

MEETING

HOUSING AND GROWTH COMMITTEE

DATE AND TIME

MONDAY 16TH MARCH, 2020

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

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

Chairman: Councillor Richard Cornelius,

Vice Chairman: Councillor Sarah Wardle

Councillors

Councillor Sara Conway Councillor Paul Edwards Councillor Ross Houston	Councillor Kath McGuirk Councillor Alex Prager Councillor Thomas Smith	Councillor Daniel Thomas Councillor Peter Zinkin
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Substitute Members

Councillor Anne Clarke

Councillor Nizza Fluss

Councillor Laithe Jajeh

Councillor Geof Cooke

Councillor Rohit Grover

Councillor Alison Moore

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Wednesday 11th March at 10AM. Requests must be submitted to governanceservice@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Services contact: governanceservice@barnet.gov.uk

Media Relations Contact: Tristan Garrick 020 8359 2454

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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.	Housing and Growth Annual Delivery Plan 2020/21	19 - 36
8.	Quarter 3 (Q3) 2019/20 Delivery Plan Performance Report	37 - 62
9.	Compulsory purchase of a long term vacant property	63 - 70
10.	Barnet Homes Delivery Plan 2020/21	71 - 100
11.	Brent Cross Cricklewood Update Report	101 - 132
12.	MOTION TO EXCLUDE THE PRESS AND PUBLIC	
13.	Compulsory Purchase of a long term property - EXEMPT	133 - 136
14.	Brent Cross Cricklewood Report - EXEMPT	137 - 140
15.	Brent Cross Thameslink Delivery Arrangements EXEMPT report - TO FOLLOW	
16.	ANY OTHER EXEMPT ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT	
17.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	

18.	COMMITTEE FORWARD WORK PROGRAMME	141 - 142
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Decisions of the Housing and Growth Committee

27 January 2020

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)

Councillor Sarah Wardle (Vice-Chairman)

Councillor Sara Conway

Councillor Alex Prager

Councillor Paul Edwards

Councillor Thomas Smith

Councillor Ross Houston

Councillor Daniel Thomas

Councillor Kath McGuirk

Councillor Peter Zinkin

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting of the Housing and Growth Committee held on 26 November 2019 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 8: West Hendon Phases 5 &6 Variation to the Principal Development Agreement, by virtue of being a resident of the estate and also that her employer acts on behalf of Barratt.

Councillor Wardle declared a non-pecuniary interest in relation to item 12: Disposal of Land adjacent to Broadfields School, at Hartland Drive, Edgware HA8 8JP, by virtue of her employer acting on behalf of Fairview Homes.

Councillor Houston declared a non-pecuniary interest by virtue of being a Council appointed member of the Barnet Group.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the public questions and responses were circulated in advance of the meeting. A supplementary qu

Details of the public questions and responses were circulated in advance of the meeting.

A supplementary question was asked by Ms Groapa.

A supplementary question was asked by Mr Henderson.

A supplementary question was asked by Ms Baratt

A supplementary question was asked by Ms Padori

A supplementary question was asked by Mr Hussein

A supplementary question was asked by Mr Cox on behalf of Mr Levy.

6. MEMBERS' ITEMS (IF ANY)

The Members item in the name of Councillors Paul Edwards:
The Committee requested a report be brought back to the 11th May meeting and for this item to be added to the forward work programme.

The Members item in the name of Councillors Sara Conway:
The Committee agreed that the points raised in the members item would be addressed during the discussion on the related reports on the agenda.

7. WEST HENDON ESTATE REGENERATION AND NON-SECURE TENANTS ON REGENERATION ESTATES (AGENDA ITEM 7)

The Chairman introduced the West Hendon estate regeneration and non-secure tenants on regeneration estates report.

Following consideration of the item, Councillor Houston moved the following motion, seconded by Councillor Edwards:

To add to Recommendation 7 the following:

That the Committee agrees to use the Council's discretion under the current Housing Allocations Scheme (paragraph 3.18) to recognise the exceptional circumstances faced by the Marsh Drive non-secure tenants and resolve their exceptional housing need – that they are living in unsafe accommodation that is not fit for human habitation and need to be moved urgently.

(i). The Committee therefore, resolves to grant all Marsh Drive non-secure tenants priority status in Band 1 or Band 2.

(ii) That the Committee recognises that the shortage of available permanent Council housing may mean that non-secure tenants need to move twice before being re-housed in a secure tenancy council property.

The votes on the motion were recorded as follows:

For	4
Against	6
Abstain	0

Therefore, the motion was lost.

Following further discussion, the Committee agreed that Councillor Conway's members item had now been addressed. The Chairman moved to vote on the recommendations as set out in the report and addendum.

The votes were recorded as follows:

For	6
Against	4
Abstain	0

RESOLVED:

That the Committee:

- 1. Notes progress with the regeneration of West Hendon (paragraphs 1.1 – 1.3).**
- 2. Notes the measures that Barnet Homes have put in place to improve living conditions for residents of Marsh Drive (paragraphs 2.9) and that they continue to meet with residents to identify further improvements (paragraph 2.11).**

3. Notes the results of the Large Panel System tests received on 20 December 2019, and that work is well underway to empty the blocks by 31 October 2020 (paragraphs 3).

4. Approves the early decant of Marsh Drive and the additional expenditure required to facilitate this (paragraph 4.3 & appendix).

5. Considers the arguments for and against amending the current housing allocations policy in respect of long-standing non-secure tenants on regeneration estates, including West Hendon (paragraphs 5).

6. Recommends that the existing Housing Allocations Policy remains unchanged.

8. WEST HENDON PHASES 5 & 6 VARIATION TO THE PRINCIPAL DEVELOPMENT AGREEMENT (AGENDA ITEM 8)

Councillor Wardle left the room and did not participate in the discussion or voting on this item.

The Chairman introduced the report.

Following consideration of the item, the Chairman moved to vote on the recommendations as set out in the report.

The votes were recorded as follows:

For	8
Against	0
Abstain	0

*Councillor Conway was absent from the table when the votes were taken.

RESOLVED:

That the Committee:

1. confirm 'in-principle' support for an increase in the maximum residential unit cap in the West Hendon Principal Development Agreement to 2350 units;

2. confirm 'in principle' support for the incorporation of sites at 213-215 West Hendon Broadway within the West Hendon Regeneration Scheme;

3. delegates authority to the appropriate Chief Officer to take any further necessary actions or decisions with regard to formally varying the Principal Development Agreement to accommodate the Additional Unit Scheme acting in the best interests of the Council and to authorise the negotiation and completion of any required documents.

9. DISPOSAL OF LAND ADJACENT TO BROADFIELDS SCHOOL, AT HARTLAND DRIVE, EDGWARE HA8 8JP ("THE SITE") (AGENDA ITEM 12)

Councillor Wardle left the room and did not participate in the discussion or voting on this item.

The Chairman introduced the report.

Councillor Gordon spoke for 3 minutes in relation to the item and requested the report be deferred to allow clarification of queries received from the bidder to be responded to.

Following discussion Councillor Houston moved the following motion, seconded by Councillor Thomas to exclude the press and public,

The Committee resolved – that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended).

The Committee RESOLVED - that the information contained in the exempt appendix be noted.

The committee moved back into public session and Cllr Zinkin proposed the following motion, duly seconded:

That the Committee resolves in principle to accept and proceed with the Fairview bid, subject to clarification of any queries from the bidders and any other valuation or bids which may be received, such decision will be delegated to the Deputy Chief Executive in consultation with the Chairman and the Leader.

The motion was unanimously agreed.

RESOLVED that:

The Committee resolves in principle to accept and proceed with the Fairview bid, subject to clarification of any queries from the bidders and any other valuation or bids which may be received, such decision will be delegated to the Deputy Chief Executive in consultation with the Chairman and the Leader.

10. PRIVATE SECTOR HOUSING FEE INCREASES ABOVE INFLATION FOR 2020/21 - HMO LICENSING (AGENDA ITEM 9)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote. The recommendations in the report were unanimously agreed.

RESOLVED that:

The Housing and Growth Committee notes the report, and approves the proposed fee increases for 2020/21 as set out in Appendix 1 and refer to Policy and Resources Committee for noting.

11. PRIVATE SECTOR HOUSING FEE INCREASES ABOVE INFLATION FOR 2020/21 - PROPOSED NEW FEES FOR DISABLED FACILITIES GRANT ADMINISTRATION (AGENDA ITEM 10)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote. The recommendations in the report were unanimously agreed.

RESOLVED that:

The Housing & Growth Committee review this report, and approves the proposed fee increases for 2020/21 as set out in Appendix 1 and refer to Policy and Resources Committee for noting.

12. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN (AGENDA ITEM 11)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	4
Abstain	0

RESOLVED that:

- 1. That the Committee approve the draft Housing Revenue Account Business Plan as attached in Appendix 1.**
- 2. That the Committee agrees that the Deputy Chief Executive may proceed with an application for the Secretary of State for Housing, Communities and Local Government for consent to proceed with transferring empty properties from the Housing Revenue account to Opendoor Homes, provided full Council give approval to this.**
- 3. That the Committee authorises the Deputy Chief Executive to enter into an agreement with the Greater London Authority to charge London Affordable Rents for the transferred properties.**
- 4. That the Committee authorises the Deputy Chief Executive to approve the transfer of up to 950 individual properties from the HRA to Opendoor Homes as they become vacant, subject to obtaining consent from the Secretary of State.**

13. ANNUAL REVIEW OF COUNCIL DWELLING RENTS AND SERVICE CHARGES AND TEMPORARY ACCOMMODATION RENTS FOR 2020/21 (AGENDA ITEM 13)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote.

The recommendations in the report were unanimously agreed.

RESOLVED that:

- That the Committee consider and approve the proposed rent increase in line with Government policy for existing Council tenants as set out in paragraph 1.8 to take effect from 1 April 2020.**
- 2. That the Committee approves the proposed rent increases for temporary accommodation to the relevant outer London Local Housing Allowance rates as set out in paragraph 1.11 to take effect from 1 April 2020.**
 - 3. That the Committee approves the proposed service charges and garage rents as set out in paragraph 1.16 to take effect from 1 April 2020.**

14. STRATEGY FOR DEVELOPMENT OF HOUSING ON COUNCIL LAND AND ACQUIRING NEW HOMES (AGENDA ITEM 14)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	4
Abstain	0

RESOLVED that the Committee:

Approves the Strategy for development of housing on council land (Appendix 1).

15. PURCHASE OF A LONG TERM EMPTY PROPERTY (AGENDA ITEM 15)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote. **The recommendations in the report were unanimously agreed.**

RESOLVED that:

That the Housing and Growth Committee do not authorise the purchase of property A identified in the linked exempt report due to a reduced budget approved for 2020/21 for compulsory purchase of long term empty properties. This budget needs to be prioritised for empty properties causing a more significant detrimental impact on the local community where the property owner is not locatable or able to bring the property back into residential use.

16. GROWTH STRATEGY (AGENDA ITEM 16)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	4
Abstain	0

RESOLVED that:

- 1. That the Housing and Growth Committee approves the revised Growth Strategy attached at Appendix 1.**
- 2. That Committee note the consultation report, attached as Appendix 2, which summarises feedback from residents and stakeholders in relation to the Draft Growth Strategy.**
- 3. That Committee approves the Delivery Plan and requests it is reviewed annually by this committee.**
- 4. That Authority is delegated to the Director for Growth to make any subsequent non-material changes to the Growth Strategy and its supporting documents.**

17. BRENT CROSS CRICKLEWOOD UPDATE REPORT (AGENDA ITEM 17)

Ms Thomas was invited to the table to ask her supplementary question as she was not given the opportunity at the start of the meeting.

Officers agreed to work with Ms Thomas and residents to improve engagement and communication surrounding the Brent Cross regeneration scheme.

The Chairman introduced the report and also noted the update report, published as a supplement to the agenda containing minor changes.

A Member asked that a dedicated committee be set up to deal with the Brent Cross Cricklewood programme. The Chairman reminded the Committee that a Councillor engagement programme had previously been running and asked that officers revive this.

Following discussion of the item, the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	4
Abstain	0

RESOLVED that the Committee:

1) Notes the progress update across the scheme since the last report to the committee on 26 November 2019.

2) Delegates to the Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into a Deed of Variation to the Funding Development Agreement between L&Q to reflect the current programme and to be consistent with the Part 2 Whitefield Estate Shared Equity Offer and council policy as set out in paragraph 1.4.

3) authorise the extension of the scope of Conway Aecom (who have been commissioned to construct the Southern Junctions) to include detailed design and installation of the temporary access road for plots 53 & 54 as set out in paragraph 1.6

4) Notes that an introductory report will be submitted to the Financial Performance and Contracts Committee on 29 January 2020 providing an overview of the individual works delivery construction contracts that the council has placed (and needs to place) to meet its delivery obligations in respect of the BXC project alongside the project's funding arrangements as set out in paragraph 1.15 of this report. The link to that report will be circulated to this Committee on publication.

5) Notes that the council entered into contract with Volker Fitzpatrick on 23 December 2019 to design, build and handback the Brent Cross West Station and completed the Asset Protection Agreement with Network Rail on 9 January 2020.

18. COMPULSORY PURCHASE OF PROPERTIES AT COLINDALE AVENUE, NW9 (AGENDA ITEM 18)

The Chairman introduced the report.

Members asked that in future residents were informed about this item being on the agenda and notified them of their right to submit a question to the Committee. Officers assured members that residents had been fully engaged on the Compulsory purchase order process and that they would be notified about any future committee meetings.

Following discussion of the item, the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	4

Abstain	0
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RESOLVED that the Committee agrees to:

1. authorise the Deputy Chief Executive (DCE) or other Chief Officer as delegated by the DCE to negotiate complete and sign a Compulsory Purchase Order (CPO) Indemnity and Development Agreement to ensure Transport for London (TfL) indemnify the Council for the full financial costs of the preparation, making, confirmation, and implementation of a CPO in respect of the properties, including Counsel's and back - dated professional fees.
2. authorise the making of and (if unopposed) the CPO for the Properties;
3. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to issue and sign all orders, notices and certificates in connection with the making, confirmation and implementation of the CPO; including the signing, issuing and serving of referencing and requisition for information notices;
4. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve Notices to Treat and Notices of Entry (if required) following confirmation of the CPO;
5. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a Notice of Entry relating to the CPO if it is considered appropriate to do so;
6. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to transfer all properties and proprietary interests acquired pursuant to the CPO to the relevant Development Partners in accordance with the terms of the CPO Indemnity and Development Agreement signed pursuant to 1 above.
7. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to take any further necessary actions to secure the making, confirmation and implementation of the CPO;
8. that the Deputy Chief Executive or other appropriate Chief Officer be authorised to appropriate to planning purposes any parcel of land within the red line planning application boundary plan for the scheme and/or the proposed CPO Plan (attached – Appendix 1) which is held by the Council for another purpose subject to obtaining any necessary statutory consents and/or compliance with any statutory procedures for such appropriation.
9. that the Deputy Chief Executive or other appropriate officer be authorised to agree any compensation with those affected parties and to enter into any settlement/compromise Deed as may be needed to secure the withdrawal of objections to the CPO.

19. GOLDERS GREEN TOWN CENTRE STRATEGY AND UPDATE ON FINCHLEY CENTRAL HOUSING INFRASTRUCTURE FUND - TO FOLLOW (AGENDA ITEM 19)

The Chairman introduced the report.

Members expressed concerns that when looking at town centre strategy's a one size fits all approach was not appropriate.

Following discussion of the item, the Chairman moved to the vote.

The votes were recorded as follows:

For	6
Against	0

RESOLVED that:

- 1. Note and approve the Town Centre Strategy for Golders Green (included as an Appendix to this report) which sets out a range of ways that the council can work with community members, businesses and other partners to improve this important part of the borough.**
- 2. Note progress with the Housing Infrastructure Fund aimed at supporting delivery of new housing at Finchley Central Station.**
- 3. Delegate authority to the Deputy Chief Executive, in consultation with the Chairman, to enter into a grant agreement with Transport for London. This agreement will enable the funds to be transferred to TfL from the council as set out in the GLA HIF/MVF funding agreement dated 13th December 2019, which sets out the terms for expenditure of the Housing Infrastructure Fund.**

20. UPPER AND LOWER FOSTERS - DEVELOPMENT FUNDING - TO FOLLOW (AGENDA ITEM 20)

The Chairman introduced the report.

Following discussion of the item the Chairman moved to the vote.

The recommendations in the report were unanimously agreed.

RESOLVED that:

- 1. That the committee notes receipt of draft Heads of Terms from Sage Housing Ltd and that officers are working on proposals to take the matter forward.**
- 2. That the committee delegate authority to the Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee to agree the terms of and authorise that the council enters into a grant agreement with the GLA to provide grant funding to facilitate the delivery of affordable housing if appropriate.**
- 3. That the Committee notes that an additional £65,400 is required to enable a start on site by end March 2020 subject to Housing and Growth Committee and Policy and Resources Committee approving the HRA business plan.**
- 4. That committee delegates authority to the Deputy Chief Executive to apply for any statutory consents that may be necessary to progress and deliver the scheme.**

21. FORWARD WORK PROGRAMME - HOUSING AND GROWTH COMMITTEE (AGENDA ITEM 21)

- Add the Poverty strategy to the Forward work programme for May meeting.**

22. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

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

None.

The Meeting finished at 9.50pm

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Housing and Growth Committee

16 March 2020

Title	Member's Items Councillor Sara Conway - Community engagement and action plan to clean up council estates
Report of	Head of Governance
Wards	All Wards
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Abigail Lewis, 020 8359 4369, Abigail.Lewis@barnet.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.

<p>Sara Conway</p>	<p>Community engagement and action plan to clean up council estates</p> <p>The state of some of Barnet’s council estates is shocking. The administration urgently needs to show proper leadership and commitment to resolve this. Following case-work in a number of areas where people are living in appalling conditions, I ask that the Committee develops a plan to tackle urgent issues affecting some of our council estates.</p> <p>The plan needs to identify key hotspots and bring together all relevant partners and stakeholders, including Barnet Homes and the police, to properly engage with residents on estates and effectively deal with some of the urgent issues around crime, public safety, anti-social behaviour, building repairs, environmental crime, health and social care support.</p> <p>The plan must include a programme for effective community engagement and response, and identify funding for tackling these issues.</p> <p>.</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 Email received on the 4th March from the Member.

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	<h2 style="margin: 0;">Housing and Growth Committee</h2> <p style="margin: 0;">16 March 2020 AGENDA ITEM 7</p>
Title	Housing and Growth Annual Delivery Plan 2020/21
Report of	Chairman of Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Housing and Growth Annual Delivery Plan 2020/21
Officer Contact Details	Clare Hargreaves, Performance Monitoring Manager clare.hargreaves@barnet.gov.uk

Summary

This report presents the refreshed Annual Delivery Plan for the Committee, which sets out how the council's priorities will be delivered in 2020/21 and how progress and performance will be monitored, including any risks to delivery. The Committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.

Officers Recommendations

1. That the Committee approve the Annual Delivery Plan for 2020/21 as set out in Appendix A.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan (Barnet 2024) was refreshed in 2019/20. This set out the council's strategic direction, outcomes for the borough and corporate priorities. The Corporate Plan can be found online at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/corporate-plan-and-performance>
- 1.2 To support delivery of the corporate priorities, each Theme Committee produced a Delivery Plan outlining how the corporate priorities would be delivered in 2019/20, as well as any additional priorities relating to the Committee's specific responsibilities under its Terms of Reference. These were approved in March 2019 and each Theme Committee has received a performance report updating on progress, performance and risk against these priorities each quarter.
- 1.3 The Delivery Plans are refreshed on an annual basis. This report presents the Committee's refreshed Delivery Plan for 2020/21 (see Appendix A). This outlines the key activities/timescales, performance indicators/targets and risks in relation to delivery of the priorities for the forthcoming year.

2. REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place to address priorities and challenges, particularly in the context of continuing budget and demand pressures.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option would be to have no plans for delivering the council's priorities, which could potentially expose the council to significant risk; and make it difficult to monitor progress and performance against the priorities.

4. POST DECISION IMPLEMENTATION

- 4.1 The priorities for this Committee will be delivered in accordance with the Delivery Plan for 2020/21, as set out in Appendix A.
- 4.2 The Delivery Plan will be refreshed on an annual basis. The Committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan (Barnet 2024), which sets out the strategic direction, outcomes for the borough and corporate priorities was refreshed in 2019/20. The Delivery Plan set out in this report supports delivery of the Corporate Plan and includes key activities/timescales and performance indicators/targets to monitor progress and performance.

5.1.2 The senior leadership team has been working with Members to develop the council's priorities around growth benefiting all residents and customer services, along with the agendas around being a family friendly borough and improving health outcomes. In delivering these priorities the council will:

- aim to collaborate better with residents, including our approach to customer services, enforcement and prevention
- become more externally focused to link the people within the borough and the priorities about the borough
- explore how to establish a better, more effective way of working with the voluntary sector and partners.

5.1.3 This work needs to develop further, and it is possible that the council will want to look again at the Corporate Plan later in the year.

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

5.2.1 The Delivery Plan for 2020/21 supports the savings programme that was approved by Policy and Resources Committee on 19 February 2020. This will enable the council to meet its savings target as set out in the Medium Term Financial Strategy.

5.3 **Social Value**

5.3.1 None applicable to this report; however, the council should take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social economic and environmental benefits it derives from its procurement spend. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 **Legal and Constitutional References**

5.4.1 The council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Committees. The responsibilities of the Housing and Growth Committee include:

- (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 (including authorising land transactions and the exercise of statutory powers concerning land), employment strategy, business support and engagement.
- (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

- (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- (5) To recommend for approval fees and charges for those areas under the remit of the Committee.

5.4.2 The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

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. Delivery Plan risks will be reviewed on a quarterly basis (as a minimum) and reported to the Committee. Any high-level risks will be escalated for review by Policy and Resources Committee.

5.5.2 An integral part of the Delivery Plan (Appendix A) is the identification of any risks to delivery of the corporate or committee priorities in 2020/21.

5.6 Equalities and Diversity

5.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) 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.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The council also has regard to the additional protected characteristic of marriage and civil partnership even though this does not apply to certain parts of the public sector equality duty.

5.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy, which can be found on the website at:

<https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

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 carrying out any functions that relate to children and young people. There are no implications for Corporate Parenting in relation to this report.

5.8 Consultation and Engagement

- 5.8.1 Consultation on the Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

5.9 Insight

- 5.8.1 Not applicable.

6.1 BACKGROUND PAPERS

- 6.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 6.2 ARG Committee, 25 March 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>
- 6.3 Housing Committee, 14 January 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>
- 6.4 Policy and Resources Committee, 19 February 2020 - Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21
<https://barnet.moderngov.co.uk/documents/s57965/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202020-25%20Budget%20Management%20201920%20and%20Budget%20fo.pdf>

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Housing and Growth Delivery Plan (Year 2) 2020/21

1. Committee Context

The new Housing and Growth (H&G) Committee has 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 major regeneration schemes; asset management; employment strategy; and business support and engagement. The H&G Committee is the successor to Assets, Regeneration and Growth (ARG) Committee and Housing Committee.

2. Financial Context

The total amount of savings identified for Housing and Growth Committee for 2020/21 is £2.835m. This is shown in Table 1.

Table 1: Savings proposals

Savings Ref	Service Area	Description of Saving	2020/21 £000
Growth			
ARG1	LBB Estates	Exiting NLBP2 lease at lease termination in June 2020.	(1,300)
ARG2	LBB Estates	Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	(203)
ARG4	LBB Estates	Increased income for full years-worth of rent or hire fees for new lettings agreed part way through 19/20	(343)
ARG6	LBB Estates	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £20m capital investment early in 2020, resulting in a half year rent, followed by the remainder in 2021)	(337)
Sub-total			(2,183)
Housing			
H1	Housing and Growth	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.	(44)

Savings Ref	Service Area	Description of Saving	2020/21 £000
H2	Housing and Growth	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.	(172)
H3	Housing and Growth	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open-Door Homes will pay a premium to the council for each property.	(0)
H4	Housing and Growth	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	(0)
H5	Housing and Growth	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.	(300)
H6	Housing and Growth	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.	(136)
H7	Housing and Growth	The proposal involves the delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	(0)
H8	Housing and Growth	The proposal involves the delivery of 250 homes across 3 schemes. Units will be funded through HRA borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	(0)
H9	Housing and Growth	The proposal involves the delivery of 40 affordable homes on one or more car park sites. All car parks will remain in operation. Units will be built on podium developments atop of existing car park facilities. The development is proposed to be privately funded by an investment fund and air space leased on a peppercorn rent. Units will be leased back to the council and ownership of units reverting to the council at the expiration of a long-term lease. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	(0)

Savings Ref	Service Area	Description of Saving	2020/21 £000
Sub-total			(652)
TOTAL			(2,835)

3. Delivery of Priorities (Key Actions, KPIs and Risks)

Corporate priority: Responsible delivery of our growth and regeneration programme to create better places to live, work and visit, while protecting and enhancing the borough

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Planning consent on phase one of the Hendon Redevelopment	31/03/21	Estates	Head of Growth / Programme Director
2	Continued delivery of regeneration programme and Brent Cross Cricklewood development, including completion of: BXS Temporary open space; and Highways upgrades to the southern junctions	31/03/21	Regeneration/BXC Programme	Programme Director
3	Complete Infrastructure Delivery Plan to confirm social infrastructure requirements and funding arrangements to ensure delivery of new community infrastructure	31/03/21	Planning and Development	Commissioning Lead Planning
4	Plan and deliver new public realm improvement and other projects to support town centre renewal; progressing to first stage delivery in West Hendon Broadway and detailed design in Finchley Central	31/03/21	Economic Development	Head of Employment and Skills
5	Identify opportunities for future high-quality regeneration in the borough that creates new homes, jobs and spaces for people, communities and businesses	30/06/20	Regeneration	Head of Growth
6	Work with partners to identify priority smart cities solutions to support businesses, the community, the council or other key partners	30/09/20	Regeneration	Head of Growth

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Delivery of regeneration projects (q)	Bigger is Better	90%	92% (G)	TBC – April 20	RE - Regeneration	RE Head of performance

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C029	Housing and Growth	Community Facilities stakeholder relationship schemes	If robust stakeholder engagement plans are not implemented there could be opposition to schemes resulting in delays to delivery.	Director of Growth	Finance
G&C030	Housing and Growth	Market Conditions	If market uncertainty grows this could impact on scheme viability resulting in a delay to housing delivery and the ability to meet housing targets resulting in a financial impact on the council by expected revenue no longer being generated.	Director of Growth	Finance

Corporate priority: Maximise employment and economic opportunities through growth

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Continued delivery of targeted programmes to support entrepreneurs, including Pop Up Business School and Entrepreneurial Barnet Competition	31/03/21	Economic Development	Head of Employment and Skills
2	Continued delivery of targeted programmes to support those furthest from employment, including the BOOST and the Access for All projects	31/03/21	Economic Development	Head of Employment and Skills
3	Conduct a comprehensive borough-wide needs assessment to identify those groups most in need of employment and skills support, the level of support currently being provided and recommendations for future action	31/12/21	Economic Development	Head of Employment and Skills
4	Ensure ongoing engagement with Town Teams in the borough and develop new tools and resources to support their growth and sustainability	31/12/21	Economic Development	Head of Employment and Skills

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
5	Conduct a feasibility study to direct new affordable workspace in the borough	31/03/21	Business, Employment and Skills	Head of Employment and Skills

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Unemployment (of people on out of work benefits) (r)	Smaller is Better	Monitor	4.6% ¹	Monitor	Business, Employment and Skills	Head of Employment and Skills
Number of beneficiaries of council-funded employment and skills programmes	Bigger is Better	New for 20/21	New for 20/21	Monitor	Business, Employment and Skills	Head of Employment and Skills
Number of apprenticeship starts n development sites	Bigger is Better	Monitor	Monitor	55	Business, Employment and Skills	Head of Employment and Skills

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C033	Business, Employment and Skills	Flexible workspace delivery	If appropriate space for workspace cannot be identified within the LBB estate or through development this could lead to a delay in the delivery of business, enterprise and employment schemes resulting in the council not being able to deliver its Growth and Development functions.	Director of Growth	Business Continuity
G&C032	Business, Employment and Skills	Economic uncertainty impact on training and apprenticeship	If there are delays to construction caused by economic uncertainty, this could lead to a reduction in the delivery of training and apprenticeship opportunities resulting in people being unable to get into work and finding better employment and an impact on the local economy.	Director of Growth	Business Continuity

¹ Rolling 12 months to June 2019.

Committee priority: Efficient and cost-effective asset management

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Deliver vacant possessions back to Middlesex, NLBP 2	01/06/2020	Estates	Special Projects Officer
2	Sub-let relevant floors of Barnet House	31/03/2021	Estates	Head of Property and Asset Management
3	Gain approval for Property Investment Strategy	31/03/2021	Estates	Property Acquisitions Manager
4	Purchase one or more assets to meet saving targets	31/03/2021	Estates	Property Acquisitions Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Income for specific assets (bi-annual)	Bigger is Better	£157k	£58k (R)	£343K	Estates	Head of Property & Asset Development

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C035	Growth and Development	Income from the Estate	Insufficient Capacity in staffing, contract and/or insufficient demand for assets could lead to a shortfall in income resulting in unforeseen budget pressures	Assistant Director - Estates	Finance

Corporate priority: Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Enable the delivery of new affordable housing on council owned land	31/03/2021	Housing and Growth	Head of Housing Strategy
2	Progress projects to Increase Extra Care provision at Burnt Oak and Upper and Lower Fosters.	31/03/2021	Housing and Growth	Head of Growth
3	Fulfil our corporate parenting duty to support placement sufficiency for care leavers by ensuring they are provided with appropriate accommodation and support	31/03/2021	Housing and Growth	Lead Commissioner for Housing and Development

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
4	Progress plans to commence acquisition of 500 new homes through Open Door Homes used at temporary accommodation	30/06/2020	Housing and Growth	Lead Commissioner for Housing and Development
5	Obtain Secretary of State consent to proceed with Trickle Transfer	30/09/2020	Housing and Growth	Head of Housing Strategy
6	Investigate the case for Selective Licencing and develop and review an evidence base during 2020/21	31/03/2021	Re	Private Sector Housing Manager
7	Pilot the use of additional data analysis tools to assist in positive identification of licensable HMO	31/03/2021	Re	Private Sector Housing Manager
8	Increase the amount of housing related enforcement including proactively targeting areas in most need	31/03/2021	Re	Private Sector Housing Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
New homes completed across the borough by all providers (q) ²	Bigger is Better	Monitor	360	Monitor	Re	Planning Policy Manager
Affordable housing completions across the borough by all providers (q)	Bigger is Better	Monitor	79	Monitor	Re	Affordable Housing Co-ordinator
Affordable housing delivered on council owned land (c)	Bigger is Better	35 ³	15 (G)	144	Housing and Growth	Head of Housing Strategy
Number of homes purchased for use as affordable accommodation	New for 20/21	New for 20/21	New for 20/21	125	Barnet Homes	Group Director Growth and Development
Supply a range of housing available for care leavers, in particular for those ready to move into independent living (c)	Bigger is Better	38	28 (G)	48	Barnet Homes	Group Director, Operations and Property
Total number of properties licenced under the HMO licencing schemes (Annual)	Bigger is Better	1,150	Due Q4 19/20	1,350	Re	Private Sector Housing Manager
Fixed penalty notices issued to landlords (c)	Bigger is Better	Monitor	1	Monitor	Re	Private Sector Housing Manager

² This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

³ The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Private tenanted properties with Category 1 hazards reduced to Category 2 hazards (c)	Bigger is Better	220	111 (G)	220	Re	Private Sector Housing Manager
Private tenanted housing conditions inspections completed (q)	Bigger is Better	Monitor	323	Monitor	Re	Private Sector Housing Manager
Accredited landlords (Annual)	Bigger is Better	900	Due Q4 19/20	1,050	Re	Private Sector Housing Manager

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C038	Housing and Growth	Economic uncertainty impacting on the delivery of new homes	Landowners with planning permission may choose not to bring forward developments due to economic uncertainty which could lead to a negative impact on the delivery of the number of new homes available for market and affordable housing in Barnet resulting in housing targets not being met.	Director of Growth	Finance
G&C040	Housing and Growth	Landlord Health and Safety Compliance	Poor quality accommodation and non-compliance with statutory H&S obligations by rogue landlords could lead to poor quality housing resulting in serious detriment to the health and wellbeing of tenants	Director of Growth	Health and Safety

Committee priority: Safe and secure homes

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Undertake fire risk assessments to council homes and ensure recommended actions are Implemented	31/03/2021	Barnet Homes	Group Director, Operations and Property
2	Invest in measures to improve building safety for council homes	31/03/2021	Barnet Homes	Group Director, Operations and Property
3	Provide information to commercial tenants on council estates to help them to understand their responsibilities in relation to keeping buildings safe	31/03/2021	Housing and Growth	Assistant Director Estates

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
4	Identify all building owners of high-rise residential buildings with potentially unsafe cladding work with the owners to ensure their buildings are safe.	31/03/2021 (ongoing)	Re and Housing and Growth	Private Sector Housing Manager, Building Control, Head of Housing Strategy

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Scheduled fire risk assessment completed (council housing) on time (q)	Bigger is Better	100%	98% (A)	100%	Barnet Homes	Group Director, Operations and Property
Priority 0 and 1 fire safety actions completed on time (q)	Bigger is Better	90%	No activity ⁴	90%	Barnet Homes	Group Director, Operations and Property
Complete building safety data collection exercise on external wall systems in high rise residential buildings	Bigger is Better	New for 20/21	New for 20/21	100%	Re	Head of Building Control

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C042	Housing and Growth	Health and Safety - Fire	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident resulting in structural damage to property, litigation/compliance breach, financial loss, personal injury or death	Head of Housing Strategy	Health and Safety

Committee priority: Tackling and preventing homelessness and rough sleeping

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Prevent residents from becoming homeless by sustaining them in their current tenancies or helping them find alternative accommodation	31/03/2021	Barnet Homes	Group Director, Operations and Property

⁴ There were no fire actions scheduled for Q2.

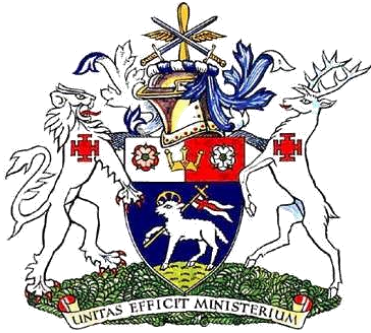
Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
2	Reduce the use of temporary accommodation and securing accommodation for people who are homeless	31/03/2021	Barnet Homes	Group Director, Operations and Property
3	Establish effective partnerships, working arrangements and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again	31/03/2021	Barnet Homes	Group Director, Operations and Property
4	Reduce rough sleeping across the borough by supporting rough sleepers to address their housing and other needs including providing outreach to people sleeping rough	31/03/2021	Barnet Homes	Group Director, Operations and Property

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Homelessness preventions (c)	Bigger is Better	1150	658 (G)	1250	Barnet Homes	Group Director, Operations and Property
Households in Temporary Accommodation (q)	Smaller is Better	2400	2542 (A)	2250	Barnet Homes	Group Director, Operations and Property
Families with Children in Temporary Accommodation (q)	Smaller is Better	Monitor	58.6%	Monitor	Barnet Homes	Group Director, Operations and Property
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	625	369 (G)	610	Barnet Homes	Group Director, Operations and Property
Rough sleeping in Barnet (s)	Smaller is Better	Monitor	34 ⁵	20	Barnet Homes	Group Director, Operations and Property

⁵ Rough sleeper count in September 2019 identified 34 rough sleepers.

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
TBG003	Housing and Growth	Increase in demand for homelessness services impacting on housing general fund budget	Failure to prevent households becoming homeless could lead to an increase for the requirement of expensive temporary accommodation resulting in budget pressures in the General Fund	Strategic Lead Housing	Finance

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Housing and Growth Committee

16 March 2020

Title	Quarter 3 (Q3) 2019/20 Delivery Plan Performance Report
Report of	Chairman of Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Jo Lesbirel, Senior Finance Business Partner jo.lesbirel@barnet.gov.uk</p> <p>Alaine Clarke, Head of Programmes, Performance and Risk alaine.clarke@barnet.gov.uk</p>

Summary

This report provides a thematic overview of performance for Quarter 3 (Q3) 2019/20 focusing on the budget forecasts and activities to deliver both corporate and committee priorities in the ARG and Housing Committee Annual Delivery Plans for 2019/20.

Officer Recommendations

- The Committee is asked to review the budget, performance and risk information for Q3 2019/20 and make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.**

1. INTRODUCTION

- 1.1 The Housing and Growth (H&G) Committee has 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 major regeneration schemes; asset management; employment strategy; and business support and engagement. The H&G Committee is the successor to the Assets Regeneration and Growth (ARG) Committee and Housing Committee.
- 1.2 This report provides a **thematic overview of performance** for **Q3 2019/20** focusing on the budget forecasts and activities to deliver the **priorities** in the **ARG Committee** and **Housing Committee Annual Delivery Plans for 2019/20**, which can be found online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

2. BUDGET FORECASTS

- 2.1 The **Revenue Forecast** (after reserve movements) for Re Guaranteed Income and Management Fee is set out in table 1. The Re Managed Budget is reported to Environment Committee.

Table 1: Revenue Forecast for Re (Q3 2019/20)

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q3 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Guaranteed Income	(16,828)	(16,559)	269	0	(16,559)	269
Management Fee	18,646	19,467	821	(1,000)	18,467	(179)

**Excludes Re managed Budget, which has been reported to Environment Committee*

- 2.2 Overall, Guaranteed Income is forecasting a shortfall of income of £0.269m due partly to an increase in projected legal costs offset by underspend in LB Barnet client costs.
- 2.3 The **Revenue Forecast** (after reserve movements) for **Housing Needs and Resources** and the **Housing Revenue Account (HRA)** are set out in table 2.

Table 2: Revenue Forecast Housing Needs and Resources and the Housing Revenue Account (HRA) (Q3 2019/20)

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q3 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Housing General Fund (Tackling Homelessness)	7,367	7,435	68	0	7,435	68

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q3 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
HRA Other Income and Expenditure	896	2,260	1,364	0	2,260	1,364
HRA Regeneration	837	546	(291)	0	546	(291)
Interest on Balances	(95)	(95)	0	0	(95)	0
HRA Surplus/ Deficit for the year	1,638	2,711	1,073	0	2,712	1,073

2.4 The Housing General Fund (Tackling Homelessness) is forecasting an overspend of £0.68m. Within this the projected overspend on Temporary Accommodation (TA) forecast to be £3.585, off-set by an underspend on Other net costs of £2,135m and additional TA income of £1,030m

2.5 The HRA Revenue reports a forecast deficit of £2.712m against a budgeted deficit of £1.638m. The projection is an overspend of £1.073m. The original budget included a proposed Revenue Contribution to Capital of £9.074m but the revised budget excludes this as projects are now being funded from alternative sources. As a result the call on the HRA reserves is reduced and the year end HRA reserves are now forecast to be £9.601m well above the required minimum level of £3m. The net variation on **HRA Other Income and Expenditure** relates to additional income from rents over achieving by £1.254mm offset against an overspend of £1.823m in Housing management costs. The favourable position on **HRA Regeneration** is due to additional net income expected across a number of regeneration schemes

2.6 The **Capital Forecast for Re (Regeneration)** is **£193.597m** (see table 3).

Table 3: Capital Forecast for Re (Regeneration) (Q3 2019/20)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
BXC - Funding for Land Acquisition	6,378	0	-486	5,892	-486
Colindale – Highways and Transport	500	0	0	500	0
Colindale – Parks, Open Spaces and Sports	3,920	0	683	4,603	683
Colindale and Rushgrove Parks	80	0	0	80	0
Colindale Station Works	9,642	0	2,658	12,300	2,658
Grahame Park – Community Facilities	159	0	0	159	0

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Town Centre	126	0	0	126	0
Thameslink Station	50,000	0	80,105	130,105	80,105
Brent Cross Critical Infrastructure	21,934	0	-8,524	13,410	-8,524
Development Pipeline	0	0		0	0
Strategic Infrastructure Fund	23,000	0	0	23,000	0
Disabled Facilities Grants Programme	2,955	0	0	2,955	0
Refurbish and regenerate Hendon Cemetery and Crematorium	435	0	0	435	0
Hendon Cemetery & Crematorium Enhancement	32	0	0	32	0
Decent Homes Programme	0	0	0	0	0
DECC - Fuel Poverty	4	0	-4	0	-4
Re (Regeneration)	119,165	0	74,432	193,597	74,432

2.7 At Q3, the total reported accelerated spend is £74.432m against the agreed P&R budget. The main reasons for this are as follows;

- 0.683m accelerated spend against Colindale parks and open spaces due to Works in relation to Montrose and Silkstream parks including the café which are expected to complete in Feb 2020.
- £2.658m accelerated spend against Colindale Station works due to the expected transfer of funds to TFL in line with the agreement which is currently under discussion
- £80.105m accelerated spend against Thameslink Station
- (£8.524m) slippage against Brent Cross Critical Infrastructure
- (£0.486m) slippage against BXC - Funding for Land Acquisition

2.8 The **Capital Forecast for the Housing General Fund** is £57.142m (see Table 4) and the **Housing Revenue Account (HRA)** is £40.748m (see Table 5).

Table 4: Capital Forecast for Housing General Fund (Q3 2019/20)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Empty Properties	3,000	0	0	3,000	0
Direct Acquisitions	9,770	0	0	9,770	0
Chilvins Court	60	0	(60)	0	(60)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Out of Borough acquisitions	0	0	0	0	0
Modular Homes	1,358	0	(1,208)	150	(1,208)
St. George's Lodge	333	0	17	350	17
Hermitage Lane	590	0	57	647	57
New Build - Opendoor	30,000	0	(7,000)	23,000	(7,000)
Acquisitions – Opendoor	8,300	0	(8,300)	0	(8,300)
Pinkham Way land release	200	0	(200)	0	(200)
Micro sites	3,531	0	(1,131)	2400	(1,131)
Housing General Fund (Tackling Homelessness)	57,142	0	(17,825)	39,317	(17,825)

2.9 The **Housing General Fund (Tackling Homelessness)** capital programme is forecasting an underspend of £17,825m from current budget. The key reasons for the variance are related to the delay in acquisitions and new build via Open-Door homes where the phasing of these programmes is being reviewed and spend is forecast to slip into future years.

Table 5: Capital Forecast HRA (Q3 2019/20)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Major Works (excl. Granville Road)	3,914	0	0	3,914	0
Regeneration	2,304	0	-189	2,115	-189
Misc - Repairs	1,919	0	309	2,228	309
M&E/GAS	5,954	0	-329	5,625	-329
Voids and Lettings	3,698	0	321	4,019	321
Advanced Acquisitions (Regen Estates)	300	0	-300	0	-300
Ansell Court (formerly Moreton Close)	0	0	60	60	60
Dollis Valley	0	0	0	0	0
Extra Care Pipeline	1,205	0	-555	650	-555
Burnt Oak Broadway Flats	368	0	-318	50	-318

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Upper and Lower Fosters Community Led Design	400	0	100	500	100
Development Pipeline Stag House	901	0	-901	0	-901
Silk House and Shoelands	1,965	0	0	1,965	0
Accessible Accommodation Adaptations	0	0	50	50	50
Barnet homes GLA programme	1,000	0	-400	600	-400
HRA Fire Safety Programme	6,820	0	739	7,559	739
HRA Acquisitions	10,000	0	-3,000	7,000	-3,000
HRA (Barnet Homes)	40,748	0	-4,413	36,335	-4,413

2.10 The capital expenditure on the **HRA** capital programme is projected to be £36,335 against a revised budget of £40.748m, resulting in a forecast variance of £4,413m. Budgets have been adjusted in accordance with reports to Policy and Resources Committee up to October 2019. The key reason for the variance to budget is the accelerated spend and acquisition of HRA units which accounts for the £3m variance to budget.

3. SAVINGS

3.1 The total amount of **savings** identified for ARG Committee in 2019/20 were **£1.064m**. This is shown in table 6.

Table 6: Savings forecast delivery (Q3 2019/20)

Ref	Service area	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
ARG1	Estates	Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)	(250)	0	Not applicable for 19/20 but planning is underway to cleanly exit NLBP2 in mid-2020
ARG2	Estates	Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently	(250)	(100)	Savings from partially exiting NLBP and Barnet House (reduced utilities etc.) have been re-estimated, taking into account delays to moving Housing Options and Family Services to Colindale, which is now not expected to take place in June 2020

Ref	Service area	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
ARG3	Growth and Development	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees	(657)	(657)	The current forecast on Council Tax income is that it is on target to budget and no surplus or deficit is anticipated.
ARG4	Estates	Income to be generated through leasing out surplus buildings / space across the portfolio	(150)	(150)	Good progress has been made identifying new tenants for vacant space in assets. The project is on-track to deliver all savings by the end of the financial year.
ARG5	Estates	Income from renting out spare space within building on an ad-hoc basis i.e. room hire	(7)	(7)	Excellent progress has been made and the target figure has already been exceeded. Further income is expected as the year progresses
ARG6	Estates	Lease for modular build	N/A	N/A	Not applicable for 19/20 but opportunities are being investigated as part of the Development & Disposals workstream
ARG7	Estates	Increased ground rent from potential development (Bunn's Lane & Hendon Campus)	N/A	N/A	Not applicable for 19/20 but work is well underway to substantiate initial plans for the development of Hendon, Bunn's Lane and other sites
ARG8	Estates	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)	N/A	N/A	Not applicable in 19/20 but potential acquisitions have been identified and a property investment strategy drafted to support a programme of acquisitions over time
Overall Savings			(1,064)	(914)	

3.2 The total amount of **savings** identified for Housing Committee in 2019/20 is **£1.248m** relating to the transfer of properties acquired by Barnet Council and additional acquisitions of properties by Opendoor Homes for use as affordable temporary accommodation. The savings to be achieved are £0.358m with alternative savings proposals being considered to address the shortfall. This is shown in table 7.

3.3 The saving relating to the increase in rents to the Local Housing Allowance levels has been implemented.

Table 7: Savings forecast delivery (Q3 2019/20)

Ref	Service area	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
H1	Housing	500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan from Council	(161)	(0)	ARG Committee approved the scheme in September 2019. This option will result in the savings being delivered from 20/21
H2	Housing	Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Opendoor Homes	(1025)	(0)	The properties are unlikely to transfer this financial year
H5	Housing	Increase some temporary accommodation rents to Local Housing Allowance	(62)	(62)	Saving on track, rents increased
Overall Savings			(1,248)	(62)	

4. PRIORITIES

4.1 This section provides an update on the Committee's priorities as follows:

- A summary of progress on Actions¹ to deliver the priority
- Performance of Key Performance Indicators (KPIs)²
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register³

4.2 The Q3 status for each of the Committee's priorities is shown in table 4. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority.

Table 4: Priorities for H&G Committee

Section	Committee Priority	Q3 Status
5.	Responsible delivery of major regeneration schemes	Good
6.	Investing in community facilities	Good
7.	Helping people into work and better paid employment	Good

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = **GREEN** (where no Actions RAG rated RED); Satisfactory progress = **AMBER** (where no more than one Action RAG rated RED) or Limited progress = **RED** (where two or more Actions RAG rated RED).

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q3 19/20 result minus Q3 18/19 result equals difference; then difference divided by Q3 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 19/20 Corporate Risk Register provides a snapshot in time (as at end December 2019). The risk ratings are: Low = 1 to 3 (**GREEN**); Medium/Low = 4 to 6 (**YELLOW**); Medium/High = 8 to 12 (**AMBER**); and High = 15 to 25 (**RED**).

⁴ The Q3 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = **GREEN** (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = **AMBER** (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = **RED** (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

Section	Committee Priority	Q3 Status
8.	Supporting local businesses to thrive	Good
9.	Efficient and cost-effective asset management	Satisfactory
10.	Ensuring decent quality housing	Satisfactory
11.	Raising Standards in the Private Rented Sector	Satisfactory
12.	Safe and secure homes	Good
13.	Developing housing fit for our future population	Good
14.	Tackling and preventing homelessness and rough sleeping	Good

5. Responsible delivery of major regeneration schemes		Q3 Status
		Good

5.1 Summary of Actions Good progress

- 5.1.1 Despite ongoing challenges, good progress is being made across the regeneration schemes. The planning application for Grahame Park was submitted in the first week of October 2019 and is due to go to Planning Committee in March 2020. Construction has started on the next phase of development (Phase 4) at West Hendon, which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.
- 5.1.2 The accelerated decant of Marsh Drive in **West Hendon** was considered by H&G Committee on 27 January 2020, along with a report to secure authority to vary the Principal Development Agreement (PDA) to allow the development partners to further develop proposals for Phases 5 and 6 and submit them to Planning in mid-2020.
- 5.1.3 Demolitions at Granville Road have commenced and at Dollis Valley the developers have taken possession of the site with demolition work due to commence in Q4.
- 5.1.4 The Barnet Group (TBG) has been commissioned to act as development agent on behalf of the council to develop mixed tenure residential development schemes comprising affordable rent, shared ownership and private sale homes across the five Tranche 1 sites. The first of these sites is Hermitage Lane. TBG secured planning consent for Hermitage Lane in October 2019.
- 5.1.5 For Brent Cross Thameslink (BXT), a recommendation on the preferred bidder to deliver the Brent Cross West Station was proposed to P&R Committee in October 2019. Subsequently, the contract has been awarded to Volker Fitzpatrick and the contract was signed in December 2019. The design work for the station started in January 2020.
- 5.1.6 The Train Operating Company (TOC) building works have been completed and Govia Thameslink Railway (GTR), the incumbent TOC, are using the building. The demolitions at Claremont Industrial Estate, required for Brent Cross South, have progressed and Argent Related placed the first significant infrastructure contract in January 2020 to commence infrastructure works by mid-2020. This will enable development to commence on Plot 12 in early 2021.
- 5.1.7 The council has continued to progress the critical infrastructure workstreams to deliver the highway improvements to the junctions of Claremont Road / Cricklewood Lane and Cricklewood Lane / A5 Edgware Road (known as the Southern Junctions). The first tranche of works commenced in January 2020.

5.1.8 Consultation was undertaken on the new Growth Strategy, following approval of the draft strategy at ARG Committee in June 2019. The consultation closed on 15 September 2019 and work has continued to update the Growth Strategy and develop the Delivery Plan in response to feedback. The Growth Strategy and Delivery Plan were considered by H&G Committee on 27 January 2020.

5.2 KPIs

5.2.1 There is one KPI for this priority, which monitors delivery of the regeneration programme. This has achieved the Q3 target.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Delivery of regeneration projects (q)	Bigger is Better	90%	90%	90%	100% (G)	↑ +28%	77.8%	No benchmark available

5.3 Risks

5.3.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C029 - Community facilities stakeholder relationship schemes (risk score 8).** Stakeholder engagement plans are in place to mitigate the risk of opposition to regeneration schemes which could result in delays. The Growth Strategy will also look at requirements for community facilities to support new housing.
- **G&C030 - Market conditions (risk score 9).** Market conditions are being regularly monitored to mitigate the risk of impact on the viability of regeneration schemes and delays to housing delivery should market uncertainty grow. The next review will take place once there is a clear understanding of the impact of Brexit.

5.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic and joint risk* linked to this priority that were scored at a high (15 to 25) level in Q3.

- **STR08 - Major regeneration schemes (risk score 15).** Failure to effectively manage the major regeneration schemes such as Brent Cross could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy. There is a financial shortfall in the funding of the Thameslink project. Work is ongoing to calculate the financial cost of the shortfall. An independent cost review has been completed and was reviewed in January 2020. The risk score will remain unchanged until the full costs are confirmed and the next steps decided upon.
- **OP27 - Affordability of the Thames Link project (risk score 15 increased from 10).** If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non-completion of the project altogether. Cost escalation on the TOC (train operating company) programme has led to the need for a detailed contract review. A financial cost report has been prepared which will be reviewed by the council in January 2020.

6. Investing in community facilities	Q3 Status Good
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6.1 Summary of Actions Good progress

- 6.1.1 Work on the Infrastructure Delivery Plan has continued and will continue throughout 2020/21. The plan will set the way forward for future infrastructure delivery, including community and leisure facilities. Progress has been made on plans for community facilities on existing regeneration schemes, particularly at Brent Cross South and Grahame Park/Colindale (in partnership with the CCG) and West Hendon. A needs assessment to quantify the requirements of Adults Services has been identified and will be undertaken in 2020/21.
- 6.1.2 The Executive Summary of the updated **Brent Cross South** Business Plan, which includes the delivery of community and social infrastructure, was approved by H&G Committee in November 2019. The design for Claremont School is underway and a Schools Strategic Partnering Board has been set up to give guidance on the delivery of schools within the Brent Cross Cricklewood projects and provide a forum for the council, local stakeholders and Brent Cross South Limited Partnership to exchange ideas and discuss issues relating to or arising out of the Business Plan that relate to the provision of education.
- 6.1.3 A new planning application for **Grahame Park** was submitted in October 2019 and was due to go to Planning Committee 4 March 2020. This has an amended phasing plan, with the health centre being demolished in 2025 and children’s and community centres later still. Given the length of time before the new childcare and community facilities are required, minor improvements will be undertaken on the Health Centre and consideration is being given to the allocation of funds to support the existing facilities in the short term. In partnership with the CCG a new programme for health provision is being developed, which may result in a combined and enhanced facility on the Peel site or separate smaller facilities on the Peel site and Grahame Park respectively. If the enhanced Peel site is chosen then a construction programme and section 106 expenditure utilising the budgeted £2m could commence in 2020.
- 6.1.4 Construction and landscaping works at Montrose and Silkstream Parks in **Colindale** have progressed in line with the programme. The new café building is nearing completion and includes a café, changing facilities and a community events space for hire. Permission to build the café has been approved and the new bridge linking the park and the Fairview development have partially opened to allow public access through the parks. A second consultation event between October 2019 and January 2020 has completed and is being analysed. The event provided updates on Colindale and Rushgrove Park masterplan and was due to be presented to Environment Committee in March 2020.
- 6.1.5 The updated Growth Strategy and Delivery Plan was submitted to H&G Committee on 27 January. The delivery plan sets out the activities that will be undertaken in 2020/21 to support delivery of the Growth Strategies themes.

6.2 KPIs

- 6.2.1 There are no KPIs for this priority.

6.3 Risks

6.3.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C027 - Community facility sustainability (risk score 9).** This risk is about the long-term financial viability of newly constructed community facilities. All new schemes require robust business plans to ensure they are financially sustainable. An infrastructure development plan has been drafted to support the Local Plan, and was presented to Policy and Resources Committee on 6 January 2020.
- **G&C028 – Community facilities stakeholder relationship (risk score 6).** This risk is also about the long-term financial viability of newly constructed community facilities. Engagement and consultation plans are agreed on a scheme-by-scheme basis to ensure that residents have chance to inform proposals. No issues were raised for specific schemes in Q3.

7. Helping people into work and better paid employment	Q3 Status
	Good

7.1 Summary of Actions **Satisfactory progress**

- 7.1.1 Employment schemes are in place on the regeneration estates (Dollis Valley, West Hendon and Grahame Park) and new initiatives continue to be developed with partners. In Q3, employment and skills delivery for Plots 10, 11 and 12A of Grahame Park was agreed and a partnership was established with Barnet and Southgate College to deliver Adult Education on the West Hendon Estate.
- 7.1.2 The council has continued to engage with private developers on major schemes to secure employment and skills outcomes. Work continued with developers to secure apprenticeship and training opportunities through development, including further preparation for Brent Cross Cricklewood employment and skills delivery. New partnerships are being developed with TfL and BT Open Reach to deliver long-term employment outcomes in construction and engineering.
- 7.1.3 More regular communication has been established between the council, Cambridge Education and The Barnet Group to join up the employment and skills offer.
- 7.1.4 A new project with Cambridge Education to offer 'Access for All' routes for residents Not in Employment, Education or Training (NEET) has been launched. The project has engaged 13 development sites, with eight offering work experience placements to NEET individuals and Care Leavers. A new social enterprise with Wates Group and DWP to support employment and skills for the Barnet Market site is being developed and will be launched in 2020/21.
- 7.1.5 Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at South Friern and Chipping Barnet libraries and a monthly work club at the Probation Service. By Q3 (year to date), BOOST services had achieved 8,911 visitors (2,759 in Q3 only) and supported 182 people into work (70 in Q3 only); 59 of whom were under 25 (23 in Q3 only) and 29 were Barnet Homes tenants.

7.1.6 The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. By Q3 (year-to-date), 118 clients had moved off the Benefit Cap, as a result of finding work (23 in Q3 only); 70 households had moved to more suitable accommodation (12 in Q3 only); 945 clients had been provided with benefit advice (337 in Q3 only); and Discretionary Housing Payments had been awarded to 729 (201 in Q3 only) people.

7.2 KPIs

7.2.1 There is one KPI for this priority, which monitors the local unemployment rate. The latest figures show Barnet's unemployment rate has increased from 4.6% (July 2018 to June 2019) to 5.1% (October 2018 to September 2019). This is higher than last year (4.6%) and now higher than the London (4.6%) and national (4.9%) averages where previously it had been lower.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.7% (Jan - Dec 18)	Monitor	Monitor	5.1% ⁵	↓ W +7%	4.6% ⁶	London 4.6%, National 4.9% (Oct 18 – Sep 19, NOMIS)

7.3 Risks

7.3.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C031 - Team resource/capacity to deliver employment schemes (risk score 9).** On 1 October 2019, the Business, Employment and Skills team was transferred back to the council from Capita. The team's resource/capacity has been reviewed and new staff are being recruited for 2020/21. Closer working arrangements across the council and key partners (Cambridge Ed., TBG) are being developed to maximise alignment and efficiency of programmes.
- **G&C032 - Economic uncertainty impact on training and apprenticeship (risk score 12).** The team has maintained ongoing partnership work with developers and training partners to ensure employment and skills opportunities are available on development sites. Other employment opportunities have been supported through the BOOST project, Cambridge Education and other partners, focusing on pre-employment support to ensure individuals have been ready to take up opportunities when they arose.

8. Supporting local businesses to thrive	Q3 Status
	Good

8.1 Summary of Actions Satisfactory progress

8.1.1 Progress has been made across all areas with strengthened focus on support for local business included in the new Growth Strategy Delivery Plan.

8.1.2 Local businesses have been supported through the construction contracts that form part of the regeneration schemes, with increased inclusion of Local Supply Chain obligations in

⁵ Rolling 12 months to September 2019.

⁶ Rolling 12 months to September 2018.

Planning Agreements for Grahame Park, Silk Stream (Sainsbury's), Finchley Gate and TfL sites across the borough and ongoing planning for supply chain engagement on Brent Cross Cricklewood.

- 8.1.3 Ongoing support has been provided to the established Town Teams (Chipping Barnet, Edgware, Cricklewood) and work has started on the Chipping Barnet Community Plan, which will develop a comprehensive vision for the area. A procurement has been launched for a design team to deliver a detailed design and community engagement for Finchley Square (Finchley Central). The Chipping Barnet pavement build-out has been completed. There has been continued development of North Finchley Town Centre revitalisation, with a focus on identifying the funding strategy.
- 8.1.4 To facilitate the provision of appropriate and affordable workspace for small and micro businesses, the council has continued to engage with Planners and Estates to identify flexible workspace in new development. Barratts have been engaged to review delivery of the workspace obligation at the NIMR site in Mill Hill. A strengthened commitment to workspace has been identified in the new Growth Strategy.
- 8.15 The Pop Up Business School was delivered in November 2019, with circa 90 people attending the two weeks event. The programme for the Entrepreneurial Barnet Competition has been launched, in partnership with Middlesex University, and will include a cash prize, digital marketing support, business cards and more.

8.2 KPIs

- 8.2.1 There are two KPIs for this priority, which monitor the health of the local economy through the business survival rate and vacant high street properties. These are both annual indicators and will be reported in Q4.

8.3 Risks

- 8.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.
 - **G&C033 – Flexible workspace delivery (risk score 6- reduced from 12).** New staffing requirements been identified for both the Estates and Growth teams that will increase the council's ability to bring forward workspace on council assets; along with continued engagement with planners to promote workspace through private-sector developments.

9. Efficient and cost-effective asset management	Q3 Status
	Satisfactory

9.1 Summary of Actions Satisfactory progress

- 9.1.1 Plans to exist North London Business Park (NLBP) have been developed and are being implemented, with a view to exiting the lease in mid-2020. Furthermore, new locations for Passenger Transport Services (PTS) and Street Scene assets located in Harrow have been scoped. Data cleansing prior to engaging consultants to undertake analysis of the commercial portfolio, in Q4, is also underway.
- 9.1.2 Savings in running costs are being sought across the operations portfolio, with the emphasis on Barnet House and NLBP. A project to let space within Barnet House has been initiated to help deliver MTFS targets in 2020/21. Opportunities for new income have been identified within the portfolio, forming part of the income generating MTFS savings programme. Income to mid-January 2020 was £135k.

9.1.3 Regular meetings have been held with Property Services to discuss voids and vacant properties, seek updates on their status and ensure all are valued and marketed. New lettings form a substantial part of the MTFs income generation programme. The lettings website is being updated and all vacant properties are advertised on social media to enhance exposure. 'To Let' boards are being made to help exposure to the market.

9.2 KPIs

9.2.1 There is one KPI for this priority, which monitors income for assets. This is a bi-annual KPI and will be reported again in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Income for specific assets (bi-annual)	Bigger is Better	New for 19/20	£157k	£157k	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

9.3 Risks

9.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium (15 to 25) level and has controls/mitigations in place to manage the risks.

- **G&C035 Income from the Estate (risk score 12 - reduced from 16).** Insufficient capacity in staffing, contract and / or insufficient demand for assets could lead to a shortfall in income resulting in unforeseen budget pressures. The MTFs programme is well underway and is being closely monitored by the service. Income received is at circa 50% required by year end. The void and vacant list is managed by CSG and the service meets regularly with them to review progress. Instruction has been given to Property Services to undertake the rent reviews and lease renewals for 2019/20.

9.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service* risks linked to this priority that was scored at a high (15 to 25) and medium high (8 to 12) level in Q3.

G&C065 - Consolidation of Street Scene services in the east of the borough (risk score 16) (NEW). The council may be unable to efficiently consolidate Street Scene services at the Oakleigh Road site, which could impact on the delivery of services. Work to space-plan a number of options is underway for both medium and long-term solutions.

10. Ensuring decent quality housing	Q3 Status
	Satisfactory

10.1 Summary of Actions Satisfactory progress

10.1.1 The draft Local Plan (Reg 18) with 51 policies and 67 site proposals and new Local Development Scheme (LDS) setting out priorities for area based Supplementary Planning Documents (SPDs) at Middlesex University and the Burroughs, and the Edgware Growth Area were approved at P&R Committee in January 2020.

10.1.2 Barnet Homes has continued to make good progress on delivering affordable housing on council land. Budgetary approval was given, as part of the MTFs, for sites linked to additional affordable housing in Barnet.

10.2 KPIs

10.2.1 There are three KPIs for this priority, which monitor the delivery of new homes in the borough. 756 new homes were completed in Q3. This is significantly more than last year when 277 new homes were completed. 84 affordable homes were completed across the borough by all providers (not just ODH) in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
New homes completed across the borough by all providers (q) ⁷	Bigger is Better	830 ⁸ (prov.)	Monitor	Monitor	756	↑ I +173%	277	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is Better	211 ⁹ (prov.)	Monitor	Monitor	84	→ S	84	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is Better	New for 19/20	35 ¹⁰	19	23 (G)	New for 19/20	New for 19/20	No benchmark available

10.3 Risks

10.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/low (4 to 6) level and has controls/mitigations in place to manage the risk.

- **G&C038 - Economic uncertainty impacting on the delivery of new homes (risk score 6).** The Growth Strategy sets out the council's priorities for bringing housing developments forward. This will also act as a tool for inward investment, which could help stimulate development if the economy stagnates. The Growth Strategy was presented to H&G Committee on 27 January 2020.

11. Raising Standards in the Private Rented Sector	Q3 Status
	Satisfactory

11.1 Summary of Actions Satisfactory progress

11.1.1 Circa 1,000 HMOs are now licensed in the borough and the service continues to publicise the council's empty property grants, with a focus on bringing longer term empty properties back into use.

11.1.2 In order to ensure the quality of advice available to private tenants remains robust, a review of information on the website is underway and will be linked in with improvements to the landlord HMO licence application, enabling landlords to apply and pay for HMO licences online.

⁷ This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

⁸ This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

⁹ This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

¹⁰ The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

11.1.3 Enforcement action has continued to be taken against landlords that fail to license their HMO and a number of properties have had notices served to secure property improvements.

11.2 KPIs

11.2.1 There are five KPIs for this priority, which monitor the private rented sector. Two KPIs are annual and will be reported in Q4. Three KPIs are Monitor only for Q3. Private tenanted properties with Category 1 hazards reduced to Category 2 hazard was 148. This was an increase from 180 in Q3 last year.

Indicator ¹¹	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
HMOs licenced under the mandatory ¹² (Annual)	Bigger is Better	962	1,150	Due Q4 19/20	Due Q4 19/20	N/A	Annual	No benchmark available
Fixed penalty notices issued to landlords (c)	Bigger is Better	New for 19/20	Monitor	Monitor	8	New for 19/20	New for 19/20	No benchmark available
Private tenanted properties with Category 1 hazards reduced to Category 2 hazards (c)	Bigger is Better	250	220	Monitor ¹³	148	↓ W -18%	180	No benchmark available
Private rented sector housing service requests completed (q)	Bigger is Better	New for 19/20	Monitor	Monitor	132	New for 19/20	New for 19/20	No benchmark available
Accredited landlords (Annual)	Bigger is Better	899	900	Due Q4 19/20	Due Q4 19/20	N/A	Annual	No benchmark available

11.3 Risks

11.3 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C040 - Landlord Health and Safety Compliance (risk score 12).** Poor quality accommodation and non-compliance with statutory H&S obligations by rogue landlords could lead poor quality housing. To manage this risk, targets are set for licensing HMOs and intelligence is gathered to identify HMOs for inspections. The Private Sector Housing team has continued to locate unlicensed landlords through tenant referrals, mailshots and inspections. Work has been ongoing in relation to the data analysis tool Hypercube, which Re are working on with Capita. The HMO dataset is ongoing with each batch being used to refine the HMO data model. The appropriate enforcement action has been taken in relation to rogue landlords using a combination of Fixed Penalty Notices (FPN) and prosecutions. The first Rent Repayment Order case taken by the council is going through tribunal and the hearing is due in Q4.

¹¹ Tenants supported via drop in surgery (Re KPI) is no longer relevant. Drop in surgeries are provided by Barnet Homes only.

¹² Now includes additional licensing scheme

¹³ This is an annual KPI that it Monitor only during the year.

12.1 Summary of Actions Satisfactory progress

- 12.1.1 Implementation of the £52 million fire safety investment programme continued throughout Q3. Good progress has been made on the delivery of high priority works (Category 1), including work to the communal areas of high rise blocks on the Whitefields, Grahame Park and Silk & Shoelands estates. In relation to additional fire safety works (Category 2 and 3a), the tender process for the installation of alarm and sprinkler systems to Longford Court in Hendon and Prospect and Norfolk towers in East Finchley has been completed and works are due to start in January 2020. The installation of fire protection work in other high-priority buildings e.g. sheltered schemes is being combined with other work to reduce disruption.
- 12.1.2 A number of in depth fire risk assessments (FRAs) have been instructed as part of a risk based approach to the low and medium rise stock and are in progress. Any urgent works resulting from these reports will be actioned as a priority
- 12.1.3 Contractors Morgan Sindall have been issued with a task order for the replacement of composite flat front entrance fire doors. Surveys will commence in Q4, with all non-compliant doors programmed to be replaced within the fire risk assessment deadlines.
- 12.1.4 Barnet Homes manage three estates that have high rise large panel system (LPS) blocks above four storeys in height (West Hendon, Dollis Valley and Silk House & Shoelands). The LPS report for West Hendon estate blocks was issued in December 2019. The results support a range of short term safety works, which are being undertaken, and the accelerated decant of the block has been brought forward to October 2020. Investigations at Dollis Valley are in progress, with an initial report expected in January 2020. However, a decision has been taken to remove the piped gas from these blocks by October 2020, as agreed with gas network distributor Cadent. At Silk House, the piped gas supply to all properties was disconnected on 3 June 2019 and a replacement communal heating system is being installed. In accordance with Building Research Establishment guidelines, further structural surveys have been completed and the assessment is ongoing.
- 12.1.5 The next phase of fire safety work with tenants of commercial properties within the council's estate has been approved. This will involve writing to the tenants again to arrange a site visit to follow-up on previous letters and ensure the necessary safety work has been carried out. In relation to inspections, the council will be advised by CSG of any works that remain outstanding.

12.2 KPIs

- 12.2.1 There are two KPIs for this priority, which monitor FRAs. One KPI met the Q3 target. One KPI did not meet the Q3 target.
- **Priority 0 and 1 fire safety actions completed on time (RAG rated RED) - 74.5%** against a Q3 target of 90%. This result was due to a failed upload of actions into the Barnet Homes business intelligence system from FRA's completed in June 2019, with subsequent deadlines for P1 actions set for December 2019 (i.e. six months). A routine data integrity audit picked up the failed upload in November 2019; however, this did not provide enough time to complete all actions within the target time. All actions are due to be completed by the end of January 2020 and data validation checks have been put into place to ensure the upload problem does not reoccur.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time (q)	Bigger is Better	100%	100%	100%	100% (G)	↓ W -2.2%	100%	No benchmark available
Priority 0 and 1 fire safety actions completed on time (q)	Bigger is Better	100%	90%	90%	74.5% (R)	N/A	100%	No benchmark available

12.3 Risks

12.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C042 – Health & Safety, incl. Fire (risk score 12).** There is a £52million investment programme agreed with Housing Committee to improve fire safety measures in the council's own housing stock. In addition, the Government has made funding available for the re-cladding of private sector high rise blocks with ACM cladding, which is applicable to two blocks in Barnet. Health and safety policies and process for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken for all residential housing managed by Barnet Homes and main housing association partners. Barnet Homes has proceeded with implementation of the Fire Safety programme to the council housing stock and regular progress updates have been provided to H&G Committee. The Government has issued guidance on a new requirement for local authorities to collect and review information on external wall construction of all high buildings in the borough and Re has been commissioned to carry out this work, which has to be completed by March 2020.

13. Developing housing fit for our future population	Q3 Status
	Good

13.1 Summary of Actions Good progress

13.1.1 40 care leavers have moved into permanent accommodation (up from 28 in Q2). Barnet Homes are progressing plans to refurbish a training flat and related support available through its 'Get Real' project in collaboration with Family Services for care leavers in West Hendon.

13.1.2 The extra care scheme at Stag House, which will be for older people with care needs, is out to tender and the development team are due to start on site by the end of the financial year.

13.2 KPIs

13.2.1 There are four KPIs for this priority, which monitor housing for vulnerable residents. One KPI met the Q3 target. One KPI is Monitor only for Q3. Two KPIs will be reported in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Wheelchair accessible homes delivered on all developments across the borough (c)	Bigger is Better	New for 19/20	10%	Monitor	9.6%	New for 19/20	New for 19/20	No benchmark available
Wheelchair accessible homes delivered through the council's own schemes (c)	Bigger is Better	13% ¹⁴	10%	Monitor	Due in Q4 19/20	→ S	0	No benchmark available
Families with Children in Temporary Accommodation (q)	Smaller is Better	60.5%	Monitor	Monitor	58.6%	↑ -1.1%	59.0%	No benchmark available
Supply and range of housing available for care leavers, in particular for those ready to move into independent living (c)	Bigger is Better	New for 19/20	38	28	40 (G)	New for 19/20	New for 19/20	No benchmark available

13.3 Risks

13.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C041 - Extra Care housing (risk score 9)**. This risk relates to delays in progressing new extra care housing schemes. Planning consent was obtained for the Fosters Estate improvement scheme, including the Cheshir House Extra Care Scheme. There was a delay in getting the tender packages issued for Stag House and as a result tender returns were requested back in January 2020 for evaluation. The Extra Care project board continues to meet to oversee this programme.

14. Tackling and preventing homelessness and rough sleeping	Q3 Status
	Good

14.1 Summary of Actions Good progress

14.1.1 The number of households in Temporary Accommodation (TA) was 2,466 by Q3. This is the lowest level in over five years. Whilst the result was slightly below the target of 2,450, it represents good progress and continued high performance in the areas of homelessness preventions, private rented sector placements and temporary accommodation reduction activities. The sustained levels of demand being experienced and reduced housing options for single people, particularly those under 35, and applicants with complex needs will continue to put pressure on the numbers in TA.

14.1.2 The MHCLG has requested that a rough sleeping count is carried out every two months to establish the number of rough sleepers in the borough. This is the first year that the count has been carried out and numbers are dependent on rough sleepers found on a particular

¹⁴ 55 wheelchair or accessible units were delivered out of a total of 398 in 2018/19.

night. Reports of rough sleeping from the public and agencies is used to help inform where to look for rough sleepers. The council and partners are using this information to understand the extent of rough sleeping in Barnet to inform outreach work. Outreach sessions across the borough have occurred twice weekly and a monthly Task and Targeting Group with key partners decides on actions for those most entrenched rough sleepers. The count in November 2019 identified 24 rough sleepers. In comparison, 32 rough sleepers were counted in May 2019; 21 in July 2019 and 34 in September 2019.

14.2 KPIs

14.2.1 There are six KPIs for this priority, which monitor homelessness and rough sleeping. Three KPIs met the Q3 target. One KPI is Monitor only for Q3 and reported 24 rough sleepers. Two KPIs did not meet the Q3 target.

- Households in Temporary Accommodation (TA) (RAG rated AMBER) – 2,466 against a Q3 target of 2,450.** There has been a reduction in households in TA in Q3 compared to Q2 (2,542) and the same period last year (2,526). This was despite sustained levels of new admissions which remained high (averaging 72 per month). The main factors contributing to the reduction were: effective mitigations from existing TA reduction and prevention activities; 32 units procured by Let2Barnet in Q3 going to clients in TA; and 40 council and Housing Association units provided to clients in TA.
- Households in Emergency Temporary Accommodation (ETA) (RAG rated AMBER) - 232 against a Q3 target of 200.** There was a slight reduction in households in ETA in Q3 compared with Q2 (239) and last year (289) despite sustained levels of demand. Effective mitigations were in place to prevent any increases in ETA. Factors which prevented further reductions in the numbers in ETA was the limited supply of supported accommodation to meet the needs clients with complex needs and a limited supply of longer term accommodation.

Indicator ¹⁵	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Acquire additional properties for temporary accommodation (c)	Bigger is better	New for 19/20	100	66	74 (G)	New for 19/20	New for 19/20	No benchmark available
Households in Temporary Accommodation (q)	Smaller is Better	2545	2400	2450 ¹⁶	2466 (A)	↑ I -2.3%	2526	Rank 29 (out of 32) (Q4 17/18, DCLG)
Households in Emergency Temporary Accommodation (q)	Smaller is Better	275	200	200 ¹⁷	232 (A)	↑ I -20%	289	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Households placed directly into the private sector by Barnet Homes (c)	Bigger is Better	682	625	469	509 (G)	↓ W +2.8%	524	No benchmark available

¹⁵ Transfer 141 properties acquired for Temporary Accommodation to Opendoor Homes has been changed from a KPI to an Action.

¹⁶ Annual target is 2400. Quarterly target reduces by 25 each quarter: Q1 2500, Q2 2475, Q3 2450 and Q4 2400.

¹⁷ Annual target is 200. Quarterly target reduces by 25 each quarter: Q1 250, Q2 225, Q3 200 and Q4 200.

Indicator ¹⁵	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Homelessness preventions (c)	Bigger is Better	1162	1150	861	935 (G)	↑ +17%	800	Rank 9 (out of 22 London Boroughs (17/18, DCLG)
Rough sleeping in Barnet (s)	Smaller is Better	New for 19/20	Monitor	Monitor	24 ¹⁸	New for 19/20	New for 19/20	No benchmark available

14.3 Risks

14.3.1 There is one risk to delivery of the actions for this priority¹⁹. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **TBG003 - Increase in demand for homelessness services (risk score 12).** Increasing costs and demand for homelessness services could lead to increased temporary accommodation costs and additional pressure on the Housing General Fund. 2019/20 in-year budget pressures have been eased with approved use of the Flexible Homelessness Support Grant (FHSG) and other implemented mitigations. Future Priority Savings Review (PSR) related initiatives are being progressed, with additional tranches of Housing Revenue Account (HRA) funded acquisitions now included as well as the development pipeline, including the transfer of 156 units into Opendoor Homes; progression of plans to purchase 500 homes through Opendoor Homes; and plans for trickle transfer of units from the HRA to Opendoor Homes.

¹⁸ Rough sleeper count in November 2019 identified 24 rough sleepers.

¹⁹ G&C043 - Housing Revenue Account plan viability has been merged with the joint risk with TBG (TBG003 – Increase in demand for homelessness services).

15 REASONS FOR RECOMMENDATIONS

15.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities in the Corporate Plan (Barnet 2024) and ARG Committee and Housing Committee Annual Delivery Plans. This paper enables the council to meet the budget agreed by Council in March 2019.

16 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

16.1 None.

17 POST DECISION IMPLEMENTATION

17.1 None.

18 IMPLICATIONS OF DECISION

18.1 Corporate Priorities and Performance

18.1.1 The report provides an overview of performance for Q3 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks to delivering the Annual Delivery Plan.

18.1.2 The Q3 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

18.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

18.1.4 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- ARG Committee Annual Delivery Plan
- Housing Committee Annual Delivery Plan
- Performance and Risk Management Frameworks.

18.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

18.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts Committee.

18.3 Social Value

18.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services

to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

18.4 Legal and Constitutional References

18.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

18.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. The definition as to whether there is deterioration in an authority’s financial position is set out in section 28(4) of the Act.

18.4.3 The Council’s Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Housing and Growth Committee include:

- (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 (including authorising land transactions and the exercise of statutory powers concerning land), employment strategy, business support and engagement.
- (2) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable.
- (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- (5) To recommend for approval fees and charges for those areas under the remit of the Committee.

18.4.4 The council’s Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

18.5 Risk Management

18.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee. In addition, the Annual Delivery Plan risks associated with the

priorities for this Committee are outlined in the report.

18.6 Equalities and Diversity

- 18.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) 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.
 - Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.
- 18.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The council also has regard to the additional protected characteristic of marriage and civil partnership even though this does not apply to certain parts of the public sector equality duty.
- 18.6.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

- 18.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

18.7 Corporate Parenting

- 18.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in carrying out any functions that relate to children and young people. There are no implications for Corporate Parenting in relation to this report.

18.8 Consultation and Engagement

- 18.8.1 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

18.9 Insight

- 18.9.1 The report identifies key budget, performance and risk information in relation to the ARG Committee Annual Delivery Plan.

19 BACKGROUND PAPERS

- 19.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 19.2 ARG Committee, 25 March 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>
- 19.3 Housing Committee, 14 January 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

Housing and Growth Committee

16 March 2020



Title	Compulsory purchase of a long term vacant property
Report of	Chairman of Housing and Growth Committee
Wards	Golders Green
Status	Public with accompanying exempt report (Not for publication) by virtue of paragraphs 6 of Schedule 12A of the Local Government Act 1972 as amended) as this relates to information relating to an individual and information relating to the Council's intention in respect of further action to be taken in respect of an order or notice
Urgent	No
Key	Yes
Enclosures	none
Officer Contact Details	Belinda Livesey – Private Sector Housing Manager 0208 359 7438 Clive Dinsey – Environmental Health Officer 020 8359 2494

Summary

Empty properties place extra pressure on the housing market. The Private Sector Housing Team endeavour to work with the owners of these properties to bring them back into residential use through advice and financial assistance. Where this is not possible the appropriate enforcement action is taken.

This report recommends the making of a Compulsory Purchase Order (CPO) in relation to a long term vacant property following approval of a report to the Housing Committee on 23 October 2017.

Officers Recommendations

1. That the Housing and Growth Committee, having succeeded the Assets, Regeneration and Growth Committee, authorise the making of a Compulsory Purchase Order, under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981, in respect of the property identified as 'e' in the exempt report.
2. That the Compulsory Purchase Order referred to in recommendation 1 above, is submitted to the Secretary of State for Housing, Communities and Local Government for consideration and confirmation.
3. That, in the event of the Secretary of State for Housing, Communities and Local Government returning the Order for confirmation by the Council, the Deputy Chief Executive be authorised to confirm the Order.
4. Following confirmation of the Order, to authorise the Deputy Chief Executive to proceed with the compulsory acquisition of the property in question.
5. To authorise the Deputy Chief Executive to enter into negotiations for a private treaty acquisition of the property at current market value or to enter into alternative dispute resolution with the owner.
6. In the event of a compulsory acquisition of property 'e' it will be sold directly to the open market through public auction.
7. To note that the financial costs of the CPO will be funded through the currently approved capital programme.

1. WHY THIS REPORT IS NEEDED

- 1.1 Since the report to the Housing Committee (Background Papers below) was considered and approved on 23 October 2017, the owner of the property referred to as "e" in that report has not come forward with any plans for the property or any other communication.
- 1.2 Formal approval of the compulsory purchase of this property by the Housing and Growth Committee is required if the action is to proceed.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The property has been empty for over 15 years. It is in poor condition and the source of multiple neighbour complaints.
- 2.2 The owner of the property is uncontactable and has not made any contact with staff from Environmental Health. The condition of the property continues to deteriorate and without statutory action there is no realistic prospect of the property being brought back into use.

2.3 Two notices under Section 215 of the Town and Country Planning Act 1990 have also been issued by the Planning Service to address issues of visual amenity and remain outstanding.

2.4 Barnet Homes are not interested in buying this property due to the high purchase and renovation costs.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 There are three other possible options for dealing with this property:

- A forced sale relying on the council's statutory power of sale arising from section 215 default notices- as works in default have not been carried out and a debt to the Council has not been incurred this is not an option at the current time.
- Making of Empty Dwelling Management Orders - due to the amount of work required to make the property habitable, this option holds more financial risk for the Council.
- Do nothing – this is not felt to be appropriate due to the drain on Council and other public resources for example Police in the event of squatters, LFEPA in the event of fire, and the pressure on the existing housing stock.

4. POST DECISION IMPLEMENTATION

4.1 Should the recommendation be approved, the owner of property "e" will be notified in writing. If insufficient or inadequate progress is made in bringing the property back into use, an application will be made to the Secretary of State at the Ministry of Housing, Communities and Local Government for consideration and confirmation of a CPO.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2019-2024 is based on three main outcomes:

- A pleasant, well maintained borough that we can protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well.

Each outcome has a set of key priorities underneath it. Of relevance to the fees considered in this report are:

- Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

5.1.2 Keeping well and promoting independence are part of the overarching vision detailed in the Health and Wellbeing Strategy. One of the key themes of the strategy is how we live

and wellbeing in the community. Bringing empty properties back into residential use increases public perception that the local community is a safe environment.

5.1.3 As detailed in Barnet's Joint Strategic Needs Assessment Barnet was London's most populous borough in 2018 and its population is projected to continue to increase. The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation, so that over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households. As such it is key that the local authority is taking the appropriate action to ensure that empty properties are brought back into residential use.

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

5.2.1 Finance and Value for Money:

The costs to the Council are divided into capital and revenue costs

Estimated Capital Cost

- a. The property has an estimated desktop valuation, in its present condition, of £1.2m to £1.3 million.

The Council has an Empty Property Capital budget to assist in bringing empty properties back into residential use. This funding will be used to support the purchase of the property and any property security, repairs or improvements that need to be carried out prior to sale. The current capital budget for Empty Properties is as follows:-

2019/20	£ 3,000,000
2020/21	£ 1,137,000

Any unspent budgets from 19-20 will be rolled forward so budgets should be available for this expense.

- b. If the Compulsory Purchase Order is confirmed, Barnet will proceed if necessary with the acquisition of the property. Compensation will be payable to the owner, if they come forward, based on the valuation on the date of possession, which could be higher or lower than the Council's valuation. At this time there is no way of knowing exactly whether or not the Council will be able to recover this compensation i.e. the purchase cost in full. In the current economic conditions it is anticipated that the risk to the Council could be high. There is however a possibility that the pressure of initiating the Compulsory Purchase procedure will be sufficient to ensure that the property owners take the appropriate action to either repair and reoccupy the property or sell the property.

- c. The Planning and Compulsory Purchase Act 2004 introduced an entitlement for former owners of compulsorily acquired property to claim Basic Loss Payments. The amount is 7.5% of the value of the person's interest in the land, subject to a maximum of £75,000. The Act provides that the entitlement to Basic Loss Payment is lost if certain criteria are all met:
- a specified statutory notice/order has been served on the owner;
 - at the time the Compulsory Purchase Order is confirmed the statutory notice/order has effect or is operative; and
 - The owner has failed to comply with any requirement of the statutory notice/order
- d. As two notices under section 215 of the Town and Country Planning Act 1990 remain outstanding on the property, compensation is not likely to be payable as they are “specified” notices.

Revenue Costs

- In-house property acquisition costs (including inspection, valuation, security and maintenance, liaison with legal services, negotiations with the owner throughout the Compulsory Purchase Order) are estimated at £15,000 per property. These costs will need to be financed from the Empty Property Capital budget.

5.2.2 While enforcement engenders the aforementioned revenue costs, once the property in question is returned to use, it will no longer generate a demand for Council resources, enabling these to be focused on other priorities.

5.2.3 **Procurement:** At this time there are no procurement implications.

5.2.4 **Staffing:** With the property remaining empty it is likely to involve some level of Council staff involvement in the future due to the property conditions potentially deteriorating.

5.2.5 **Property:** At this time there are no property implications.

5.2.6 **IT:** At this time there are no IT implications.

5.2.7 **Sustainability:** Leaving a property empty in a borough with a shortage of housing is not an ideal solution to this issue.

5.3 Social Value

5.3.1 Social Value considerations will be considered in relation to the disposal options for this property.

5.4 Legal and Constitutional References

5.4.1 Section 17 of the Housing Act 1985 (‘the 1985 Act’) empowers local housing authorities to acquire either by agreement or compulsorily land, houses or other properties for the provision of housing accommodation. Acquisition must achieve a quantitative or

qualitative housing gain.

- 5.4.2 In 2015 the Department for Communities and Local Government issued the document: 'Guidance on compulsory purchase process and the Crichel Down rules for disposal of surplus land acquired by, or under threat of, compulsion'. The guidance is clear that Compulsory Purchase powers only be used in the last resort and where there is a compelling case in the public interest. The action must not unduly interfere with the owner's human rights. Historically the compulsory purchase of empty properties may be justified as a last resort in situations where there appears to be no other prospect of a suitable property being brought into residential use. Authorities will first encourage the owner to restore the property to full occupation. When considering whether to confirm a Compulsory Purchase Order the Secretary of State will normally wish to know how long the property has been vacant; what steps the authority has taken to encourage the owner to bring it into acceptable use; the outcome; and what works have been carried out by the owner towards its re-use for housing purposes.
- 5.4.3 Article 7 of the Council's Constitution, 'Committees, Forums, Working Groups and Partnerships' sets out the terms of reference of the Housing and Growth Committee including commissioning of environmental health functions for private sector housing and responsibility for housing grants.
- 5.4.4 In making its recommendations, the Housing and Growth Committee should have regard to the relevant provisions of the Human Rights Act 1998, namely Article 1 to the First Protocol – 'no one shall be deprived of his possessions except in the public interest', and Article 8 to the Convention – 'the right to respect for private and family life, home and correspondence'.
- 5.4.5 It is considered that the potential exercise of Compulsory Purchase powers may be justified in due course by reason of being in the public interest, authorised by law and both necessary and proportionate towards meeting the Council's Housing Strategy and the environmental, social and economic well-being of the area.
- 5.4.6 Local Authorities are given powers to dispose of housing land in accordance with *The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985 - 2013 which came into force on 11 March 2013*, which states: "A Local Authority may dispose of land for a consideration equal to its market value."
- 5.4.7 In the case of this empty property held for housing purposes the relevant section of those general consents is A3.3.1 which states that a Local Authority may dispose of an unoccupied dwelling-house to a person who intends to use it as their only or principal home.
- 5.4.8 It should be noted that the transfer of the property to the eventual buyer will contain a restriction that the owner must carry out works agreed with the Council, and complete the work and be in occupation within two years.

5.5 Risk Management

- 5.5.1 There are risks associated with compulsory purchase. These arise from two sources:
- 5.5.2 Financial risks - these arise if the resale value of the property, once acquired, is less than the compensation paid for it at the time that possession is taken. To reduce the risk, it is essential that the property be disposed of as soon as possible after acquisition. The corollary is that the Council would benefit from any increase in value in an appreciating market, which could be used to offset the costs of acquisition. Any shortfall would have to be funded from Council resources.
- 5.5.3 There is also a risk to the Council in not dealing with empty properties, both in the way central government assesses the Council's strategic housing performance and in the way residents see the ability of the Council to intervene in the problems which beset them.
- 5.5.4 If the acquisition does not proceed, no action will take place. The property will continue to deteriorate and be the subject of neighbour complaints

5.6 Equalities and Diversity

- 5.5.1 The Corporate Plan 2019-2024 contains a commitment to treating residents equally, with understanding and respect, with all having access to quality services. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.
- 5.5.2 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires public bodies to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
 - 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 protected characteristic and persons who do not
- 5.5.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 5.6.4 The proposed refusal to purchase this property has been reviewed against the protected characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

5.7 Corporate Parenting

- 5.7.1 There are no corporate parenting considerations.

5.8 Consultation and Engagement

5.8.1 All efforts have been made to communicate regularly with the property owner. There are legal requirements relating to the publicising of CPOs and these requirements will be adhered to

5.9 Insight

5.9.1 Regulatory Services work with Council Tax to identify long-term empty properties and encourage property owners to bring them back into residential use.

6.1 BACKGROUND PAPERS

6.1.1 Report to Housing Committee 23 October 2017 (Public)
<https://barnet.moderngov.co.uk/documents/s42706/Compulsory%20Purchase%20of%20long%20term%20vacant%20properties%20public.pdf>



Housing and Growth Committee

AGENDA ITEM 10

16 March 2020

Title	Barnet Homes Delivery Plan 2020/21
Report of	Chairman - Housing and Growth Committee
Wards	All
Status	Public
Urgent	No
Key	Yes- meets definition of key decision as it affects more than 2 wards
Officer Contact Details	Stephen McDonald- Director of Growth - 020 8359 2172, stephen.mcdonald@barnet.gov.uk Elliott Sweetman – Group Director of Operations and Property, The Barnet Group – 0208 359 5261 Elliott.Sweetman@barnethomes.org

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 2020/21 delivery plan at appendix 1 provides information as to the outcomes achieved in 2019/20 against each of the Housing and Growth Committee's priorities as at quarter 3 2019/20, along with setting out the commitments, performance measures and high-level risks for the 2020/21 year.

Recommendations

1. That the committee note and approve the Barnet Homes 2020/21 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 required to review and approve the content of the delivery plan in order to ratify the proposed commitments and outcomes 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 2019/20 against Housing and Growth Committee priorities has been to a high level across a range of commitments 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 2020/21 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

commitments and outcomes and their respective targets outlined in the delivery plan has been subject to significant review by the Council.

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 2020/21.
- 4.2 As outlined in section 1.2 above, an annual review of the delivery plan will be completed ahead of the 2021/22 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, Barnet Homes outcome commitments 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.

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 6. A four-year efficiency savings target of £2.148m agreed by the Housing Committee and Barnet Homes was successfully delivered in 2019/20 as planned.
- 5.2.2 The Barnet Homes Management Agreement includes the requirement for the Council to review the HRA fee during the fifth service year (2020/21), to apply for the remainder of the Service Period based on the number of the Council's

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tenanted and leasehold properties at that time and projected forward for the remainder of the Service Period and based also on all other relevant factors. This review is to be completed on or before 30 September 2020.

- 5.2.3 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 2020/21 are set out in appendix 1, section 6.

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:

- Housing matters including housing strategy
- Homelessness
- social housing and housing grants
- commissioning of environmental health functions for private sector housing

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 people who share a relevant

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- 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 has 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.

<p>Housing Committee 29 June 2015</p>	<p>Commissioning and Delivery of Housing Services and the Management of the Barnet Housing Stock</p>	<p>https://barnet.moderngov.co.uk/document/s/s24079/Commissioning%20and%20Delivery%20Of%20Housing%20Services%20and%20the%20Management%20of%20Barnet%20Housing%20Stock.pdf</p>
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Housing Committee 26 June 2017	Item 10 – Barnet Homes 2017/18 Delivery Plan	https://barnet.moderngov.co.uk/documents/s40390/Barnet%20Homes%202017-18%20Delivery%20Plan.pdf
Housing Committee 7 February 2018	Item 9 – Barnet Homes 2018/19 Delivery Plan	https://barnet.moderngov.co.uk/documents/s44846/Barnet%20Homes%202018-19%20Delivery%20Plan.pdf
Housing Committee 1 April 2019	Item 10 – Barnet Homes 2019/20 Delivery Plan	https://barnet.moderngov.co.uk/documents/s51901/Barnet%20Homes%20Delivery%20Plan%202019-20.pdf

Barnet Homes

2020-21 Delivery Plan

Document control

Document description	This document sets out the actions (commitments) and measures (performance indicators) to delivering the relevant sections of the Housing and Growth Delivery Plan.
Document author	Elliott Sweetman, Group Director of Operations & Property, The Barnet Group
Document holder	Paul Shipway, Head of Housing Strategy, London Borough of Barnet

Version control

Document production date	18 February 2020
Document update	Annually

Clearance process

DU approver	Date:
Elliott Sweetman, Group Director of Operations & Property, The Barnet Group	21 February 2020
Commissioner approver	Date
Stephen McDonald, Director of Growth, London Borough of Barnet	21 February 2020

Contents

1. Introduction	2
2. Delivering the Barnet Corporate Plan	2
3. Outcomes 2019-2024	3
4. Commitments for 2020-21	7
5. Benchmarking	11
6. Finances	12
7. Risks and challenges	15
Appendix 1: Delivery Plan and Core Performance Indicators	16
Appendix 2: Risks	20

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 fifth year of the ten-year Management Agreement with Barnet Homes from April 1st 2020.

Barnet Homes, now a subsidiary of The Barnet Group (TBG) have 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 Council's, Barnet are facing a difficult financial climate with increasing demand on services, less money to spend, and uncertainty about future funding.

As outlined in this plan, Barnet Homes are committed to working with the Council to face those challenges head on and as such, 2020/21 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 Barnet 2024, sets out the three outcomes for the borough. As set out in the Corporate Plan, these focus on place, people and communities:

- 1) A pleasant, well maintained borough that we protect and invest in
- 2) Our residents live happy, healthy, independent lives with the most vulnerable protected
- 3) Safe and strong communities where people get along well

The key corporate priority for the housing and growth committee most relevant to Barnet Homes is:

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

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"> • Increasing supply to ensure greater housing choice for residents • Delivering new affordable housing, including new homes on council owned land • Prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme • Ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved
Safe and secure homes	<ul style="list-style-type: none"> • Providing additional investment in fire safety measures for council housing • Working with private owners and housing associations to ensure buildings are safe • Taking enforcement action to bring empty properties back into use

Corporate Priority	How the Council will deliver this by 2024
Tackling and preventing homelessness and rough sleeping	<ul style="list-style-type: none"> • Reducing the use of temporary accommodation • Focusing on prevention of homelessness • Maintaining effective multi-agency and voluntary sector partnerships, including strengthening links between housing and health • Supporting rough sleepers to address their housing and other needs

3.2. The table below outlines some of Barnet Homes contribution to the above priorities achieved in 2019/20:

Corporate Priority	Outcomes achieved in 2019/20
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> - Completion of 53 home extra care scheme at Ansell Court - Planning consent achieved on all bar one scheme within the ODH 341 affordable homes for rent programme, final application made for Basing Way open space February 2020 - Onsite with 198 new homes at March 2020 - Resident and pre-application consultation completed on the GLA funded 87 homes programme at Little Strand and Broadfields - 89 homes purchased for use as affordable temporary accommodation by February 2020 - Start on site at Stag House 51 home extra care scheme achieved - 10 wheelchair accessible homes completed
Safe and secure homes	<p>Following the tragic fire at Grenfell Tower, North Kensington, in June 2017 Barnet Homes and LBB have reviewed their approach to fire safety. Through the Housing Committee a commitment was made to move towards a “best practice” approach to fire safety in high rise blocks.</p> <p>A comprehensive programme of fire safety works to be delivered over 6 years has been agreed with LBB. During</p>

	<p>2019/20 Barnet Homes have delivered the following across the council housing stock:</p> <ul style="list-style-type: none"> • Commenced the installation of sprinkler and/or alarm systems in 7 blocks of flats • Commenced a programme of undertaking in depth fire safety assessments to all medium and low-rise blocks • Commenced the upgrading of flat front entrance fire doors • Completed category 1 high priority works at several high-rise locations • Undertaken structural integrity investigations to buildings of Large Panel System build and implemented precautionary gas safety works in some blocks and the removal of piped gas and installation of a communal heating system at Silk House • Secured £5m funding from the Governments, cladding remediation fund for works to replace the ACM cladding on the Granville Road tower blocks <p>- Achieved excellent housing industry peer benchmarking results on both cost and quality measures;</p> <ul style="list-style-type: none"> • Ranking of 1st of 22 for all housing costs (excluding cyclical and major works) • Ranking 4th of 16 for tenant satisfaction with overall services
<p>Tackling and preventing homelessness and rough sleeping</p>	<p>- Responding to the additional requirements of the Homelessness Reduction Act by:</p> <ul style="list-style-type: none"> • Securing £530k additional Government funding to help build capacity for more homeless prevention casework <p>Reducing Temporary Accommodation (TA) – Despite the introduction and challenges of the Homeless Reduction Act Barnet Homes have achieved:</p> <ul style="list-style-type: none"> • The lowest number of total households in TA since 2014/15 - 2453 in January 2020 • A 31.4% reduction in the number of households in emergency TA from Aug 2018; 328 to Jan 2020; 225. <p>The drop in TA numbers is driven by the multi-disciplined TA Reduction Project Group which focuses on increasing</p>

	<p>homeless prevention and supporting households to move on from TA.</p> <p>- Preventing Homelessness:</p> <ul style="list-style-type: none"> • By the end of January 2020, a record of 1054 prevention outcomes were achieved against a target of 956. This strong performance should be seen in the challenging context of the roll-out of Universal Credit (UC) and new administrative pressures from the Homelessness Reduction Act. • Sustaining the Minerva House women’s refuge for 2020/21 through a successful grant funding bid • Successfully applying for funding from the London Plus project to support partnership working and holding 2 Homeless Forum events in 2019/20. <p>- Assisting households to move into affordable private rented properties:</p> <ul style="list-style-type: none"> • By end of January 2020, Barnet Homes have procured a record number (568) private rented properties for homeless applicants, against a target of 521. <p>- Developed plans to transfer assets from the Council to Barnet Homes registered provider subsidiary Open Door Homes to reduce the use of temporary accommodation and increase the supply of affordable private rented homes.</p> <p>- Approval to make an application to the Secretary of State for the Trickle Transfer of homes from the council to Opendoor Homes was obtained from the Housing and Growth committee in January 2020</p> <p>- Reducing rough sleeping:</p> <p>Through a successful government funding bid, created a new Rough Sleeper team, which by January 2020 had:</p> <ul style="list-style-type: none"> • Completed 8 rough sleeper counts/estimates • Moved 98 entrenched rough sleepers into TA and 26 into long term accommodation options • Were currently supporting 63 rough sleepers
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	<ul style="list-style-type: none">• Successfully bid for £637k of government funding for 2020/21 to continue with their current interventions
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4. Commitments for 2020-21

What Barnet Homes will deliver towards our desired outcomes:

Commitments allocated to Barnet Homes	Key Deliverables	Key Milestones	Benefit
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents			
Enabling the delivery of new affordable housing on council owned land	Completion of 144 new homes for affordable rent through Registered Provider - TBG Opendoor Homes	<ul style="list-style-type: none"> - Handover of The Croft and Burnt Oak registry office June 20 - Handover Sheaveshill Court November 20 	<p>TA cost avoidance for LBB</p> <p>On lending benefits to LBB</p>
Increase Extra Care provision at Upper and Lower Fosters and Burnt Oak	125 additional extra care homes for affordable rent	<ul style="list-style-type: none"> - Start on site at Stag House 51 homes - Tendering of Cheshir house 75 homes as part of the Fosters estate scheme 	<p>LBB Adults & Communities savings</p> <p>Additional income into the Housing Revenue Account</p>
Fulfil our corporate parenting duty to support placement sufficiency for care leavers by ensuring they are provided with appropriate accommodation and support	Care Leavers provided with appropriate accommodation and support.	<ul style="list-style-type: none"> - Continue to provide the "Training Flat" to enable Care Leavers to experience independent living prior to their transition into longer term housing. - House 48 care leavers into long term suitable housing in 2020/21 	<p>LBB Family Services savings</p> <p>Reducing tenancy failure and costs associated with eviction and rent arrears.</p>
Progress plans to acquire 500 new homes through Opendoor Homes used as temporary accommodation	First 125 homes purchased	<ul style="list-style-type: none"> - Loan agreement between ODH and LBB finalised - 125 homes purchased in 2020/21 	<p>TA cost avoidance for LBB</p> <p>On lending benefits to LBB</p>
Obtain secretary of state consent to proceed with Trickle Transfer	First 100 homes transferred	<ul style="list-style-type: none"> - MCHLG engaged by LBB in approval process - First transfers take place end of 2nd quarter 2020/21 	<p>TA cost avoidance for LBB</p>

<i>Safe and secure homes</i>			
Undertake fire risk assessments to council homes and ensure recommended actions are Implemented	Delivery of Fire Risk Assessment programme	<ul style="list-style-type: none"> - 100% of scheduled fire risk assessments completed (council housing) on time - 90% of priority 0 and 1 fire safety actions completed on time 	High levels of safety and security for residents
Investment in measures to improve building safety for council homes	Delivery of £52m fire safety improvement programme	<ul style="list-style-type: none"> - Complete installation of sprinkler and alarm systems to 7 blocks - Replace GRP composite fire doors in line with risk assessment timescales - Complete assessments and develop plans for all Large Panel System buildings in the stock - Complete first phase of condition survey of council stock to inform updated Asset Management approach 	<p>High levels of safety and security for residents</p> <p>Effective use of Housing Revenue Account</p>
<i>Tackling and preventing homelessness and rough sleeping</i>			
Prevent residents from becoming homeless by sustaining them in their current tenancies or helping them find alternative accommodation	Work with households threatened with homelessness at an early stage to increase prevention and relief opportunities	<ul style="list-style-type: none"> - Complete personal housing plans for 100% eligible homeless households - Prevent and relieve homelessness for 1250 households in 2020/21 	<p>TA cost avoidance for LBB</p> <p>Improved outcomes for residents</p>
Reducing the use of temporary accommodation and securing accommodation for people who are homeless	Reduce the number of admissions into TA and support households in TA to move to alternative housing options	<ul style="list-style-type: none"> - Procure 610 units in the private rented sector via let2barnet - Reduce the total numbers of households in TA to 2250 at year end 2020/21. 	<p>TA cost avoidance for LBB</p> <p>Improved outcomes for residents</p>

<p>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</p>	<p>Have clear referral pathways with partners to ensure early intervention and prevention</p>	<ul style="list-style-type: none"> - Maintain multi-agency Domestic Violence Abuse One Stop Shop - Develop options for improved utilization of Homeless Forum partners to support intervention and prevention - Explore opportunities for increasing BOOST provision in other locations across the borough 	<p>TA cost avoidance for LBB</p> <p>Improved outcomes for residents</p>
<p>Reduce rough sleeping across the borough by supporting rough sleepers to address their housing and other needs including providing outreach to people sleeping rough</p>	<p>Reduce the numbers of rough sleepers on the streets of Barnet</p>	<ul style="list-style-type: none"> - Support 30 rough sleepers in TA to move into the private rented sector in 2020/21 - Develop a Somewhere Safe to Stay Hub at Friern Barnet Road Hostel by December 2020 for rough sleepers - Reduce rough sleepers in Barnet to 20 at year end 2020/21 	<p>Cost avoidance for Adult Social Care</p> <p>Improved outcomes for residents</p>

5. Benchmarking

5.1. Comparative industry performance

The Barnet Homes Management Agreement contains 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 2018/19 financial year were published in February 2020, 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 22 peer group participants and the respective quartile results:

Service Area	Benchmarking Ranking (Cost per Property)	Benchmarking Quartile Result	Comment
Housing Management	2 (£364)	Q1	LB of Barking & Dagenham ranked 1 st with a cost of £270 per property.
Repairs & Maintenance & Void Property Refurbishment	1 (£617)	Q1	LB of Havering ranked 2 nd with a cost of £658 per property.
Estate Services	2 (£262)	Q1	LB of Waltham Forest ranked first with a cost of £224 per property.
Total Housing Costs (excl Cyclical and Major Works)	1 (£1,243)	Q1	LB of Waltham Forest were 2 nd with a total cost of £1,389 per property; 11% 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 Housemark compliant survey:

Tenant Survey Question	Tenant Survey Result*	Benchmarking Ranking
Overall Satisfaction with Barnet Homes as a landlord	77%	4 th
Satisfaction with quality of home	80%	4 th
Satisfaction with neighbourhood as a place to live	79%	5 th
Satisfaction with value for money of rent	85%	3 rd

*due to frequency in which landlords in the peer group complete star compliant surveys this is an aggregated view combining the 2 year period from 2017/18 to 2018/19 and using the most recent survey result for each question.

6. Finances

6.1. Barnet Homes Management Fee 2019/20

	Year 2019/20	Changes	Year 2020/21
	£'000	£'000	£'000
Total Barnet Homes HRA Management Fee	25,494	526	26,020
Total Housing Options GF Mgmt. Fee	3,324	0	3,324
Total Barnet Homes Management Fee Capital HRA + GF	28,818	526	29,344

6.2. Housing Revenue Account Capital Programme

Capital Programme Description	Budget 2019/20	Draft Budget 2020/21
	£'000	£'000
Main Programme (as HRA Business Plan);		
Major Works (exl Granville Road)	3,334	5,470
Regeneration	990	525
Misc - Repairs	2,204	2,315
M&E/GAS	6,395	6,225
Voids and Lettings	4,005	4,055
HRA Fire Safety Programme	14,622	14,827
Inflationary increase		
Sub-Total	31,550	33,417*
Other HRA Programmes;		
Accessible accommodation adaptations	0	590
Dollis Valley Heating Replacement (M/E)	0	1,950
Dollis Valley Responsive Capital works	0	167
Grahame Park Investment	0	10,000
Sub-Total	0	12,707
New Builds:		
New Affordable Homes (First phase)	0	0
Ansell Court (formerly Moreton Close)	205	0
Development Pipeline – Stag House	135	0

Stag House (Extra-Care)	500	7,750
Burnt Oak Broadway Flats	4,921	1,563
Extra Care Pipeline- Cheshir	34,655	828
Upper & Lower Fosters Community Led Design	0	1,100
Barnet Homes GLA development programme (GLA - 87)	0	944
HRA acquisitions (Phase 4)	0	23,000
New Build 250 - (The Grange, Various HRA infills, Roof tops)	0	2,338
Sub-Total	40,416	37,523
HRA Programme Total	71,966	83,647

*No allowance for inflationary increases on main capital programme provided. This is to be reviewed during the year as part of the HRA Business Planning process any adjustments recommended to committee accordingly.

6.3. General Fund Capital Programme

Capital Programme Description	Budget 2019/20	Draft Budget 2020/21
	£'000	£'000
Alexandra Road	0	0
Chilvins Court	60	0
Empty Properties (managed by RE)	2,000	0
Investment in Modular Homes (Pinkham Way)	1,294	0
Sub-Total	3,354	0
Acquisitions:		
Direct Acquisition (Out of Boroughs)	14,000	0
Housing acquisitions Open Door (500)	0	39,830
Sub-Total	14,000	39,830
New Builds:		
Micro Sites (Phase 1)	2,033	280

Micro Sites (Phase 2)	3,667	1,600
Tranche 3 Open Door	57,103	21,889
Mixed Tenure (Hermitage Lane)	277	551
Other Mixed Tenure Sites - Tranche 1	400	0
Sub-Total	63,480	24,320
Grand-Total	80,834	64,150

6.4. Temporary Accommodation/Housing Needs and Resources Budget

Description	2019/20 Budget	2019/20 Forecast	Draft Budget 2020/21
	£'000	£'000	£'000
Total Costs	31,671	31,980	31,472
Total Income	(24,305)	(24,548)	(24,393)
TA Budget	7,366	7,432	7,078
Revised Budget with Pressures and Savings			7,188

6.5. 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
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.	(44)
H2	Transfer of 156 properties acquired by council for use as affordable temporary accommodation to ODH. Savings achieved by transfer of debt	(172)

Savings Ref	Description of Saving	2020/21 £000
	management and premium of 1.24% interest on loans made by the council to ODH.	
H5	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.	(300)
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.	(136)
Total		(652)

7. Risks and challenges

Emerging issues should be recorded by the Lead Client Relationship Manager, LBB Commercial team on an issues log. The log will be reviewed at the monthly performance review meetings, 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 3 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	Q3 2019/20 Performance	2019/20 Target	2020/21 Target	Notes
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	Number of homes purchased for use as affordable accommodation	74	100	125	Target is newly acquired homes by year end. Cumulative - Frequency Quarterly - targets to be set once full programme approval obtained
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	40	38	48	Cumulative - Frequency Monthly / Quarterly
Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	Affordable housing delivered on council owned land	23	35	144	Target is new homes completed by year end Cumulative - Frequency Quarterly
Safe and secure homes	Scheduled fire risk assessment completed (council housing) on time	100%	100%	100%	Frequency Monthly / Quarterly
Safe and secure homes	Priority 0 and 1 fire safety actions completed on time	74.4%	90%	90%	Frequency monthly / Quarterly Some flexibility required on target due to nature of actions (requiring residents to respond) NB; Q3 19/20 result due to data upload issue. Jan 20 result on target.
Tackling and preventing homelessness and rough sleeping	Number of homelessness preventions	935	1150 (full year)	1250 (full year)	Cumulative - Frequency Monthly / Quarterly Quarterly targets: Q1 312, Q2 625, Q3 937, Q4 1250
Tackling and preventing homelessness and rough sleeping	Overall number of households in Temporary Accommodation	2466	2400 (full year)	2250 (full year)	Cumulative – Frequency Monthly / Quarterly Quarterly targets:

Commissioning Priority	Outcome	Q3 2019/20 Performance	2019/20 Target	2020/21 Target	Notes
					Q1 2400, Q2 2350, Q3 2300, Q4 2250
Tackling and preventing homelessness and rough sleeping	Households placed directly into the private rental sector	509	625	610	Target amended to reduce landlord incentive costs linked to PSR savings. Cumulative – Frequency Monthly / Quarterly Quarterly Targets: Q1 152, Q2 305, Q3 457, Q4 610
Tackling and preventing homelessness and rough sleeping	Families with Children in Temporary Accommodation	58.6%	Monitor	Monitor	Monitor measure only
Tackling and preventing homelessness and rough sleeping	Rough sleeping in Barnet	24	Monitor	20	Quarterly average based on spot counts/estimates

Performance Indicators

Commissioning Priority	Outcome	Q3 2019/20 Performance	2019/20 Target	2020/21 Target	Notes
Safe and secure homes	Overall tenant satisfaction with Barnet Homes as a social housing provider	79%	N/A	80%	Cumulative – Frequency Monthly / Quarterly New methodology - Rolling telephony perception surveys using Housemark benchmarkable format
Safe and secure homes	Overall satisfaction with the repairs service received	85.1%	96.0%	88%	Cumulative – Frequency Monthly / Quarterly New methodology - Rolling telephony transactional surveys using Housemark benchmarkable format
Safe and secure homes	General needs tenants; current arrears as a percentage of the debit	3.60%	3.30% (year-end)	3.30% (year-end)	Frequency Monthly / Quarterly

Commissioning Priority	Outcome	Q3 2019/20 Performance	2019/20 Target	2020/21 Target	Notes
					Quarterly targets; Q1 3.44%, Q2 3.51%, Q3 3.62%, Q4 3.3%
Safe and secure homes	Temporary accommodation clients; current arrears as a percentage of debit	5.25%	5.20% (year-end)	5.20% (year-end)	Frequency Monthly / Quarterly Quarterly targets; Q1 5.82%, Q2 5.77%, Q3 6.05%, Q4 5.20%
Safe and secure homes	Average re-let time for routine lettings	14.95 days	16 days	20 days	Target amended to reflect fire risk assessments to flats in medium and low-rise blocks and Q1-Q2 impacts of in-sourced repairs service. Cumulative Frequency Monthly / Quarterly
Safe and secure homes	% of annual leaseholder service charge and arrears collected	84.7%	102.0%	102%	Cumulative Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	Households in Emergency Temporary Accommodation	232	200	225	Target amended to reflect reducing costs of ETA and prudent use. Frequency Monthly / Quarterly
Tackling and preventing homelessness and rough sleeping	Length of stay in Current Emergency Temporary Accommodation	49.7 weeks	Monitor	Monitor	Tracker indicator
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	Percentage of those households in Emergency Temporary Accommodation pending enquiries or found to be intentionally homeless	43.5%	Monitor	Monitor	Tracker indicator
Tackling and preventing homelessness and rough sleeping	% of homeless appeals completed on time	100%	95.0%	95%	Cumulative Frequency Monthly / Quarterly

Commissioning Priority	Outcome	Q3 2019/20 Performance	2019/20 Target	2020/21 Target	Notes
Safe and secure homes	Number of tenancy failures (evictions and abandonments)	8	35	20	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	% Properties with Current Landlord Gas Safety Record	100%	100%	100%	Frequency Monthly / Quarterly
Safe and secure homes	Satisfaction that repair was completed right first time	N/A	N/A	Monitor	Cumulative Frequency Monthly / Quarterly New Indicator – Rolling telephony transactional surveys using Housemark benchmarkable format
Safe and secure homes	Average end to end time to complete major adaptation works	15.49 weeks	20 weeks	20 weeks	Cumulative Frequency Monthly / Quarterly
Safe and secure homes	Average re-let time for major works lettings	66.14 days	40 days	56 days	Target amended to reflect pipeline of MW void properties undergoing major projects works. NB; excludes hostel undergoing full-scale refurbishment. Cumulative Frequency Monthly / Quarterly
Safe and secure homes	No of new ASB cases per 1k properties	2.7	7	5	Cumulative Frequency Monthly / Quarterly

Appendix 2: Risks

The following joint risks have been assigned a rating of 12 or more as at February 2020:

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. This could result in an inability by the council to meet statutory responsibilities for managing and maintaining the housing stock, or a reduction in service which	Head of Housing Strategy	Financial	<ol style="list-style-type: none"> 1. Housing Revenue account business plan model provided by Savills. 2. Budget Monitoring arrangements 3. Plans to develop and acquire new council homes 4. Working with TBG and RE on the impact of Estate Regeneration on HRA 	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	
		would impact on residents.									

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 Strategy	Financial	<p>1. Deliver Homelessness and Rough Sleeping Strategy Objectives of Increase Prevention Activity and Reducing Temporary Accommodation Use by:</p> <ul style="list-style-type: none"> - Ongoing project to look at further ways of reducing homelessness (investment in upstream prevention work / using council assets to build more homes) - Regular performance indicators and financial monitoring - Horizon scanning of legislation changes and lobbying for more funding from Government - - In house lettings agency for procurement of PRS properties - Improve insight and intelligence through housing Supply and demand modelling - Links to Housing, Homelessness and Growth Strategies outcomes - Increase affordable housing supply through new acquisitions programme - Tracking ongoing impact of Homelessness Reduction Act 	4	5	3	4	12	Treat

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Housing and Growth Committee

16 March 2020

Title	Brent Cross Cricklewood Update Report
Report of	Chairman of the Housing and Growth Committee
Wards	Childs Hill, Golders Green and West Hendon
Status	Public with accompanying 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)
Urgent	No
Key	No
Enclosures	Appendix 1 – BX Location Plan Appendix 2 – BXC Strategic Communications Plan
Officer Contact Details	Cath Shaw, Deputy Chief Executive, cath.shaw@barnet.gov.uk Stephen McDonald, Director of Growth Stephen.McDonald@Barnet.gov.uk Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk , 0208 359 7563

Summary

This report provides a progress update on the comprehensive regeneration of the Brent Cross Cricklewood (BX) programme since the Committee meeting on 27 January 2020. In particular it provides an update on progress on commencement of Brent Cross South (Phase 1B South) which represents the start on site of the main works for the Brent Cross South development.

Officers Recommendations

That the Committee:

- 1) Notes the progress update across the scheme since the last report to the committee on 27 January 2020.**
- 2) Approve to delegate to the Deputy Chief Executive in consultation with the Chair of this Committee to finalise and complete; a) the surrender and regrant of the former Toys R Us lease for a longer term and to widen the existing user restriction; b) the consequential amendments required to the BXS legal documentation to ensure that the site forms part of the BXS scheme; c) and the Direct Agreement between the council and Lender (paragraph 1.47)**
- 3) Approve to delegate to the Deputy Chief Executive in consultation with the Chair of this Committee to finalise and agree Heads of Terms with BXS as set out in the accompanying exempt report to this Committee (paragraph 1.42)**
- 4) Approve the Strategic Communications Plan at appendix 2 to support the Brent Cross regeneration programme (paragraph 1.53)**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides the quarterly update on progress since the last Committee meeting on 27 January 2020. At that meeting, the Committee:
- Noted the progress update across the scheme since the last report to the committee on 26 November 2019.
 - Delegated to the Deputy Chief Executive in consultation with the Chairman of this Committee to finalise and enter into a Deed of Variation to the Funding Development Agreement between L&Q to reflect the current programme and to be consistent with the Part 2 Whitefield Estate Shared Equity Offer and council policy as set out in paragraph 1.4.
 - Authorised the extension of the scope of Conway Aecom (who have been commissioned to construct the Southern Junctions) to include detailed design and installation of the temporary access road for plots 53 & 54 as set out in paragraph 1.7.
 - Noted that an introductory report will be submitted to the Financial Performance and Contracts Committee on 29 January 2020 providing an overview of the individual works delivery construction contracts that the council has placed (and needs to place) to meet its delivery obligations in respect of the BXC project alongside the project's funding

arrangements as set out in paragraph 1.17 of this report. The link to that report will be circulated to this Committee on publication.

- Noted that the council entered into contract with Volker Fitzpatrick on 23 December 2019 to design, build and handback the Brent Cross West Station and completed the Asset Protection Agreement with Network Rail on 9 January 2020.

1.2 The link to the Committee report is here:

<https://barnet.moderngov.co.uk/documents/g9931/Public%20reports%20pack%2027th-Jan-2020%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=10>

BXC Programme Wide Progress Update

1.3 The Committee is asked to note the following programme wide progress update;

- The Policy and Resources Committee authorised that the Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee amend the financial returns mechanism within the BXS legal documentation on the basis set out in paragraph 2.2 of the report and paragraph 1.3 in the exempt report when finalising and agreeing the detail of the consequential changes to the BXS legal documentation as approved by the Housing and Growth Committee (formerly Assets, Regeneration and Growth Committee) on 27 November 2018 and 13 June 2019.

<https://barnet.moderngov.co.uk/documents/b33931/Brent%20Cross%20South%20Project%20Agreement%2019th-Feb-2020%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>

- The overall budget, performance and risk information across the BXC programme was reported to the Finance Performance and Contracts Committee on a quarterly basis. The introductory report to the committee on 29 January 2020 focussed on the performance of contracts that have been let by the council and BXS. The report can be read here

<https://barnet.moderngov.co.uk/documents/g10105/Public%20reports%20pack%2029th-Jan-2020%2019.00%20Financial%20Performance%20and%20Contracts%20Committee.pdf?T=10>

- The council has now concluded the revised integrated rail industry endorsed programme with Department of Transport, Network Rail, Train Operating Companies (TOCS), VolkerFitzpatrick (VF) and BXS which maintains the 2022 Brent Cross West station opening date. A Qualified Schedule Risk Assessment has been undertaken by the BXT Re Delivery Team with the council's rail contractors to provide confidence that the 2022 opening date is achievable.
- The Brent Cross South (BXS) Business Plan main report is being finalised in accordance with the delegation by this Committee on 26 November 2019. A verbal update will be provided to this Committee.
- The revised First Phase Proposal was received on 28 February 2020. The Council's Phase Project Valuer (CBRE) is currently undertaking a final review of the Phase Proposal and is due to report shortly to the Chief Executive on the council's land value

to determine the Best Consideration requirement has been met in accordance with the Project Agreement and delegations given by this Committee on 26 November 2019.

- The Chief Executive has approved the appropriation of land in the first phases of the BX scheme from its existing use to planning purposes in accordance with S.122 Local Government Act 1972 in accordance with the approval of the Housing and Growth (formerly Assets, Regeneration and Growth Committee) on 12 December 2016.
- The council has entered into a Compound Licence and a Licence to Occupy with BXS JVLP to occupy the area to construct the early enabling infrastructure and construction of the temporary open space.
- Infrastructure works to deliver the temporary open space commenced on 25 February, thereby implementing Phase 1BS in accordance with the S73 planning permission.
- The council has requested that TfL update the name of the Brent Cross tube station to reflect the geographical positioning of the tube station to the regeneration area, improve wayfinding and to reinforce the identity of the Brent Cross area, anchored by the Brent Cross West station (currently under construction) to the west and the Northern Line tube station to the east as shown on the plan attached at appendix 1.

Brent Cross Thameslink

- 1.4 Work to complete the Train Operating Compound fuel farm is progressing well with commissioning and handback to Network Rail expected to take place in May. The new Sidings are anticipated to come into operational use from the south in June and from the north in January 2021.
- 1.5 Following entering into contract to design, build and handback the Brent Cross West Station on 23 December 2019, VolkerFitzpatrick (VF) are progressing the detailed design of the station, taking into consideration the separate ongoing agreements relating to ownership and maintenance arrangements. Regular meetings are taking place between the council, Network Rail, VF and BXS to ensure that the station, pedestrian bridge and access buildings come forward in an integrated way.
- 1.6 The council has now concluded the revised integrated rail industry endorsed programme with Department of Transport, Network Rail, Train Operating Companies (TOCS), VF and BXS which maintains the 2022 station opening date. This takes into account the delays associated with the TOC building and loss of track possessions as reported to the last Committee. Formal adoption of the programme requires some electrical testing by Network Rail which is taking place in June 2020. A Memorandum of Understanding between the Rail Industry Stakeholders (NR / TOCS / DfT) has now been signed. This document sets out all of the fundamental delivery principles including key access dates. This document will continue to be reviewed and managed through the monthly Rail Operations Board which includes DfT, NR, alongside GTR and EMR.
- 1.7 The critical access possessions for the track slews in 2021 are in the NR Rail Booking system, have the support of the TOCs, and are incorporated into the Integrated Programme signed off by all parties and attached to the MoU. As a result of the latest track access dates, Volker Fitzpatrick will have more time to construct the slow line platforms and bridges, and reduces their track access requirements.

1.8 A Quantitative Schedule Risk Assessment (QSRA) was undertaken in February 2020 based on the revised integrated programme. The objective of the QSRA is to provide the council and its partners with confidence that the key projects forming BXT will be sufficiently ready to:

1. Commence the three track slew dates in 2021
2. Achieve practical completion of the station
3. Handover to the new station owners and to the operator

1.9 The models run were

a) base model was run with:

1. Estimate uncertainty
2. Estimate uncertainty and risks

b) A Scenario model included further four external risks:

1. Track slew possession cancelled by external event
2. GTR late design changes to Station
3. Design Standards change Station
4. BXS late design information for Eastern Station entrance affects MEP works.

c) A Stress Test model added additional 30% time to maximum durations and all models rerun.

1.10 Outputs from modelled scenarios are as follows:

a) Base model

5. 3 track slews – 100% readiness
6. 90% confidence in Construction Finish by 7 July 2022
7. 90% confidence in Station Handover by 25 July 2022

Latest dates: Construction Finish 26 August 2022, Station Handover 20 September 2022

b) Scenario model

1. 3 track slews – 100% readiness
2. 90% confidence in Construction Finish by 12 July 2022
3. 90% confidence in Station Handover by 4 August 2022

c) Stress Test model with Scenario all risks

1. 90% confidence in Construction Finish by 13 September 2022
2. 90% confidence in Station Handover by 11 October 2022

1.11 The results show that Station Handover can be achieved by 19 October 2022 or earlier with 95% confidence. The latest date is 16 March 2023, which would be owing to track slews not achieved or possessions cancelled by Network Rail, but both events are highly unlikely. A further review will take place in autumn later this year.

1.12 The BXT project governance has been bolstered within the rail industry. Brent Cross is now a standing item on the monthly Executive NR / TOC Alliance Boards (with GTR and EMR). A dedicated sub board with relevant Executive Members of NR and GTR was established and met throughout January 2020 to review the technical solution in detail to agree the revised access possessions programme and also to facilitate a wider cross route

priority discussion to coordinate the major NR projects, This sub board will continue to meet as required until opening of the station. Network Rail reports monthly on BXC to their own Programme Delivery Board which then reports up to Programme Board chaired by DfT.

Brent Cross South (BXS)

- 1.13 Infrastructure works to deliver the temporary open space commenced on 25 February, thereby implementing Phase 1BS in accordance with the S73 planning permission.
- 1.14 The council and BXS is putting in place the required legal documentation to enable delivery. These comprise:
 - a) the decoupling grant letter with BXS on 12 February 2020 to reflect the required consequential changes to the legal documentation to deliver the revised delivery strategy and the proposed transfer of work packages from the BXN developers to the Council and Brent Cross South.
 - b) The grant letter in respect of the sub-station funding is anticipated to be signed shortly.
 - c) Compound Licence and a Licence to Occupy between the council with BXS JVLP to occupy the area to construct the early enabling infrastructure and construction of the temporary open space.
- 1.15 The Chief Executive in consultation with the Chair of this Committee is finalising the BXS Business Plan main report in accordance with the delegation by this Committee on 26 November 2019. A verbal update will be provided to the Committee.
- 1.16 The draft revised First Phase Proposal as reported to this Committee on 26 November 2019 was received on 28 February 2020. The Council's Phase Project Valuer (CBRE) is currently undertaking a final review of the Phase Proposal and is due to report shortly to the Chief Executive on the council's land value to determine the Best Consideration requirement has been met in accordance with the Project Agreement and delegations given by this Committee on 26 November 2019.
- 1.17 The BXS project legal documentation is being finalised by Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee and is expected to be concluded shortly. This includes the revised BXS financial returns mechanism as approved by Policy and Resources Committee on 19 February 2020, The Committee authorised that the Deputy Chief Executive in consultation with the Chairman of the Housing and Growth Committee amend the financial returns mechanism within the BXS legal documentation on the basis set out in paragraph 2.2 of the report and paragraph 1.3 in the exempt report when finalising and agreeing the detail of the consequential changes to the BXS legal documentation as approved by the Housing and Growth Committee (formerly Assets, Regeneration and Growth Committee) on 27 November 2018 and 13 June 2019.

<https://barnet.moderngov.co.uk/documents/b33931/Brent%20Cross%20South%20Project%20Agreement%2019th-Feb-2020%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>
- 1.18 The negotiations with Homes England for BXS JVLP to secure funding to deliver both physical and social infrastructure, land acquisition and section 106 costs to accelerate

development have concluded. This includes the Direct Agreement between the council and Homes England.

- 1.19 These agreements will be subject to a Chief Officer's delegated powers report, which will be circulated to Members of the Committee for information. A verbal update will be provided to the Committee.

Brent Cross North update

- 1.20 Hammerson and Aberdeen Standard Investments (HASI) met with the Deputy Chief Executive and Director of Growth on 6 February 2020. HASI confirmed that their joint venture partnership is reviewing plans for the future major scheme at Brent Cross consistent with the Hammerson City Quarters strategy to ensure the development addresses changing customer and occupier requirement given the current retail climate and continue to ensure the existing asset is actively managed.
- 1.21 As explained in the Hammerson Plc press statement announcing the results for the year ending 31 December 2019 on 25 February 2020 (link below), the City Quarters concept aims to leverage existing land interests around their flagship destinations, located in major European cities and near to key transport links. These provide opportunities to develop a mix of uses including residential, workspace, hotel and leisure, and will deliver financial returns for the Hammerson Group and complement our existing flagship destinations.

<https://www.hammerson.com/media/press-releases/2019-full-year-results>

Revised Delivery Strategy – Council responsibility

a) Relocation of the Part 1 Whitefield Estate

- 1.22 The council and L&Q are in the process of agreeing the programme for the relocation of the Whitefield Estate. The Funding Development Agreement between the council and L&Q is being varied to align with the emerging programme. Details of the variation was reported in the last Housing and Growth Committee report. The L&Q board has agreed these variations and the Deed, together appropriate conditions is currently being finalised between all parties and their solicitors.
- 1.23 In preparation for enabling works, it was necessary to remove some of the trees and parts of the hedgerow on Plots 53 and 54 and where a temporary construction access road is planned. AECOM Conway have carried out these works in advance of the bird nesting season. L&Q has also undertaken drainage CCTV surveys on site.
- 1.24 The council's BX team has updated the communications and engagement strategy to ensure residents, businesses and community groups are kept informed of the works that are now taking place across the development. This strategy will take into consideration the impacts on both residents from the Whitefield Estate, and neighbouring properties of plots 53 and 54.
- 1.25 L&Q jointly with Barnet Homes will update the Housing Needs Surveys on the secure tenants later this year.

1.26 Previously, the Council served Initial Demolition Notices on properties in the Whitefield Estate Part 1 in November 2015. These Notices are due to expire on the 18 November 2020 and as such the Council will be serving Final Demolition Notices in October 2020 to extend this period by a further two years. Whilst the Initial Demolition Notices are active, the Council will not complete on any new or existing 'Right to Buy' applications. A Final Demolition Notice completely suspends the 'Right to Buy' for an additional two-year period.

b) Southern Junctions Works Update

1.27 Highway infrastructure improvements along Cricklewood Lane at its junctions with Claremont Road and the A5 have been agreed as part of the planning permission for the Brent Cross Cricklewood regeneration programme. This includes the installation of new traffic signals and street lighting, and provide additional traffic capacity by widening the Eastbound (A407) and Southbound (Claremont Road) approaches.

1.28 The first phase highway improvement work commenced on Monday 20 January 2020 at the junction of Cricklewood Lane with Claremont Rd/Lichfield Rd. The improvement works will last approximately 25 weeks and includes the installation of new traffic signals and street lighting, and will provide additional traffic capacity at this junction. Traffic management processes have been agreed with TfL and the work has been planned to minimise disruption during works. Works will take Monday to Fridays between 8am to 5pm and 8am to 1pm on Saturdays.

1.29 The works are split into five traffic management phases during the construction period which have been designed to cause as little disruption as possible. Before each new phase begins communication will be issued to the affected stakeholders explaining impacts.

1.30 The new boundary wall at 1 Claremont Road has been completed and the existing wall demolished, allowing the widening of the junction and footway to start. The junction operation has changed from permanent traffic signals to temporary 4-way operation, to allow works to be undertaken on the carriageway under off-peak traffic management. Works are progressing well and are running to programme.

1.31 The more substantial second phase works will take place on the second junction of Cricklewood Lane and the A5 (Cricklewood Broadway) and are scheduled to take place in July 2020. The detailed design process has now been started. Early contractor engagement is taking place to develop construction methodologies and traffic management proposals.

1.32 Further details on these works and programme will be shared with affected parties closer to the time through direct engagement in line with TfL and LBB Highways protocols. Council officers has extended the scope DP9's engagement as planning consultants to lead on the discharge of pre-commencement conditions related to the second junction.

Land Issues

1.33 The land assembly strategy is being implemented across BX. Land continues to be acquired either under private treaty or under CPO if required to meet the delivery programme. This includes residential and hardship acquisitions within the Whitefield Estate. General Vesting Declarations (GVD) have been made and served on properties listed were attached to the last report to Committee. No further GVD's have been served since last reported although

the council are drafting those required to bring forward the first phases of the BXS scheme and will be issued once the legal documentation has been varied.

- 1.34 The Chief Executive has approved the appropriation of land in the first phases of the BX scheme from its existing use to planning purposes in accordance with S.122 Local Government Act 1972 in accordance with the approval of the Housing and Growth (formerly Assets, Regeneration and Growth Committee) on 12 December 2016. This Committee delegated authority to the Chief Executive to consider whether to appropriate to planning purposes Council-owned land within the red line planning application boundary for the scheme (attached to that report) which is held by the Council for other purposes and, if he considers it appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation and obtaining any necessary consents.
<https://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=7468>
- 1.35 The council will now seek the approval of the Secretary of State to confirm the appropriation of land held within the Housing and Revenue Account (HRA).

Ground 10A

- 1.36 The Council undertook Ground 10A consultation with the secure tenants on the Whitefield Estate in July to August 2018 and submitted an application for consent to the Secretary of State in November 2019. The Council was granted Ground 10A consent on 24 February 2020 and this will allow the council to gain vacant possession of properties tenanted by secure tenants on the Whitefield Estate Part 1 and 2, to facilitate the delivery of the first phase

Stopping Up

- 1.37 Two existing footpaths (one serving a former playground with Plot 54 and the other which crosses over Plot 53 from Brent Terrace in the West to join a path to the East from Claremont Park to Clitterhouse Crescent) require Stopping-Up orders so that the development can proceed in accordance with the approved detailed reserved matters consent. There are several alternative routes available to these existing footpaths. These or similar alternative routes will be retained within the completed BXS development in accordance with the S73 consent.
- 1.38 As reported to the last committee, a combined Stopping-Up for both Plots 53 and 54 was advertised on 11 September 2019 three objections were received. One from the Rambler Association which has now been withdrawn. A meeting was held with the two objectors in December to address their concerns with respect to the consultation process and the provision of an alternative route.
- 1.39 The two remaining objections have not been removed and therefore an application has been made to the Secretary of State through the Planning Inspectorate seeking the Secretary of State's consent to resolve the outstanding issues by way of written representation (which is the Council's preference) or at an informal hearing.
- 1.40 Further Stopping Up Orders were advertised for Claremont Park and Claremont Way East on 5 December 2019 to enable BXS works. Claremont Way received three objections which

are being reviewed and responded to by Argent Related. Claremont Way East received no objections and the Order was made on 6 February 2020. This will be advertised for 6 weeks.

- 1.41 Further Stopping Up Orders will be made as the scheme progresses.

Vita Student Accommodation

- 1.42 Following a formal marketing campaign by BXS last summer, Vita Student Living has been selected as the preferred partner to fund and operate a purpose-built student facility within BXS. Heads of terms have been agreed between BXS and Vita, and Stage 1 design has completed. Legal teams have been appointed to progress the required legal documentation and undertake Stage 2 design and progress a planning submission.
- 1.43 Vita are forward funding and purchasing the building, with BXS acting as developer. It is anticipated that works will begin in Q1 2021 (calendar year) with the student accommodation opening in 2023. This proposal delivers a very meaningful financial contribution to the First Phase Proposal and the scheme will bring much needed animation and critical mass to the initial cluster of buildings at BXS. The main terms affecting the council are set out in the exempt paper.

Toys R Us

- 1.44 Argent Related has now acquired the former Toys R Us site by way of assignment in line with the approvals of this Committee on 16 September 2019, which delegated to the Assistant Director – Estates to provide the necessary approvals on behalf of the council as freeholder to assign the lease and complete this transaction (paragraph 1.35 of that report). <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9929&Ver=4>
- 1.45 The council's BX regeneration and estates teams are currently working with Argent Related to agree the surrender and re-grant of the existing lease based on a longer term and to widen the user restriction beyond children's toys so that the property can be properly managed until re-development as part of the BXS scheme. In this regard, BXS has submitted a planning application to the council's Local Planning Authority to widen the uses to comparison retailing on 24 January 2020 (Ref No: 20/0376/S73S) and is pending a decision.
- 1.46 The increase in value associated with this transaction will be identified in the relevant Phase Proposal and will flow through to the council as surplus in accordance with the BXS legal documentation once the site is developed.
- 1.47 Therefore to facilitate proactive asset management and to ensure that the council captures value associated the lifting of the user restriction and bringing this site within the BXS scheme, the Committee is asked to approve and delegate authority to the Deputy Chief Executive in consultation with the Chair of this committee to finalise and agree; a) the surrender and re-grant of the former Toys R Us lease based on a longer term and widen the existing user restriction to allow comparison retailing b) the consequential amendments required to the BXS legal documentation to ensure that the site forms part of the BXS scheme; c) and the Direct Agreement between the council and Lender to ensure that the council can secure the building in the unlikely event of a BXS default.

West London Orbital

- 1.48 Work by TfL is still ongoing to review the case for the West London Orbital project. An update meeting of the boroughs is scheduled for mid-march and updated development assumptions are being provided to the team reviewing this work.
- 1.49 A meeting was held between TFL, Network Rail, and the council on 26 February 2020 principally in order to discuss the WLO integration study which was completed and reported to the Committee in October 2019. At the meeting TFL confirmed that whilst no further reports had been issued in relation to the Strategic Outline business case for the WLO, TfL are still reviewing previous work undertaken in relation to the railway's feasibility, issues of WLO funding and timetabling which are all to be resolved. The GRIP stage 2 study is yet to be commenced.
- 1.50 Meanwhile, the council is working with the station contractor, VolkerFitzpatrick to ensure that passive provision for the WLO is provided within the design of the station structure to allow extension of the concourse through to the proposed WLO platforms in the future.

PB Donoghue

- 1.51 The Council met with local residents to progress the relocation of PB Donoghue on 24 February and a further meeting is arranged for 23 March. A meeting is also being arranged with the owners later this month with the Deputy Chief Executive and Director of Environment. A more detailed update will be provided to the next Committee in May 2020.

Communications and Stakeholder Management Plan

- 1.52 The council has requested that TfL update the name of the Brent Cross tube station to reflect the geographical positioning of the tube station to the regeneration area, improve wayfinding and to reinforce the identity of the Brent Cross area, anchored by the Brent Cross West station (currently under construction) to the west and the Northern Line tube station to the east as shown on the BX Location Plan attached at appendix 1.
- 1.53 The council has updated the Strategic Communications Plan to support the Brent Cross regeneration programme. This strategy has been developed to minimise the impact on residents and businesses in the borough during construction phases and promote the overall vision and benefits of the project. This report seeks approval of this Plan attached at appendix 2.
- 1.54 Further detail on Communications and Engagement is included in paragraph 5.6.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The comprehensive regeneration of Brent Cross Cricklewood 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.

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

Budget Monitoring

5.1.1 The council has put in place procedures to ensure the effective monitoring of the financial performance of the BXC Programme. The BXC 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 BXC 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 BXC Programme.

Land Acquisitions

5.1.2 The approved budget for land acquisition to facilitate the BXC programme is £63.13m, furthermore, there was expenditure on advanced acquisitions of £4.06m. This is in addition to the Thameslink budget. Actual spend to date is £52.82m. The current forecast for 2019/20 is £3.15m.

Thameslink Station

5.1.3 The current approved budget in the capital programme is £364.47m following confirmation of the HMG grant funding agreement.

5.1.4 Actual spend to date is £100.77m. The total contractual commitments at the end of January 2020 is £284.04m. The council has submitted drawdown requests against the HMG grant totalling £239.20m, all of which has been paid to date. The current forecast for 2019/20 is £85.72m.

Critical Infrastructure

5.1.5 As part of the revised delivery strategy as set out in the report to the June 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.

5.1.6 These works are funded from part of the £55m core critical infrastructure budget that is being provided as part of the MHCLG Revised Funding Agreement for Brent Cross Cricklewood. Actual spend to date is £1.01m. The current forecast for 2019/20 is £11.58m.

Brent Cross North/London

- 5.1.7 The Brent Cross Principal Development Agreement confirms that the BXN Partners are obliged to pay the council's (and their consultants) costs in connection with this project – this covers a range of costs, including land acquisitions, fees, highway works.

Brent Cross South

- 5.1.8 As previously reported, the council has agreed to provide funding of £23m to the council's Joint Venture Limited Partnership with Argent Related (the JVL) to provide infrastructure to facilitate the development of the southern area. The facility has now been entered and completed as at December 2019. As previously reported, the HBF loan facility will also be used to repay the funding provided by the council through the Strategic Infrastructure Loan to fund early enabling and demolition works.

Social Value

- 5.1.9 As indicated in sections within this report, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

5.2 Legal and Constitutional References

- 5.2.1 The council's Constitution, Article 7.5 responsibility for function, states the functions of the Housing and Growth Committee, includes responsibility for regeneration schemes and asset management.

- 5.2.1 Council, Constitution, Article 10 Table A states that the Housing and Growth Committee is responsible for authorising (1) all disposal and acquisition of land for over £500k and (2) any transaction which is a "less than best" transaction as the term is interpreted out at s 123(2) of the Local Government Act 1972.

- 5.2.2 The council has a range of powers to enter into the legal agreements referred to in this report. The general power of competence under paragraph 1 of Section 1 of Chapter 1 of the Localism Act 2011 enables it to do anything that individuals can do subject to any specific restrictions contained in legislation and the 'incidental power' in Section 111 of the Local Government Act 1972 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.

5.3 Risk Management

- 5.3.1 Risk management has been applied across all levels of the programme. As reported to Committee in September, 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 key risks and mitigations are summarised below:

- 5.3.2 Programme and funding – There is a risk that BXN does not progress or that planning dates are not achieved across the programme. This risk has been significantly mitigated through the Revised Funding Agreement with Government. The Grant Agreement requires that the BXC project is monitored to milestones. In this regard, the Agreement allows these to be updated through the monthly meeting of the Government Assurance Board, chaired by the council's Deputy Chief Executive, to reflect scheme development and market conditions and other external factors. A cost review of the BXT budget is underway and will conclude

shortly to take account of the contract awards and review the programme and cost implications as a result of the shift in possessions.

- 5.3.3 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. The project team and Network Rail have therefore developed a contingency strategy in the event of a further loss of possessions.
- 5.3.4 Network Change – Network Change has been achieved. There remain some conditions which need to be met which are being managed by Network Rail and reported through the Rail Operations Assurance Board.
- 5.3.5 Train Operating Timetable - The BXT 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 later this year of the “Williams Review” which will make recommendations on the future structure of the industry. The Board will be monitoring developments closely.
- 5.3.6 Thameslink delivery costs – as with all major programmes there is the risk that costs will increase during programme delivery. The BXT 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 IA 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/Re delivery are continuing to review the costs each month. Similarly, there is an on-site presence by the council/Re delivery team to be monitoring programme and work achieved, particularly during track possessions.
- 5.3.7 Waste Transfer Station – Delays to the delivery of the Waste Transfer Station may result in programmatic and logistical interfaces with the Station and Brent Cross South 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 (inline with how the new facility will operate) is being investigated.

5.3.8 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 Re Thameslink 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.

5.3.9 Critical Infrastructure (Grant Funded Works) - The council is now responsible for delivering the Southern Junctions and as the Funder, delivery of Plots 53 & 54 providing new homes to rehousing residents from the Whitefield Estate.

5.3.10 Stopping Up Objections – Footpaths which are required to be 'Stopped Up' to make way for the building of Plots 53 & 54 have received objections. If objections are not removed, then the Order must be confirmed by the Secretary of State through the Planning Inspectorate by way of written representation (which is the Council's preference) or at an informal hearing. could delay the start on site of main works by approximately 9 months (for written representations) and 11 months (informal hearing). This delay may reduce the time available to use the temporary access road and result in an increase in construction vehicles using Brent Terrace South. The project team are working with objectors to resolve the issues around stopping up.

5.3.11 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.

5.3.12 Economic – 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 BXS development partners are exploring/reviewing diversification of offer within BXC. Wider macro-economic shocks may also impact the residential and office markets in London.

5.3.13 Planning – There is a risk that the BXN Partners do not meet the timescales established in the s73 Permission. This risk has been mitigated through the planning applications submitted as part of the revised delivery strategy and development of a combined integrated Programme Management Office (iPMO) forum specifically focused on planning programme across development partners. With the commencement of Phase 1BN Infrastructure 1, and Phase 1BS this risk has significantly reduced.

5.4 Equalities and Diversity

5.4.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.4.2 The development proposals for the Brent Cross Cricklewood 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 Thameslink 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.

5.5 Corporate Parenting

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

BXC Programme wide

5.6.1 Colleagues from across the three projects continue to meet monthly, and work collaboratively in ensuring a 'one voice' approach to communications around the programme.

5.6.2 A programme-wide communications and stakeholder engagement strategy has been developed as outlined in the recommendations and can be seen at appendix 2.

BXC Channel Strategy

5.6.3 A programme website has been built. It provides a landing page for the whole development with programme-wide updates and information on works taking place across the sites. The new website aims to minimise the impact of construction on residents and promote the overall vision for the area. It will provide current news and a sign up for a programme e-newsletter that will be launched in the Spring.

5.6.4 A holding page was launched early in the year with limited functionality. The full website went live at TransformingBX.co.uk in the week commencing 2 March 2020. The website will be updated with the latest news and information regularly. We welcome feedback for continuous improvement via the programme email address

Community Engagement

- 5.6.5 In January Brent Cross Thameslink and Conway Aecom delivered printed updates to residents in the development area on their respective programmes. This included early pre-commencement work on plots 53 / 54, the Cricklewood Lane / Claremont Road junction and the three month Thameslink works programme.
- 5.6.6 In February, Brent Cross South developer Argent Related, hosted two consultation events on the phase 2 plans for the new town centre. Invitations were distributed to 17,000 residents in the development area. Information was hosted on their website and sent to e-newsletter recipients.
- 5.6.7 Argent Related also distributed their information leaflet updating on their current works programme to residents in their development area

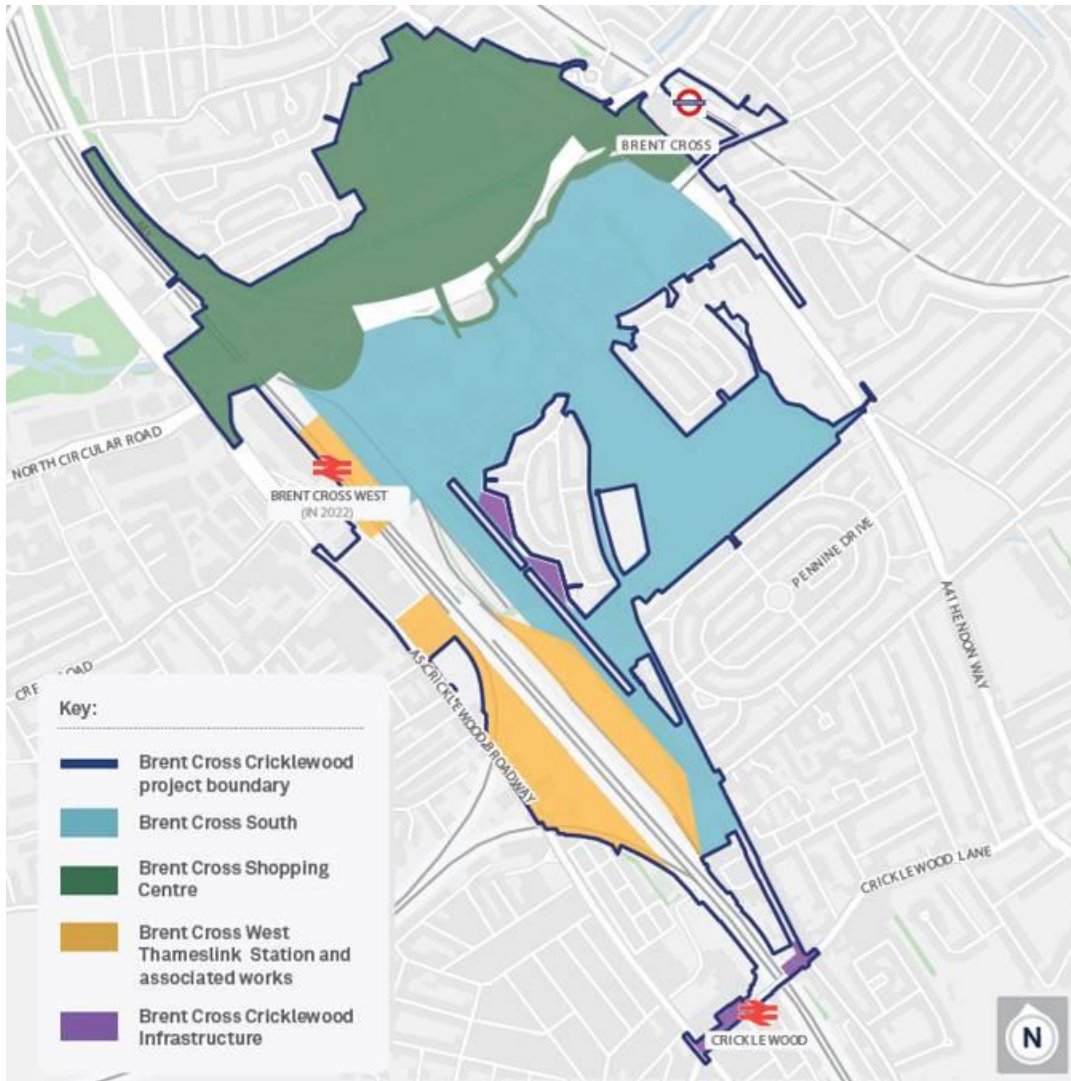
Member Engagement

- 5.6.8 A site visit for Committee members is being arranged and will take place in the Spring. An all member briefing will also be arranged to update on the programme in partnership with BXS. Invitations will be sent out next month

6 BACKGROUND PAPERS

- 6.1 Housing and Growth Committee, 27 January 2020, Brent Cross Cricklewood Update Report <https://barnet.moderngov.co.uk/documents/g9931/Public%20reports%20pack%2027th-Jan-2020%2019.00%20Housing%20and%20Growth%20Committee.pdf?T=10>

APPENDIX 1 – Station and Tube location map



Brent Cross Cricklewood Regeneration Programme

Strategic Communications Strategy 2020

The Brent Cross Cricklewood regeneration programme is the biggest redevelopment and growth programme Barnet Council has ever undertaken, it is named a key growth project by the Mayor of London and amongst one of the most ambitious across Europe.

The regeneration area covers 370 acres and will deliver a new vibrant town centre, 7,500 new homes, up to 27,000 jobs and 455,000 square metres of commercial space. The development will be supported by excellent new transport links, improved walking and cycling routes, new green spaces and parks. It will make significant improvements to the area, making it safer and more attractive for existing residents, and bring investment to local infrastructure with new and replacement schools, community and healthcare facilities.

The BXC project consists of three major projects:

Brent Cross South (BXS) a joint venture between LBB and Argent Related to develop a large scale mixed-use development including new homes, retail and commercial space as well as improved schools and greenspaces in the area.

Brent Cross West (BXW) which is being developed by LBB, supported by Re (a joint venture between LBB and Capita), and will see the construction of a new Thameslink Station and a state-of-the-art waste transfer facility. New railways sidings and driver accommodation (known as “the TOC”) is also being delivered as part of the programme.

Brent Cross London, also known as Brent Cross North (BXN) a joint venture between Hammerson and Aberdeen Standard Investments to expand the existing shopping centre and associated infrastructure.

Barnet Council is carrying out critical infrastructure works including improvement works to Southern Junctions, Geron Way and Plots 53 and 54 replacement homes for the Whitefield Estate. It also fulfils the roles of statutory planning authority and highways authority, and is a significant land owner in the area.

We recognise that residents and businesses in the area will be affected by construction noise, works and traffic for a number of years. This strategic communications plan has been developed to help minimise the impact on residents and businesses in the borough during construction phases and promote the overall vision and benefits of the project.

Aims of this communications plan:

- Ensure all delivery partners are aligned in their efforts to engage with residents, businesses and other relevant stakeholders, and those stakeholders know who to contact within the project.
- Keep residents and businesses fully informed of future project milestones in respect of planning and construction.

- Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.
- Ensure existing and future communities can unlock the benefits of the comprehensive regeneration such as improved access to employment, skills and housing opportunities.

Channel strategy

Different stakeholders have different preferences for how they receive information about the development and different levels to which they want to engage. As well as utilising Barnet Council and partners channels for communication, we will develop new channels for stakeholders to get in touch and provide access to information digitally, via letter, or face-to-face.

The following list outlines our commitments to developing and best using our communications channels to keep our residents and businesses informed at every stage of the project.

Channel	Aims	Detail	Timescales
New Programme Website	Keep residents and businesses informed. Ensure existing and future communities can unlock the benefits of the regeneration.	A dedicated website for residents to find out about construction and highways works, the overall vision and benefits of the project, latest news, register for email updates and contact the team. Barnet.gov.uk pages about the project will also be kept updated and direct to the project website for more information.	The new website officially launched in March 2020 at TransformingBX.co.uk. The website will be updated with news and information as and when there is a change to construction work.

Project e-newsletter	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>An e-newsletter will allow us to provide timely updates on the Brent Cross Cricklewood development at various phases of the project.</p> <p>Residents will be able to sign up for the newsletter via the website.</p>	<p>E-newsletters will be issued when there are new news items or construction works planned in the area.</p>
Dedicated email	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p>	<p>A dedicated inbox has been set up to manage incoming enquiries and support a two-way dialogue with our local stakeholders, as well as answer general enquiries quickly.</p> <p>We will endeavour to make this inbox the first port of call for programme-wide queries.</p>	<p>We will aim to respond within two working days.</p>
Social media	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>We will revive the programme's Twitter account sharing news and information, and responding to messages unless they are offensive or vexatious in nature.</p> <p>We will make use of the Council's Facebook page to promote events and community activities and the Instagram feeds to document the development's progress.</p>	<p>Twitter to relaunch in the Spring.</p> <p>Facebook and Instagram will be used when relevant.</p>

<p>Letters (businesses, and neighbours nearest construction)</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>Letters to near neighbours will be sent before major works begin notifying residents and letting them know how to get in touch if they have any questions.</p> <p>As letters are approved they will be shared with the wider network of resident groups, ward members and put on the project website for all interested stakeholders to view.</p>	<p>Two weeks before construction work starts on site.</p>
<p>BXC resident newsletter</p>	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>As part of the content strategy we will produce a print newsletter that aims to minimise duplication of communication to residents.</p> <p>We'll keep residents informed about construction works coming forward as well as new opportunities or good news stories.</p>	<p>A quarterly newsletter will be launched in the Spring.</p>
<p>Hoardings and banners</p>	<p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>Our hoardings will help tell the story of the development and promote site specific benefits. We'll engage with our residents on the design when possible and consider public art, living walls or collaborations to make best use of the site.</p>	<p>The hoardings around the Waste Transfer Facility will be updated in the Spring / Summer.</p>
<p>Road-side signage</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>Our transport team, together with TfL, will ensure that there are variable message signs alerting residents, and road users, to forthcoming highways works.</p>	<p>To coincide with highways works.</p>

<p>Face-to-face briefings and resident meetings</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>We will host briefings with residents and local opinion groups, schools, businesses, and resident associations, as a when required, these will be led by the BXC Regeneration Team and relevant contractors.</p> <p>The BXS team is opening a community space to support their own community engagement in Claremont Parade, and we expect L&Q and Volker Fitzpatrick to have similar resident facing site offices for residents to meet with them.</p>	<p>Ahead of major consultations, works or phase launches.</p>
<p>Press releases, launch events, and site tours.</p>	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>Media and photo opportunities may be considered to mark major milestones such as start on site for the station build and official openings. Local and trade (transport, rail, construction, placemaking, Government/public sector) press releases will be issued when appropriate.</p>	<p>As applicable.</p>
<p>Cross-communications working</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>A monthly joint communications meeting has been set up for communications leads across the BXT, BXS and BXN programmes to come together with the aim of agreeing messaging, joining up communications where possible and avoiding duplication.</p>	<p>This has been running since September 2019.</p>

Stakeholder engagement

The following table outlines the key stakeholder groups in the Brent Cross Cricklewood development area and the strategy for best using our channels outlined above to engage with them.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
<p>Residents: We have broken this audience down in to those impacted by each development area. We recognise that those residents that live closest to the development are most likely to be impacted by noise or construction traffic. Some of those residents will be impacted by several developments and may receive multiple letters regarding works programmes across the scheme. Where possible we will consolidate information to minimise this.</p>				
<p>Neighbours near to Brent Cross South development area</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Face-to-face resident meetings and drop-ins ahead of major works or consultation. Resident information hub to be opened on Claremont Parade.</p> <p>Letter / information sheet to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Contact number and dedicated email for Soundings and onsite contractors provided.</p>	<p>The demolition information sheet to the nearest local addresses, those in streets immediately adjacent – 1,258 addresses (1235 residential homes & 23 businesses)</p> <p>BXS newsletters go to the wider project area of circa 17,690 addresses.</p>	<p>Soundings on behalf of Argent Related.</p>
<p>Neighbours near to Brent Cross Thameslink development</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p>	<p>Face-to-face resident meetings and drop-ins ahead of major works or consultation and site visits on request. VF site office to open when work gets underway with regular visiting hours.</p>	<p>Works schedule distributed to residents within 500m of the development site.</p>	<p>Network Rail on behalf of BXT.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	<p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Letter / three month works schedule published approx. two weeks advance of changes to work schedule.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Contact number and dedicated email provided.</p>		
<p>Neighbours near to plots 53 and 54</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins. L&Q site office set up ahead of main works.</p> <p>Contact number and dedicated email.</p>	<p>Nearest local addresses, those in streets immediately adjacent – circa 200 homes on Clitterhouse Crescent, Brent Terrace and Claremont Way.</p>	<p>L&Q on main works.</p> <p>Conway Aecom on pre-commencement works.</p> <p>Both in partnership with Barnet Council.</p>
<p>Neighbours near to junction works</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p>	<p>Southern Junction 1: Nearest local addresses, those in streets immediately adjacent – circa 400 homes Cricklewood Lane, Claremont Road, Lichfield Road, Oak Grove, Elm Grove.</p>	<p>Conway Aecom on pre-commencement works.</p> <p>In partnership with Barnet Council.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	Provide information on the benefits of the improvements to highways.	<p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins.</p> <p>Road-side signage and notification of works.</p> <p>Contact number and dedicated email for highways works.</p>	Sothorn Junction 2, Tilling Road, Geron Way TBC.	
Neighbours near to Brent Cross London development	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development and improvements to highways.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins.</p> <p>Contact number and dedicated email.</p>	Nearest local addresses, those in streets immediately adjacent - Fairfield Avenue, Layfield Road, Layfield Close, Sturgess Avenue, Brent Park Rd.	Hammerson and Standard Life Investment to lead.
<p>Whitefield Estate residents</p> <p>Owners of properties subject to the CPO acquisition process. Or secure council tenants.</p>	Information about new homes and relocation strategy, ensuring they are supported through every stage of the process.	<p>Independent Resident Advisor Support officer in post.</p> <p>Face-to-face briefings, meetings and information sheets.</p>	All residents in the Whitefield Estate.	L&Q in partnership with LBB and Barnet Homes.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	Provide information on the benefits and opportunities made possible by the development and improvements to highways.	Letters on statutory planning consultation and decisions as required.		
Development-wide residents – those within the BXC boundary area.	To be informed about immediate impact to residents such as journey times, consultations and the wider regeneration benefits including jobs and skills opportunities.	Project website/social media/e-newsletter and newsletters updated as required. Dedicated project email. Face-to-face resident meetings and drop-ins. Development-wide print newsletter on quarterly basis.	Circa 17,690 addresses.	BXC project team. Developers relating to construction.
All Barnet residents	Kept informed about the wider regeneration benefits including jobs and skills opportunities. Potential disruption to journey times visiting the area.	Barnet First, Barnet First e-newsletter. Project website/social media/e-newsletter and newsletters updated as required. Road-side signage and TfL alerts.	N/A	BXC project team.
Neighbouring Boroughs (Brent and Camden) residents	Kept informed about the wider regeneration benefits including jobs and skills opportunities. Potential disruption to journey times visiting the area.	Addresses in development area included in local distribution lists. Link via council colleagues in regeneration, business and communications.	N/A	BXC project team.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Businesses				
Businesses in development area	<p>To ensure businesses are aware of the project and how it will affect them at every stage.</p> <p>Most likely to be impacted by construction works on site. Provide support to mitigate any disruption to business because of construction works.</p>	<p>Formal letters as required. Individual businesses contacted via near neighbour distribution lists.</p> <p>Regular briefings to local business associations ahead of major works.</p> <p>Project website/social media.</p>	<p>Business associations</p> <p>Cricklewood Business Association</p> <p>Cricklewood Improvement Programme</p> <p>Cricklewood Town Team.</p>	BXC project team.
Businesses affected by CPO	Kept informed at every stage of the process. Brief and clear project updates.	<p>Formal letters as required. One-to-one feedback and meetings as required.</p> <p>Direct line to project team / or dedicated officer.</p>	N/A	BXC project team.
Barnet, Brent and Camden businesses	Provide opportunities to local businesses to benefit from the scheme, providing local supply and employment opportunities as set out in S106 planning agreements.	Meet the supplier events. Face-to-face meetings and briefings.	N/A	Contractors in partnership with Barnet Council
Road users				

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Bus users	<p>To be informed about the impact of the work to journey times.</p> <p>Information provided in advance for road users to plan their journeys and make diversions where appropriate.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>TfL digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Taxi drivers	<p>To be informed about the impact of the work to journey times, diversions.</p> <p>Promote consultations and benefits of the scheme once completed including improved highways and journey times.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>TfL digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Car drivers	<p>To be informed about the impact of the work to journey times.</p> <p>Promote consultations and benefits of the scheme once completed including improved highways and journey times.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>Tfl digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Cyclists	<p>To be informed about the impact of the work to journey times.</p> <p>Promote consultations and benefits of the scheme once</p>	<p>Advance Warning - Signage on roadside advising of when works will start and finish.</p> <p>Signage on roadside advising of when works will start and finish</p>	N/A	TfL in partnership with Barnet Council.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	completed including new cycle networks.	Project website/social media and traffic alerts.		
Education				
Schools in development area	Ensure school and parents, carers, pupils are aware of the project and how it will affect them at every stage. Most likely to be impacted by construction works on site. Opportunity to shape design of new schools, open spaces and facilities. Education opportunities.	Face-to-face meetings and events ahead of major works or consultation. Project website, e-mails / letters to parents / carers via school distribution. Schools liaison group.	Whitefield School Claremont Primary School Mapledown School	Soundings on behalf of Argent Related. In partnership with Barnet Council.
Barnet colleges and universities	Opportunity to benefit from the development, employment, apprenticeships and upskilling opportunities.	Open events, visits to education providers, training and education fairs.	Barnet and Southgate College, Middlesex University	Contractors in partnership with Barnet Council education team.
Community Groups				
Community centres, community projects	To ensure community groups are aware of the development and how they can benefit from the scheme. Encourage collaboration at every stage.	One-to-one meetings as required. Project website/social media CTN fortnightly bulletin.	CTN bulletin (communities and small businesses circa 1400 emails.)	BXS / BXT in partnership with Barnet Council.
Local resident groups	To be informed about immediate impact to residents, impact on	One-to-one meetings as required. Individual direct email	NW2 Residents Association Cricklewood Residents Association	Contractors in partnership with BXC project team.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	<p>journey times and benefits of scheme once completed.</p> <p>Resident groups disseminate opportunities and information to their wider networks. Encourage collaboration at every stage.</p>	<p>correspondence ahead of key resident communication.</p>	<p>Brent Terrace Residents Association Golders Green Estate Residents Association Brent Cross Railway Terraces Community Association Whitefield Estate Residents Steering Group West Hendon Residents Association NorthWestTwo</p>	
Government				
Barnet Councillors in wards in development area.	<p>Brief and clear project updates ahead of resident communications.</p> <p>Ensure stakeholder group is informed so they can support and inform constituents.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>Resident communications shared ahead of issue for information.</p>	<p>Cllr Saira Don Cllr Alex Prager Cllr Anne Clarke Cllr Peter Zinkin Cllr Shimon Ryde Cllr Helene Richman Cllr Reuben Thompstone Cllr Dean Cohen Cllr Melvin Cohen</p>	<p>BXC project team.</p>
Brent Councillors in wards in development area	<p>Brief and clear project updates ahead of resident communications.</p> <p>Ensure stakeholder group is informed so they can support and inform constituents.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>Resident communications shared ahead of issue for information.</p>	<p>Cllr Ahmad Shahzad Cllr Lia Colacicco Cllr Tariq Dar</p>	<p>BXC project team.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Barnet Council leader and HAG Committee	<p>Brief and clear project updates ahead of communications.</p> <p>Ensure stakeholder is informed of key information by project team first.</p> <p>Included in issues management if necessary.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>For info emails as and when.</p> <p>Presentations / reporting at HAG Committee.</p>	<p>Leader of the Council</p> <p>Chair of HAG Committee</p> <p>HAG Committee Mmbers.</p>	BXC project team.
All Barnet Council Members	<p>Ensure ward members are informed so they can support and inform constituents.</p>	<p>All member briefings.</p> <p>Email updates where relevant.</p>	All 63 ward members.	BXC project team.
Barnet MPs	<p>Brief and clear project updates.</p> <p>Ensure MPs are informed so they can support and inform constituents.</p>	<p>One-to-one communications as required.</p>	<p>Matthew Offord MP (Hendon)</p> <p>Mike Freer MP (Finchley and Golders Green)</p> <p>Theresa Villiers MP (Chipping Barnet)</p>	BXC project team.
Media				
Local Media	<p>News release and briefings on major milestones.</p>	<p>Press conference, press release and statements.</p>	<p>Hendon & Finchley Times</p> <p>Barnet & Potters Bar Times</p> <p>Edgware & Mill Hill Times</p> <p>Brent & Kilburn Times</p> <p>Ham & High</p>	Barnet corporate communications team.
National, Regional, Trade Media	<p>News release and briefings on major milestones.</p>	<p>Press conference, press release and statements.</p>	As relevant.	Barnet corporate communications team.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 13

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 14

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**London Borough of Barnet
Housing & Growth Committee
Forward Work Programme
2020-21**

Contact: Abigail Lewis Abigail.Lewis@barnet.gov.uk – 0208 359 4369

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
11 June 2020 – New date to be confirmed			
Hermitage Lane mixed tenure project	To report on the Full Business Case for approval.	Development Manager (New Build)	TBC
GLA 87	To report to the Committee on the Outline Business Case.	Development Manager (New Build)	TBC
Brent Cross Cricklewood Update	To receive an update on the Brent Cross Cricklewood Programme and take such decisions as are required.	Director of Growth	Key
The Annual Growth and regeneration report	To receive the Annual Growth and regeneration report.	Director of Growth	Key
The Burroughs Hendon Development		AD Estates /Programme Manager One Public Estate Programme	Non-key
Poverty Report	In relation to Councillor Cohens Members Item January 2020 meeting	Deputy Chief Executive and Chairman	Non-key
North Finchley Town Centre Revitalisation		Head of Business, Employment and Skills	Non-key