the PRS individually, there are no firm conclusions about the worst wards for property conditions, other than West Hendon. The totals of both sets of indexes were then combined to provide an overall index accounting for all the measures used and to give a comprehensive rating for each ward. A ward that was at exactly the average for every criterion added together would have a total index of 36. Therefore, a ward with a total over 36 is above average considering all the factors. Table 61 shows the total combined indexes per ward. In this case, there are eleven wards above average (shaded in red). However, looking at those significantly above average (in this case looking at those at least 12% above average), there are six wards that clearly stand out, these being highlighted in orange.

Table 61. Total indexes for all wards.

Ward	Total of All Indexes
West Hendon	61.53
Childs Hill	48.62
Hale	48.27
Edgware	44.32
Golders Green	41.98
Hendon	41.79
Burnt Oak	40.86
Mill Hill	39.43
Colindale	37.86
Brunswick Park	37.66
Woodhouse	36.14
West Finchley	34.80
Underhill	34.67
East Barnet	34.06
Finchley Church End	33.74
Oakleigh	31.35
Coppetts	30.04
Garden Suburb	27.50
High Barnet	24.58
Totteridge	20.62
East Finchley	19.81

10.15 In conclusion, the data indicates that the six wards of West Hendon, Childs Hill, Hale, Edgware, Golders Green and Hendon are experiencing higher levels of issues with poor property conditions than other areas in Barnet and so it is deemed that a selective licensing scheme for these areas would enable the council to improve the PRS in those areas.

10.16 In overlaying the data onto the new ward boundary maps, although there is not an exact match to the boundaries, the heat maps indicate the issues in these wards fall into the following new wards and so it is proposed that these wards will be designated for Selective Licensing under poor property conditions:

- West Hendon
- Cricklewood
- Childs Hill
- Golders Green
- Hendon
- Edgware

10.17 These wards combined account for more than 20% of the PRS in Barnet and more than 20% of the geographical area and so approval of the Secretary of State would be required for all six wards to be designated at once.

10.18 It is proposed that two poor property condition designations are made:

1. West Hendon, Cricklewood and Childs Hill (new) wards.
2. Golders Green, Hendon and Edgware (new) wards.

## **8 Appendices**

8.10 The following Appendices are referred to in this consultation:

- Appendix 1 – List of streets included in the wards within scope of the proposed selective licensing scheme designations
- Appendix 2 – Schedule of proposed licence fees
- Appendix 3 – Barnet adopted standards for houses in multiple occupation
- Appendix 4 – Barnet adopted standards for single family occupied private rented properties
- Appendix 5 – Proposed property licence conditions

	<h2 style="margin: 0;">Housing &amp; Growth Committee</h2> <p style="margin: 0;">AGENDA ITEM 13</p> <h3 style="margin: 0;">14 June 2021</h3>
<b>Title</b>	<b>Fosters Estate Development Project Update</b>
<b>Report of</b>	Chairman of the Housing & Growth Committee
<b>Wards</b>	Hendon
<b>Status</b>	Public with accompanying exempt report -Exempt from publication in accordance with paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information and information in respect of which professional legal privilege could be maintained in legal proceedings.
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1: Estate plan
<b>Officer Contact Details</b>	<p>Luke Ward – Assistant Director Development &amp; Economy, Barnet Council</p> <p>Derek Rust – Director of Growth &amp; Development, The Barnet Group</p>

<h2 style="margin: 0;">Summary</h2>
<p>The Upper and Lower Fosters (ULF) estate (“the Estate”) in Hendon Ward occupies 3.19 hectares and comprises a 1960s housing estate formed of 168 existing residential properties across 11 residential blocks which range between 2 and 11 storeys.</p> <p>There was an existing sheltered housing scheme on part of the Estate providing 28 homes known as Cheshir House. In 2019, under delegated powers to the Deputy Chief Executive in</p>

consultation with the former Chairman of the Housing Committee, approval was given to commence the re-homing of the residents to enable the demolition of the existing buildings and the construction of a new extra care scheme. Currently 3 residents remain.

Barnet Council assembled an experienced design team and led the scheme through a two-year co-design process with the local community, leading to a planning submission and subsequent consent. The designed scheme includes the construction of a 75-bed extra care scheme as well as 142 general needs homes on infill plots within the estate. The scheme will introduce a new orbital road so that the centre of the estate can be improved for amenity use with high quality landscaping and public realm.

The Full Business Case was approved by the Housing & Growth Committee in November 2020. This approved Heads of Terms with Sage Housing Ltd for a funding and disposal arrangement to provide capital funding for the general needs element of the scheme. The Council will ultimately dispose of 142 completed units to Sage under long leases, made up of 82 London shared ownership homes and 60 to be let at London affordable rent.

A separate budget has been allocated in the Housing Revenue Account (HRA) to redevelop Cheshir House to provide the 75 new extra care homes. These will be retained in the Council's ownership.

Barnet Homes, acting as development agent on behalf of Barnet Council, have appointed a main contractor to deliver the construction works on both elements of the scheme through to completion. This also includes delivering improvements for existing residents such as new entrance canopies to existing blocks, enhancements to existing balconies to improve appearance and the re-decoration to banding strips on the elevations of the existing blocks.

Recent Central Government announcements indicate that in the future the Government may seek to ban the disposal of houses (as opposed to flats) on a leasehold basis. This was referenced in the Queen's Speech 2021 in respect of a Leasehold Reform Bill. Sage is concerned that in future years, the buyers of the seventeen London shared ownership houses within the scheme may find that their houses are unmarketable or unmortgageable, should they staircase to 100% ownership. The sale agreement to Sage Housing Ltd requires officers to seek the approval of this Committee to the disposal of the seventeen London shared ownership houses (as opposed to flats) to Sage Housing Ltd on a freehold basis, and if such approval is obtained, to vary the sale agreement accordingly in order to give effect to this.

This report seeks to update the Housing & Growth Committee on project progress as well as the matter pertaining to the disposal of houses on a leasehold basis, therefore seeking approval to vary the sale agreement with Sage Housing Ltd under delegated authority to the Deputy Chief Executive.

## Recommendations

### That the Committee:

1. notes the progress made on delivering the project to date.
2. agrees to the transfer of the freehold interest in the 17 shared ownership houses to Sage Housing Limited and delegates authority to the Director of Growth to agree finalise and enter into (1) a deed of variation to the existing Development Agreement with Sage Housing Limited dated 12 March 2021 and (2) any ancillary documents that may be required, in order to give effect to this.

### 1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides a project progress update for the development of the Upper and Lower Fosters Estate ("ULF").
- 1.2 The Assets, Regeneration and Growth Committee (ARG) in November 2020 previously agreed the Full Business Case for the project, supporting the development of 217 new homes within the existing Fosters Estate with a fully affordable housing mix.
- 1.3 This included approving Heads of Terms with Sage Housing Limited to forward-fund the construction and purchase of 142 of the new homes, namely the general needs housing. These homes are edged in blue on the appended site plan.
- 1.4 The remaining 75 homes are included within the extra care scheme that replaces Cheshir House, and have an allocated budget in the Housing Revenue Account. These homes will be retained in the Council's ownership.
- 1.5 Under delegated authority to the Deputy Chief Executive, a sale agreement with Sage Housing Ltd was exchanged on 12 March 2021.
- 1.6 The sale agreement to Sage Housing Ltd requires officers to seek the approval of this Committee to the disposal of the seventeen London shared ownership houses (as opposed to flats) to Sage Housing Ltd on a freehold basis, and if such approval is obtained, to vary the sale agreement accordingly in order to give effect to this.
- 1.7 There have been a number of recent Central Government announcements indicating that in the future the Government may seek to ban the disposal of houses (as opposed to flats) on a leasehold basis. This was referenced in the Queen's Speech 2021 in respect of a Leasehold Reform Bill. Sage is concerned that in future years, the buyers of the seventeen London shared ownership houses within the scheme may find that their houses are unmarketable or unmortgageable, should they staircase to 100% ownership.
- 1.8 Both the general needs and extra care housing elements of the project are to be delivered as one scheme. Barnet Homes, acting as the Council's development agent, have appointed a main contractor and work officially started on site in February 2021.
- 1.9 The main contractor has been instructed under a Letter of Intent ahead of the main build contract being finalised. The contractor has commenced their technical design and several

ground investigation and site surveys. They have also started establishing a site presence and engaging with the community.

- 1.10 Subject to resolution of vacant possession issues and land assembly matters the project is due to complete in March 2024.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The objectives for the project were set out in the Full Business Case in November 2020.
- 2.2 This project is of strategic importance to the Council. It will deliver 142 homes for London shared ownership (82no.) and London affordable rent (60no.). Barnet Council will have nominations rights to the affordable rent homes.
- 2.3 The project also includes delivering improvements for existing residents such as new entrance canopies to existing blocks, enhancements to existing balconies to improve appearance and the re-decoration to banding strips on the elevations of the existing blocks.
- 2.4 An independent valuation was obtained by the Council in February 2021. It confirmed that the agreement with Sage Housing Ltd constitutes a disposal at best consideration in accordance with S123 of the Local Government Act 1972 or S233 of the Town and Country Planning Act 1990.
- 2.5 The sale agreement between Barnet Council and Sage Housing Ltd has been exchanged, under delegated authority to the Deputy Chief Executive in discussion with the Chair of the Housing and Growth Committee.
- 2.6 Contracting arrangements have been progressed by Barnet Homes with the appointed contractor. Services and works have commenced under a Letter of Intent whilst contract discussions are underway, ahead of signing the main contract.
- 2.7 The required consents so far as not already in place including stopping-up, appropriation to planning and a compulsory purchase order and any required open space disposal consultation/decisions well as other ancillary matters are under way and will need to be obtained. The Urgency Committee called in April 2020 delegated authority to the Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee to include the use of CPO powers in relation to the Fosters Estate, to take any other actions necessary to complete the scheme and approved the recommended routes for land transfer and appropriation as mentioned in that report.
- 2.8 The intention is that the completed homes will be managed by Barnet Homes, ensuring a one landlord approach across the Estate. Barnet Homes and Sage will seek to agree a management agreement for the internal management of the Blocks, before Partial Possession of the first Block. If the parties succeed, then that management agreement will be put in place and will apply across the Development. If they do not succeed then the obligation falls away. It was agreed that Barnet Homes would be responsible for estate management in any case.

- 2.9 The Council have been awarded by way of a grant allocation £7.5m from the Greater London Authority (GLA) to support the provision of the new extra care scheme; the grant agreement for this was signed in December 2019. The grant conditions for start on site were satisfied in February 2021.
- 2.10 Sage have also been awarded a grant allocation for the affordable rent and shared ownership homes they are forward-funding. The grant conditions for start on site were also satisfied in February 2021.
- 2.11 The total project budget, including both general needs and the extra care homes, is £67.9m. The budget costs will be met through funding from Sage for the general needs homes and the Housing Revenue Account for the extra care homes in conjunction with the GLA grant funding.
- 2.12 The Council are keen to maintain policy compliance. Sage's offer enables the project aims to be delivered at minimal, or no, cost to the Council with a fully policy compliant scheme. Furthermore, estate transformation will be delivered in one go by the delivery of new housing, improvements to the existing blocks and the extensive public realm improvements made at the same time.
- 2.13 The sale agreement to Sage Housing Ltd contemplated that the Council would dispose of the 142 general needs homes under a long lease of each block. However, there have been a number of recent Central Government announcements indicating that in the future the Government may seek to ban the disposal of houses (as opposed to flats) on a long leasehold (as opposed to freehold) basis. Sage is therefore concerned that in future years, the buyers of the seventeen London shared ownership houses within the scheme may find that their houses are unmarketable or unmortgageable, should they staircase to 100% ownership.
- 2.14 In order to accommodate this concern, the Council agreed a provision in the sale agreement to Sage Housing Ltd, whereby officers are required to seek internal approval to the transfer of the freehold interest in those seventeen units.
- 2.15 The terms of the sale agreement require that:-
- 2.15.1 the Council will use its reasonable endeavours to obtain the necessary internal approvals to disposing of the 17 houses to Sage on a freehold basis, and if it receives the approvals the parties will enter into a variation to the sale agreement to cater for this;
- 2.15.2 alternatively, the Council will seek approval to allow shared ownership leaseholders to staircase up to its freehold for each of the houses, and if received, again the documents will be varied to cater for this;
- 2.15.3 if approval is not received to either of the above, the parties will act in good faith to try to reach a solution that works for both;
- 2.15.4 if they can't agree by the main Conditions Long Stop Date (30 November 2021), then the houses will be "dropped" from the sale agreement. The Council will repay Sage any funds paid towards the delivery of the houses but will get to keep and market them as it sees fit.
- 2.16 The purpose of this report is to seek the approval of the Housing and Growth Committee as contemplated by the sale agreement. If obtained, those seventeen units will be disposed of on a freehold basis to Sage Housing Ltd. Given that the terms of the sale agreement required the grant of 250 year leases (which are "virtual freehold" in the market)

it is not considered that there is any material commercial difference if this approach is approved.

- 2.17 The variation of the sale agreement will need to ensure that the terms of the freehold disposal of these seventeen units is on comparable terms to the 250 year leases. Lawyers will be instructed to ensure that insofar as legally possible this is achieved.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

As set out in the Full Business Case approved by Housing & Growth Committee in November 2020.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Contracting arrangements will continue with the appointed contractor.
- 4.2 Any required outstanding consents so far as not already in place to include stopping-up, appropriation to planning and a compulsory purchase order and any required open space disposal consultation/decisions well as other ancillary matters will be obtained.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Barnet Plan 2021-2025 sets out the council's vision to make Barnet a great place to live work and visit. It focusses on four priorities over the next 4 years to realise this vision:

- Clean, safe and well run: A place where our streets are clean and anti-social behaviour is deal with so residents feel safe. Providing good quality, customer friendly services in all that we do
- Family friendly: Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- Healthy: A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity

- 5.1.2 This project supports delivery of the Thriving priority, by delivering affordable housing and improved infrastructure.

Barnet Growth Strategy 2019-30

- 5.1.3 The Growth Strategy sets out the council we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents. The Strategy sets out five goals:

- A growing borough – Delivering more homes that people can afford, ensuring that communities across the borough get a 'growth benefit' from investment. This theme also prioritises creating new jobs for people of all ages, backgrounds and skills levels.

- A connected borough - working with private providers to tackle digitally excluded areas, and with every council home in the borough having access to fast, affordable broadband by 2023. Delivering new and enhanced public transport connections and healthier street design.
- An entrepreneurial borough - supporting businesses, including microbusinesses, to thrive and to adapt to the opportunities of the economy after the pandemic – making Barnet the best place to be a small business in London.
- A borough of thriving town centres - diversifying the role of town centres, encouraging a broad mix of uses, delivering new housing and creating an environment in which businesses can succeed.
- A great borough to live in and visit - delivering social infrastructure to support growth, getting the best out of the borough's green assets, growing the visitor economy and creating a broader canvas for creative industries

This project delivers affordable housing in town centre environment and so supports both the growing borough and borough of thriving town centres themes.

5.1.4 The London Plan and draft Local Plan recognise the need to deliver more housing in the Borough. The council's Housing Strategy 2019-2024 continues to emphasise that delivering more homes that people can afford is a key priority and sets out how the council will deal with a number of challenges including high prices, a shortage of affordable housing and the potential threats to the qualities that make the Borough attractive.

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

### **Finance**

5.2.1 Under the terms of the development agreement, Sage Housing Ltd, a for-profit registered provider, will forward fund the purchase of the 142 general needs homes. 82 of these will be London shared ownership and 60 will be let at London affordable rent. The funding from Sage will incorporate GLA grant obtained by Sage.

5.2.2 There is a £46.6m allocated budget in the general fund for the delivery of this scheme.

5.2.3 In respect of the disposal of the 142 general needs homes to Sage, the council had a statutory obligation to obtain the best price reasonably obtainable as evidenced by an independent valuation. This was obtained and completed in February 2021. There is no difference to this valuation in view of the disposal of the seventeen share ownership houses being on a freehold basis, as they were disposed as a virtual freehold in the development agreement.

5.2.4 There is an allocated budget within the Housing Revenue Account for £35.5m for the delivery of two extra care schemes, including Cheshir House. The total scheme cost for Cheshir House is £21.53m.

## **Value for Money and Procurement**

5.2.5 As set out in the Full Business Case in November 2020:

<https://barnet.moderngov.co.uk/documents/s61230/Fosters%20Estate%20Development%20Project%20Full%20Business%20Case.pdf>

5.2.6 An independent valuation has confirmed that the agreement with Sage Housing Ltd constitutes a disposal at best consideration in accordance with S123 of the Local Government Act 1972 or S233 of the Town and Country Planning Act 1990.

### **5.3 Social Value**

5.3.1 Increasing the utility of existing assets through mixed use redevelopment will enable the Council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.

5.3.2 The main contractor will be required to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate. This includes:

- Jobs and careers workshops in local colleges
- Work experience for 16 students
- Places for progression into employment
- 13 apprenticeships aligned with Living Wage
- Commitment to 30% local labour
- Commitment for two locally procured goods and services

This will be monitored by the council's Economic Development Team.

### **5.4 Legal and Constitutional References**

5.4.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement.

5.4.2 The Council Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £500K.

5.4.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

5.4.4 Additionally, the council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.

- 5.4.5 Where land is being and has been appropriated under section 122 of the LGA 1972 for planning purposes, any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990. On any disposal of property, the council is required to observe the requirements of s123(2) of the LGA 1972 or Section 233 Town and Country Planning Act 1990 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained. Any land held for the purposes of part 2 of the Housing Act 1985 can be disposed of under section 32 of that Act either in reliance on a general or express consent of the consent of the Secretary of State.
- 5.4.6 The Council will need to make the required adjustments as between the Housing Revenue Account and the General Fund to account for the value of any housing land appropriated to planning.
- 5.4.7 The Council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option. These have been set out in full in previous report to this committee including the process required for disposal of open space land.
- 5.4.8 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. Barnet Homes on behalf of Barnet Council undertook a compliant tender process in line with the Public Contracts Regulations 2015 in appointing the building contractor.
- 5.4.9 In the event the delivery option for the proposed development is with the assistance of a loan/grant then the Council must note that under State Aid rules, in order to avoid the distortion of competition and trade within the European Union, no advantage should result from funding that is granted by public authorities on a selective basis to any organisations. It is essential that all legislation concerning State Aid is met, in particular such loans should be at normal commercial rates.

## 5.5 Risk Management

- 5.5.1 The main business and service risks associated with the potential scope for this project are noted below.

### **Design**

- 5.5.2 There is a risk that the design is not fit for purpose. To mitigate this risk, Allies & Morrison Architects were successfully appointed following a competitive process to design the scheme to RIBA stage 3 and including a detailed planning application. They are being retained as 'design champion' which will help ensure the golden thread of design quality from start to completion.

### **Planning consent**

- 5.5.3 This is in place alongside the S106 agreement and the judicial review period has expired.

### **Programme and cost**

- 5.5.4 There is a risk of prolongation costs if the preferred contractor is prevented or delayed from starting or delivering works on site by the client. To mitigate this, early services and works are being instructed under a Letter of Intent.
- 5.5.5 This has enabled the start on site milestones for the GLA to be achieved, in relation to both Cheshir House and Sage's grant allocations.
- 5.5.6 There is a risk that construction costs increase post-contract and that the Sage offer would not cover this. A client contingency of 4-5% has been allowed within the construction budget. While low for a scheme of this size, this is deemed to be sufficient to help mitigate this risk.
- 5.5.7 There is a risk that the land assembly costs exceed the allocated budget. Expert advice has been taken on the likely costs arising from this issue and included as a dedicated budget item in the project budget. This is being continually de-risked as progress is made with each activity.

## 5.6 Equalities and Diversity

- 5.6.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - advance equality of opportunity between those with a protected characteristic and those without;
  - promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

- 5.6.2 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.
- 5.6.3 The development at Upper and Lower Fosters will make a significant contribution to the provision of additional high quality intermediate housing in the Borough to assist first time buyers, many of whom are currently priced out of the market. In addition, much needed affordable rented housing will also be provided, as well as promotion of further construction jobs in the borough.
- 5.6.4 Barnet Homes have completed an Equalities Impact Assessment, as summarised in the Full Business Case in November 2020:

<https://barnet.moderngov.co.uk/documents/s61230/Fosters%20Estate%20Development%20Project%20Full%20Business%20Case.pdf>

- 5.6.5 At this stage, the proposal does not raise any issues under the Council's Equalities Policy and does not have a bearing on the Council's ability to demonstrate that it has paid due regard to equalities as required by the legislation.

## **5.7 Corporate Parenting**

5.7.1 Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

## **5.8 Consultation and Engagement**

5.8.1 Barnet Council adopted a community engagement and co-design strategy for this project, which encouraged residents to play a full role in developing the improvement proposals from design through to post-delivery.

5.8.2 During the planning-stage design period the scheme followed a co-design process that enabled residents to engage and contribute to the design process.

5.8.3 Following submission of the planning application, it was agreed with the Resident Steering Group that regular workshops were no longer required as the scope for input to the design had largely been concluded. It was agreed that regular newsletters would be sent out at key points and that there may be the opportunity to contribute to the landscaping design once the contractor had been appointed.

5.8.4 Barnet Homes invited a resident representative to join the interview panel for the main contractor and their scores contributed to the tender analysis.

5.8.5 Barnet Homes have designed a project website, which is used to update and record news shared with residents and the local community.

5.8.6 The appointed contractor held a virtual meet the contractor event in March 2021. They will also be arranging workshops and activities at key points throughout the scheme.

5.8.7 The appointed contractor has a dedicated point of contact for residents throughout the construction period. They are also developing a smart phone app which will provide continued updates to residents and act as a signposting tool.

## **5.9 Insight**

5.9.1 The Council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery. Barnet has 393,000 residents and this figure is expected to grow by 76,000 over the next 25 years; an increase of 19%.

5.9.2 The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the Council.

5.9.3 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.9.4 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

## 6 BACKGROUND PAPERS

Assets, Regeneration and Growth Committee, 12 December 2016, Upper and Lower Fosters:

<https://barnet.moderngov.co.uk/documents/s36542/Upper%20and%20Lower%20Fosters.pdf>

Assets, Regeneration and Growth Committee, 13 June 2019, Upper and Lower Fosters:

<https://barnet.moderngov.co.uk/documents/s52938/Upper%20and%20Lower%20Fosters%20report%20public.pdf>

Council, 30 July 2019, referral from ARG – Upper and Lower Fosters:

<https://barnet.moderngov.co.uk/documents/s54756/Referral%20from%20the%20Assets%20Regeneration%20and%20Growth%20Committee%20-%20Upper%20and%20Lower%20Fosters.pdf>

Planning Committee, 10 October 2019:

<https://barnet.moderngov.co.uk/documents/s55564/19.2517.FUL%20-%20Fosters%20Estate.pdf>

Urgency Committee, 27 April 2020:

<https://barnet.moderngov.co.uk/documents/s58641/Urgency%20Committee%20-%20Emergency%20Decisions%20Final.pdf>

Housing & Growth Committee, 24 November 2021, Full Business Case:

<https://barnet.moderngov.co.uk/documents/s61230/Fosters%20Estate%20Development%20Project%20Full%20Business%20Case.pdf>



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## Housing & Growth Committee

AGENDA ITEM 14

14 June 2021

<b>Title</b>	<b>Strategic Outline Case for the Regeneration of Part of Grahame Park Estate by Barnet Council</b>
<b>Report of</b>	Chairman of the Housing & Growth Committee
<b>Wards</b>	Hendon
<b>Status</b>	Public with accompanying exempt report - Exempt from publication in accordance with paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information, and information in respect of which professional legal privilege could be maintained in legal proceedings.
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Derek Rust, Director of Growth and Development, Barnet Homes <a href="mailto:derek.rust@barnethomes.org">derek.rust@barnethomes.org</a>  Stephen McDonald, Director of Growth, London Borough of Barnet <a href="mailto:stephen.mcdonald@barnet.gov.uk">stephen.mcdonald@barnet.gov.uk</a>

### Summary

In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour for a regeneration masterplan that would see the majority of the estate redeveloped by a partner

Registered Provider; Choices for Grahame Park Limited, who are now owned by Notting Hill Genesis (NHG).

Barnet Homes, working as development agent on behalf of Barnet Council, has established a regeneration proposal for part of the Estate. The existing masterplan was approved in 2004, securing outline planning consent.

The proposed regeneration in this Strategic Outline case for part of the Grahame Park Estate would be split into two stages. The intention is to progress the first stage to Outline Business Case and submit a detailed planning application, with the Outline Business Case and detailed planning application for a second stage of the project at a later date.

For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group has met with senior staff from Notting Hill Genesis to discuss their proposals, approaches to partnership and collaboration. They have been positive and supportive of the proposal, subject to the outcome of the detailed work in the next phase.

Bringing forward the regeneration of this part of the estate would result in initial capital cost avoidance of approximately £650,000 to the Housing Revenue Account as some of the planned health, safety and compliance works would no longer be required.

### **Officers Recommendations**

#### **That the Committee**

- 1. notes and approves the Strategic Outline Case.**
- 2. note that the detailed funding arrangements will be proposed to the Policy & Resources Committee for approval.**
- 3. that Barnet Homes are appointed as development agent, acting in the best interests of the council, to progress the next phase of work as set out in this report.**

#### **1. WHY THIS REPORT IS NEEDED**

- 1.1 This report sets out the Strategic Business Case for the council-led regeneration of part of the Grahame Park Estate.
- 1.2 In 2003, residents of the Grahame Park Estate in Colindale, NW9 voted in favour of a regeneration masterplan that would see the majority of the estate redeveloped by a partner Registered Provider; Choices for Grahame Park Ltd, who are now owned by Notting Hill Genesis (NHG).
- 1.3 The regeneration masterplan has progressed over the last decade with Stage 1 delivering new homes to the south, east and western parts of the estate as well as new council offices and new buildings for Barnet Southgate College. The Trinity Square development of over

400 homes on the eastern side of the masterplan was also constructed. Stage 2 recently gained planning consent in July 2020 which encompasses the southern part of the estate.

- 1.4 However, progress in regenerating the estate has been relatively slow as a result in the main of variable economic and market conditions, as well as the sheer scale of the regeneration challenge. The approach taken to date is largely a linear one working from south to north.
- 1.5 As a result of this, Barnet Homes working as development agent on behalf of Barnet Council, has established a regeneration proposal for part of the estate that builds on their increasing development experience and their experience of developing alternative funding solutions.
- 1.6 For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group has met with senior staff from Notting Hill Genesis to discuss their proposals, approaches to partnership and collaboration. They have been positive and supportive of the proposal, subject to the outcome of the detailed work in the next phase.
- 1.7 Subject to approval of the Strategic Outline Case, the intention is to progress to Outline Business Case stage in early 2022 ahead of submitting a detailed planning application for the first stage of development.
- 1.8 The proposed next phase of work will include technical due diligence of the site, design progression to RIBA stage 1-2, legal and land assembly due diligence, business plan modelling and extensive community and stakeholder consultation. The outcome of these activities will be included in the Outline Business Case which will be presented to the Housing & Growth Committee in early 2022.
- 1.9 The current proposed development model includes the council releasing a part of the site to a Build to Rent investor under a forward-funding agreement to cross-subsidise and enable the development of 207 homes for a mix of affordable tenures. The proposal is predicated on the Housing Revenue Account forward-funding the development costs at current low interest rates as working capital but receiving phased receipt of income to reduce the peak debt. The HRA would also benefit from retention of the resulting affordable housing assets to service the residual debt whilst also meeting future housing need. This approach will be further tested during the next phase of work.
- 1.10 The proposal in this Strategic Outline Case will put the council at the heart of delivering the scheme, making this one of the largest council-led regeneration projects in recent times.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Barnet has the largest population of any London Borough with 394,400 residents. The figure is expected to grow by 452,000 by 2036. With a third of the borough designated green belt, Barnet Council has to be innovative in how new homes can be built in the borough. To deliver an increase in housing completions the council and wider public sector needs to increase its own pipeline of housing delivery. To that end the council is reviewing its assets to consider all suitable sites for redevelopment potential.

- 2.2 The council's Housing Strategy 2019-2024 identifies that delivering more homes that people can afford is a key priority.
- 2.3 The delivery of new affordable rented homes, funded in a variety of ways, will ensure the council's estate is used to help meet the Housing Strategy objective - this is to prevent and tackle homelessness by reducing the use of temporary accommodation, to help meet Housing and Growth Committee savings.
- 2.4 The draft Local Plan (2021-2036) sets out the vision for growth and development in the borough and the delivery of 32,200 new homes and 20,000 new jobs by 2030. The Growth Strategy builds on this, articulating the council's approach to delivering growth and focusing on the places that need intervention.
- 2.5 The trade press reports that there has been a surge in demand for properties in outer London and research from Rightmove shows a trend in recent months for people selling up in the inner London zones and moving further out. Analysis of commuter lines in London shows that northern locations of the Northern line are performing more strongly than the southern locations.
- 2.6 Furthermore, the largest Registered Providers are recording exceptional demand for shared ownership since May 2020, at the height of the pandemic. First time buyer portal Share to Buy, which specialises in shared ownership and help to buy sales, has reported its highest number of registrations ever.
- 2.7 All the new homes provided through this development will meet the former Lifetime Homes standard through a standardised approach centred around building regulations. At least 10% will be fully wheelchair adapted, meeting the objective in the council's Housing Strategy of providing housing to support vulnerable people. The council already provides a range of housing options for vulnerable adults with a focus on helping people live as independently as possible.
- 2.8 The project budget to proceed to Outline Business Case stage is £1.5m. This budget will enable thorough due diligence to be undertaken for the proposed phase, as well as design progression. The due diligence will help to fully define the proposed scheme and de-risk future stages of delivery.
- 2.9 The progression of regenerating this part of the estate would result in initial capital cost avoidance of approximately £650,000 to the Housing Revenue Account as some of the planned health, safety and compliancy works would no longer be required.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 **Do nothing** - An alternative option is to **do nothing**. This option retains the status quo.
- 3.2 **Council directly deliver** - The council would need to forward fund the development using more HRA borrowing, there would be a greater demand for Right to Buy receipts and market conditions would pose a risk to the success of the project, particularly the open

market tenures – all of this risk would fall to the council. These options will be further tested as the next stage of work.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 The budget for delivery of the next phase of work, as set out in paragraph 1.7, will be considered by Policy and Resources Committee on 16 June 2021. This has been included in the HRA Business Plan also being presented to Housing and Growth Committee on 14 June 2021.
- 4.2 Subject to Policy and Resources Committee approval of the project budget, the design will be progressed to RIBA stages 1-2. Technical due diligence will be completed as part of this.
- 4.3 Legal and land assembly due diligence will be instructed.
- 4.4 The development model will be progressed, using valuation and viability modelling, so that a robust strategy can be prepared. Legal and financial advice will be received to support this.
- 4.5 For the council to implement the regeneration proposal, Choices for Grahame Park Limited will need to agree to exclude it from the Principal Development Agreement dated 30 January 2007. The Barnet Group and the council will continue to engage with Notting Hill Genesis in this respect.
- 4.6 The community and stakeholders will be engaged with co-design principles so that the process is open and transparent and their needs can be considered in the proposal.
- 4.7 The Outline Business Case will be presented to the Housing & Growth Committee in spring 2022.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Barnet Plan 2021-2025 sets out the council's vision to make Barnet a great place to live work and visit. It focusses on four priorities over the next 4 years to realise this vision:
  - Clean, safe and well run: A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
  - Family friendly: Creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
  - Healthy: A place with fantastic facilities for all ages, enabling people to live happy and healthy lives
  - Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity
- 5.1.2 This project supports delivery of the Thriving priority, by delivering affordable housing and improved infrastructure.

## Barnet Growth Strategy 2019-30

5.1.3 The Growth Strategy sets out the council we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents. The Strategy sets out five goals:

- A growing borough – Delivering more homes that people can afford, ensuring that communities across the borough get a 'growth benefit' from investment. This theme also prioritises creating new jobs for people of all ages, backgrounds and skills levels.
- A connected borough - working with private providers to tackle digitally excluded areas, and with every council home in the borough having access to fast, affordable broadband by 2023. Delivering new and enhanced public transport connections and healthier street design.
- An entrepreneurial borough - supporting businesses, including microbusinesses, to thrive and to adapt to the opportunities of the economy after the pandemic – making Barnet the best place to be a small business in London.
- A borough of thriving town centres - diversifying the role of town centres, encouraging a broad mix of uses, delivering new housing and creating an environment in which businesses can succeed.
- A great borough to live in and visit - delivering social infrastructure to support growth, getting the best out of the borough's green assets, growing the visitor economy and creating a broader canvas for creative industries

5.1.4 Delivering additional housing and an improved public realm at the Grahame Park Estate is also a key element in the council's Growth Strategy.

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

### Finance

5.2.1 The current proposed development model includes the council releasing a part of the site to a Build to Rent investor under a forward-funding agreement in order to cross-subsidise and enable the development of 207 homes for a mix of affordable tenures. The proposal is predicated on the Housing Revenue Account forward-funding the development costs at current low interest rates as working capital but receiving phased receipt of income to reduce the peak debt.

5.2.2 The current modelling suggests that the Housing Revenue Account has capacity and there is a long-term beneficial contribution. Sensitivity analysis has been undertaken of the current base case assumptions. Further modelling will be undertaken on an on-going basis to take account of market changes, development and construction costs, scale of the scheme, as well as other factors such as interest rates and other internal projects/pressures within the Housing Revenue Account. Further consideration to be given to the overarching treasury management strategy and the scope to tranche borrow at

current relatively low interest rates. The preferred development model will be presented as part of the Outline Business Case.

5.2.3 In the next stage of the project, specialist advice will be taken regarding the use of Housing Revenue Account funds to build general fund housing.

5.2.4 The updated Housing Revenue Account Business Plan is being presented to the Housing & Growth Committee under separate cover.

5.2.5 The project budget to proceed to Outline Business Case stage is £1.5m from the Housing Revenue Account. This budget will enable thorough due diligence to be undertaken for the proposed phase, as well as design progression. The due diligence will help to fully define the proposed scheme and de-risk future stages of delivery. This is subject to approval by the Policy & Resources Committee.

### **Value for Money and Procurement**

5.2.6 Soft market testing for investment partners is underway and will be subject to a competitive process.

5.2.7 Independent valuations will be commissioned as necessary to verify and confirm that any disposals are at best consideration to fulfil the council's overriding obligations to secure the same.

5.2.8 A chartered surveyor from a Royal Institution of Chartered Surveyors registered construction consultancy will manage the future tender process. This will be in accordance with Barnet Homes' contract procedure rules, acting as development agent for the council.

### **5.3 Social Value**

5.3.1 Increasing the utility of existing assets through mixed use redevelopment will enable the council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.

5.3.2 The main contractor will be required to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.

### **5.4 Legal and Constitutional References**

5.4.1 Council Constitution Article 7.5 states that the remit of the Housing and Growth Committee includes responsibility for regeneration strategy and oversight of major regeneration schemes, asset management, employment strategy business support and engagement.

5.4.2 The Council Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all acquisitions and disposals over £500K.

5.4.3 The council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local

Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

5.4.4 Additionally, the council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals.

5.4.5 On any disposal of property, the council is required to observe the requirements of s123(2) of the Local Government Act 1972 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained, except with the consent of the Secretary of State. Any land held for the purposes of part II of the Housing Act 1985 (which this site is likely to be) can be disposed of under sections 32 to 34 of that Act either in reliance on a general or express consent of the consent of the Secretary of State. To cleanse a site of third party interests, where it is in the public interest to do so and on satisfaction of conditions, land can be appropriated from its current purpose to planning purposes under section 122 of the LGA 1972. Where the land in question is held for housing purposes (as this site is likely to be), the consent of the Secretary of State may be needed for such appropriation. Any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town and Country Planning Act 1990, which requires that it is for the best consideration reasonably obtainable.

5.4.6 The council will need to make the required adjustments between the Housing Revenue Account and the General Fund to account for the value of any housing land appropriated to planning. This will be subject to further specialist advice obtained in the next stage of work and ahead of the Outline Business Case.

5.4.7 The council will need to consider, comply with and obtain any statutory and legal requirements /consents to give effect to the preferred option.

5.4.8 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework.

5.4.9 In the event the delivery option for the proposed development is with the assistance of a loan/grant by the council to a developer then the council must comply with the rules related to subsidy control, as required by the UK-EU Trade and Co operation Agreement and other relevant agreements, to the extent they are applicable.

## 5.5 Risk Management

5.5.1 The key business and service risks associated with the potential scope for this project are noted below.

	<b>Risk item</b>	<b>Description</b>	<b>Mitigation</b>	<b>Probability</b>
1	<b>That there are changes in the property market that impact on the</b>	The current model is predicated on the residential rental (and sales market) maintaining	The next stage of the project will include further detailed feasibility and viability analysis including sensitivity analysis and market testing. An alternative to	8

	<b>development model</b>	at current property values and demand.	BTR is market sale and this will be included in the on-going sensitivity and option analysis.	
2	<b>That construction costs will increase and changes in the market will impact the development model</b>	The current model assumes the HRA will be undertaking direct development and directly procuring third party construction partners/contractors.	The next stage of the project will include technical studies and surveys to inform a comprehensive understanding of constraints and corresponding cost implications. This will inform the next stage of design, planning and financial analysis. Soft-marketing testing will be undertaken. Consideration will be given to the merits of incorporating modern methods of construction or offsite manufacturing.	9
3	<b>That other development costs will increase</b>	The model assumes that the HRA will be undertaking direct development and assuming risk of other development costs.	The next stage of the project will enable a detailed assessment and projection of other development costs, as well as corresponding risks and risk allowances.	12
4	<b>That there is a lack of capacity in the HRA or the scheme becomes unviable</b>	The baseline strategy is for the HRA to develop out the whole of Phase One and forward sell the BTR/LLR elements to an investor (or for market sale if investor demand and/or target pricing does is not achieved).	The current modelling suggests that the HRA has capacity and there is a long-term beneficial contribution. Modelling will be undertaken on an on-going basis to take account of changes eg market values, development and construction costs, scale of the scheme, as well as other factors such as PWLB interest rates and other internal projects/pressures within the HRA. Sensitivity analysis has been undertaken of the current base case assumptions. Further consideration to be given to the overarching LBB HRA Treasury management strategy and the scope to tranche borrow at current relatively low interest rates.	12
5	<b>That the legal structures, tax and vires could become</b>	Given the scale of the scheme, as well as market element.	Further analysis to be undertaken re legal structures, tax implications and/or risks should LBB/BH group arrangements be pursued, as	6

	<b>project issues</b>		well as with potential third party partner (investment, development & construction).	
6	<b>That long-term estate and property management do not meet the required standards</b>	The quality of the project will need to satisfy short, medium and long term requirements.	The next stage of work will consider in further detail all aspects of quality and sustainability. From the internal and external design to public realm, efficiency and cost of long-term estate management including management, maintenance, sustainability, life-cycle costs. In addition, socio-economic benefits, housing need and mix. The long-term management and maintenance of this part of the estate will remain with LBB.	6
7	<b>That the community might not support the project, which would impact successful delivery</b>	A lack of community engagement would affect project delivery.	A community engagement expert will be appointed to act a critical guide to the project team. The project would follow the principles of co-design to ensure full community engagement.	12

## 5.6 Equalities and Diversity

5.6.1 Under the Equality Act 2010, the council must in the exercise of its functions have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- b) advance equality of opportunity between those with a protected characteristic and those without;
- c) promote good relations between those with a protected characteristic and those without.

The 'protected characteristics' referred to are; age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

5.6.2 The council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.

5.6.3 The project team will undertake an Equalities Impact Assessment in the next stage of the project, which will inform the preferred and proposed approach recommended in the Outline Business Case.

## **5.7 Corporate Parenting**

5.7.1 Barnet Council have a small number of care leavers in temporary accommodation. Increasing the supply of affordable housing is therefore a corporate parenting issue.

## **5.8 Consultation and Engagement**

5.8.1 Consultation with residents and local stakeholders will be of paramount importance and the project aims to be inclusive and transparent. It is proposed that a community engagement expert is appointed to support these aims and the process will follow co-design principles. The strategy will be refined during the next stage of the project.

5.8.2 A full Consultation and Engagement Plan will be used to demonstrate how the council has consulted with its citizens at various stages of the project life cycle, and a library of evidence for the findings will be kept by the project team. Proper record-keeping encourages transparency and we will publish consultation findings with relevant council papers.

## **5.9 Insight**

5.9.1 The council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery. Barnet has 393,000 residents and this figure is expected to grow by 76,000 over the next 25 years; an increase of 19%.

5.9.2 The delivery of new affordable rented homes will help to meet the objective in the council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation. There are currently more than 2,700 households living in temporary accommodation which presents significant budgetary pressures for the council.

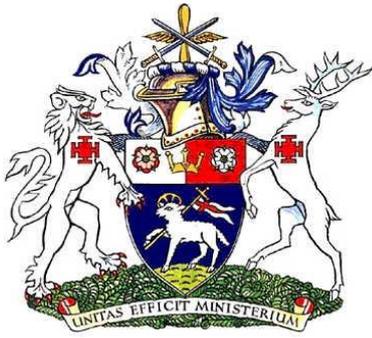
5.9.3 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.

5.9.4 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.

## **6 BACKGROUND PAPERS**

6.1 None

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## Housing and Growth Committee

14 June 2021

<b>Title</b>	<b>Northway/Fairway Proposed Approach to Site Disposal</b>
<b>Report of</b>	Chairman of the Housing and Growth Committee
<b>Wards</b>	Hale
<b>Status</b>	Public with accompanying Exempt Report (not for publication by virtue of paragraph 3 of Schedule 12a of the Local Government Act 1972 as amended as this relates to information of a financial or business nature)
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Abid Arai, Head of Development Delivery <a href="mailto:abid.arai@barnet.gov.uk">abid.arai@barnet.gov.uk</a>  Chris Smith, Assistant Director – Estates <a href="mailto:chris.smith@barnet.gov.uk">chris.smith@barnet.gov.uk</a>

### Summary

This report sets out the proposal for the Council to enter into a commercial arrangement with a developer/funder that delivers the social and environmental regeneration to meet the future housing demand and support the economic prosperity of the borough. The creation of an income generating asset will also help reduce the Council's budget gap and generate both a Capital receipt and additional Council tax revenue. This asset will be a Build to Rent (BtR) product, consisting of a minimum of 150 residential units of which 50% are affordable.

The proposed transaction is a sale and leaseback arrangement whereby the Council grants the developer a major interest in the land i.e. a 125- year lease (Council retains the freehold) and out of that interest the developer grants a lease for 40-years back to the

Council. There are no upfront costs to the Council, as the preferred developer (Kuropatwa Group) takes all design, planning and development risk and obtains its own funding to enable it to develop out.

Upon financial close i.e. conditions being satisfied one of which is planning consent being granted, the developer will pay a lump sum (purchase price) to the Council for the value of the lease land, which will accord with the developer's bid to the Council, received during the competition process. The Council will also sign up to an agreement for lease with the developer. Once practical completion takes place, the Council is under an obligation to pay a guaranteed CPI indexed linked rent to the developer for the proposed 40-year term, subject to a collar (1%) and cap (4%) arrangement. This is a mechanism used to set the minimum and maximum that the Council's rent can increase, regardless of market conditions. The figures outlined in the exempt report are indicative only and will be finalised prior to financial close. i.e. satisfaction of the conditions of the agreement for lease.

The full operating, maintenance, insurance and occupancy risk for the term will be managed by the Council, in collaboration with the developer, with day-to-day management outsourced to a management company (ManCo) who specialise in the BtR sector with all services that they provide being branded in the name of the ManCo i.e. white labelled.

At the expiry of the lease term the Council acquires the asset back for £1.00 and at that point the Council either continue to rent, refinance, or sell the assets benefiting from capital growth over the 40-year lease term.

## **Recommendations**

- 1. That Committee notes progress to date in respect of the proposals for the development of the Northway/Fairway ("the Site") delineated at Figure 1 paragraph 1.4 below.**
- 2. That Committee approves the proposed sale and leaseback approach to the development of the site.**
- 3. That Committee approves the Kuropatwa Group as the preferred developer for the delivery and sale and leaseback approach on this Northway/Fairway site.**
- 4. That Committee delegates authority to the Deputy Chief Executive acting in the best interests of the Council and in consultation with the Chairman of the Housing and Growth Committee to: -**
  - agree the final terms for the proposed transaction.**
  - negotiate finalise and complete the terms of the required documentation to be entered into with Kuropatwa Group (including companies within that group) to give effect to the agreed finterms as referred to above.**
  - to negotiate, approve, finalise, and complete such other documents as may be required to effect implement fund deliver and/or manage the scheme.**

- approve and conclude the exchange of an agreement for lease and Leaseback to be entered into with an appropriate company within Kuropatwa Group subject to such agreement being compliant with the Council's statutory obligation to obtain the best price reasonably obtainable as evidenced by an independent valuation;
5. That subject to approval from the Policy and Resources Committee this Committee approves the creation of a management company (ManCo) by the Council for the ongoing management of the completed units at the Site and to enter into the proposed sub-underlease with the Council as outlined at paragraph 3.8.
  6. The Committee approves that, if planning permission is received for the development, the Deputy Chief Executive (acting in the best interests of the Council and in consultation with the Chairman of the Housing and Growth Committee) be authorised to approve the final red book valuation for the site.
  7. That the committee (i) approves the advertising as required to appropriate to the required use or to appropriate to planning purposes any part of the Site deemed or designated as Public Open Space in accordance with S122(2A) of the Local Government Act 1972 and (ii) delegates to the Deputy Chief Executive the consideration of any objections received following the conclusion of the above advertising process.
  8. That the Committee delegates to the Deputy Chief Executive if appropriate following the conclusion of the consideration of any objections to advertise pursuant to s 123(2A) of the LGA 1972 or s 233 of the Town and Country Planning Act 1990 the disposal of any land referred to at 7 above which is to be comprised as part of the Site.
  9. That subject to paragraph 7 that the Committee delegates authority to the Deputy Chief Executive to authorise that the whole or any part of the Site as may be required be appropriated for planning purposes pursuant to s 122 of the LGA 1972 and to commence negotiations and settle any lawful claims asserted by third parties pursuant to ss 203 and ss 204 of the Housing and Planning Act 2016.
  10. That the Committee authorises that the Deputy Chief Executive may instruct as required the appropriate Council officers to make any applications to the Secretary of State for consent to enable the lawful disposal of the Site.
  11. That the Committee delegates authority to the Deputy Chief Executive in consultation with the Chairman of this Committee to make any alterations to the extent of the Site with the above recommendations to apply to the Site as altered.

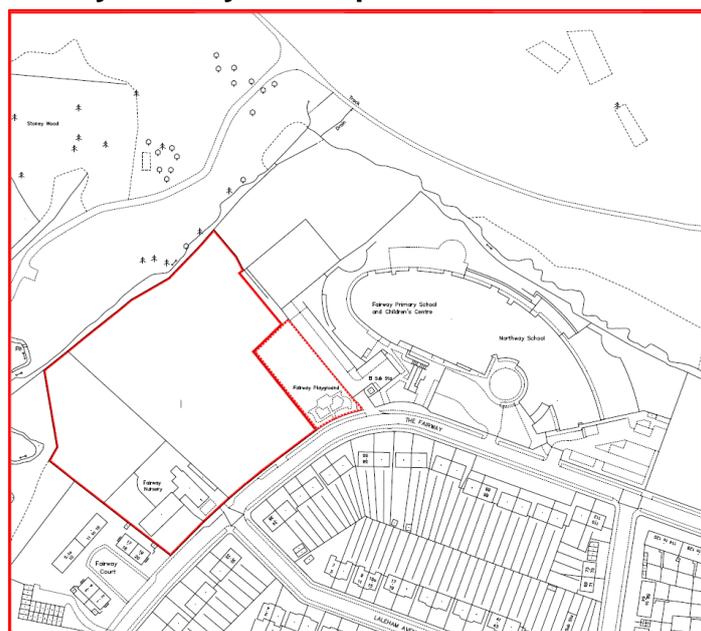
## 1. WHY THIS REPORT IS NEEDED

- 1.1 As reported to the Housing and Growth Committee on 9th July 2020, the Northway/Fairway site is part of a programme of Council owned sites under investigation for development and disposal. The site was identified as having potential to meet a number of the Council's housing delivery objectives and the potential of generating a return that is commensurate with the risk associated with any development.
- 1.2 This report sets out the case for the preferred approach to deliver these objectives on the Northway/Fairway site and seeks Committee approval for the project team's preferred approach to delivering these objectives on the Northway/Fairway site.

### The Northway/Fairway Site

- 1.3 The site is on land adjacent to Northway Primary School, The Fairway, NW7 3HS and comprises of:
- 1.51 hectares (3.73acres).
  - Prime residential area with good road connections and public transport.
  - Mill Hill Golf Club located to the north of the site.
- 1.4 The intended Site is shown below. It incorporates a parcel of adjacent land to the south which is being considered for inclusion in the sale with any appropriate price adjustments to be reflected in the final disposal terms:

**Figure 1: The Northway/Fairway Development Site**



- 1.5 The disposal and future development of the Northway/Fairway site provides an opportunity for LBB to contribute to private sector and affordable housing supply targets in several ways and to raise income from rents.

**2. REASONS FOR RECOMMENDATIONS**The Barnet Plan 2021-2025 includes implementation of the Growth Strategy, which sets out how we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents. One of the key goals of the Growth Strategy is to deliver more homes that people can afford, ensuring that communities across the borough get a 'growth benefit' from investment. This proposal directly contributes to that aim.

- 2.2 The Northway/Fairway site is part of a rolling programme of site disposals and developments that generate capital receipts and / or revenue, all of which are designed to help close the Council's forecasted budget gap.
- 2.3 The population in Barnet is expected to increase by 16% from 391,500 to 466,500 by 2041. The recent Strategic Housing Market Assessment shows that there is a need to provide up to 3,060 new homes a year to accommodate this growth.
- 2.4 Barnet faces significant challenges when providing a suitable mix of good quality housing in meeting the changing demographic and economic make-up of the Borough. Whilst the need to tackle these challenges is not new, it will become more apparent in the future as the population continues to rise and housing targets set by the GLA / Central Government increase. The development of this site contributes to meeting this challenge.
- 2.5 The decline in the affordability of home ownership together with pressure on the social rented sector has prompted growth in the rented sector. Growth in the Build to Rent (BtR) sector is supported by a record level of investment of just under £3.5 billion in 2020. This has been followed up by a record-breaking £1.23 billion invested in the first quarter of 2021, signalling a fast start and continued confidence in the market (source: Savills BtR market update Q1 2021).
- 2.6 The Council has an important role to play in delivering government targets for housing growth over the coming years. MHCLG published figures show that Barnet delivered just under 2,000 homes per annum in the three years to 2019, 82% of its current target of 2,364.
- 2.7 The proposed 150+ unit scheme for the Northway/Fairway site contributes to these targets and requirements. The redevelopment of this brownfield site for

mixed use housing provides a long-term asset that will support future housing delivery objectives of the Council and create employment opportunities both during and after construction.

- 2.8 A key investment objective is to create stable and low risk long term returns to generate sustainable long-term returns to support the financial stability of the Council in line with its Capital Strategy.
- 2.9 Growth and Corporate Business Services has a set of priorities which cover the council, the borough, residents and visitors. One of these priorities is: **Thriving**: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity which the scheme delivers against. The scheme will also deliver against the **Healthy** priority: a place with fantastic facilities for all ages, enabling people to live happy and healthy lives.
- 2.10 The scheme will also contribute to long term growth in the borough by being an anchor point for long term regeneration and placemaking.

### **3. BACKGROUND**

- 3.1 The proposal is to develop a BtR product which consist of a minimum of 150 residential units on the Northway/Fairway site. 50% of which will be at affordable rent levels. This will be a mix of either London Affordable Rent, London Living Rent and Discounted Market Rent.
- 3.2 BtR is a specific asset class designed, built & managed for the rental customer in mind. It's a lifestyle experience for the tenants. This is different from the existing Private Rented Sector (PRS) offer because it provides high-quality, purpose-built homes with professional management and longer tenancies for those who want them.
- 3.3 BtR can also increase the overall supply and accelerate the construction of new homes, as its model is to build and rent the homes straight away so that income can be generated. BtR delivers the following:
  - Increases to the overall supply and acceleration of the construction of new homes.
  - Greater choice for tenants in the rental market.
  - A better quality of rental product that is professionally managed.
  - An opportunity for the Council to generate a long-term income stream to invest in local priorities.

3.4 For the tenants, BtR provides an enhanced experience when compared to a normal PRS product, this may include the following:

- No deposits
- Longer term, family friendly tenancies
- Predictable rents
- Concierge
- Resident Lounges
- Gym
- Roof gardens
- Open space
- Tech-enabled management solution
- On-site staff and 24/7 security
- Superfast broadband
- Storage lockers
- Bike sheds

3.5 BtR attracts persons and families from various professions as can be seen in the illustration below. 25% are from Financial and insurance activities and 15% from IT/Information and communication, marketing and advertising. These sectors have been resilient through the current pandemic which led to continued rental revenue against such schemes during an otherwise difficult period.

**Figure 2: Build to Rent occupants by employment sector.**

<b>Employment sector</b>	<b>Build-to-Rent</b>
Accommodation and food service activities	4%
Administrative and support service activities	3%
Arts, entertainment and recreation	4%
Construction and Manufacturing	3%
Education	4%
Financial and insurance activities	25%
Health and social work activities	4%
IT/Information and communication, marketing and advertising	15%
Lawyer and legal professional	3%
Other service activities (e.g. recruitment consultants, photographers, journalist, fitness instructor)	20%
Public administration	1%
Real estate activities	3%
Transportation and storage	1%
Wholesale and retail trade; repair vehicles	3%
Not Working (stay at home parent, student, unemployed, retired)	6%

- 3.6 The current proposed transaction for the site is a sale and lease back between the developer and the Council as the best commercial structure. To note this is not a procurement of a development partner with enforceable development obligations, but primarily a land asset disposal that must satisfy best consideration. A large number of local authorities are looking to fund projects in a more flexible way, and in doing so are looking to the external markets to source a wide range of debt products. Where there's income to support the debt, products are linked to annual increase (e.g. housing) then authorities are testing out index linked products to access the benefits of cheap early year payments; thereby increasing viability.
- 3.7 Under this structure the Council grants the developer a major interest in the land i.e. a 125- year lease and retains the freehold, out of that interest the developer grants back to the Council a lease for 40-years if and when practical completion is achieved. There are no upfront costs as the developer takes all design, planning and development risk. Upon financial close i.e. planning consent being granted, the developer will pay a lump sum (purchase price) to the Council for the land, which will accord with the developer's bid received during the competition process.

- 3.8 On financial close, the land will be disposed, and ownership will transfer to the developer with an obligation to grant the Council a 40-year lease on practical completion. During the period between financial close and practical completion, the developer will have ownership of the land with the Council awaiting practical completion for the lease agreement to be in place.
- 3.9 Once practical completion takes place, and following the grant of the underlease/leaseback to the Council, the Council is under an obligation to pay a guaranteed and indexed linked rent to the developer for the proposed 40-year term subject to a collar (1%) and cap (4%) arrangement (this is a mechanism used to set the minimum and maximum limits that the LBB rent can increase within).
- 3.10 The way the commercial structure works is the rent received from the Council's occupational tenants is greater than the rent payable by the Council to its immediate landlord under the 125 year headlease, which is intended to provide the Council with a profit rent, through the life of the development.
- 3.11 At the expiry of the under-lease term the Council acquires the asset back for £1.00 and can then either continue to rent, refinance, or sell the assets. Over the 40-year lease term, the assets are highly likely to increase in value due to capital growth, providing an additional return on the investment, over and above the annual revenues.
- 3.12 This is the optimal structure as it enables the Council (acting via a wholly owned Management Company) to create Assured Shorthold/Assured Tenancies (AST), which do not give rise to secure tenancies and, in turn, avoids the potential of any Right to Buy (RTB) interest being created. AST tenancies are commonly used by Registered Providers (RPs) but cannot be granted directly by local authorities. Managing the assets via a wholly owned management company enables the Council to do so. The Council will therefore grant an underlease of 40 years less 3 days to its wholly owned management company, which in turn will grant occupational tenancies to individual occupiers. The proposed structure has been reviewed by KPMG from a tax and VAT liability perspective and found to be compliant and tax efficient.

#### **4. SITE PROPOSAL**

- 4.1 The approach taken on Northway/ Fairway due to its proximity to the Greenbelt is different and not blandly conceived or passively reliant on transport links for its demand. Instead, this exciting scheme will be a destination development with uniquely high-quality design that is perfectly suited to the rapidly emerging profile of customers for BtR.

- 4.2 During the pandemic, many workers have increasingly experienced working flexibility, beyond a very strict 5-day office-based week. So, tenants are looking for space and more comfortable locations. The scheme is therefore seeking to cover a broader demographic than just the youngest new professionals and will also likely include a slightly older demographic. As such, a good level of on-site parking, tenant's own front door, accessing a cobbled mews street, and a safe and healthy environment for families has the potential to be extremely attractive to prospective tenants and it is this that the preferred developer is proposing.
- 4.3 Should the development be approved, it will provide amenities that enable it to exist as a destination community. Beyond that, it will take advantage of its exceptional location, backing directly onto the green belt woodland and a golf course. This is a unique opportunity for tenants to enjoy a lifestyle unavailable in more built-up areas and something that site will make the tenancies eminently marketable, as many renters will choose a uniquely designed, delightfully 'green' suburban location over a busier, noisier, urban location.
- 4.4 An area of the BtR market which is gathering momentum is suburban / single-family BtR. This is predominantly single-family houses in regional towns and locations. The site is not seeking to offer a limited product of this sort and is rather a multi-family product to attract a wider demographic and housing options.
- 4.5 Private tenants will need to meet an eligibility criteria and household income must exceed a 30-x multiplier i.e. 1 bedroom rent @ £1,500 x 30 requires a household income of £45,000. This is the ratio of one month's rent x 30 being equal to the gross annual household income and is widely used as a metric across the country to provide assurances that rents are affordable. Prospective tenants are therefore expected to demonstrate this prior to entering a new lease. The typical length of a BtR tenancy is between 2-5 years in terms of occupational rent income flow.
- 4.6 For London Living Rent (LLR) units in the development, there is an affordability safeguard which ensures that LLR units are 20% below market rent and LLR is therefore currently capped at £1400 a month for all homes, inclusive of service charge, for household income up to £60,000.

**5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED** Whilst the Council has agreed in principle to this sale & leaseback approach to the development of the Northway/Fairway Site, several other options were considered by the project team, they are shown with their pros and cons in figure 3.

**Figure 3: Other options considered**

Delivery Option	Pros	Cons
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Do Nothing	<ul style="list-style-type: none"> <li>• Path of least resistance and change</li> <li>• No long-term risk associated with underoccupancy</li> </ul>	<ul style="list-style-type: none"> <li>• Does not make best use of the site</li> <li>• Doesn't provide significant level of income &amp; return for LBB</li> </ul>
Traditional Disposal	<ul style="list-style-type: none"> <li>• More straightforward delivery option for LBB</li> <li>• No long-term risk associated with underoccupancy</li> </ul>	<ul style="list-style-type: none"> <li>• Less LBB influence on use of the site</li> <li>• Provides lower level of income &amp; return for LBB than other options</li> </ul>
LBB PWLB funded development	<ul style="list-style-type: none"> <li>• LBB retains full control over scheme design and configuration</li> <li>• LBB retains site and all asset ownership</li> </ul>	<ul style="list-style-type: none"> <li>• There is a risk new prudential code guidance doesn't allow PWLB borrowing for this scheme where one of its objectives is income generation</li> <li>• LBB required to manage the development and associated risks</li> <li>• Requires LBB to establish delivery structures and various partners</li> <li>• All risk of under occupancy on future revenue streams remains with LBB</li> <li>• PWLB interest payments reduce contribution to LBB general fund to 25% of what an sale and leaseback could deliver over 40-years for same scheme</li> </ul>

5.2 The sale and leaseback forward funding commitment solution was judged by the project team to be the preferred option for the development of the Northway/Fairway site and is reflective of a best consideration disposal, satisfying Section 123 of the Local Government Act 1972.

## 6. POST DECISION IMPLEMENTATION

6.1 The following table in Figure 4 sets out the key next steps to ensure successful project delivery in a robust and timely manner:

**Figure 4: Project delivery and next steps**

No.	Step	Explanation	Timing
1	Agree agreement for lease with Kuropatwa	Develop the detailed structure of deal and enter into a conditional agreement for lease with Kuropatwa after approval from Housing and Growth Committee	6 weeks
2	Establish Internal Project Governance Board.	Project monitoring	12 weeks
3	Stoney Wood Property Developments Ltd Mobilisation	Appointment of Kuropatwa's multi-disciplinary team	6 weeks post agreement closure
4.	Submission of Planning Application	RIBA stage 3	39 weeks post agreement closure
5.	Start on site	RIBA stage 4- 5	78 weeks post agreement close

## 7 IMPLICATIONS OF DECISION

### 7.1 Corporate Priorities and Performance

7.1.1 The Council's corporate plan sets out the aim to ensure Barnet is a pleasant, well maintained borough that is protected and invested in by:

- a) Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents by increasing supply, ensuring greater housing choice for residents, and delivering new affordable housing, including new homes, on Council-owned land.
- b) Investing in community facilities to support a growing population, such as schools and leisure centres that will be delivered by investing in community facilities such as enhancing our indoor and outdoor sporting facilities and maintaining our 21st century libraries.
- c) Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.

7.1.2 The Growth and Corporate Services Business Plan has a set of priorities which cover the Council, the Borough, residents, and visitors. One of these priorities is: *Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.* The scheme will deliver against this priority in the following sub-priorities:

- a) Delivering the borough's approach to economic growth and development

- b) Developing the council’s estate to deliver new homes, jobs, and sustainable council finances.
- c) To enable town centres and our regeneration areas to thrive

7.1.3 The scheme will also deliver against the Healthy priority: a place with fantastic facilities for all ages, enabling people to live happy and healthy lives. The scheme will deliver against this priority in the following sub-priorities:

- a) Develop the built environment improving the health of the whole community.
- b) Delivering projects to improve parks, open spaces, and leisure facilities.

7.1.4 The draft London Plan and draft Local Plan recognise the need to deliver more housing in the Borough. The council’s Growth Strategy continues to emphasise that delivering more homes that people can afford is a key priority and sets out how the council will deal with a number of challenges including high prices, a shortage of affordable housing and the potential threats to the qualities that make the borough attractive.

7.1.5 The Council has a forecasted budget gap over the Medium Term Financial Strategy (MTFS), and it is estimated that Northway/Fairway could contribute c.£700k pa towards closing this gap. This will continue to be kept under review as the delivery of this scheme progresses.

## 7.2 Benefits

7.2.1 The table below shows the main benefits of the proposed sale and lease back delivery solution with Kuropatwa as the preferred partner:

**Figure 5: Sale and leaseback benefits:**

Benefit	Description
Lower risk for LBB	<ul style="list-style-type: none"> <li>• LBB would not have to contribute any financing to the project</li> <li>• Turnkey development solution under a single management structure, no development or construction risks for LBB</li> </ul>
Contribution to housing targets	<ul style="list-style-type: none"> <li>• Scheme provides 150 new homes as minimum, with the ability to increase density subject to planning permission</li> <li>• 50% of these will be affordable homes</li> <li>• Creates a variety of housing tenures</li> </ul>
Income for LBB	<ul style="list-style-type: none"> <li>• Proposal generates net income for LBB general fund of over 40-years, this includes:               <ul style="list-style-type: none"> <li>○ An initial lump sum payment.</li> <li>○ Regular revenue income.</li> <li>○ Additional Council Tax revenues for LBB.</li> <li>○ New Homes Bonus income.</li> <li>○ Increased Section 106 and CIL income for LBB.</li> </ul> </li> </ul>

Additional benefits for LBB	<ul style="list-style-type: none"> <li>• Creation of employment and training opportunities throughout the build phase.</li> <li>• Improved use of the site and estate environment that will be secured by design.</li> <li>• Improved quality of accommodation including new communal facilities, e.g., gardens, café etc.</li> <li>• Facilitates a new Build to Rent development in Barnet.</li> <li>• Improved public realm within Barnet with quality architecture.</li> <li>• Contribution towards improved health and wellbeing.</li> </ul>
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### 7.3 Resources (Value for Money and Procurement, Property, Finance)

#### Value for Money and Procurement

7.3.1 The Council placed an advert in the Estate Gazette for a period of four weeks seeking expressions of interest from potential private sector partners to deliver the Northway/Fairway development. Bids that allowed the best possible assessment of delivery and financing options were invited. This marketing process confirmed that the sale and leaseback approach to the delivery of the site is the preferred option.

7.3.2 The Council received thirteen expressions of interest from a range of organisations by the advert deadline of 21 May 2020. The evaluation and moderation process were as follows:

- Identification of thirteen organisations who could meet the Council's objectives for the site.
- 
- Initial evaluation and moderation reduced the shortlist to six potential bidders taken forward to stage two of the evaluation.
- 
- These six organisations were invited to submit their design and innovation proposals for the site along with their financial models.
- 
- The Council issued a financial model proforma based on the delivery of 150 units on the site, for completion by the bidders, to enable a direct and fair comparison of the bids.
- 
- The six bids were individually evaluated, followed by a moderation scoring exercise to confirm the top three ranking bids who were shortlisted and taken forward to the interview stage. This included post tender clarifications and due diligence work that included company health check reports, ratio analysis and stress testing.

7.3.3 The Kuropatwa proposal meets the best consideration test from a s123 perspective and delivers the greatest positive impact for the Council’s general fund, the greatest contribution to the Council’s housing targets and was the best conceptually designed scheme. The proposal scored 92 out of a possible 100, significantly higher than the other bidders. Complete analysis of the financial exercise is set out in the exempt report. Further details are in the exempt report.

7.3.4 Kuropatwa scored the highest in the bidder’s financial due diligence exercise and as such represent the lowest overall risk of the shortlisted bidders. Complete analysis and outcomes of the procurement exercise are in the exempt report. Further details are also in the exempt report.

7.3.5 The primary purpose of the transaction is a land transaction and, as such it falls outside of the Public Contracts Regulations 2015.

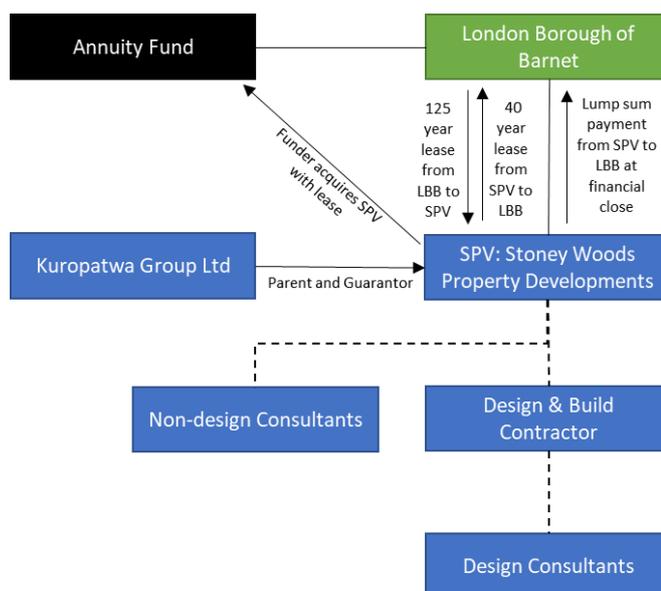
**Property**

7.3.6 It is proposed that the developer Kuropatwa will establish a development company (Stoney Woods Property Developments) to deliver the scheme under the agreement. This will deliver the build in two phases:

Phase 1 - Preparation for site development and all activities up to obtaining planning permission (RIBA stage 3).

Phase 2 - Construction and delivery of the scheme (RIBA stage 4 and 5).

**Figure 6 -This delivery structure is illustrated below:**



7.3.7 Once the preconditions to start on site have been satisfied (e.g. planning permission), the Council will grant a 125-year lease of the site to Stoney Wood Property Developments

7.3.8 Upon practical completion (RIBA stage 6).

- Kuropatwa Group will sell 100% of its shares in Stoney Wood Property Developments, to its long-term annuity funder. However, because this is a share sale rather than a transfer of the long lease, the Council's relationship will still be with Stoney Wood Property Developments with the annuity funder now being the parent.

7.3.9 Stoney Wood Property Developments grant a 40-year lease back to the Council.

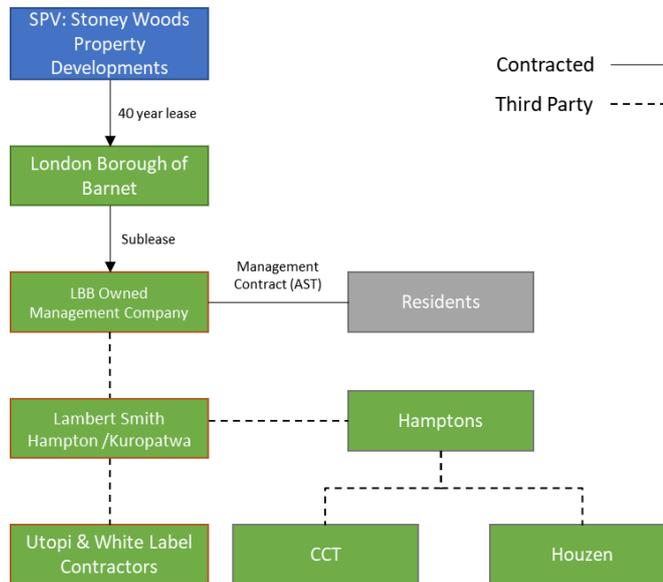
7.3.10 The full operating, maintenance, insurance, and occupancy of the units will strategically be managed by the Council in collaboration with the developer, with day-to-day management outsourced to a management company who specialise in the rental sector with all services white labelled. The management company will be a wholly owned subsidiary of the Council and responsible for its own financial statements i.e., profit and loss, Tax, VAT, auditing etc. It will take an underlease from the Council of the whole of the site, for a term of 40 years less 3 days, enabling it to grant occupational tenancies of the individual units.

7.3.11 This management company (ManCo) will be a wholly owned company (WOC) of the Council with its own financial statements i.e. profit and loss. This is the optimal structure as the Council (via the ManCo) can create AST tenancies (Assured Shorthold Tenancies) which do not give rise to secure tenancies which in turn avoids the potential of any RTB interest being created. AST tenancies are commonly used by registered providers but cannot be granted directly by local authorities, the management company enables us to do so. The proposed structure has been reviewed by KPMG from a tax and VAT liability perspective.

7.3.12 The Council has been in discussions with consultants who specialise in advising clients in the BtR sector on the most efficient delivery of management services, in order to inform the procurement of a suitable partner, closer to the time that the development is completed.

The following illustration shows the bidder proposed structure of the management services arrangement.

**Figure 7 – Management Structure**



7.3.13 Kuropatwa have committed to making a contribution to cover any shortfall the operating expenditure of the site in year one between c.£450k to £1m. The full details will be covered in the agreement for lease.

**Finance**

7.3.14 The transaction structure is a sale and leaseback arrangement between the Council as the Freeholder and Kuropatwa (Developer), acting through its SPV Stoney Wood Property Development Limited. Under this arrangement Kuropatwa Group Ltd will provide the Council with a guarantee in relation to Stoney Wood Property Developments. The guarantee is provided by a developers/contractor's parent company in connection with the obligations under a disposal and lease agreement. If the developer/contractor should default on its obligations, as per the guarantee, liabilities can fall on the parent company to complete the contracted obligations of the subsidiary.

7.3.15 Upon practical completion of the development, Kuropatwa Group Limited will sell 100% of the shares in Stoney Wood Property Development to its identified external annuity funder. The Stoney Wood Property Development Limited will remain in place within the lease structure but its ownership will change.

7.3.16 The Council takes no design, planning or delivery risk but will pay a guaranteed and Consumer Price Index (CPI) linked rent, subject to a collar of 1% and a cap of 4% for a period of 40-years to the landlord. At the end of the 40-year lease the Council acquires the reversionary interest back for £1.00 and can continue

to either rent the properties, sell them or refinance with a significantly enhanced asset value at the expiry of the long lease term.

7.3.17 The proposal in this report would help deliver the investment objectives of the asset acquisition strategy. Under the terms of the arrangement the Council will not provide any capital funding, all development risk will remain with the developer.

7.3.18 The 40-year lease-back to the Council will be deemed a finance lease as all the risks and rewards associated with the asset are passing to the Council. This will result in the asset being recognised on the balance sheet with an equivalent liability recognising the payments to be made to the developer over the lease term.

7.3.19 Upon the satisfaction of conditions i.e. planning, a lump sum will be payable to the Council.

7.3.20 It is estimated for each affordable housing offered at the site; this would lead to a £3,400 per unit indirect saving to the Council's temporary housing budget.

7.3.21 An assessment was undertaken comparing the option of the Council self-delivering the scheme through Public Works Loan Board (PWLB) borrowing and the sale and leaseback proposal. Further details are in the exempt report.

**Key points to note are:**

- This model uses the Kuropatwa proposal as its base, as this is the housing redevelopment scheme preferred by the Council and it also makes the greatest contribution to housing targets and objectives.
- The financial outputs outlined in this report are indicative only and will be reviewed and finalised prior to financial close.
- Amendments to paragraph 45 of the prudential code state that borrowing for debt-for-yield investment is prohibited unless incidental to the main function e.g. regeneration. There is a risk, therefore, that PWLB cannot be used for this scheme and until further case studies are available. PWLB borrowing was only used as a comparator from a value for money perspective for completeness, the modelling took into account the option for the council to borrow the development costs from PWLB at 2.42% over 40-years.
- The model was run based on 3 scenarios:
  - CPI at 0.6% (as per developers' submission).
  - CPI at 2.0% (as per Bank of England current target).
  - CPI at 3.0% (contacted cap).
- With the above scenarios, CPI at 0.6% and 2.0%, sale and lease produced a greater return than PWLB borrowing when discounted to Net Present Value (NPV). When taking into consideration the lump sum with the 3.0%

modelling, sale and lease produced the greater monetary return overall, when discounted.

Combined with other risk factors of a self-build option and PWLB borrowing, this makes the Kuropatwa sale and leaseback model the most viable option, when comparing to PWLB and accounting for Net Present Value (NPV), for the development of the Northway/Fairway site.

7.3.22 Further modelling was undertaken by an independent consultant, 31ten Consulting to determine the value for money for sale and leaseback against PWLB borrowing (both annuity and maturity loans) and self-build on a like for like basis. This modelling was based on Monte Carlo simulations which involves undertaking 1000 simulations linked to inflationary history with trends and patterns applied a set of base assumptions. The key outputs from the model are:

- 99% of the simulations showed sale and leaseback as the financially favourable delivery model.
- 1% of the simulations showed PWLB annuity as the favourable delivery route.
- PWLB maturity did not show as favourable in any of the scenarios.
- A risk adjusted position was calculated by applying the result at the lowest possible output (when discounting outliers). This showed the sale and leaseback model to be financially favourable by an NPV of £6.7m

Further details are in the exempt report.

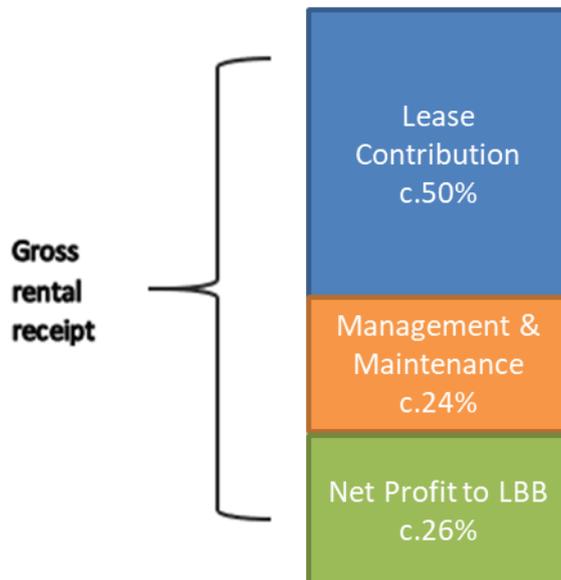
7.3.23 The Kuropatwa proposal and financial model has been thoroughly tested and analysed by the Council. The developer assumed a 3.5% rate of voids and bad debts throughout the 40-year life of the proposed scheme.

7.3.24 Key points to note on this sensitivity analysis, carried out by the LBB project team, are:

- A drop in revenue of 20% still produces an income to the Council, but at a lower level (reduced by 45%).
- Voids and bad debts would have to increase to 37.35% of the estate total for the scheme to not produce any return for the Council.
- Similarly, revenue would need to drop by 44% to not give the Council a return. This would equate to an average of a further 64 units being unoccupied out of 150.
- Kuropatwa has taken independent advice into the assumptions underpinning the rental assumptions proposed in their financial model.
- The expected split of gross rent revenues would be, c.50% income to the developer, c.24% to cover maintenance and estate running costs and c.26% to the Council. Figure 7 illustrates a typical gross rental revenue split under the sale and leaseback model.

Further details are in the exempt report.

**Figure 8: Indicative gross rental receipt splits**



7.3.25 An exercise was undertaken to determine the average minimum rental inflation needed for the scheme to break even. It was discovered that at 3% (2% CPI + 1%) the minimum average annual rental increase will be 0.327%. At 4% (3% CPI + 1%) this would be 1.458% per annum.

7.3.26 As a part of the financial exercise, the Council played out several scenarios which put forward prudent and worse case scenarios to identify the impact to the general fund. The following scenarios were modelled as a part of this exercise and average general fund impacts identified:

**Original Bid**

Scenario 1 = Kuropatwa bid. This provides the council an average general fund return of £1.7m per annum.

**Breakeven Case:**

Scenario 2 = a 44% reduction in revenue to achieve cost neutral position when making lease payments to the developer based upon the original model

**Worse Case:**

Scenario 3 = a 4% indexation (maximum possible because of the cap) on the lease payment year on year. i.e. lease payment increases, with revenue inflation as per original bid (1.6%) results in a c.£174K loss per annum

Scenario 4 = Indexation of 4% (maximum possible because of the cap) on the lease payment, plus a 44% revenue reduction results in a £1.9m loss per annum. Rent increase remain as per original bid (1.6%)

- If the 44% of the units were converted to temporary accommodation, this would reduce the average loss to £1.0m per annum.

Scenario 5 = Indexation of 4% (maximum possible because of the cap) on the lease payment, plus a 20% revenue reduction results in a £0.9m loss per annum. Rent increase remain as per original bid (1.6%)

- If the 20% of the units were converted to temporary accommodation, this would reduce the average loss to £0.6m per annum.

Scenario 6 = If zero properties were let, based on the bidder model, this will result in an average negative impact of £2.7m

- If used as temporary accommodation, the general fund impact would be a loss of c.£0.2m per annum.

Scenario 7 = As above plus 4% (maximum possible because of the cap) lease payment would result in a loss of £4.7m per annum

- If used as temporary accommodation, the general fund impact would be a loss of c.£2.1 per annum.

Further details are in the exempt report.

7.3.27 Market intelligence was sought due to the current economic uncertainty. Upon discussions with the market it was discovered that area rents may decrease by 10% and management costs are expected to be 27%. This was modelled further to understand the impact to the previous bidder's proposal.

Key points to note are:

- Revenue decreases by 9%
- Expenditure reduces by 2.9%
- General fund impact reduces by 24% from £69.536m to £53.352m which is a reduction of £16.184m.

Further details are in the exempt report.

7.3.28 On-going to market to obtain a funder, the market may demand a higher yield which can adversely affect Council income. During this time Red Book

valuations by external advisors and further modelling take place to identify any risks.

## **8 Social Value**

- 8.1 Increasing the utility of existing assets through mixed use redevelopment will enable the Council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 8.2 Any contractors or parties involved in the development will be encouraged to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.

## **9 Legal and Constitutional References**

- 9.1 The financials are included in the exempt section as it contains commercially confidential information (relevant legislation -paragraph 3 of part 1 of schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 9.2 The Council's Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships sets out the responsibilities of all council committees. The H&G Committee includes responsibility for:
- housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing
  - regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.
- 9.3 Council, Constitution, Article 10 Table A states that the Housing & Growth Committee is responsible for authorising all disposals of land for over £500k and any disposal which is not for best consideration.
- 9.4 Council Constitution- Article 7- Committees Forums Working Groups and Partnerships- Policy and Resources Committee- the remit of this Committee includes responsibility for Strategic policy, finance and corporate risk management including Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council and to be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

- 9.5 Specific legal /title matters for the Sites will be explored as part of the process to identify any legal risks or constraints.
- 9.6 Where land is subject to third party rights it may be prudent to appropriate the land for planning purposes to extinguish third party rights thereby engaging sections 203 and 204 of the Housing and Planning Act 2016 (“HPA 2016”). Section 122 of the Local Government Act 1972 (“LGA 1972”) empowers a local authority to appropriate land held by it from one statutory purpose to another if it considers the land is no longer required for the purpose for which it is currently held and appropriation is in the public interest. Such matters will be explored through the process of Site and legal review. The Council in contemplation of the justification of its use of planning appropriation powers will need to satisfy the same criteria as those set out for the use of its compulsory purchase powers, that is that the use of these powers is necessary to promote the social economic or environmental wellbeing of all or any or all resident persons in its area. There are particular considerations relating to the appropriation of public open space land which must be adhered to by the Council in reliance on section 122(2A) of the LGA 1972 and appropriate recommendations are contained in this Report.
- 9.7 The Site listed for development are held in the general fund. Local authorities are given powers under Section 123(1) of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish but the disposition must be for not less than best price that can be reasonably obtained as assessed by a valuer. Any disposal at less than best price that can be reasonably obtained requires the express consent of the Secretary of State unless there is a general consent available on which the Council can rely. The general consent (Circular 06/03: Local Government Act general disposal consent (England) 2003) will apply where the Council considers the disposal of the site will contribute to the achieving or securing the promotion or improvement of the economic, social or environmental well-being of its area and the difference between the restricted and unrestricted value does not exceed £2,000,000, in which case no specific Secretary of State consent is required.
- 9.8 Where any of Site comprises public open space the advertising requirements for the disposal of open space pursuant to S.123 (2A) of the Local Government Act 1972 apply. The proposed disposal must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council during such time as specified in the notice. Any objections made to the disposal will have to be considered before the disposal proceeds.

- 9.9 The disposal of land which has been used as school playing fields is regulated by the Schools Standards and Framework Act 1998 (“the SSFA”) and any disposal or change of use of qualifying land which is used or has been used as a school playing field in conjunction with a maintained school in the last ten years will pursuant to s 77 of the SSFA require before it can lawfully be disposed of, the prior consent of the Secretary of State.
- 9.10 Section 1(1) of the Localism Act 2011 bestows a general power of competence on local authorities which permits them to do anything that private individuals generally may do, but this is subject to the general principles of public law. The Council will need to have regard to the account in which any housing stock is ultimately to be held and the provisions of s 74 of the Local Government and Housing Act 1989 including any financial adjustments between the Councils general fund and Housing Revenue Accounts which may be required to be made.
- 9.11 Section 4 of the Localism Act 2011 enables the Council to do for a commercial purpose anything that it is empowered to do under section 1 of the 2011 Act.
- 9.12 Section 95 of the Local Government Act 2003 allows a local authority to do for a commercial purpose anything which they are authorised to do for carrying on any of their ordinary functions, provided that they do so through a company.
- 9.13 The stock that is to be held by the Council will be mixed tenure. Any stock that is intended to be let as social rent housing, will be held for the purpose of Part II of the Housing Act 1985, and accounted for through the Housing Revenue Account as mentioned above. with the required accounting adjustments to reflect the appropriate consideration/value of the land being transferred from General Fund to the HRA. In relation to other stock, where the Council is acting for a commercial purpose then as set out above it should do so through a company. Therefore, the Council intends to either incorporate a new company, or utilise an existing wholly owned company, to let and manage any non-social-rented stock within the scheme.

## **10 Risk Management**

- 10.1 Transactions of this nature carry a range of risks which are effectively detailed below. A number of risk factors, including planning, title investigations, commercial terms, warrant early due diligence. For example, if planning permission regulating the development in terms of scale, nature/use class and restrictions do not materially align with the annuity funders pitch or value assumptions, the associated risk may impact on usage of the completed development and consequential income.

- 10.2 The covenant strength of the developer has been considered by the Council by obtaining company health check reports and parent company guarantees will be put in place.
- 10.3 As the Council has no direct funding obligations, upon practical completion the Council will enter the lease structure with Stoney Wood Property Development. The Council will retain step in rights as a part of the agreement for lease arrangements. The funder acquiring the shares in Stoney Wood will have every incentive to enforce the build obligations against the developer in the agreement for lease to arrive at the point where practical completion is achieved and it can require the Council to take the 40 year lease back and obtain the income that flows from that.
- 10.4 The arrangement with the Council acting as a tenant is not without risk. Due diligence has been undertaken on the financial modelling. If further due diligence is required, this will be undertaken by independent advisors.
- 10.5 Inflation was stripped from all the bidder's financial models to establish a baseline position and compare all bidders on a like for like basis. Financial sensitivity analysis has also been undertaken to understand at what thresholds the Council are exposed to any losses.
- 10.6 On-going to market to obtain a funder, the market may demand a higher yield than what has been modelled by the developer. Thus, reducing the possible modelled rental income to the Council. Red Book valuations will be undertaken to mitigate this risk.
- 10.7 Although there is no borrowing required to enter into this deal, the Council will be assuming obligations under the 40-year lease with Stoney Wood Property Development to with an obligation to pay an index linked rent for the lease term, the rental modelling demonstrates this. The 40-year lease is not assignable, so the Council remains liable to pay the index linked rent throughout the term regardless of the rental income it itself is achieving from occupiers.
- 10.8 There are options to mitigate the rental risk in the event of market downturn for example an option could be to use the units as temporary accommodation or to convert any vacant private units to affordable.
- 10.9 Planning risk can either add or remove value however this is borne by the developer.
- 10.10 Construction risk- All development and construction risk are borne by the developer

- 10.11 Market risk- External agency reports have been produced a detailed report included valuation will be commissioned prior to entering into an agreement to lease
- 10.12 Operator default- This will be managed and operated by a wholly owned company who will commission an operator to manage day to day activities. On N/Fairway the developer has committed to contributing towards year 1 management & operating costs, in the event of any shortfall.
- 10.13 Funding Risk- No direct funding obligations, the Council only enters the lease at practical completion i.e. once the units are built.
- 10.14 Contractual issues- The Council will be obligated to pay guaranteed rent on a non- assignable basis (this means we cannot transfer the lease to a third party). Prior to planning consent being granted we will negotiate with the developer the option to convert the units for alternative use should this ever be required – This will require a capital sum as planning consent would be required.
- 10.15 Financial risks- Payments to the developer will be fixed with annual indexation. The model shows a c.20-25% rent profit that can be held in a reserve to offset any shortfall in rent, this will provide security; the current model assumes 3.5% void rate.
- 10.16 The lease from the developer will be deemed a finance lease all risk and reward with the asset sit with the authority from practical completion.
- 10.17 The table at Figure 9 outlines key risks at this stage of the project, gives an assessment of their severity and details proposed mitigating actions:

**Figure 9: Risk analysis, impact, and mitigating actions:**

Risk	Impact	Mitigation
Development risk	<b>None</b> – Due to the developer taking on all development risk	Mitigated through Sale and Leaseback as developer is burdened with the entire development risk (both financial and delivery)
Developer default/failure	<b>Low</b> – Parent Company Guarantee in place. Step in provisions in place from the developer/annuity funder to find alternative contractor. Council not committed until practical	Financial due diligence taken place with Parent Company Guarantees to be in place

	completion therefore can appoint own contractor.	
Reduced profits due to lease inflation outstripping market rent inflation	<b>Medium</b> – Allocated council savings will need to be met by reserves or other means.	Change tenure from London Living and London Affordable Rental units to Discounted Rental units to increase revenue
Inflation linked lease payments outstrips rental affordability leading to a reduction in profits	<b>Medium</b> – Allocated council savings will need to be met by reserves or other means.	Profits held in reserve to top up any shortfall to the lease payment. Collar & Cap arrangement in place at 1:4% to ensure protection against hyper- inflation
Under occupancy	<b>Medium</b> - Empty units with zero income which will impact council savings targets.	Adjust rents to compete with market and adjust again with upturns – current modelling assumes 3.5% voids and bad debt.
40-year non assignable lease	<b>Low/Medium</b> - No break clause 'on the hook for 40-years.	To ensure the product remains attractive in the marketplace and offers consumer choice maintaining high occupancy over the long term.
Asset falls into disrepair	<b>Low</b> - Possible additional costs and reduced profits due to poor operational and management	Management and operational costs to include reserve to manage any repairs and large maintenance issues. KPI's to be in place with operator and reviewed monthly. Council to appoint Asset manager.

## 11 Equalities and Diversity

11.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people from different groups and foster good relations between people from different groups.

- 11.2 Any Equalities Impact Assessments will be undertaken on individual schemes as they are brought forward, and the proposals outlined will give appropriate consideration and where required consider any matters raised in these assessments. However, the proposals in this report are not considered at this stage to raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by section 147 of the Equality Act 2010.

## **12 Consultation and Engagement**

- 12.1 Consultation and Engagement plans will be developed for sites that are deemed suitable for development and stakeholder engagement undertaken as the designs progress.

## **13 Insight**

- 13.1 The Council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery.

## **14 BACKGROUND PAPERS**

- 14.1 [Development Portfolio Programme.pdf \(modern.gov.co.uk\)](#) [Agenda for Housing and Growth Committee on Monday 6th July, 2020, 7.00 pm \(modern.gov.co.uk\)](#)



## Housing and Growth Committee

14 June 2021

<b>Title</b>	<b>Watling Car Park Proposed Approach to Site Disposal</b>
<b>Report of</b>	Chairman of the Housing & Growth Committee - Councillor Richard Cornelius
<b>Wards</b>	Burnt Oak
<b>Status</b>	Public with accompanying Exempt Report (not for publication by virtue of paragraph 3 of Schedule 12a of the Local Government Act 1972 as amended as this relates to information of a financial or business nature)
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Abid Arai, Head of Development Delivery <a href="mailto:Abid.arai@barnet.gov.uk">Abid.arai@barnet.gov.uk</a>  Chris Smith, Assistant Director – Estates <a href="mailto:chris.smith@barnet.gov.uk">chris.smith@barnet.gov.uk</a>

### Summary

This report sets out the proposal for the Council to enter into a commercial arrangement with a developer/annuity funder that delivers the social and environmental regeneration to meet the future housing demand and support the economic prosperity of the borough. The creation of an income generating asset will also help reduce the Council's budget gap and generate both a Capital receipt and additional Council tax revenue. This asset will be a Build to Rent ("BtR") product, consisting of a minimum of 300 residential units of which 50% are affordable.

The proposed transaction is a sale and leaseback arrangement whereby the Council grants the annuity funder at the direction of the developer a major interest in the land i.e. a 125-year lease (Council retains the freehold) and out of that interest the annuity funder grants a

lease for 40-years back to the Council. There are no upfront costs to the Council, as the preferred developer (Linkcity) takes all design, planning and development risk.

Upon financial close i.e. conditions being satisfied, such as planning consent being granted, the developer will pay a lump sum (purchase price) to the Council for the value of the lease land, which will accord with the developer's bid to the Council, received during the competition process. At this point, the annuity funder will grant to the developer and its construction partner a building licence to deliver the construction of the project. Once practical completion takes place, the Council is under an obligation to take the 40-year lease and pay a guaranteed CPI indexed linked rent to the annuity funder for the proposed 40-year term, subject to a collar (0%) and cap (5%) arrangement. This is a mechanism used to set the minimum and maximum that the Council's rent can increase, regardless of market conditions. The figures outlined in the exempt report are indicative only and will be finalised prior to financial close. i.e. satisfaction of the conditions of the agreement for lease.

The full operating, maintenance, insurance and occupancy risk for the term will be managed by the Council, in collaboration with the developer, with day-to-day management outsourced to a management company who specialise in the BtR sector with all services that they provide being branded in the name of the management company i.e. white labelled.

At the expiry of the lease term the Council acquires the asset back for £1.00 and at that point the Council either continue to rent, refinance, or sell the assets benefiting from capital growth over the 40-year lease term

## **Recommendations**

- 1. That Committee notes progress to date in respect of the proposals for the development of the Watling Car Park ("the Site") delineated at Figure 1 paragraph 1. below.**
- 2. That Committee approves the proposed sale and leaseback approach to the development of the Site.**
- 3. That Committee approve BY Development Limited (trading as Linkcity) as the preferred developer for the delivery and sale and leaseback approach on this Watling Car Park site.**
- 4. That Committee delegates authority to the Deputy Chief Executive acting in the best interests of the Council and in consultation with the Chairman of the Housing and Growth Committee to: -**
  - agree the final terms for the proposed transaction**

- negotiate finalise and complete the terms of the required documentation to be entered into with BY Development Limited and the annuity funder to give effect to the agreed final terms as referred to above
- to negotiate, approve, finalise, and complete such other documents as may be required to effect implement fund deliver and/or manage the scheme
- approve and conclude the exchange of an agreement for lease and Leaseback to be entered into with BY Development Limited subject to such agreement being compliant with the Council's statutory obligation to obtain the best price reasonably obtainable as evidenced by an independent valuation.

5. That subject to approval from the Policy and Resources Committee this Committee approves the creation of a management company (ManCo) by the Council for the ongoing management of the completed units at the Site and to enter into the proposed sub-underlease with the Council as outlined at paragraph 7.3.10.
6. The committee approves that, if planning permission is received for the development, the Deputy Chief Executive (acting in the best interests of the Council and in consultation with the Chairman of the Housing and Growth Committee) be authorised to approve the final red book valuation for the Site.
7. That the committee (i) approves the advertising as required to appropriate to the required use or to appropriate to planning purposes any part of the Site deemed or designated as Public Open Space in accordance with S122(2A) of the Local Government Act 1972 and (ii) delegates to the Deputy Chief Executive the consideration of any objections received following the conclusion of the above advertising process;
8. That the Committee delegates to the Deputy Chief Executive if appropriate following the conclusion of the consideration of any objections to advertise pursuant to s 123(2A) of the LGA 1972 or s 233 of the Town and Country Planning Act 1990 the disposal of any land referred to at 7 above which is to be comprised as part of the Site
9. That subject to paragraph 7 that the Committee delegates authority to the Deputy Chief Executive to authorise that the whole or any part of the Site as may be required be appropriated for planning purposes pursuant to s 122 of the LGA 1972 and to commence negotiations and settle any lawful claims asserted by third parties pursuant to ss 203 and ss 204 of the Housing and Planning Act 2016 .
10. That the Committee authorises that the Deputy Chief Executive may instruct as required the appropriate Council officers to make any applications to the Secretary of State for consent to enable the lawful disposal of the Site.

**11. That the committee delegates authority to the Deputy Chief Executive in consultation with the Chairman of this Committee to make any alterations to the extent of the Site with the above recommendations to apply to the Site as altered.**

**1. WHY THIS REPORT IS NEEDED**

1.1 As reported to the Housing and Growth Committee on 9th July 2020, the Watling Car Park site is part of a programme of Council owned sites under investigation for development and disposal. The Site was identified as having potential to meet a number of the Council’s housing delivery objectives and the potential of generating a return that is commensurate with the risk associated with any development.

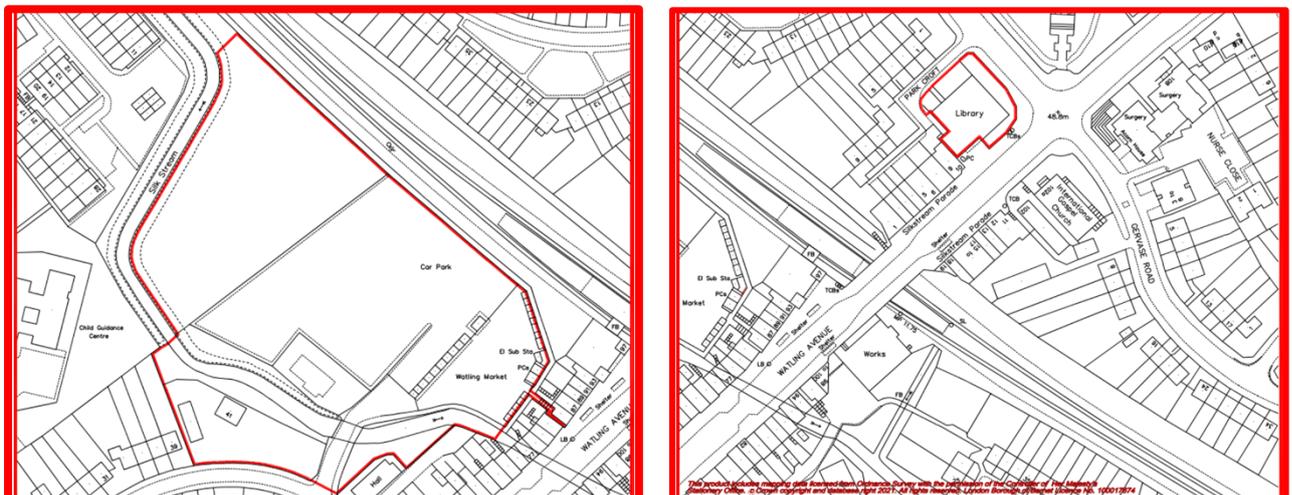
1.2 This report sets out the case for the preferred approach to deliver these objectives on the Watling Car Park site and seeks Committee approval for the project team’s preferred approach to delivering these objectives on the Watling Car Park site.

**The Watling Car Park Site**

1.3 The Site is on land makes up the Watling Car Park, Former Market, Timber Yard in Barnfield Road, HA8 0AY and Burnt Oak Library in Watling Road, HA8 0UB and comprises of:

- Burnt Oak timber yard; 1,300 sq.m approx. (0.32 acres).
- Public Car Park, scrubland, and former market sites; total area of 1.33 Hectares (3.29acres).
- Burnt Oak Library and Resource Centre comprises of a 2-story concrete framed building of 764 sq m (8224 sq ft) and a site area of 0.1 hectares (0.246 acres).
- About 10 miles north of Central London.
- Burnt Oak Tube Station (Edgware branch of the Northern Line) is located to the front of the site.

**Figure 1: The Watling Car Park Development Site**



- 1.4 The disposal and future development of the Watling Car Park site provides an opportunity for the Council to contribute to private sector and affordable housing supply targets in several ways and to raise income from rents.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Barnet Plan 2021-2025 includes implementation of the Growth Strategy, which sets out how we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's residents. One of the key goals of the Growth Strategy is to deliver more homes that people can afford, ensuring that communities across the borough get a 'growth benefit' from investment. This proposal directly contributes to that aim.
- 2.2 The Watling Car Park site is part of a rolling programme of site disposals and developments that generate capital receipts and / or revenue, all of which are designed to help close the Council's forecasted budget gap.
- 2.3 The population in Barnet is expected to increase by 16% from 391,500 to 466,500 by 2041. The recent Strategic Housing Market Assessment shows that there is a need to provide up to 3,060 new homes a year to accommodate this growth.
- 2.4 Barnet faces significant challenges when providing a suitable mix of good quality housing in meeting the changing demographic and economic make-up of the Borough. Whilst the need to tackle these challenges is not new, it will become more apparent in the future as the population continues to rise and housing targets set by the GLA / Central Government increase. The development of this Site contributes to meeting this challenge.
- 2.5 The decline in the affordability of home ownership together with pressure on the social rented sector has prompted growth in the rented sector. Growth in the Build to Rent (BtR) sector is supported by a record level of investment of just under £3.5 billion in 2020. This has been followed up by a record-breaking £1.23 billion invested in the first quarter of 2021, signalling a fast start and continued confidence in the market (source: Savills BtR market update Q1 2021).
- 2.6 The Council has an important role to play in delivering Government targets for housing growth over the coming years. MHCLG published figures show that Barnet delivered just under 2,000 homes per annum in the three years to 2019, 82% of its current target of 2,364.
- 2.7 The proposed 300+ unit scheme for the Watling Car Park site contributes to these targets and requirements. The redevelopment of this brownfield site for

mixed use housing provides a long-term asset that will support future housing delivery objectives of the Council and create employment opportunities both during and after construction.

- 2.8 A key investment objective is to create stable and low risk long term returns to generate sustainable long-term returns to support the financial stability of the Council in line with its Capital Strategy.
- 2.9 Growth and Corporate Business Services has a set of priorities which cover the council, the Borough, Residents and Visitors. One of these priorities is: **Thriving**: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity which the scheme delivers against. The scheme will also deliver against the **Healthy** priority: a place with fantastic facilities for all ages, enabling people to live happy and healthy lives.
- 2.10 The scheme will also contribute to long term growth in the borough by being an anchor point for long term regeneration and placemaking.

### 3. BACKGROUND

- 3.1 The proposal is to develop a BtR product which consists of a minimum of 300 residential units on the Watling Car Park site. 50% of which will be at affordable rent levels. This will be a mix of either London Affordable Rent, London Living Rent and Discounted Market Rent.
- 3.2 BtR is a specific asset class designed, built & managed for the rental customer in mind. This is different from the existing Private Rented Sector (PRS) offer because it provides high-quality, purpose-built homes with professional management and longer tenancies for those who want them.
- 3.3 BtR can also increase the overall supply and accelerate the construction of new homes, as its model is to build and rent the homes straight away so that income can be generated. BtR delivers the following:
- Increases to the overall supply and acceleration of the construction of new homes.
  - Greater choice for tenants in the rental market.
  - A better quality of rental product that is professionally managed.
  - An opportunity for the Council to generate a long-term income stream to invest in local priorities.
- 3.4 For the tenants, BtR provides an enhanced experience when compared to a normal PRS product, this may include the following:

- No deposits
- Longer term, family friendly tenancies
- Predictable rents
- Concierge
- Resident Lounges
- Gym
- Roof gardens
- Open space
- Tech-enabled management solution
- On-site staff and 24/7 security
- Superfast broadband
- Storage lockers
- Bike sheds

3.5 BtR attracts persons and families from various professions as can be seen in the illustration below. 25% are from Financial and insurance activities and 15% from IT/Information and communication, marketing and advertising. These sectors have been resilient through the current pandemic which led to continued rental revenue against such schemes during an otherwise difficult period.

**Figure 2: Build to Rent occupants by employment sector.**

<b>Employment sector</b>	<b>Build-to-Rent</b>
Accommodation and food service activities	4%
Administrative and support service activities	3%
Arts, entertainment and recreation	4%
Construction and Manufacturing	3%
Education	4%
Financial and insurance activities	25%
Health and social work activities	4%
IT/Information and communication, marketing and advertising	15%
Lawyer and legal professional	3%
Other service activities (e.g. recruitment consultants, photographers, journalist, fitness instructor)	20%
Public administration	1%
Real estate activities	3%
Transportation and storage	1%
Wholesale and retail trade; repair vehicles	3%
Not Working (stay at home parent, student, unemployed, retired)	6%

- 3.6 The current proposed transaction for the Site is a sale and lease back between a developer/annuity funder and the Council as the best commercial structure. To note this is not a procurement of a development partner with enforceable development obligations, but primarily a land asset disposal that must satisfy best consideration. A large number of local authorities are looking to fund projects in a more flexible way, and in doing so are looking to the external markets to source a wide range of debt products. Where there's income to support the debt, products are linked to annual increase (e.g. housing) then authorities are testing out index linked products to access the benefits of cheap early year payments; thereby increasing viability.
- 3.7 Under this structure the Council grants the annuity funder a major interest in the land i.e. a 125- year lease and retains the freehold, out of that interest the annuity funder grants back to the Council a lease for 40-years if and when practical completion is achieved. There are no upfront costs as the developer takes all design, planning and development risk. Upon financial close i.e. planning consent being granted, the developer will pay a lump sum (purchase price) to the Council for the land, which will accord with the developer's bid received during the competition process.

- 3.8 On financial close, the land will be disposed, and ownership will transfer to the annuity funder on an obligation to grant the Council to a 40-year lease on practical completion. During the period between financial close and practical completion, the funder will have ownership of the land with the Council awaiting practical completion for the lease agreement to be in place.
- 3.9 Once practical completion takes place, and following the grant of the underlease/leaseback to the Council, the Council is under an obligation to pay a guaranteed and indexed linked rent to the funder for the proposed 40-year term subject to a collar (0%) and cap (5%) arrangement (this is a mechanism used to set the minimum and maximum limits that the LBB rent can increase within).
- 3.10 The way the commercial structure works is the rent received from the Council's occupational tenants is greater than the rent payable by the Council to the annuity funder, which provides the Council with a profit rent, through the life of the development.
- 3.11 At the expiry of the lease term the Council acquires the asset back for £1.00 and can then either continue to rent, refinance, or sell the assets. Over the 40-year lease term, the assets are highly likely to increase in value due to capital growth, providing an additional return on the investment, over and above the annual revenues.
- 3.12 This is the optimal structure as it enables the Council (acting via a wholly owned Management Company) to create Assured/Assured Shorthold Tenancies (AST), which do not give rise to secure tenancies and, in turn, avoids the potential of any Right to Buy (RTB) interest being created. AST tenancies are commonly used by Registered Providers (RPs) but cannot be granted directly by local authorities. Managing the assets via a wholly owned Management Company enables the Council to do so. The Council will therefore grant an underlease of 40 years less 3 days to its wholly owned Management Company, which in turn will grant occupational tenancies to individual occupiers. The proposed structure has been reviewed by KPMG from a tax and VAT liability perspective and found to be compliant and tax efficient.

#### **4. SITE PROPOSAL**

- 4.1 There are 22,457 dwellings within Burnt Oak. 37.2% of properties are flats with houses making up 62.8%. 51.3% households own their properties while 23.3% live in the Private Rented Sector (PRS).

- 4.2 The proposal is a 'mid-level' BtR scheme and will be inclusive of amenity including concierge, parcel storage facility, coworking space, communal lounges, adaptable leisure space/ Gym, free Wi-Fi, Library etc.
- 4.3 The Watling Car Park Site very much fits the profile of a target BtR development, a few of the key factors that the site brings are highlighted below:
- **Excellent connectivity** – proximity to public transport has been a cornerstone of BtR development over the years and is normally the first aspect an annuity funder or operator will look at. The Watling Avenue site excels in this respect, with Burnt Oak underground station and bus stops within a few minutes' walk from the site. The Site is expected to perform well in attracting the renters who value connectivity.
  - **Access to Amenity and Highstreet** – Easy access to amenities is key for successful BtR schemes, and the inclusion of the Burnt Oak Library hub and a nursery will greatly enhance amenity for both the local community and the residents of the new development. With increasing flexibility in remote working, renters value the access to amenity and flexible spaces like this in addition to the dedicated resident's spaces. The highstreets of Watling Avenue and Burnt Oak Broadway with their retail, food, and leisure facilities.
  - **Capacity to meet operational efficiencies** – as funders look to build scale, the average size of BtR schemes is growing. According to Knight Frank's Multihousing report, the average size of a completed scheme is now 212 units. This increases to 264 units for homes currently under construction and to 316 for schemes with planning granted. The Watling Avenue site has the capacity to accommodate 300+ units, hitting the scale required to meet the operational model and maintain the amenity offered to the residents as well as car parking.
  - **Open Space** – immediate access to green open space can be difficult to achieve in many developments. Feedback from JLL indicates that BtR developments with immediate access to open space are proving particularly popular. The development will deliver a riverside park by the Silk Stream providing an immediate outlet for residents in the new development, there is also the onward connection to the upgraded Silk Stream Park a short walk from the site.
- 4.4 It is proposed that the Site will deliver a BtR product consisting of 300+ units with 50% affordable provisions being made.
- 4.5 With Burnt Oak Library being a part of the Site, the agreement will include a provision for the developer to build a new modern library on the site to act as a

replacement for the existing library. This will include space for BOOST who provide employment and financial support for the community.

4.6 In addition to the residential units the key components of delivery are:

- Fitness and Wellbeing Gym.
- Library.
- Nursery.
- 183 public car park spaces + 33 residential disabled car parks.
- Co-working space with additional terrace.
- Food Store with alfresco opportunities.
- New market square.
- Adequate low voltage lighting in entrances and common parts.
- Fob access with fixed furniture and minimal maintenance landscaping.
- Passive neighbourhood surveillance, CCTV, and adequate lighting design out any risk of crime and vandalism.

4.7 Private tenants will need to meet an eligibility criteria and household income must exceed a 30-x multiplier i.e. 1 bedroom rent @ £1,500 x 30 requires a household income of £45,000. This is the ratio of one month's rent x 30 being equal to the gross annual household income and is widely used as a metric across the country to provide assurances that rents are affordable. Prospective tenants are therefore expected to demonstrate this prior to entering a new lease. The typical length of a BtR tenancy is between 2-5 years in duration which provides the Council with a level of reassurance in terms of occupational rent income flow.

4.8 For the London Living Rent (LLR) units in the development, the most recent update was in 2020, for homes let this financial year. For these, there is an affordability safeguard which ensures that LLR units are 20% below market rent and LLR is therefore currently capped at £1400 a month for all homes, inclusive of service charge, for household income up to £60,000.

**5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED** Whilst the Council has agreed in principle to this sale and leaseback approach to the development of the Watling Car Park site, several other options were considered by the project team, they are shown with their pros and cons in figure **Figure 3: Other options considered.**

Delivery Option	Pros	Cons
Do Nothing	<ul style="list-style-type: none"> <li>• Path of least resistance and change</li> </ul>	<ul style="list-style-type: none"> <li>• Does not make best use of the site</li> <li>• Doesn't provide significant level of income &amp; return for LBB</li> </ul>

	<ul style="list-style-type: none"> <li>No long-term risk associated with underoccupancy</li> </ul>	
Traditional Disposal	<ul style="list-style-type: none"> <li>More straightforward delivery option for LBB</li> <li>No long-term risk associated with underoccupancy</li> </ul>	<ul style="list-style-type: none"> <li>Less LBB influence on use of the site</li> <li>Provides lower level of income &amp; return for LBB than other options</li> </ul>
LBB PWLB funded development	<ul style="list-style-type: none"> <li>LBB retains full control over scheme design and configuration</li> <li>LBB retains site and all asset ownership</li> </ul>	<ul style="list-style-type: none"> <li>There is a risk new prudential code guidance doesn't allow PWLB borrowing for this scheme where one of its objectives is income generation</li> <li>LBB required to manage the development and associated risks.</li> <li>Requires LBB to establish delivery structures and various partners.</li> <li>All risk of under occupancy on future revenue streams remains with LBB.</li> <li>PWLB interest payments reduce contribution to LBB General Fund to 25% of what a sale and leaseback could deliver over 40-years for same scheme</li> </ul>

5.2 The sale and leaseback commitment and lease-back delivery solution was judged by the project team to be the preferred option for the development of the Watling Car Park site and is reflective of a best consideration disposal satisfying Section 123 of the Local Government Act 1972.

## 6. POST DECISION IMPLEMENTATION

6.1 The following table in figure 4 sets out the key next steps to ensure successful project delivery in a robust and timely manner:

**Figure 4: Project delivery and next steps**

No.	Step	Explanation	Timing
1	Agree agreement for lease with LinkCity	Develop the detailed structure of deal and enter into a conditional agreement for lease with LinkCity	6-8 weeks
2	Establish Internal Project Governance Board	Project monitoring	12 weeks
3	LinkCity Mobilisation	Appointment of Link city's multi-disciplinary team	Linkcity will start a 'soft' mobilisation now by appointing the architects to refresh their scheme design, then ramp up the full team to work on a planning application immediately after HAG approval.
4.	Submission of Planning Application	RIBA stage 3	Q4 2021

5.	Start on site	RIBA stage 4- 5	Q3 2022
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## 7 IMPLICATIONS OF DECISION

### 7.1 Corporate Priorities and Performance

7.1.1 The Council's corporate plan sets out the aim to ensure Barnet is a pleasant, well maintained borough that is protected and invested in by:

- a) Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents by increasing supply, ensuring greater housing choice for residents, and delivering new affordable housing, including new homes, on Council-owned land.
- b) Investing in community facilities to support a growing population, such as schools and leisure centres that will be delivered by investing in community facilities such as enhancing our indoor and outdoor sporting facilities and maintaining our 21st century libraries.
- c) Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.

7.1.2 The Growth and Corporate Services Business Plan has a set of priorities which cover the Council, the Borough, residents, and visitors. One of these priorities is: Thriving: A place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

The scheme will deliver against this priority in the following sub-priorities:

- a) Delivering the borough's approach to economic growth and development
- b) Developing the Council's estate to deliver new homes, jobs, and sustainable council finances.
- c) To enable town centres and our regeneration areas to thrive

7.1.3 The scheme will also deliver against the Healthy priority: a place with fantastic facilities for all ages, enabling people to live happy and healthy lives.

The scheme will deliver against this priority in the following sub-priorities:

- a) Develop the built environment improving the health of the whole community.
- b) Delivering projects to improve parks, open spaces, and leisure facilities.

7.1.4 The draft London Plan and draft Local Plan recognise the need to deliver more housing in the Borough. The council's Growth Strategy continues to emphasise that delivering more homes that people can afford is a key priority and sets out how the council will deal with a number of challenges including high prices, a

shortage of affordable housing and the potential threats to the qualities that make the Borough attractive.

7.1.5 The Council has a forecasted budget gap over the Medium Term Financial Strategy (MTFS), and it is estimated that the Watling Car Park site could contribute c.£700k pa towards closing this gap. This will continue to be kept under review as the delivery of this scheme progresses.

## 7.2 Benefits

7.2.1 The table below shows the main benefits of the proposed sale and leaseback delivery solution with Linkcity as the preferred partner:

**Figure 5: Sale and leaseback benefits:**

Benefit	Description
Lower risk for LBB	<ul style="list-style-type: none"> <li>LBB would not have to contribute any financing to the project.</li> <li>Turnkey development solution under a single management structure, no development or construction risks for LBB</li> </ul>
Contribution to housing targets	<ul style="list-style-type: none"> <li>Scheme provides 300 new homes as minimum, with the ability to increase density subject to planning permission.</li> <li>50% of these will be affordable homes.</li> <li>Creates a variety of housing tenures.</li> </ul>
Income for LBB	<ul style="list-style-type: none"> <li>Proposal generates income for LBB General Fund of over 40-years, this includes: <ul style="list-style-type: none"> <li>Initial lump sum payment.</li> <li>Regular revenue income.</li> <li>Additional Council Tax revenues for LBB.</li> <li>New Homes Bonus income.</li> <li>Increased Section 106 and CIL income for LBB.</li> </ul> </li> </ul>
Additional benefits for LBB	<ul style="list-style-type: none"> <li>Creation of employment and training opportunities throughout the build phase.</li> <li>Improved use of the site and estate environment that will be secured by design.</li> <li>Improved quality of accommodation including new communal facilities, e.g., gardens, café etc.</li> <li>Facilitates a new Build to Rent development in Barnet.</li> <li>Improved public realm within Barnet with quality architecture.</li> <li>Contribution towards improved health and wellbeing.</li> </ul>

## 7.3 Resources (Value for Money and Procurement, Property, Finance)

### Value for Money and Procurement

7.3.1 The Council placed an advert in the Estate Gazette for a period of four weeks seeking expressions of interest from potential private sector partners to deliver the Watling Car Park development. Bids that allowed the best possible assessment of delivery and financing options were invited. This marketing process confirmed that the sale and leaseback approach to the delivery of the site is the preferred option.

7.3.2 The Council received ten expressions of interest from a range of organisations by the advert deadline of 21 May 2020. The evaluation and moderation process was as follows:

- Identification of ten organisations who could meet the Council's objectives for the site.
- Initial evaluation and moderation reduced the shortlist to five potential bidders taken forward to stage 2 of the evaluation.
- These five organisations were invited to submit their design and innovation proposals for the site along with their financial models.
- The Council issued a financial model proforma based on the delivery of 300 units on the site, for completion by the bidders, to enable a direct and fair comparison of the bids.
- The five bids were individually evaluated, followed by a moderation scoring exercise to confirm the top three ranking bids who were shortlisted and taken forward to the interview stage. This included post tender clarifications and due diligence work that included company health check reports, ratio analysis and stress testing.

7.3.3 The Linkcity proposal meets the best consideration test from a s123 perspective and delivers the greatest positive impact for the LBB general fund, the greatest contribution to the Council's housing targets and was the best conceptually designed scheme. The proposal scored 92 out of a possible 100, higher than the other bidders. Further analysis is in the exempt report.

7.3.4 Financial due diligence was applied to all shortlisted bidders. Linkcity did not score the highest financially, as their delivery proposal scored the highest and met the council's objectives, a parent company guarantee (PCG) was requested. This will be provided by Linkcity's ultimate parent Bouygues Bâtiment International. The Council undertook further financial due diligence against the parent, which provides assurance in relation to the guarantee. Further details are included in the exempt report.

7.3.5 The primary purpose of the transaction is a land transaction as such it falls outside of the Public Contracts Regulations 2015.

## **Property**

7.3.6 The Site development will be delivered by Linkcity. Once the 125-year lease has been granted to Linkcity's annuity funder, that funder will grant to Linkcity and its construction partner a building licence to deliver the project. Linkcity will appoint its sister company Bouygues UK or another Bouygues company with suitable covenant strength as the Design and Build Contractor.

7.3.7 Currently on the Site there is a library (Burnt Oak Library) on Watling Avenue which is shown on the site plan. As a part of the agreement a replacement library must be incorporated as a part of the design and build and be accessible to the whole community.

7.3.8 The agreement for lease which is tri-partite is conditional on the following conditions precedent being satisfied:

- Grant of satisfactory planning permission and signature of any planning agreement (free of challenge via judicial review).
- Vacant possession of the entire site including satisfactory access.
- Satisfactory funding agreement secured by Linkcity with its funder (including satisfactory leaseback terms to the Council).
- Acceptable site conditions with no major abnormal costs identified through initial surveys.

Once these conditions are satisfied, Linkcity will construct the housing development at the Site.

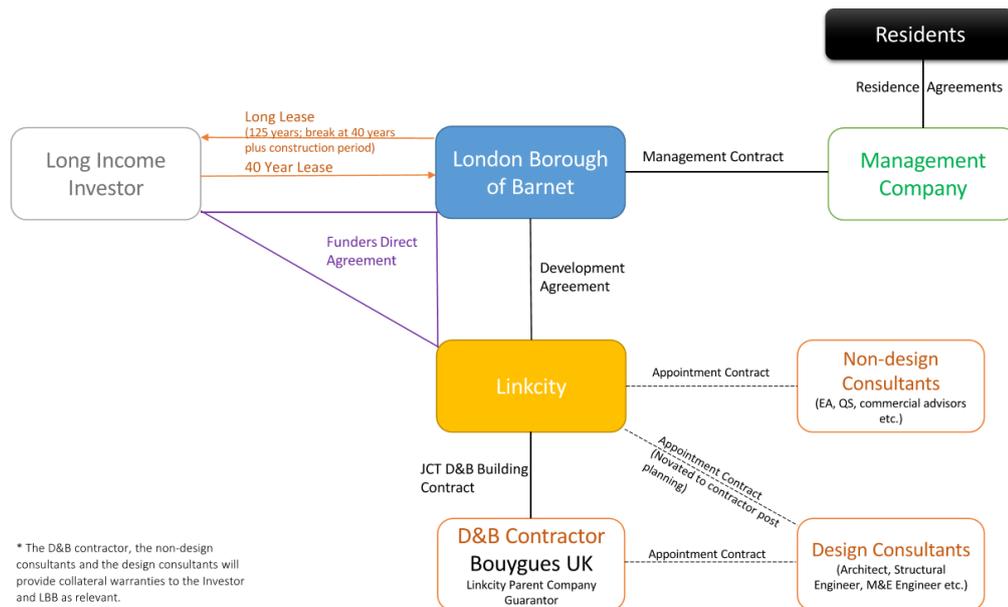
7.3.9 Upon practical completion of the development the annuity funder will grant to the Council a lease back of the entire site. The funder will have enforceable rights to secure the performance of the developer's build obligations. The form of lease will be appended to the agreement for lease and will include the following key terms:

- Minimum 40-year lease term with option for the Council to buy back the entire site for £1.00 at end of the term.
- An annual rental payment to be fixed at Financial Close (unconditionality / start on Site) at approximately 80% of the Council's projected annual income, with CPI linked annual uplift and a collar of 0% and a cap to uplifts at 5%. An independent valuation will be commissioned to calculate the market rent from which the Council's rental commitment will be calculated.
- London Borough of Barnet covenant in place for the duration of the 40-year term. Note that the lease is not assignable (except to statutory successors).

7.3.10 The Council will also appoint an external management company through a management contract to deliver the sites day-to-day management service. That company will also take an underlease of the whole site from the Council for a term of 40 years less 3 days]. Residents will subsequently enter into residential tenancy agreements with the management company.

The following illustration sets out the delivery and management structure:

**Figure 6: Linkcity delivery and management structure**



7.3.11 Linkcity along with Bouygues UK colleagues have suggested taking a ‘soft landing’ approach to site delivery. they will also ensure the buildings are handed over in-line with the ‘soft landings’ principles. soft landings is not just a handover protocol – it provides an essential link between initial briefing, design, construction and occupation as well as longer term monitoring, as described below.

7.3.12 Main objectives of soft landings:

- Early engagement with client and management team during the design and construction process.
- Preparation of a central, accurate, data rich resource to feed into client computer-aided facility management (CAFM) system.
- Structured and informative lead-in period prior to practical completion.
- Continued commitment to aftercare post-handover.
- Post occupancy evaluation and feedback.

### 7.3.13 Pre-construction stage (RIBA Stages 1-4)

7.3.13.1 Linkcity will appoint a dedicated soft landings champion to ensure Soft Landings is implemented and embedded throughout the design, construction aftercare and post completion phases of the Watling Car Park site.

7.3.13.2 The handover process will be considered early on and reviewed at agreed stages, so every detail is planned prior to completion. Full demonstration of the building management systems ahead of occupation will ensure that management personnel are able to operate them appropriately and efficiently.

### 7.3.14 Construction (RIBA Stage 5)

7.3.14.1 This will be undertaken under agreement by Linkcity's sister company Bouygues UK who will build and deliver the scheme in accordance with approved drawings.

### 7.3.15 Handover (RIBA Stage 6)

7.3.15.1.1 The handover process ensures a smooth transfer of the buildings into operational use for the occupants. Working with Linkcity's client care team they will plan the logistics around moving residents into earlier phases to ensure safe access. This considers issues such as the access and location of moving vans while customers are moving into their new homes with the minimum disruption.

### 7.3.16 Post Completion (defects liability)

7.3.16.1.1 Nominated members of the Site team will remain on site to support from the day of handover to ensure there is a smooth transition into the building. This team will remain on site for a pre-agreed period from the first day of occupation to provide on-site, continuous support in this period after completion. Bouygues also have a dedicated customer care team available 24 hours a day, 365 days a year.

7.3.17 For the development each party's role and responsibility within this structure can be summarised as follows:

Development Party: **Linkcity**

- Manage key stakeholder relationships.
- Appoint and manage consultant team.
- Manage planning application.
- Finalise partnering agreements with all funders.
- Overall responsibility for delivery.
- Appoint Bouygues UK on an arm's length building contract.

Construction Partner: **Bouygues UK**

- Enter into building contract with Linkcity.

Consultant Team: **Architect**

- Produce feasibility studies and initial project designs.
- Prepare the planning application.
- Prepare working drawings and provide architectural services throughout construction process.

7.3.18 Linkcity believe an integrated management structure will offer the opportunity to drive the income delivered by the asset. A single management company overseeing the delivery of services across the tenures will also allow for unencumbered decision making and greater freedom to adapt and innovate, immediately and in the long term. At this stage there will be a separate management company assigned by the Council.

7.3.19 This management company will be a wholly owned company (WOC) of the Council with its own financial statements i.e., profit and loss. This is the optimal structure as it enables the Council (acting via that company) to create AST tenancies (Assured Shorthold or Assured Tenancies) which do not give rise to secure tenancies which in turn avoids the potential of any RTB interest being created. AST tenancies are commonly used by registered providers but cannot be granted directly by local authorities, the management company enables us to do so. The proposed structure has been reviewed by KPMG from a tax and VAT liability perspective.

### **Finance**

7.3.20 The structure will allow for the grant of a 125-year lease to the annuity funder upon the agreement for lease becoming unconditional ('Financial Close'). At this point, the annuity funder will grant to the developer and its construction partner a building licence to deliver the construction of the project. The developer will draw down the funding from the annuity funder, to cover all development and construction costs and fees, and will pay a coupon to the annuity funder during the construction phase. Under this arrangement Linkcity will set an agreement that its ultimate parent company, Bouygue Batiment International, will provide the Council with a guarantee. The guarantee is provided by a contractor's parent company in connection with the contractor's obligations under a building or engineering contract. If the contractor should default on its obligations, as per the guarantee, liabilities can fall on the parent company to complete the contracted obligations of the subsidiary.

7.3.21 The Council takes no design, planning or delivery risk. However, following practical completion of the works, the Council will take a 40-year lease from the annuity funder. Under that lease, the Council will be obliged to pay an annual rental payment to be fixed at financial close, with CPI linked annual uplift with a collar of 0% and a cap to uplifts at 5%. An independent valuation will be commissioned to calculate the market rent from which the Landowner's rental commitment will be calculated. At the end of the 40-year lease the Council acquires the reversionary interest back for £1.00 and can continue to rent the properties, sale or refinance with a significantly enhanced asset value.

7.3.22 In addition, the ability to redevelop the site for mixed use housing provides a long-term asset that would support future housing delivery objectives of the Council.

7.3.23 The 40-year leaseback with the annuity funder will be deemed a finance lease as all the risks and rewards associated with the asset are passing to the Council. This will result in the asset being recognised on the balance sheet with

an equivalent liability recognising the payments to be made to the funder over the lease term.

7.3.24 Upon financial close a lump sum will be payable to the Council. This is subject to the assumptions set out in the tender evaluation form. The lump sum will be held in the revenue account as a reserve to cover any future shortfall in lease payments.

7.3.25 It is estimated for each affordable housing offered at the site; this would lead to a £3,400 per unit indirect saving to the Council's temporary housing budget.

7.3.26 The proposal from Linkcity includes the re-provision of c.180 parking spaces to be determined through the planning process. Any loss of parking revenue during the build process will be compensated through the future revenue generated from the assets.

7.3.27 For illustration purposes, the Linkcity model was recalculated based on CPI being at the Bank of England target of 2.0%. This equated to a total inflation applied to revenue and lease payments at 3.0%. Further details are included in the exempt report.

7.3.28 An assessment was undertaken comparing the option of the Council self-delivering the scheme through Public Works Loan Board (PWLB) borrowing and the sale and leaseback proposal to justify the approach recommended for the Site. This is analysed in detail in the exempt report.

This exercise was undertaken for Northway/Fairway where Kuropatwa are the preferred bidder. This example has been used to demonstrate the comparison of both approaches.

The financial outputs outlined below are indicative only and will be reviewed and finalised prior to financial close.

Amendments to paragraph 45 of the prudential code state that borrowing for debt-for-yield investment is prohibited unless incidental to the main function e.g. regeneration. There is a risk, therefore, that PWLB cannot be used for this scheme and until further case studies are available. PWLB borrowing was only used as a comparator from a value for money perspective for completeness, the modelling took into account the option for the council to borrow the development costs from PWLB at 2.42% over 40-years.

**Key points to note are:**

- The model was run based on 3 scenarios:
  - CPI at 0.6% (as per developers' submission).
  - CPI at 2.0% (as per Bank of England current target).
  - CPI at 3.0% (contacted cap).

- With the above scenarios, CPI at 0.6% and 2.0%, sale and lease produced a greater return than PWLB borrowing when discounted to Net Present Value (NPV). When taking into consideration the lump sum with the 3.0% modelling, sale and lease produced the greater monetary return overall, when discounted.
- The above exercise provided the Council justification on the preferred sale and leaseback approach due to the delivery timings being similar for the Watling Car Park Site.

Combined with other risk factors of a self-build option and PWLB borrowing, this makes the Linkcity sale and leaseback model the preferred option for the development of the Watling Car Park site, when comparing to PWLB and accounting for Net Present Value (NPV).

7.3.29 Further modelling was undertaken by an independent consultant, 31ten Consulting to determine the value for money for sale and leaseback against PWLB borrowing (both annuity and maturity loans) and self-build on a like for like basis. This modelling was based on Monte Carlo simulations which involves undertaking 1000 simulations linked to inflationary history with trends and patterns applied a set of base assumptions. The key outputs from the model are:

- 99% of the simulations showed sale and leaseback as the financially favourable delivery model.
- 1% of the simulations showed PWLB annuity as the favourable delivery route.
- PWLB maturity did not show as favourable in any of the scenarios.
- A risk adjusted position was calculate by applying the result at the lowest possible output (when discounting outliers). This showed the sale and leaseback model to be financially favourable by an NPV of £6.7m.

With the similar nature of the Watling Car Park site, this exercise provides further justification for the sale and leaseback model of delivery.

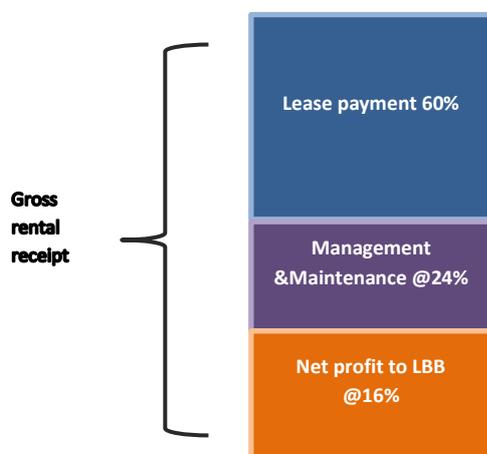
7.3.30 The Linkcity proposal and financial model has been thoroughly tested and analysed by the Council. The developer analysis assumed a 2.63% rate of voids and bad debts throughout the 40-year life of the proposed scheme.

7.3.31 Key points to note on this sensitivity analysis, carried out by the LBB project team, are:

- A drop in revenue of 20% still produces an income to the Council, but at a lower level (reduced by 59%).
- Voids and bad debts would have to increase to 28.48% of the estate total for the scheme to not produce any return for the Council.
- Similarly, revenue would need to drop by 34% to not give the Council a return. This would equate to an average of 100 (out of 300) units being unoccupied.

- An increase of 5% per year on the lease payment (cap) will increase the total payment by 117%.
- A detail red book valuation of rental values will be undertaken upon planning.
- As per the financial modelling the expected split of gross rent revenues would be, c.56% income to an institutional funder (annuity funder), c.24% to cover maintenance and estate running costs and c.20% to the Council. Figure 7 illustrates a typical gross rental revenue split under the sale and leaseback model.

**Figure 7: Indicative gross rental receipt splits**



7.3.32 An exercise was undertaken to determine the average minimum rental inflation needed for the scheme to break even. It was discovered that at 3% (2% CPI + 1%) the minimum average annual rental increase will be 1.581%. At 4% (3% CPI + 1%) this would be 2.432% per annum. At 5% (3% CPI + 1%) this would be 3.495% per annum.

7.3.33 As a part of the financial exercise, the Council played out several scenarios which put forward prudent and worse case scenarios to identify the impact to the general fund. The following scenarios were modelled as a part of this exercise and average general fund impacts identified:

#### **Original Bid**

Scenario 1 = Linkcity bid. This provides the council an average general fund return of £2.0m per annum

#### **Breakeven Case:**

Scenario 2 = a 34% reduction in revenue to achieve cost neutral position to when making lease payments to the annuity funder based upon the original model

### **Worse Case**

Scenario 3 = a 5% indexation (maximum possible because of the cap) on the lease payment year on year. i.e. lease payment increases with revenue inflation remaining as per the original bid (1.6%) results in a c.£3.5m loss per annum

Scenario 4 = Indexation of 5% (maximum possible because of the cap) on the lease payment, plus a 34% revenue reduction results in a £5.5m loss per annum. Rent increase remain as per original bid (1.6%)

- If the 34% of the units were converted to temporary accommodation, this would reduce the average loss to £4.2m per annum.

Scenario 5 = Indexation of 5% (maximum possible because of the cap) on the lease payment, plus a 20% revenue reduction results in a £4.7m loss per annum. Rent increase remains as per original bid (1.6%)

- If the 20% of the units were converted to temporary accommodation, this would reduce the average loss to £3.9m per annum.

Scenario 6 = If zero properties were let, based on the bidder model, this will result in an average negative impact of £4.8m

- If used as temporary accommodation, the general fund impact would be a loss of c.£0.9 per annum.

Scenario 7 = As above plus 4% (maximum possible because of the cap) lease payment would result in a loss of £10.3m per annum

- If used as temporary accommodation, the general fund impact would be a loss of c.£6.5 per annum.

Further details are in the exempt report.

7.3.34 Market intelligence was sought due to the current economic uncertainty. Upon discussions with the market it was discovered that area rents may decrease by 10% and management costs are expected to be 27%. This was modelled further to understand the impact to the bidders modelling.

Key points to note are from the above:

- Overall income decreases by 9%.
- Expenditure reduces by 1.5%.
- General fund impact reduces from £81.159 to £53.646m, which equates to a reduction of £27,513m.

Further details are in the exempt report.

7.3.35 On-going to market to obtain an annuity funder, the market may demand a higher yield which can adversely affect Council income. During this time Red Book valuations by external advisors and further modelling take place to identify any risks.

## **8 Social Value**

- 8.1 Increasing the utility of existing assets through mixed use redevelopment will enable the Council's portfolio of assets to go further towards supporting local needs by helping to provide new opportunities for housing, (in particular, affordable housing) and new, improved community facilities.
- 8.2 Any contractors or development partners will be encouraged to provide opportunities for employment, training and apprenticeships for local people and use local suppliers where appropriate.

## **9 Legal and Constitutional References**

- 9.1 The financials are included in the exempt section as it contains commercially confidential information (relevant legislation -paragraph 3 of part 1 of schedule 12 A of the Local Government Act 1972 (as amended) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 9.2 The Council's Constitution, Article 7 – Committees, Forums, Working Groups and Partnerships sets out the responsibilities of all council committees. The H&G Committee includes responsibility for:
  - housing matters including housing strategy, homelessness, social housing and housing grants, commissioning of environmental health functions for private sector housing.
  - regeneration strategy and overseeing major regeneration schemes, asset management, employment strategy, business support and engagement.
- 9.3 Council, Constitution, Article 10 Table A states that the Housing & Growth Committee is responsible for authorising all disposals of land for over £500k and any disposal which is not for best consideration.
- 9.4 Council Constitution- Article 7- Committees Forums Working Groups and Partnerships- Policy and Resources Committee- the remit of this Committee includes responsibility for Strategic policy, finance and corporate risk management including Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council and to be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.
- 9.5 Specific legal /title matters for the Site will be explored as part of the process to identify any legal risks or constraints.
- 9.6 Where land is subject to third party rights it may be prudent to appropriate the land for planning purposes to extinguish third party rights thereby engaging sections 203 and 204 of the Housing and Planning Act 2016

("HPA 2016"). Section 122 of the Local Government Act 1972 ("LGA 1972") empowers a local authority to appropriate land held by it from one statutory purpose to another if it considers the land is no longer required for the purpose for which it is currently held and an appropriation is in the public interest. Such matters will be explored through the process of Site and legal review. The Council in contemplation of the justification of its use of planning appropriation powers will need to satisfy the same criteria as those set out for the use of its compulsory purchase powers, that is that the use of these powers is necessary to promote the social economic or environmental wellbeing of all or any or all resident persons in its area. There are particular considerations relating to the appropriation of public open space land which must be adhered to by the Council in reliance on section 122(2A) of the LGA 1972 and appropriate recommendations are contained in this Report.

- 9.7 The two parcels of land comprising the Site are listed for development are held in the General Fund. Local authorities are given powers under Section 123(1) of the Local Government Act 1972 (as amended) to dispose of land held by them in any manner they wish but the disposition must be for not less than best price that can be reasonably obtained as assessed by a valuer. Any disposal at less than best price that can be reasonably obtained requires the express consent of the Secretary of State unless there is a general consent available on which the Council can rely. The general consent (Circular 06/03: Local Government Act general disposal consent (England) 2003) will apply where the Council considers the disposal of the Site will contribute to the achieving or securing the promotion or improvement of the economic, social or environmental well-being of its area and the difference between the restricted and unrestricted value does not exceed £2,000,000, in which case no specific Secretary of State consent is required.
- 9.8 Where any of the Site comprises public open space the advertising requirements for the disposal of open space pursuant to S.123 (2A) of the Local Government Act 1972 apply. The proposed disposal must be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated, with any objections to the proposed disposal being considered by the Council during such time as specified in the notice. Any objections made to the disposal will have to be considered before the disposal proceeds.
- 9.9 The disposal of land which has been used as school playing fields is regulated by the Schools Standards and Framework Act 1998 ("the SSFA") and any disposal or change of use of qualifying land which is used or has been used as a school playing field in conjunction with a maintained school in the last ten years will pursuant to s 77 of the SSFA require before it can lawfully be disposed of, the prior consent of the Secretary of State.
- 9.10 Section 1(1) of the Localism Act 2011 bestows a general power of competence on local authorities which permits them to do anything that private individuals generally may do, but this is subject to the general principles of public law. The Council will need to have regard to the account in which any housing stock is ultimately to be held and the provisions of s 74

of the Local Government and Housing Act 1989 including any financial adjustments between the Councils General Fund and Housing Revenue Accounts which may be required to be made.

- 9.11 Section 4 of the Localism Act 2011 enables the Council to do for a commercial purpose anything that it is empowered to do under section 1 of the 2011 Act, provided that they do so through a company.
- 9.12 Section 95 of the Local Government Act allows a local authority to do for a commercial purpose anything which they are authorised to do for carrying on any of their ordinary functions.
- 9.13 The stock that is to be held by the Council will be mixed tenure. Any stock that is intended to be let as social rent housing, will be held for the purpose of Part II of the Housing Act 1985 and accounted for through the Housing Revenue Account as mentioned above with the required accounting adjustments to reflect the appropriate consideration/value of the land being transferred from General Fund to the HRA. In relation to other stock, where the Council is acting for a commercial purpose then as set out above it should do so through a company. Therefore, the Council intends to either incorporate a new company, or utilise an existing wholly owned company, to let and manage any non-social-rented stock within the scheme

## **10 Risk Management**

- 10.1 Transactions of this nature carry a range of risks which are effectively detailed below. A number of risk factors, including planning, title investigations, commercial terms, warrant early due diligence. For example, if planning permission regulating the development in terms of scale, nature/use class and restrictions do not materially align with the annuity funders pitch or value assumptions, the associated risk may impact on usage of the completed development and consequential income.
- 10.2 The covenant strength of the developer has been considered by the Council by obtaining company health check reports and parent company guarantees will be put in place.
- 10.3 As the Council has no direct funding obligations, upon practical completion the Council will enter the lease structure with the annuity funder. The Council will retain step in rights as a part of the agreement for lease arrangements. The funder has every incentive to enforce the build obligations against the developer in the agreement for lease to arrive at the point where practical completion is achieved and it can require the Council to take the 40 year lease back and obtain the income that flows from that.
- 10.4 Inflation was stripped from all the bidder's financial models to establish a baseline position and compare all bidders on a like for like basis. Financial sensitivity analysis has also been undertaken to understand at what thresholds the Council are exposed to any losses.

- 10.5 On-going to market to obtain an annuity funder, the market may demand a higher yield than what has been modelled by the developer. Thus, reducing the possible modelled rental income to the Council. Red Book valuations will be undertaken to mitigate this risk.
- 10.6 Although there is no borrowing required to enter into this deal, the Council will be assuming obligations under the 40-year lease with an obligation to pay an index linked rent for the lease term, the rental modelling demonstrates this. The 40-year lease is not assignable, so the Council remains liable to pay the index linked rent throughout the term regardless of the rental income it itself is achieving from occupiers.
- 10.7 There are options to mitigate the rental risk in the event of market downturn for example an option could be to use the units as temporary accommodation or to convert any vacant private units to affordable.
- 10.8 Planning risk can either add or remove value however this is borne by the developer.
- 10.9 Construction risk- All development and construction risk are borne by the developer.
- 10.10 Market risk- External agency reports have been produced a detailed report included valuation will be commissioned prior to entering into an agreement to lease.
- 10.11 Operator default- This will be managed and operated by a wholly owned company who will commission an operator to manage day to day activities.
- 10.12 Funding Risk- No direct funding obligations, the Council only enters the under lease at practical completion i.e. once the units are built.
- 10.13 Contractual issues- The Council will be obligated to pay guaranteed rent on a non- assignable basis (this means we cannot transfer the lease to a third party). Prior to planning consent being granted the Council will negotiate with the annuity funder the option to convert the units for alternative use should this ever be required – This will require a capital sum as planning consent would be required.
- 10.14 Financial risks- Payments to the annuity funder will be fixed with annual indexation. The model shows a c.20-25% rent profit that can be held in a reserve to offset any shortfall in rent, this will provide security; the current model assumes 3.5% void rate.
- 10.15 The lease from the annuity funder will be deemed a finance lease all risk and reward with the asset sits with the authority from practical completion.
- 10.16 The table at Figure 8 outlines key risks at this stage of the project, gives an assessment of their severity and details proposed mitigating actions:

**Figure 8: Risk analysis, impact and mitigating actions:**

Risk	Impact	Mitigation
Development risk	<b>None</b> – Due to the developer taking on all development risk	Mitigated through Sale and Leaseback as developer is burdened with the entire development risk (both financial and delivery)
Developer default/failure	<b>Low</b> – Parent Company Guarantee in place. Step in provisions in place from the annuity funder to find alternative contractor. Council not committed until practical completion therefore can appoint own contractor.	Financial due diligence taken place with Parent Company Guarantees to be in place
Reduced profits due to lease inflation outstripping market rent inflation	<b>Medium</b> – Allocated council savings will need to be met by reserves or other means.	Change tenure from London Living and London Affordable Rental units to Discounted Rental units to increase revenue
Inflation linked lease payments outstrips rental affordability leading to a reduction in profits	<b>Medium</b> – Allocated council savings will need to be met by reserves or other means.	Profits held in reserve to top up any shortfall to the lease payment. Collar & Cap arrangement in place at 1:4% to ensure protection against hyper-inflation
Under occupancy	<b>Medium</b> - Empty units with zero income which will impact council savings targets.	Adjust rents to compete with market and adjust again with upturns – current modelling assumes 3.5% voids and bad debt.
40-year non assignable lease	<b>Low/Medium</b> - No break clause 'on the hook for 40-years.	To ensure the product remains attractive in the marketplace and offers consumer choice maintaining high occupancy over the long term.
Asset falls into disrepair	<b>Low</b> - Possible additional costs and reduced profits due to poor operational and management	Management and operational costs to include reserve to manage any repairs and large maintenance issues. KPI's to be

in place with operator and reviewed monthly. Council to appoint Asset manager.

## **11 Equalities and Diversity**

- 11.1 The 2010 Equality Act outlines the provisions of the Public-Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
  - Advance equality of opportunity between people from different groups and foster good relations between people from different groups.
- 11.2 Any Equalities Impact Assessments will be undertaken on individual schemes as they are brought forward and the proposals outlined will give appropriate consideration and where required consider any matters raised in these assessments. However, the proposals in this report are not considered at this stage to raise any negative impacts for equalities and demonstrate that the Council has paid due regard to equalities as required by section 147 of the Equality Act 2010.

## **12 Consultation and Engagement**

- 12.1 Consultation and Engagement plans will be developed for sites that are deemed suitable for development and stakeholder engagement undertaken as the designs progress.

## **13 Insight**

- 13.1 The Council's Housing Strategy and emerging Local Plan respond to evidence such as the Strategic Housing Market Assessment and other needs assessments that have identified a need for increased housing delivery.

## **14 BACKGROUND PAPERS**

- 14.1 [Development Portfolio Programme.pdf \(moderngov.co.uk\)](#) [Agenda for Housing and Growth Committee on Monday 6th July, 2020, 7.00 pm \(moderngov.co.uk\)](#)

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## Housing and Growth Committee

### 14 June 2021

<b>Title</b>	<b>Brent Cross Update Report</b>
<b>Report of</b>	Chairman of Housing and Growth Committee
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public (with Exempt report (Not for publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 as amended as this relates to information of a financial nature and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 Government Assurance Board presentation 2 June 2021
	<p>Cath Shaw, Deputy Chief Executive  <a href="mailto:Cath.Shaw@Barnet.gov.uk">Cath.Shaw@Barnet.gov.uk</a></p> <p>Stephen McDonald, Director of Growth  <a href="mailto:Stephen.McDonald@Barnet.gov.uk">Stephen.McDonald@Barnet.gov.uk</a></p> <p>Karen Mercer, Programme Director  <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a></p>

## Summary

This report updates on progress across the programme since the last Committee meeting on 25 January 2021, in particular it provides updates on the key railway possession works required to enable the construction of the new Brent Cross West Station and updates to the land assembly programme to ensure all land required for development is secured ahead of the expiry of the compulsory purchase orders.

## **Officers Recommendations**

**That the Committee:**

- 1) Note and endorse the appointment of Croftstone to advise the council on future claims in accordance with the Implementation Agreement between the council and Network Rail as set out in paragraph 1.16.**
- 2) Note and endorse the Brent Cross West Integrated programme set out at paragraph 1.10.**
- 3) Note that on the Brent Cross Town (BXT) student accommodation Plot 25, the council and BXT are moving forward with alternative Purpose Built Student Accommodation provider and to delegate to the Chief Executive in consultation with the Chairman of the Committee to agree and complete the required legal documentation in accordance with the Heads of Terms as set out in paragraph 1.22 and 1.23 and attached to the Exempt report.**
- 4) Note that the Brent Cross Cricklewood Regeneration Phase 1A North (Plot 53 & Plot 5 Brent Terrace South) Stopping Up Order 2019 and Brent Cross Cricklewood Regeneration Phase 1A North (Claremont Park) Stopping Order 2019 were confirmed on 2 June 2021. The Council will now give Notice of the Confirmation.**
- 5) Delegate to the Executive Director for Environment in consultation with the Chairman of the Committee to agree and finalise and enter into the required agreements in respect of the maintenance arrangements for the improvements to Claremont Park prior to opening as set out in paragraph 1.24.**
- 6) Delegate to the Deputy Chief Executive to commence engagement and agree terms with external consultants as and when required to ensure delivery of the council's obligations related to the Brent Cross Programme, as set out in paragraph 1.49, having regard to the Council's best value duty.**
- 7) Approve that Gowling WLG are retained to provide legal advice on the BX project and to delegate to the Deputy Chief Executive in consultation with the Chairman and HB Law to agree a revised service agreement in accordance with paragraphs 1.51 of this report.**

- 8) Authorise that an application be made to apply to the Secretary of State to extend the Final Demolition Notice period on the Whitefield Estate Part 1, details outlined in paragraph 1.40.
- 9) Authorise that the Council ceases to let properties acquired by buy-back or other to council tenants and non-secure tenants and approve the use of property guardians for these properties on Whitefield Estate Part 1 outlined in paragraph 1.39.
- 10) Delegate to the Deputy Chief Executive in consultation with the Chairman of this Committee to make the contract award and authorise entering into the contract to deliver the replacement Waste Transfer Station as set out in paragraph 1.46.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides the quarterly update on progress since the last Committee meeting on 25 January 2021.

### **BXC Programme Wide Progress Update**

- 1.2 Good progress continues to be made across the programme.
- 1.3 The north access to the south sidings is now open. The residual works originally planned to take place at Christmas 2020/21 were completed on 21 March. This is a significant milestone for the programme as it completes the works to the south sidings. Network Rail's Chief Executive, Andrew Haines, visited the site on 19 April 2021 and met with the Deputy Chief Executive and the Mace / Volker Fitzpatrick teams, recognising that the programme is Network Rail's largest third-party scheme to date and the importance of this scheme within Network Rail.
- 1.4 The first two track slews to realign the rail tracks to create the space for the new platforms have been safely delivered during the 72 hour possessions over the Easter Bank Holiday weekend (week 1), and the May Day Bank Holiday weekend (week 5). Works included signalling, overhead line equipment and track works. A further possession was booked for week 6 to ensure that all the works necessary for week 9 have taken place. The final track slew was successfully completed without incident over the Late May Bank Holiday weekend (week 9) which completes a major milestone for the programme. The track slews realign the Midland Mainline to create the space for construction of the new station platforms, with works now under way on both slow and fast line platforms.
- 1.5 Despite good progress being made on the Rail Systems works by Network Rail (NR) and their contractor Amey, it has materialised that there are elements of the contract works that will not be completed by the contract completion date (July 2021). These works are currently

being re-planned and the required access is being coordinated with the station programme to ensure no delay to the delivery of the station works.

## Brent Cross West Station

- 1.6 Construction work continues on the new Brent Cross West railway station with the slow platform concrete raft foundations poured following completion of the piling works. Installation of the Eastern Overbridge was successfully completed over the May Day Bank Holiday weekend (week 5) following construction of the concrete goalpost support structure as shown on the photographs below.



Slow platform raft foundation



Eastern Overbridge

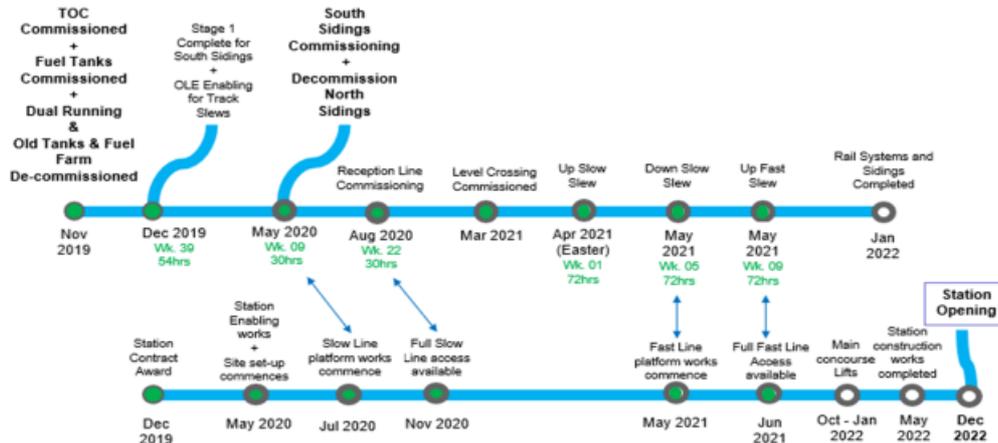
- 1.7 The installation of the eastern overbridge can be viewed here: [https://www.youtube.com/watch?v=QyeN5rXtfn4is\\_aval](https://www.youtube.com/watch?v=QyeN5rXtfn4is_aval)
- 1.8 Drone footage of the wider BXW site can be viewed on the BX transforming website [DroneDeploy](#)
- 1.9 The detailed design (GRIP 5) for the Station is ongoing and due to conclude in Autumn this year in line with the programme. Through working with TfL, the council has now formally instructed VolkerFitzpatrick (VFL) to complete the design and construction of the passive provision for the future connection to the West London Orbital.
- 1.10 An integrated programme, taking into account the changes to the rail systems works programme, has been agreed with Mace, Volker Fitzpatrick and Network Rail. This has resulted a change to key contract dates. Most notably the completion of the station

construction works from 2 March 2022 to 26 May 2022, with the contract completion date from 9 June 2022 to 10 September 2022. The Station opening remains unchanged with sufficient contingency. The updated Station programme is set out below

## Brent Cross West Station



### Milestone Programme for Station Delivery in December 2022



- 1.11 VolkerFitzpatrick are progressing with the detailed design for the Station Eastern Entrance Building (SEEB), following completion of the legal agreements between the council and Brent Cross Town to transfer delivery responsibility for its construction to the council through its contracts with Mace and Volker Fitzpatrick. [Brent Cross: Brent Cross West - Entrance Box to Station and East-West Over Bridge DPR](#) As the Committee is aware, this strategy reduces programme risk as it removes several delivery interfaces around the build and fit out of the building that was originally to be delivered separately.
- 1.12 Volker Fitzpatrick has produced an indicative fly through of the new station. This will be separately circulated to Members.
- 1.13 Council officers are in dialogue with the Department of Transport and Network Rail as to the future handback of the station, including confirmation of the station operator and documenting the ownership arrangements for the new station. This includes a review of the operational cost and maintenance of the station (now that the detailed design is in the final stages of being agreed with Network Rail) and how this will be funded through the revenue generated from the new station. Officers' remit is to ensure that there is no cost liability for the council. This work is due to conclude over the summer and an update provided to the Committee in September. The Government has also now published the long awaited Williams-Shapps Plan for Rail : [Future of Britain's railways: Williams-Shapps Plan for Rail - GOV.UK \(www.gov.uk\)](#). Officers will be working through with DfT what impact this report will have, if any.
- 1.14 As reported to the last Committee, the Anticipated Final Cost (AFC) remains under pressure. An efficiencies and opportunities plan is in place to bring the AFC back in line with budget. This is reviewed through the fortnightly operational client reviews between the council and

Mace. Furthermore, a large amount of risk allowance is linked to the key weeks 5 and 9 (May 2021) railway possessions required for the track slews.

- 1.15 The Mace delivery team continues to work towards reducing the BXW AFC and has secured a further £4.4m of efficiencies since the last Committee meeting through the reductions in the Network Rail Supply Chain Organisation costs, value engineering opportunities and successful claims against the Network Rail Risk Fund and Industry Risk Fund, alongside efficiencies through securing additional possession access to enable more efficient delivery of the station works, and a rationalisation of the drainage connections required for the wider Brent Cross Town (BXT) scheme.
- 1.16 As part of the management of the Sidings and Rail Systems contract, ongoing dialogue is taking place between Mace, the Council and Network Rail to adequately apportion increased costs resulting from the changes to the Sidings and Rail Systems delivery programme. The council has appointed an external rail claims specialist Croftstone to provide independent advice and guidance to the council and Mace to progress the claims through the formal claims process and escalation process as set out in the Implementation Agreement between the council and Network Rail. Nonetheless the preferred route remains to agree a negotiated settlement with Network Rail, rather than proceeding through the formal claims process.
- 1.17 A more detailed update will be provided to the Committee in September once the project wide cost review. This is scheduled to complete in July. This will take into account the revised risk position for the station following the successful completion of the track slews during the bank holiday major rail possessions, costs associated with Covid, the confirmed cost for the construction of the Waste Transfer Station following the procurement of the delivery partner as set out in paragraph 1.46 of this report and the settlement of the final account with John Graham Construction Limited (JGCL) to close out the TOC Compound / Fuel Farm project which was completed on 1 April 2021. The latter will be subject to a review by the Financial Performance and Contracts Committee in October this year.
- 1.18 The programme has been affected by staff absence from both Mace and the Contractors, due to COVID and the requirement to self-isolate. This continues to be managed, with no meaningful impact on the programme and the number of cases continues to fall in line with the national trend. The team are maintaining COVID controls on site. It is anticipated that the site will maintain full productivity through to the full easing of lockdown, albeit with minimal site presence by the Mace team. The Mace team is continuing to maintain the Covid19 register which identifies cost pressures and risks as a result of lockdown and required changes to working practices.

### **West of Brent Cross West**

- 1.19 Council officers are now looking at access routes to the new station from the west and has commissioned Allies and Morrison (who prepared the Brent Cross Town masterplan) to provide a high-level review and to design the public realm spaces around the new station. This will also consider potential meanwhile uses. Officers will be working with Brent council and TfL alongside key stakeholders over the coming months with the view of submitting a planning application in Autumn this year. The public realm works can commence in April next year in time for completion ahead of station opening.

### **Brent Cross Town**

- 1.20 As the Committee is aware, Brent Cross Town works have continued with demolition and ground remediation works proceeding to plan. Works continue on the new temporary visitor centre (shown below) which will provide an exhibition space and flexible ground floor commercial space.



Brent Cross Town construction activity

- 1.21 The latest drone footage undertaken in May can be viewed here: [May 2021 Drone Footage - Brent Cross Town](#)

### **Plot 25 – Student Accommodation**

- 1.22 The Committee is asked to note that the council is progressing with an alternative Purpose Built Accommodation Provider for Plot 25 that maintains the target 2024 opening date.
- 1.23 The council and JVLP are working towards exchanging documentation by the end of June. To secure this deal, the Committee is asked to endorse the Heads of Terms agreed as attached to the Exempt report and to delegate to the Chief Executive in consultation with the Chairman of the Committee to agree and complete the required legal documentation.

### **Claremont Park**

- 1.24 As set out in the latest BXT construction update (<https://transformingbx.co.uk/wp-content/uploads/2021/05/Brent-Cross-Town-neighbourhood-newsletter-Spring-Summer-2021.pdf>) works on Claremont Park are due to commence shortly. The council's Green Spaces team have been working with BXT to put in place the necessary maintenance arrangements. The Committee is asked to delegate to the Chief Executive in consultation with the Chairman of the Committee to agree and finalise and enter into the required agreements in respect of the maintenance arrangement for the Park prior to opening.

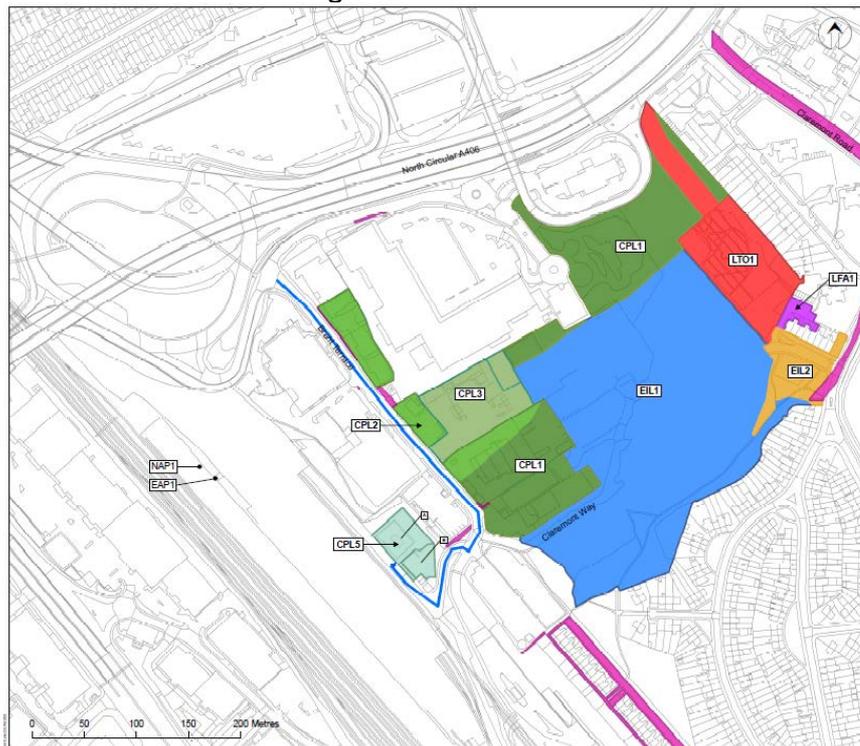
### **Project Play**

- 1.25 BXT are working closely with the Council's Greenspaces and Leisure service to ensure there is a joined-up approach in the delivery of the improvements to Clitterhouse Playing Fields

and the replacement for Hendon Leisure Centre. Various operation and maintenance models are being reviewed, focussing on the current and future need of the Council and Brent Cross Town, and co-ordinating with other proposals within the Borough namely West Hendon. BXT are in active dialogue with Sports England and other key sporting organisations. A progress update will be provided to the next Committee.

### **Integrated Programme Management – Delivery Arrangements**

- 1.26 The council and Brent Cross Town continue to agree licences where required for the development area to expand as more parcels of land are made available for development. The committee originally approved entering into required licences to support the Brent Cross Town development on 17 September 2018. (<https://barnet.moderngov.co.uk/mgAi.aspx?ID=26280>).
- 1.27 Recent licences include the former Network Rail (NR) office on the land recently purchased from NR, and additional properties recently purchased on Brent Terrace North. Further licences are being agreed for works on plot 25 and Costa Coffee car park (part of the recently purchased retail park lands), along with areas that surround the new Brent Cross West Station, which allows the infrastructure required to link to the eastern entrance building of the new station.
- 1.28 A high-level plan of the licences has been created and can be seen below showing the difference parcels of land which are agreed under various licences.



- 1.29 A licence tracker has put in place to track all agreements being made with third parties to ensure adequate control over council land. All licences are being negotiated on behalf of the council by Gowlings, and each agreement is supported by a Chief Officer Decision report.
- 1.30 As reported to the last Committee, the BXT and council teams continue to work through the pedestrian and cycle access routing whilst the infrastructure works to establish the new park, public spaces and access routes to the station/transport interchange and through Brent

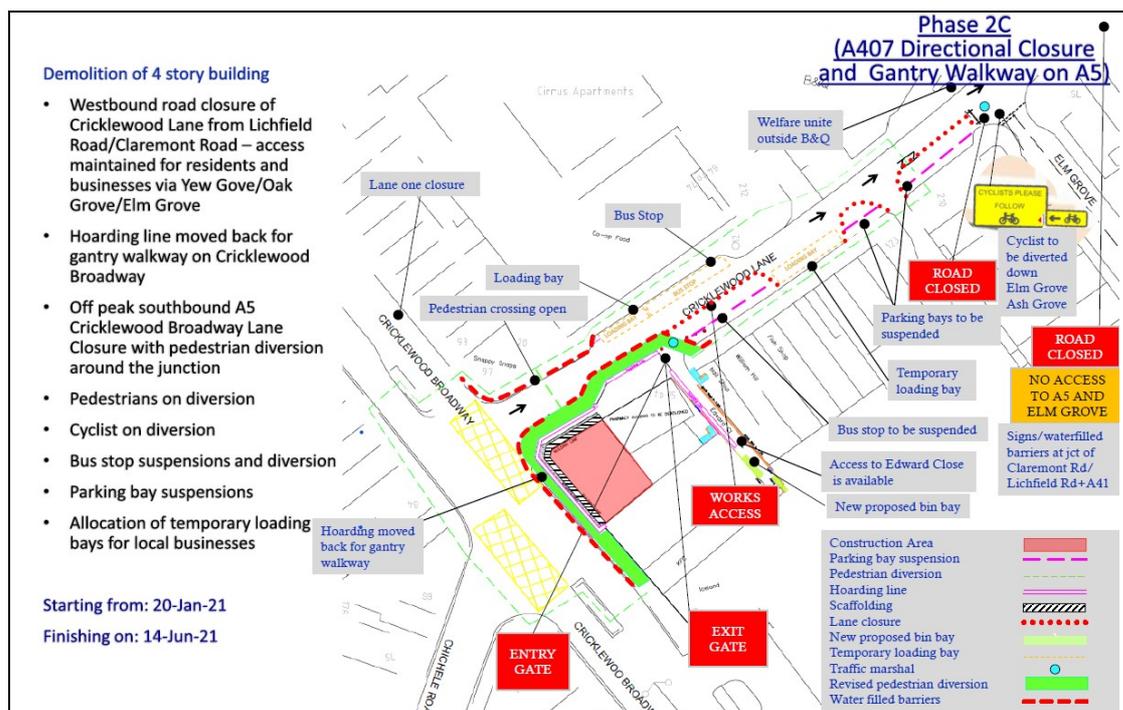
Cross Town take place. BXT has sought to minimise disruption to local residents as much as possible having regard to their safety as well the works programme. These works will require temporary closures and planned diversions for pedestrian and cycle access and will require further “stopping up” of footpaths so that work can continue on the new Brent Cross Town development. An update on the highway stopping up process is provided at paragraphs 1.59 to 1.62 of this report.

- 1.31 Following briefings in November and December to residents from Brent Terrace and the Whitefield Estate, materials have been uploaded to the TransformingBX website which provide residents with clear information about the path closures and planned diversions. These pages will be updated as changes to walking and cycling routes, as well as permanent and temporary diversions are applied for and put in place.

### Critical Infrastructure being delivered by the council

#### a) Southern Junctions

- 1.32 The Cricklewood Broadway junction works are now underway with demolition of the low rise building, the demolition of the 4<sup>th</sup> floor of the four-storey building, and installation of the temporary propping system complete. The demolition of the remaining 3 floors is expected to complete in June.
- 1.33 During these works, pedestrian routes have been maintained and a westbound directional closure on Cricklewood Lane has been put in place in line with the agreed traffic management plans approved by the Highways Authorities.
- 1.34 The A5 Cricklewood Broadway remains open for all traffic minimising traffic disruption. However, the directional closure on Cricklewood Lane will have to remain in place until the demolition works completes in June.



**b) Relocation of the Whitefield Estate Part 1**

- 1.35 L&Q, the council's delivery partner, continues to work with the council to discharge all pre commencement planning conditions ahead of start on site. The LPA are now working to discharge these conditions by 11 June 2021. The programme remains under pressure due to the objection remaining to the Stopping Up Order made by the council in September 2019. However, following the unaccompanied site visit by the Planning Inspectorate held on 23 March 2021, the Planning Inspectorate has now confirmed both Stopping Up Orders for Plots 53 and 54 and Claremont Park. The decision notice will be made available on the BX Transforming website. <https://transformingbx.co.uk/transformation/masterplan/stoppingup/>
- 1.36 The council will now proceed to give notice of the confirmation of the Orders. This decision is subject to a further 6-week Judicial Review "JR" period within which this decision may be challenged.
- 1.37 As previously reported, this delay is now starting to impact on the wider programme, both in terms of timescales and cost. With temporary footpath closure order is now in place (from 11 March 2021), an early start site is now possible on Plots 53 and 54. The intention is to commence early works (clear vegetation, installing hoardings and a portacabin) on 17 June 2021. This will proceed under the Temporary Orders given that the confirmed Orders are subject to the statutory judicial review period. Start on site is subject to the remaining pre-commencing planning conditions being satisfied. The target completion date for the new homes is now March 2023. A Delegated Powers Report <https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=8623> (dated 17 May 2021) has authorised the serving of an instruction notice to commence these early works and it provides further details on the programme. It also approved the signing and exchange of a side letter between L&Q and the Council to make minor variations to extend the planning and Stopping Up Order long stop dates in the Funding Development Agreement. This follows the decision of the Housing and Growth Committee dated the 25 January 2021 to approve a mitigation strategy to progress works on Plots 53 and 54.
- 1.38 Over the last few months, L&Q have carried out virtual 1-1 meetings with the secure tenants living in Whitefield Estate Part 1, as they have been allocating to the new properties to be built on Plots 53 and 54. L&Q is currently discussing the Shared Equity deal with several homeowners who have opted to take up a new home on these plots.
- 1.39 As the allocations process for the new homes on Plots 53 and 54 is now complete, the tenure and unit mix are now fixed and cannot be changed. Therefore, Barnet Homes will need to cease re-letting void council properties to households on the basis of secure and flexible tenancies. In addition, these properties should not be re-let to non-secures due to the pressures to re-house existing non-secure tenants on the other regeneration estates in alternative accommodation. This issue has been reported extensively in a previous Housing and Growth committee paper (link below) which deals with the problems associated with re-housing non-secure tenancies on the West Hendon and on other Estates in regeneration schemes. Therefore, the committee is asked to approve the recommendation to cease re-letting void social rent properties on secure and non-secure tenancies, and that these voids

are re-let to property guardians. This approach has been discussed and agreed with Barnet Homes.

<https://barnet.moderngov.co.uk/documents/s57396/West%20Hendon%20estate%20regeneration%20and%20non-secure%20tenants%20on%20regeneration%20estates.pdf>

- 1.40 As reported previously, the council served Initial Demolition Notices (IDN) on 19 November 2015 on secure tenants occupying properties on Whitefield Estate Part 1. This notice was valid from 19 November 2015 to 18 November 2020 (5-year period) and this period was extended by a further 2 years with the serving of a Final Demolition Notice now in operation from 12 November 2020 to 11 November 2022. Due to the delays to the construction programme, this Final Demolition Notice will expire before the completion of new homes on Plots 53 and 54, which is estimated for March 2023. As a consequence, secure tenants can apply for the Right to Buy on their existing properties on the Whitefield Estate Part 1 after this date and this will increase the third-party costs to the project. Therefore, the committee is being asked to approve the recommendation for officers to apply to the Secretary of State to extend the Final Demolition Notice Period.

### **Waste Transfer Station**

- 1.41 As the Committee is aware, council officers have been working with the North London Waste Authority (NLWA), to reorganise its waste operations so as not to interfere with the delivery of the BX West Station and BX Town development programmes.
- 1.42 NLWA and LEL have now successfully relocated waste operations from Hendon to the Seneca plant in Wembley almost two weeks ahead of schedule, de-risking the BX West station and BX Town programmes. All Barnet's and Camden's waste are now being delivered to Wembley.
- 1.43 LEL have started the cleaning operation at Hendon which is expected to finish at the end of May ahead of the transfer of the site from LEL to the Council.
- 1.44 The waste transfer team have prepared a programme with NLWA, BX West and BX Town that enables the decommissioning of the existing Hendon Waste Transfer Station (HWTS). This includes the removal of the existing rail siding and surrender of the Environmental Permits by the council. The rail siding removal works have already started and should be completed by mid-May. The application to novate the existing Environmental Permits from LEL to the Council was made to the EA on 13 April 2021. Work on the surrenders has commenced with the appointment a specialist Consultant (WS Atkins) to undertake ground investigations and produce a Site Condition Report to support the Permit Surrender application. The council through the Integrated Programme Management Office (IPMO) is also assessing how this site can be optimised for construction and logistics across the programme, including securing the site upon the transfer from LEL on 1 June 2021.
- 1.45 This interim solution also provides greater flexibility on timing to deliver the replacement waste transfer station, removing the dependencies between with the BX West and BX Town programmes and mitigates against potential acceleration cost increases due to constrained delivery times. It also enables the council, working with the contractor, to implement efficiencies into the scheme design that do not impact operations.
- 1.46 In respect of the procurement process which has been carried out having regard to all the Public Contracts Rules requirements, to select the main works contractor for the

replacement Waste Transfer Station, tender responses have now been received. Two initial tenders were received and have been evaluated to confirm whether the Council should reserve the right to award at this stage or proceed with negotiation. The evaluation has confirmed that the procurement should proceed into negotiation phase which will be conducted during June 2021. This is being followed by invitation to final tender, evaluation and contract award on the basis that Geron Way remains the preferred location. It is requested that finalisation of the contract and the contract award is delegated to Deputy Chief Executive in consultation with Chairman of the Committee to support delivery of programme as contract award will fall outside of Housing and Growth Committee cycle.

- 1.47 The programme for completing the procurement of the new Waste Transfer Station is as follows:

Final Tender Submission	9 July 2021
Moderation of Final Tender	15 July 2021
Governance Board	22 July 2021
Tender Award	23 July 2021
Standstill	26 July 2021 - 6 August 2021
Contract Award	6 August 2021

#### **iPMO Resources and Consultants**

- 1.48 As reported to previous committees, the council have procured resources required to enable delivery of the Brent Cross Regeneration scheme. On 16 January 2014 Cabinet Resources Committee delegated authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7702&Ver=4>
- 1.49 The committee is asked to re-affirm the above recommendation by delegating to the Deputy Chief Executive to continue to with the procurement of the necessary consultants and resources as required to deliver the Brent Cross Programme in line with statutory requirements and current procurement regulations. These procurements may cover engagement with external consultancies or direct engagement with consultants. Permanent recruitment of resources is always preferred where practical, however due to specialist skillset requirements or short-term nature of some project roles, this is not always feasible.
- 1.50 Now that land assembly is completed and construction underway on various plots around the new BX West station, the council is putting in place a construction management plan and framework to secure and manage landholdings and to co-ordinate the transfer of land to contractors to meet the Brent Cross implementation programme. This will require support from external resources. As such, the Committee is asked to authorise the Deputy Chief Executive to procure the necessary resources to co-ordinate construction logistics and security arrangements across the regeneration area. Any procurement implications that may arise will be appropriately managed having regard to and in compliance with statutory requirements and current procurement regulations.
- 1.51 In this regard, the Committee is also asked to confirm that Gowlings continue as legal advisors on the project subject to the Deputy Chief Executive in consultation with the Chairman and HB Law agreeing a revised service agreement. The project is at a critical

stage in delivery, and this approach reflects the retained knowledge within GWLG, the working arrangements between the council and BXT and their advisers.

## **Land Assembly – CPO Strategy**

### **b) Land assembly strategy**

- 1.52 On 21 January 2021, the Committee delegated to the Chief Executive in consultation with the Chairman of this Committee to finalise the land acquisition strategy to deliver comprehensive development and to authorise serving any notices required to implement the Compulsory Purchase Orders or to effect the acquisition of all interests and estates in the relevant part of the site including any required Notice to Treat or to Enter, or General Vesting Declaration/s notices as identified in the land acquisition strategy in line with the programme. A Delegated Powers Report was approved on 25<sup>th</sup> March 2021 setting out the strategy for acquiring the land interests.  
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=7596>
- 1.53 To date, General Vesting Declarations (GVD's) in accordance with Compulsory Purchase (Vesting Declarations) Act 1981 have been served on leaseholders in the Whitefield Estate for both CPO1 and CPO2. The leasehold properties will vest with the Council for CPO 1 in May 2023 and CPO2 March 2024. The long vesting period will ensure leaseholders can remain in their properties until such time as the relocation properties earmarked on development plots 12, 53 and 54 are available. Communications with the affected parties has been ongoing through the CPO notice serving process and Council, its strategic property adviser Newsteer is available to discuss individuals requirements. The Resident Independent Advisor service is also available to provide support independently from the Council and Newsteer to these residents.
- 1.54 GVD' have been served during April and May 2021 on unregistered land parcels within the 3 CPO's. These will allow for a three-month vesting period before the land will be transferred to the Council.
- 1.55 Notices to Treat (NTT) under the Compulsory Purchase Act 1965 have been served on the remaining land to be acquired (primarily for infrastructure works).
- 1.56 NTT's have been served prior to the expiry date of the three CPOs.
- 1.57 A further update report will be provided to either Committee or Delegated Powers on the service of Notices of Entry (NOE) under the Compulsory Purchase Act 1965 which will allow for the Council to take possession of those plots which were served with a NTT. The Council will have up to three years to confirm the timing for issuing NOE's.
- 1.58 Council officers will continue to monitor progress of notice serving and regularly review with its Strategic Property Advisors Newsteer the estimated costs for acquiring CPO properties.

### **Stopping Up**

- 1.59 The Stopping Up Orders for Plot 53 & 54 and Claremont Park have now been confirmed by the Planning Inspectorate. The council will now give the required confirmation notices. This decision is subject to the judicial review period.

- 1.60 Further applications have been made to SoS for the footpath between Brent Terrace South and Claremont Way West (106 footway) and part of the highway on Brent Terrace North and the Mayor of London as we have not been able to withdraw the remaining two objections these applications are currently being considered, we will be notified in 9 weeks of submission whether a public inquiry is to be held to determine the order or whether a written representations procedure will be acceptable.
- 1.61 The team will continue to monitor progress on decisions relating to these stopping up orders and ensure to update in due course.
- 1.62 Further Stopping Up Orders will be made as the scheme progresses with information updated regularly on the TransformingBX website.  
<https://transformingbx.co.uk/transformation/masterplan/stoppingup/>

### **Brent Cross Shopping Centre**

- 1.63 Hammerson and Aberdeen Standard Investments are continuing to work through the refurbishment plans for the shopping centre and future development of the centre. A new Chairman and Chief Executive are now in place and a Senior Executive meeting is scheduled for 21 June 2021.

### **PB Donoghue**

- 1.64 Following meeting with local residents earlier this year, council officers have met with BXT and PB Donoghue and discussions are continuing regarding their potential relocation. These discussions are active and a further update will be provided in September.

### **Brent Cross South Retail Park**

- 1.65 The acquisition of the park completed on 5 February 2021. The following appointments have been made to ensure that the council has in place an experienced team to manage the asset:
- Asset Manager (LBB Estates Team) – Andrew Cadge;
  - Managing Agents – Workman Partners;
  - Letting Agents – Morgan Williams
  - Lease Renewal Agents – Savills
  - Lawyers – Gowling GWG;
- 1.66 The formal appointments are being finalised, but all parties are working under agreed and approved fee bases.
- 1.67 Monthly Review Meetings have been set-up for BX team, Estates and Finance to monitor the impact to the General Fund and optimise returns to the council within the context of the long-term strategy consistent with the BXT Business Plan. A separate cost code has been set-up for the asset to receive rental income, via the Managing Agents who collect from the Tenants. The Finance team is holding regular calls with Workman to ensure a smooth transition and in particular they have worked closely on the end of year accounts process

- 1.68 Following the lockdown earlier in the year, all Tenants re-opened on Monday 12 April in line with Government guidelines. Costa Coffee was open for take-away only during restrictions on non-essential retail opening.
- 1.69 The work between the council and BXT on how the Retail Park will be incorporated into BXT is ongoing. An update will be provided to the Member Working Group and to the Committee later in the year.

### **Governance**

- 1.70 A Shareholder Working Group was held on 17 February 2021, and the next Shareholder Working Group is scheduled for 23 June 2021.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The comprehensive regeneration of Brent Cross is a long-standing objective of the council and a key regeneration priority of the Mayor of London. The details of the scheme are set out in previous update reports to this Committee.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None in the context of this report.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Housing and Growth Committee.

## **5. RESOURCES (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

### **5.1 Budget Monitoring**

- 5.1.1 The council has put in place procedures to ensure the effective monitoring of the financial performance of the BX Programme. The BX Governance Board comprising senior officers of the council, including the Chief Executive and the Director of Finance, receives a detailed report each month setting out the financial performance of the BX Programme. This report includes a breakdown of the performance against the approved budgets and details of the individual Officers responsible for managing the budgets included within the BX Programme.
- 5.1.2 The *Chief Financial Officer Report: Financial Outturn, 2020/21* will be presented at Financial Performance and Contracts Committee on 8 June. *Business Planning 2022-26* will be presented at Policy and Resources Committee on 16 June. As a result, the 2021/22 financial year forecast is currently being finalised and will be reported at the next Housing and Growth Committee.

### **Land Acquisitions**

5.1.3 The approved budget for land acquisition to facilitate the BXC programme is £63.132m, furthermore, there was expenditure on advanced acquisitions of £4.067m. Actual cumulative spend to date is £54.221m.

### **BXT Land Acquisitions**

5.1.4 The approved budget for externally funded BXT Land Acquisitions is £29.488m. Actual cumulative spend to date is £9.559m.

### **Brent Cross West Station**

5.1.5 The current approved budget in the capital programme is £364.473m following confirmation of the HMG grant funding agreement. This is inclusive £2.9m GLA grant funding previously provided to support the BXC Programme.

5.1.6 Actual cumulative spend to date is £217.793m.

### **Critical Infrastructure**

5.1.7 As previously reported to this committee, the council is taking forward the delivery of parts of the newly created 1AN Infrastructure phase. The council has entered into contract with Conway Aecom to deliver the Southern Junction works and has engaged DP9 to discharge the pre-commencement planning conditions and New Steer on CPO matters as outlined above.

5.1.8 These works are funded from part of the £59.9m core critical infrastructure budget which includes £55m being provided as part of the MHCLG Revised Funding Agreement for Brent Cross. Actual cumulative spend to date is £25.639m.

### **MHCLG Grant Funding**

5.1.9 To date, the council has submitted drawdown requests against the £416.573m HMG grant totalling £382.218m, of which all has been received.

## **5.2 Social Value**

5.2.1 As indicated in sections within this report, the Brent Cross programme will secure wider social, economic and environmental benefits.

## **5.3 Legal and Constitutional References**

5.3.0 The council's Constitution, Article 7.5, states that the functions of the Housing and Growth Committee include responsibility for regeneration schemes and asset management.

5.3.1 The council's Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising all disposal and acquisition of land for over £500k.

5.3.2 The council has a range of powers to enter into the legal agreements and to implement the transactions referred to in this report. These include:

- the general power of competence under section 1 of the Localism Act 2011 ;
- the 'incidental power' in Section 111 of the Local Government Act 1972 that enables the council to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions;
- sections 120 and 123 of the Local Government Act 1972 (power to acquire and dispose of land);
- the Environmental Protection Act (in relation to waste collection and disposal functions);
- the Town and Country Planning Act 1990 (development and planning powers)

5.3.3 All of the activity and legal transactions contemplated in this report will be carried out pursuant to and in compliance with all relevant statutory powers, including all procurement activity which will be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 (as amended) or any replacement public procurement regime that may become law in the UK as applicable.

5.3.4 As the report notes, Gowling WLG have been advising the council on the Brent Cross programme to date and will be retained as the council's legal advisors subject to further agreement

## 5.4 Risk Management

5.4.1 Risk management has been applied across all levels of the programme. Owners and mitigation plans are identified, and risks are measured against impact and likelihood to give an overall rating. High rating risks are escalated and reported through the defined reporting procedure with top risks reported to BXC Governance Board. Currently the high-level risks and mitigations are summarised below:

5.4.2 Programme and funding – There is a risk that BXN does not progress in the form currently proposed. Whilst the funding risk to the Station delivery has been significantly mitigated through the Revised Funding Agreement with Government, the delivery of the BXN proposals is an important part of the regeneration proposals. The council is meeting regularly with the Shopping Centre Partners to understand next steps.

5.4.3 Station Delivery Date – there is the risk that the 2022 station opening date cannot be achieved. The current programme maintains a 2022 opening date albeit December rather than May. There is a risk that this could be later depending on other works on the railway. The council has worked with DfT and Network Rail alongside the Train and Freight Operators to develop a revised industry integrated programme, underpinned by the signed Memorandum of Understanding. This programme has been agreed and a workable possession programme is in place subject to final testing by Network Rail. A QRSA has also been undertaken. While the possession risk has been mitigated, railway possessions can, whilst unlikely, be cancelled as a result of unforeseen circumstances. There is also the additional programme risks as a result of COVID 19. The project team and Network Rail have therefore developed a contingency strategy in the event of a further loss of possessions. These are regularly monitored through both NR board and Rail operations assurance board.

5.4.4 Train Operating Timetable - The BXW team have, for some time been facilitating a regular meeting with Train Operators (EMT and GTR), the DfT, and NR. This Board (Rail Operation

Assurance Board) deals with all rail industry issues and interfaces. One of the headline areas of interest is the new rail timetable to accommodate the planned stopping pattern at the new station. The industry has a complex and lengthy process for securing future timetables which takes into account competing bids for access. NR and the DfT have both confirmed that everything that can be done at this stage has been done to secure the desired stopping pattern, and NR have published a letter outlining the timetable of events leading up to the publication of the new timetable. There are risks associated with this process, notably around the uncertainty of the GTR franchise, and the publication of the “Williams Review” which makes recommendations on the future structure of the industry. There are additional risks arising from the delay on the refranchising and the Williams report brought about by COVID 19 and the Government’s actions in underwriting the impact on the TOCs of train service commitments. The council are monitoring developments closely.

- 5.4.5 BXW delivery costs – as with all major programmes there is the risk that costs will increase during programme delivery. The BXW budget is under pressure and this risk is being actively managed with public sector partners and contractors. The contract between the council and NR is an Emerging Cost contract. As indicated in previous reports, all emerging cost contracts entered into will require strong contract management to ensure all costs incurred are reasonable. As part of the signed Implementation Agreement the council has open book access to all of Network Rail’s financial information relating to invoiced costs incurred on the programme. This extends to Network Rail contractors where an emerging cost contract is in place. As referred to in the report to ARG in November 2018, the council also has the right (subject to notice and personal safety) to access the site and attend meetings. In this regard, the regular senior level meetings between Network Rail and the council/Mace delivery are continuing to review the costs each month. Similarly, there is an on-site presence by the council/Mace delivery team to be monitoring programme and work achieved, particularly during track possessions.
- 5.4.6 Waste Transfer Station – Delays to the delivery of the Waste Transfer Station may result in programmatic and logistical interfaces with the Station and BXT development due to the requirement to keep the existing facility in operation until the new one is complete. To mitigate this a working group has been established through the Integrated Programme Management Office to develop a joint logistics and land management plan of the station development area. Further to this a strategy to amend the operation of the existing facility to a ‘road to road’ facility (in line with how the new facility will operate) is being investigated. The council have also brought the waste delivery team in house to align skills and expertise with delivery, as discussed in the waste section of this report.
- 5.4.7 The most important control mechanism for the council is to employ experienced staff who will provide diligent review and challenge of the NR cost base and reject any costs which are not reasonably and properly incurred. The council’s Client and BXW delivery team comprises professionals used to working on the railway within Network Rail and are experienced in delivering large railway projects. The challenge to NR will need to operate at several levels, including:
- a. A full-time site presence that stays abreast of issues that arise on site, and monitors the detail and impact of any events, or failure to meet programme milestones, quality standards etc. The site team/person will also systematically log these events/issues and share this information with NR.

- b. Whilst it will always be difficult to isolate costs associated with NR/Contractor failure, from genuine cost, it is important that NR are discouraged from passing on contractor valuations without themselves challenging whether a deduction should be made to take account of notified failures.
- c. Attendance at key NR meetings. This is in addition to the role set out in (a), targeting any issues which may not have been picked up by the site-based teams, but for the same purpose as (1).
- d. A strong commercial challenge that scrutinises and interrogates any unexpected costs which emerge during the pre-invoice (valuation) process and repeats this when the main invoices are submitted.

5.4.8 Stopping Up Objections – The Stopping Up Orders for Plot 53 & 54 and Claremont Park have now been confirmed by the Planning Inspectorate as explained in paragraph 1.59. There remains a risk around the judicial review period, which is 6 weeks from the date the order is published, albeit this is considered small by the project team. A further Stopping Up order is being progressed for the 106 Brent Terrace footway as explained in paragraph 1.60. Should this order be subject to objections then it may need to be referred to the SoS in the same manner as Plots 53/54 and Claremont Park. The project team will work pro-actively with any objectors to resolve any issues related to this order should they arise.

5.4.9 Resourcing – the project is now in the delivery stage. In addition, the council has taken on additional delivery items through the revised delivery strategy and needs to deploy sufficient resources. There is a need to ensure resilience within the programme in the event that key persons depart the project as well as to update the succession planning strategy.

5.4.10 Economic Decline – There is a risk that the prevailing economic position for the traditional retail sector will continue alongside residential and commercial given current market conditions. This could result in reduced demand for retail space and administration to existing retailers. To mitigate this both BXN and BXT development partners are exploring/reviewing diversification of offer within BX. Wider macro-economic shocks may also impact the residential and office markets in London.

5.4.11 COVID 19 – This represents a significant new risk to the programme and the team has been working closely with sub-contractors to review the likely impacts. Currently programme has been maintained however the team do expect some additional challenges as impacts on the supply chain are understood. Cost impact to date is estimated at £2.4m, with a further £3m of additional risk up to the end of October. It should be noted that further risks are expected and will be assessed as the impacts of lockdown are understood and government guidance changes. The project team is maintaining a COVID 19 impact tracker to show when and where these impacts are materialising. A more detailed update will be provided to the next Committee.

5.4.12 Retail Park Acquisition - The key risk associated with the acquisition of the Retail Park is ensuring that the acquisition will have no negative impact on the General Fund and that it is incorporated into the BXT Joint Venture by December 2025 and that the council's acquisition and holding costs are covered. This acquisition is being made on the basis of a thorough understanding of regeneration opportunities having regard to the existing s73 permission and s106 requirements alongside market conditions and development potential. Significant due diligence has undertaken by the council and its advisors, particularly on the finance

modelling, existing tenant mix and re-development strategy to inform the purchase price and ensure that there is not a negative impact on the General Fund during the holding period.

5.4.13 However, risks will remain post acquisition associated with market conditions (including Covid and Brexit) that will impact on the changing retail market as well as on the development progress of BXT and the timing for inclusion within the scheme, in the event that the council and BXT agree the Implementation Plan. The council is putting in place the required structures to enable it to manage the Retail Park against these short-term variables to ensure that the council will secure the required returns so that there will be no gap or negative impact on the General Fund. As explained in the Exempt report, a number of leases have been renewed or put in place and are broadly in line with the prudent/base case of the approved financial model.

5.4.14 As explained above, one of the most important control mechanisms for the council is to employ experienced staff. As explained in paragraph 1.48, the council will put in place appropriate internal resources supplemented by external property management expertise as required to provide good proactive asset management of the Park in addition to retaining CBRE and GWLG as its advisors. This will ensure appropriate management of the risks based on up to date knowledge on the current economic market conditions and changing retail market.

5.4.15 The report below addresses other key risks and briefly summarises the strategies currently being pursued to mitigate these risks:

- Retail Market Risk - Whilst it is important to note that the asset is a high quality, fit for purpose retail park serving the large and diverse catchment of North London, benefitting from high frequency shopper visits and limited immediate competition, with sustained supply and demand dynamics, the retail market is changing and the changes need to be closely monitored.
- CBRE has advised the council that in terms of footfall, retail parks have significantly outperformed other retail asset classes because of their convenience, flexibility and speed of adaptation. Their ability to evolve and offer a wider convenience and necessity, based line up and improved amenity, together with free parking and the growth of click & collect have been key to their resilience. The closure of non-essential retail stores during lockdowns has put severe pressure on retailers' revenues and will continue to affect their performance in 2021. The council working with its advisors will be continually monitoring the wider market and retail market conditions, including vacancy rates across the out of town sector, although it is recognised that these remain low compared to other retail sub-sectors. The rise in online penetration levels driven by the UK-wide lockdown is acknowledged as part of the due diligence process. This will continue throughout 2021 as retailers continue to invest in their online platforms and move a larger proportion of their sales online. CBRE forecasts that online penetration will reach 26% in 2021 and 30% in 2025. This one-off step change will be monitored to ensure that it is reflected in the risk mitigation strategies being pursued.
- Overall, CBRE are of the view that the fundamentals that had revived investor interest in the final few months of 2020, will draw momentum in 2021. Pricing of dominant, fit for purpose retail warehouse assets are increasingly being seen as attractive and CBRE expect this view to continue and gain strength, leading to more investor interest and depth in the capital markets. Assets that are dominant or convenient will be at the top of

investor's wish lists, and a foodstore on or adjacent to the scheme will provide an added degree of comfort. There is strong demand for assets in London and South-East deemed best in class, fit for purpose assets with underlying alternative use value.

- Financial/Borrowing Risks: CBRE and LBB Finance have undertaken the required financial modelling and sensitivity analysis to understand the impact on the General Fund. The modelling undertaken to support the bid confirms that the passing income is sufficient to generate a return that covers borrowing (interest + MRP) and holdings costs.

5.4.16 To mitigate interest rate and borrowing risks, the council is working towards a capital receipt in excess of the purchase price with BXT JVLP (if it decides to purchase the Property). CBRE has confirmed that working progress has confirmed that this is achievable. The capital receipt will mitigate the PWLB certainty rate dropping, as the receipt will be used as an alternative funding stream in the future capital programme thereby reducing the need to incur external borrowing whilst still maintaining a positive impact on the General Fund. It must be noted increases in the interest rate will result in further opportunity gains due to the funds being available and in hand. The council is also working with BXT to develop the Implementation Plan to include the Retail Park within the wider scheme to achieve the ambitions of the comprehensive regeneration programme. In the event the council experiences market risk or that early council indicators suggest that this acquisition may start to have a negative impact on the General Fund there is the option of a future sale.

## 5.5 Equalities and Diversity

5.5.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.5.2 The development proposals for the Brent Cross scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Brent Cross West Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

## 5.6 Corporate Parenting

5.6.1 None in the context of this report.

# 6 CONSULTATION AND ENGAGEMENT

## BXC Programme wide

6.1 The communications and stakeholder engagement strategy agreed at Housing and Growth Committee in March 2020 continues to be delivered and will be reviewed by the end of the month in order to ensure we are making improvements to our communications and engagement activity wherever necessary.

6.2 Monthly communications meetings bring communications leads together across the different developments to ensure communications are joined up wherever possible across the programme.

- 6.3 We continue to adapt to challenges presented by the COVID-19 outbreak including holding virtual briefings and consultations in place of site visits and exhibitions.

### **BXC Digital Channels**

- 6.4 The TransformingBX.co.uk website has been live for almost a year. Since its launch in February 2020 we've had nearly 8000 visitors to the site. Both our social media channels and the e-newsletter which launched in August are helping to drive traffic to the website to keep residents informed about works taking place in the area.
- 6.5 The latest digital newsletter was issued in April 2021 covering news updates from across the programme such as the story of Tony Sebastiao, who was formerly homeless and is now working and training with the team at Brent Cross West. Apprenticeship opportunities and milestones on the Brent Cross West station were covered.
- 6.6 As promoting jobs and opportunities to local people has become an important aim of the communications strategy on the BXC programme, we have launched a new page [transformingbx.co.uk/opportunities](http://transformingbx.co.uk/opportunities) to promote jobs and skills across the project.
- 6.7 We continue to provide news and updates via the @TransformingBX Twitter account as well as via Barnet Council's own social media channels (Twitter, Facebook, Instagram) and respond to resident questions and queries via the programme email address [TransformingBX@Barnet.gov.uk](mailto:TransformingBX@Barnet.gov.uk).
- 6.8 Interest in the project via Twitter has increase with a 13% increase in new followers on Twitter in March, more Twitter impressions in February than the whole of 2020, and double the number of Twitter profile visits in February recorded than in all of 2020.
- 6.9 Recent press coverage includes a piece in the Barnet Times on International Women's Day, and a three-page feature in Rail Professional magazine on the eastern entrance of Brent Cross West station. The sidings milestone was widely covered in trade press, the Kilburn Times and on social media, and the Mayday bank holiday works were previewed in multiple outlets, including RailAdvent and IanVisits.

### **Community Engagement**

#### **Plots 53 and 54**

- 6.10 We continue to work with residents on Brent Terrace to respond to concerns and seek opportunities to improve the area wherever possible. Alongside Argent Related colleagues, we are meeting regularly with residents to discuss the scope to create more community space, clear fly-tipping and consider a long-term solution to improve the area. Internally we are setting up a taskforce across highways, street scene, estates, and Barnet Homes to tackle maintenance and hygiene issues. A plan will be drawn up over the coming weeks to outline what can be done to improve the area. We will then work with residents to agree a plan for the gardens.
- 6.11 A virtual exhibition event was hosted by L&Q for Whitefield Estate Residents on 29<sup>th</sup> April to discuss the new homes on plots 53 and 54.

- Ahead of an agreed start on site date we have been working with L&Q on a communications plan to inform and engage with residents as follows:
  - L&Q and Buglers will also be writing to residents and visiting those homes directly opposite the site to introduce themselves and answer any questions. This is in addition to a flyer put through doors on 13 May promoting the events alongside Brent Cross West works
  - Online residents events have been scheduled for the 25 and 27 May and L&Q will be happy to carry out one-to-one visits, or virtual appointments with residents before the start of construction and throughout if required
  - A dedicated page has also been set up at [transformingbx.co.uk/plots53and54](http://transformingbx.co.uk/plots53and54) and our email inbox is widely promoted
  - A further programme of activity will be shared with residents once finalised, including working hours
  - An onsite community liaison person will be on hand to answer questions from residents during working hours, and resident surgeries will be held
  - A resident notice board will also be put in place
- 6.12 The council is also speaking with the Brent Terrace Residents Association regarding the future use of the gardens adjacent to the Terraces now that these have transferred to the council as part of the Network Rail land transfer in August. The highways team are currently reviewing the condition of the public footpath running between the Terraces and the gardens to establish whether improvements are required and the cost of these works alongside reviewing measures as to how to reduce fly tipping in the area.
- 6.13 A programme of works will be distributed in June, alongside the new format Brent Cross West and Brent Cross Town updates which were well received in March.

### **Southern Junctions**

- 6.14 Works on Cricklewood Land and Cricklewood Broadway have not generated any negative incoming enquiries in the past few months. Throughout the works we have written to businesses and residents within 500 metres of the works, briefed members, local resident and business groups, and updated the website. We will continue to engage as and when works on site hit significant milestones of the layout changes.

### **Brent Cross West Station Programme**

- 6.15 In March we issued a new look [construction update](#) responding to residents feedback that they were receiving too many communications from across the programme. The update was delivered at the same time as the Brent Cross West programme.
- 6.16 The installation of remodelling of the slow platforms to make way for the new station, as well as the completion of the sidings in March have been positive news stories on the programme.
- 6.17 The installation of the Eastern Overbridge was a visual milestone on site and generated a lot of interest across social media. The milestone was widely promoted across the BXC, Barnet and partner channels.
- 6.18 The permitted Bank holiday weekend works, however, have generated some noise complaints. We have responded to residents' feedback and have agreed to issues emails

to residents ahead of particularly noisy works, in addition to the printed construction programmes.

### **Brent Cross Town (formerly South)**

- 6.19 As above, Brent Cross Town issued their latest construction update in March outlining forthcoming works in the area and a construction overview until December 2022. The leaflet was distributed to homes within 500 metres of the works and builds on local engagement with residents on Claremont Way as works get underway on The Pavilion and the Claremont Open Space area.
- 6.20 We will be writing to residents ahead of the closure of Claremont Open Space.

## **7 BACKGROUND PAPERS**

- 7.1 Urgency Committee, 5 January 2021  
<https://barnet.moderngov.co.uk/documents/s62641/Brent%20Cross%20South%20Retail%20Park%20Acquisition%20Report.pdf>
- 7.1.1 Finance Performance and Contracts Committee, 7 December 2020  
[\(Public Pack\)Brent Cross Report Agenda Supplement for Financial Performance and Contracts Committee, 07/12/2020 18:00 \(moderngov.co.uk\).](#)
- 7.2 Housing and Growth Committee, 25 January 2021, Brent Cross Cricklewood Update Report  
<https://barnet.moderngov.co.uk/documents/s62947/Brent%20Cross%20Update%20report.pdf>



# Brent Cross Government Assurance Board

02 June 2021

# Brent Cross Town – Site Progress



# Brent Cross Town – Site Progress



# Brent Cross Town – Site Progress



# Programme Updates

## Brent Cross Town

- Plot 25 – Agreement with previous provider no longer progressing, however an alternative partner has been secured and heads of terms agreed. Aim to exchange documents by the end of June. Target opening remains 2024.
- Pavilion works progressing well and on programme – opening later this year
- Claremont Park works to commence in next few months subject to stopping up decision
- Project play – working closely with Brent Cross Town and the council Leisure and Green Spaces services to ensure joined up approach. Options being discussed with more detail to be shared as plans develop.
- Claremont School and transport interchange applications submitted and out for consultation
- More information [Brent Cross Town Spring/Summer Update](#)

# Programme Updates

## Plots 53/54 (stopping up)

- Stopping up site visit took place on 23 March. Inspector decision expected in June.
- The temporary stopping up order has been extended to 11 Sept 2022
- Approvals being sought on proposal to instruct soft start on site (enabling works – hoarding, site setup, signage) ahead of stopping up decision.
- Soft start on site targeted for 17 June

## Southern Junctions

- Proceeding to programme - demolition of existing building now complete with highways works due to start in June
- Plot development opportunity being assessed

# Programme Updates

## CPO Strategy

- As reported the last GAB, the CPO strategy is being implemented to ensure land required for development is procured prior to CPO expiry.
- GVD's issued on unregistered land parcels within the 3 CPO's. These will allow for a three-month vesting period before the land will be transferred to the Council
- Notices to Treat (NTT) under the Compulsory Purchase Act 1965 served on the remaining land to be acquired (primarily for infrastructure works). NTT's for CPO1 have been served in April 2021 prior to the CPO expiry on 11th May 2021
- NTT's served on CPO 2 and CPO 3, ahead of their respective expiry dates of 31st May and 6th June 2021.

# Programme Updates

## Waste Facility

- Hendon Waste Facility has fully ceased operation. Decommissioning programme is ongoing
- Process to surrender the environmental permit underway
- Opportunity to use site for contractor parking temporarily.



# Brent Cross West

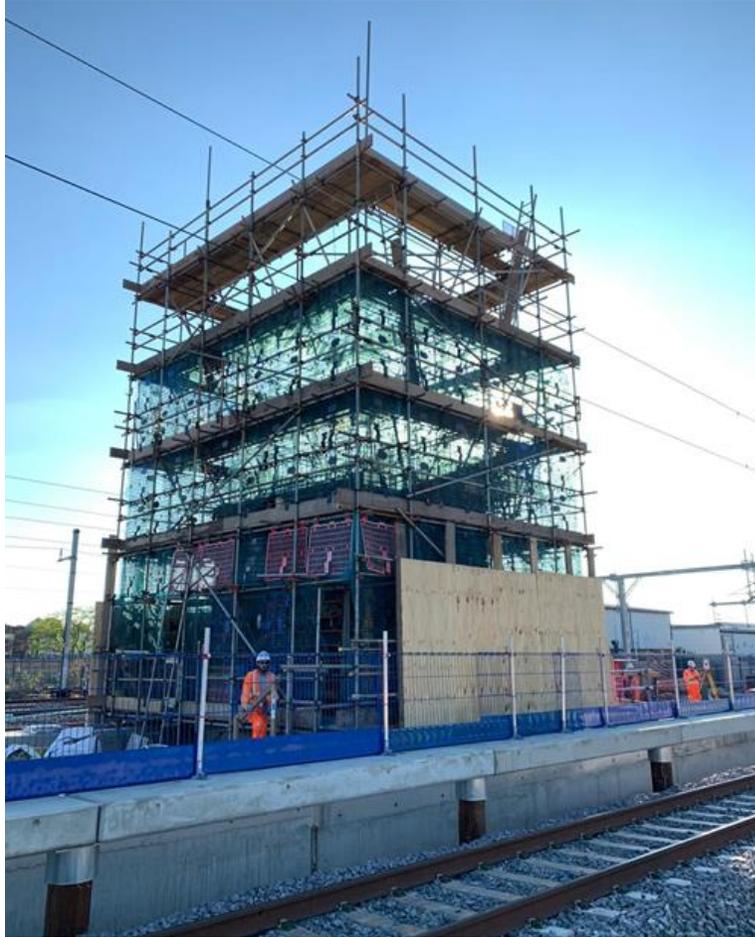


# Brent Cross West – Week 9

- Week 9 possession works have been successfully delivered without incident.
- More than 1,000m of new track commissioned.
- This clears the way for VFL to start work on the building of the fast line platform for the new station.
- VFL installed an additional temporary footbridge to create 24hr access to the fast line platform.

# Brent Cross West Station

May 29-31<sup>st</sup> Weekend Works



# Brent Cross West Station

May 29-31<sup>st</sup> Weekend Works



# Brent Cross West Station

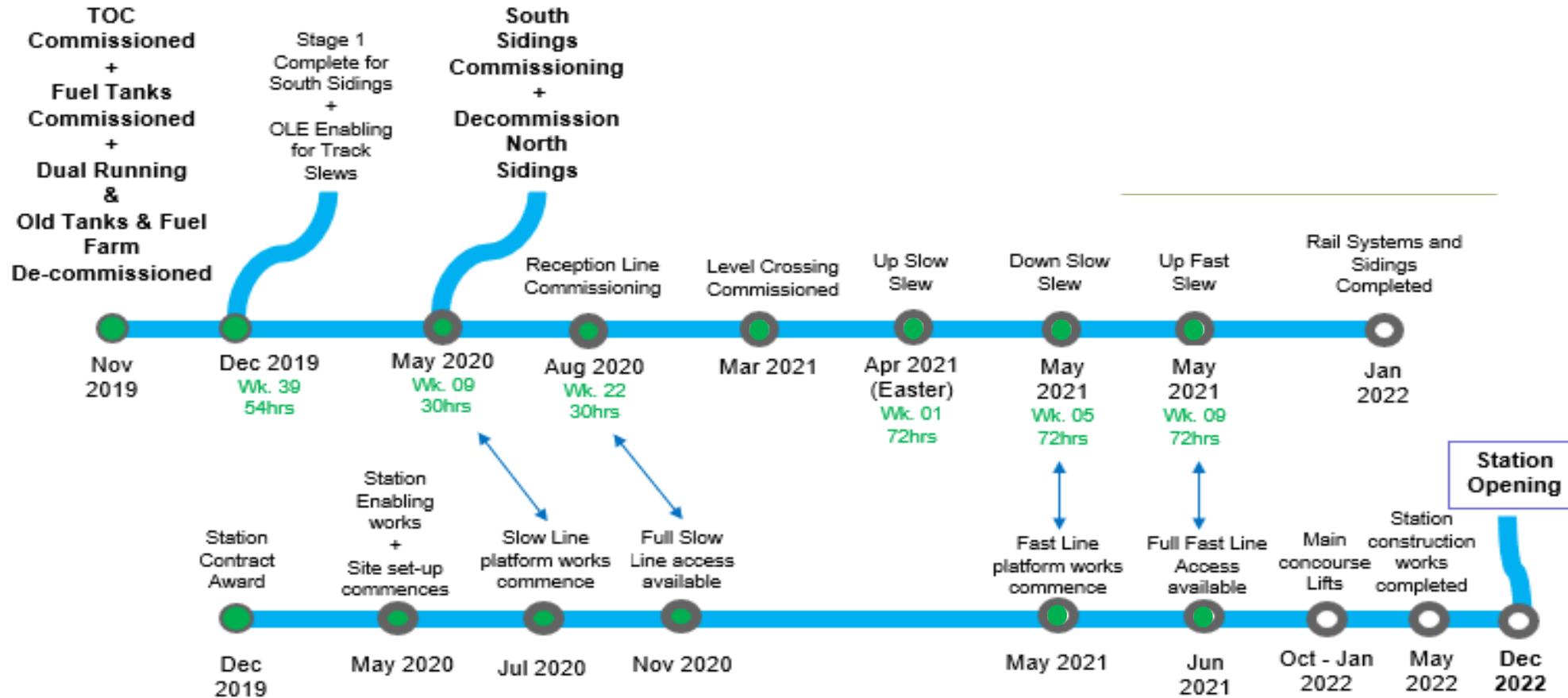
## Other site progress



- 1) PIC 1 - Van Elle install Tubular Piling during possession for Temp Foot Bridge Extension scheduled for WK 09 installation
- 2) PIC 2 - VFL excavate slit trenches during WK08 possession to identify and services potentially not included in PCIP
- 3) PIC 3 - VFL remove redundant steel drainage pipe clashing with permanent works in the Fast Platform footprint
- 4) PIC 4 - PLS install reinforcement and formwork to the Retaining Wall structure
- 5) PIC 5 - PLS continue with Toc Legacy Drainage works
- 6) PIC 6 - Oliver Connell install substructure to Slow Platform Waiting Area
- 7) PIC 7 - Oliver Connell install formwork and adapt formwork to Lift shaft ready for the next concrete pour
- 8) PIC 8 - Oliver Connell place concrete to Raft 3 Perimeter Upstands
- 9) PIC 9 - Bridge Crossing over ATF Cable in the Western Compound was installed Monday Night
- 10) PIC 10 - Volker Ground install CFA Piles to SEEB Area. 47no piles installed to date, 7no in delay due to Anomaly detected UXO Survey

# Brent Cross West Station

## Milestone Programme for Station Delivery in December 2022



**London Borough of Barnet  
Housing & Growth Committee  
Forward Work Programme  
2021/2022**

Contact: [Faith.mwende@barnet.gov.uk](mailto:Faith.mwende@barnet.gov.uk) 020 8359 4917

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
<b>1 Sep 2021</b>			
Asset Management Plan	The committee is asked to note the proposed Asset Management Plan	Assistant Director Estates	Key
Bunns Lane Car Park disposal	To approve the long-lease and associated commercial arrangements for the development of the site	Assistant Director - Estates	<b>Key</b>
Dawes Lane	To receive the development proposals for the site.	Assistant Director - Estates	<b>Key</b>
Closed Churchyard management plan	TBC	Assistant Director - Estates	<b>Key</b>
North Finchley	To provide an update on the project	Director of Growth	<b>Key</b>
Development sites for disposal	To approve the addition of sites to the development / disposal portfolio	Assistant Director - Estates	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Director of Growth	<b>Key</b>
HRA 250 Programme	To note and approve the Outline Business Case for the delivery of the project.	Group Director, Growth and Development (Barnet Homes)	<b>Key</b>
GLA87 Little Strand Full Business Case	To note and approve the Full Business Case for the delivery of the project.	Group Director, Growth and Development (Barnet Homes)	<b>Key</b>
Grahame Park CPO	To update Members of progress on the current CPO	Director of Growth	<b>Key</b>

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Assistant Director Estates	<b>Key</b>
Asset Management Plan	The committee is asked to note the proposed Asset Management Plan	Assistant Director Estates	<b>TBC</b>
Cricklewood Town Centre	To provide an update to Committee	Director of Growth	<b>Non-key</b>
YCB Care Homes - Actions for Critical Path	To approve the purchase of 3 Care Homes	Assistant Director – Estates	<b>Key</b>
<b>16 Nov 2021</b>			
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Director of Growth	<b>Key</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Assistant Director Estates	<b>Key</b>
Annual Performance Review of Registered Providers (RPs)	To receive a report on the annual performance of registered providers.	Head of Housing and Regeneration	<b>Non-Key</b>

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
Fire Safety Update	To receive progress updates in the Fire Safety Programme as agreed at Housing Committee on 23/10/17.  Elliot Sweetman to provide BH content.	Housing Lead	<b>Key</b>
HRA Business Plan	To approve the updated Housing Revenue Account 30 year business plan	Group Director of Resources – The Barnet Group	<b>Key</b>
Annual Review of Council Dwelling Rents and Service Charges and Temporary Accommodation rents for 2022/23	To approve rents and service charges for 2022/23	Group Director of Operations & Property – The Barnet Group	<b>Key</b>
<b>18 Jan 2022</b>			
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Director of Growth	<b>Key</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Assistant Director Estates	<b>Key</b>
<b>9 March 2022</b>			
Grahame Park North East	To note and approve the Outline Business Case.	Group Director, Growth and Development (Barnet Homes)	<b>Key</b>

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
Tranche 1	To note and approve the Outline Business Case for the delivery of the project.	Group Director, Growth and Development (Barnet Homes)	<b>Key</b>
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Director of Growth	<b>Key</b>
Assets. Land and Property Transactions for Approval	Approval of Assets, Land and Property Transactions	Assistant Director Estates	<b>Key</b>
Barnet Homes Annual Delivery Plan 2022/23	To approve the annual Barnet Homes delivery plan.	Group Director of Operations & Property – The Barnet Group	<b>Key</b>
Housing and Growth Annual Delivery Plan 22/23	A report setting out how the Council's priorities will be delivered in 2022/23 and how performance will be monitored.	Deputy Chief Executive	<b>Non-Key</b>
HRA Business Plan	To approve the updated Housing Revenue Account 30 year business plan	Group Director of Resources – The Barnet Group	<b>Key</b>
Fire Safety Update	<p>To receive progress updates in the Fire Safety Programme as agreed at Housing Committee on 23/10/17.</p> <p>Elliot Sweetman to provide BH content.</p>	Housing Lead	<b>Key</b>

**TBC**

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (<i>officer</i>)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
Social Housing Green paper	Update on the social housing green paper at appropriate time – as requested by Cllr Houston and agreed by committee.	TBC	<b>Non-key</b>

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 21

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