

	<h2>Housing and Growth Committee</h2> <h3>27 January 2020</h3>
<b>Title</b>	<b>West Hendon estate regeneration and non-secure tenants on regeneration estates</b>
<b>Report of</b>	Chairman of Housing and Growth Committee
<b>Wards</b>	West Hendon, Colindale and Underhill
<b>Status</b>	Public (except Appendix A, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains Information relating to the financial or business affairs of any particular person [including the authority holding that information]).
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
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<b>Summary</b>	
<p>This paper updates the committee on the regeneration of the West Hendon estate, including measures that have been taken to improve living conditions in the remaining legacy blocks at Marsh Drive; and considers the case for amending the Housing Allocations Policy in respect of long-standing non-secure tenants on regeneration estates.</p>	

## **Officer Recommendations**

### **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**

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

### **Background**

- 1.1. The regeneration of West Hendon is making good progress. The regeneration scheme will replace existing properties which are of a low quality construction and hard to maintain within the West Hendon estate, with new mixed tenure housing constructed to modern standards. The Scheme will deliver 2,194 new residential units - a net gain of 1,545 on the existing site and will increase the overall levels of affordable housing on the estate. These will be delivered over a 17 year period, with all new homes expected to complete by 2028/29. The scheme includes improved pedestrian and public transport links, an enhanced Town Centre and a new community hub and is delivered by the Barratt Metropolitan Limited Liability Partnership (BMLLP) – a Joint Venture between Barratt Homes and Metropolitan Housing Trust.
- 1.2. Construction started in 2011 with 851 new homes built to date, of which 250 are affordable housing. In addition, 1,118sqm of commercial floorspace has been created at ground level of the latest development phase close to Hendon Broadway. In Autumn 2019, construction started on the next phase of development (Phase 4) which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.
- 1.3. The 232 homes at Marsh Drive are earmarked for the final phases of the development and are not currently intended for demolition until 2022. However, these homes and communal areas have been deteriorating and do not meet

the standards of maintenance that Barnet Homes and the council aspire to. A recent survey has confirmed that the structure of the blocks is not suitable for long-term use of piped gas due to their Large Panel System construction.

1.4. We have therefore put in place the following twin track of approach:

- Addressing the most pressing maintenance problems at Marsh Drive
- Accelerating the rehousing of the Marsh Drive residents so this is completed by October 2020, 18 months earlier than planned. This is the earliest timeframe within which we will be able to assess, find, nominate and offer alternative accommodation to the 121 non-secure and 25 secure residents currently residing at Marsh Drive given the existing demand for affordable housing throughout Barnet. Negotiations will also begin to secure the remaining 28 leasehold properties at Marsh Drive.

1.5 A number of public meetings have already taken place between senior officers from the Council, Barnet Homes and residents from the West Hendon estate (highlighted in section 16.2 of this report) to understand and address concerns. More recently the Leader, Chairman and Vice Chair of the Committee have also been to Marsh Drive to talk to and listen to residents' concerns. Barnet Homes have also written to all affected residents outlining actions being taken to address matters highlighted as a result of these public meetings.

1.6 Furthermore, in response to a representation from the residents of Marsh Drive made during these meetings, this report also considers whether changes should be made to the Council's [Housing Allocations Policy](#) in respect of residents of regeneration estates who have been placed there in "Temporary Accommodation", albeit often for long periods. This group are known as "non-secure tenants".

## **2.0 Maintenance and Estate Management**

2.1 In 2000 Central Government set a target to ensure that all social houses met set standards of decency by 2010. Meeting these standards often involved refurbishing existing properties however, in the case of Barnet's Regeneration Estates including West Hendon it was considered that simply carrying out decent homes works would not resolve the underlying problems. As a result, a decision was taken to undertake comprehensive regeneration across these estates, rebuilding quality, fit for purpose homes.

2.2 As a result of the decision, any maintenance work carried out at Marsh Drive has been on the basis of legal compliance and essential repair only. There has been no significant investment in the homes or the fabric of the building due to it having a limited lifespan as it had been earmarked for demolition by 2022.

Health & Safety works have been carried out, for instance the Electrical Rising Mains and communal lighting has been replaced. Fire Risk assessments and the related actions are all up to date.

- 2.3 The communal areas, whilst maintained, look very poor as no cyclical decorations have been carried out for many years.
- 2.4 Individual flats have had some improvements over the years, carried out through the void property refurbishment process or by residents themselves, but these homes did not receive Decent Homes improvement works due to their impending demolition.
- 2.5 The windows to one elevation were replaced with UPVC as they had come to the end of their lifecycle. The remaining windows are the original ones and are not as well insulated as UPVC windows and are subject to draft and condensation which in itself causes other problems within the properties.
- 2.6 The main block entrances were originally fitted with controlled entry systems; however, these systems only remain working in one block, the rest have been out of action for a number of years. This means the main entrance doors to those other blocks remain unlocked and anyone can access the block. This has sometimes allowed non-residents to access the communal areas/stairwells and lead to some incidents of anti-social behaviour to occur, which has been very distressing for residents.
- 2.7 As the regeneration has progressed there have been issues with vermin in the communal areas and homes of some blocks and a number of residents have complained of cockroaches and bugs. These have been responded to and treated but in one or two flats this has remained difficult to resolve.
- 2.8 A section of lead flashing was unlawfully removed from the roof of a block and one of the internal downpipes had become blocked leading to flooding in the communal areas after heavy rain.
- 2.9 Barnet Homes have responded to residents' concerns at Marsh Drive by implementing an action plan, which has included:
  - Replacing the lead flashing on the section of the roof which was vandalised and clearing the downpipes to deal with leaks and flooding
  - Delivery of a dedicated repairs helpline for residents
  - Contacting all residents and making visits to assess repairs
  - Allocating a full-time Maintenance Surveyor to visit and deal with reports of damp and mould
  - Replacing bins to stop vermin access

- Stopping up holes to prevent vermin accessing the building
  - Supporting specific residents with ongoing issues of pests
  - Increasing the security and out of hours warden patrols to improve security (6pm to 4am)
  - Working with the Police to improve response and security
  - Improving communication through weekly newsletters and regular open meetings
  - Allocating a full-time Housing Officer for Marsh Drive
  - Assigning a dedicated Anti-Social Behaviour officer to deal with ASB
  - Increasing the caretaker resource
  - Work with the council and residents on parking issues
  - Increasing collection of dumped rubbish and fly tipping
- 2.10 There has been positive feedback from residents following the implementation of this action plan, however the overall quality of accommodation remains poor and some of the flats continue to report problems with damp and mould.
- 2.11 Officers will continue to meet with residents to look for ways to improve living conditions for residents.
- 2.12 Recently, during visits made to Marsh Drive by the Leader, Chairman and Vice Chair of the Housing Committee on the 14<sup>th</sup> and 15<sup>th</sup> January, a number of specific suggestions were made by residents, and an addendum to this paper will be presented to the Housing and Growth Committee on the 27<sup>th</sup> January setting out progress with these.

### **3 Large Panel System**

- 3.1 The blocks at Marsh Drive are constructed using a technique known as large panel system (LPS). This essentially means it was constructed using large panels of concrete slotted together and then held in place with vertical and horizontal metal ties. The collapse of a block (Ronan Point) constructed using a similar technique, following a gas explosion, led to this type of construction being phased out. Following the Grenfell Tower Fire advice was updated, and all such blocks are being surveyed to test whether they are sound and where there is piped gas whether the block could withstand a gas explosion.
- 3.2 Ridge and Partners LLP were instructed by Barnet Homes to carry out an intrusive survey at Marsh Drive and the results show that whilst the blocks remains sound for short-term use, we would need to remove the piped gas if we plan to use it long term. In conjunction with Cadent (the gas network distributor) Barnet Homes have agreed a number of immediate measures that reduce the risk of any explosion even further.

- 3.3 If it was planned to keep Marsh Drive occupied beyond 12 months, then the piped gas would have to be removed and be replaced with an alternative heating system. All gas cookers will be replaced with electric cookers.

#### **4 Early Decant of Marsh Drive**

- 4.1 Due to the prohibitive cost of, and lead times for, replacing the heating system (estimated at c. £1.2m), it is proposed that the only reasonable course of action is to re-house all Marsh Drive residents by October 2020. This is earlier than required by the regeneration scheme, which anticipates demolition of the blocks in 2022. Appendix A (Change Notice) draws to the committee's attention the additional costs of this - £705,000, and requests approval to proceed on this basis.
- 4.2 Early demolition of the block will require all residents to have a Housing Needs Assessment and residents will be moved on to accommodation that meets their needs as soon as practicable. This is a significant undertaking and will place short-term pressure on the Housing Options service. For secure tenants this is likely to mean two moves as the new block planned for them is not yet complete. For Leaseholders the Council will enter into private treaty negotiations to secure their properties. There is a Compulsory Purchase Order in place that can be relied upon if negotiations are unsuccessful.
- 4.3 The Council is currently in discussion with Barratt Metropolitan Limited Liability Partnership to accelerate the regeneration of the estate as a result of the early rehousing of residents from Marsh Drive. Management costs related to this are expected to be kept within existing budgets.

#### **5 Housing Allocations Policy**

- 5.1 The Council's Housing Allocations Policy places people in bands based on their circumstances. This is done at a point in time, following their Housing Needs Assessment. The key objectives of this Allocations Scheme are to:
- Provide a fair and transparent system by which people are prioritised for social housing
  - Help those most in housing need
  - Promote the development of sustainable mixed communities
  - Encourage residents to access employment and training
  - Recognise residents who make a contribution to a local community
  - Make the best use of Barnet's social housing
  - Make efficient use of our resources and those of our partner Registered Social Landlords

- 5.2 As we have limited supply of social housing only those in the greatest need are likely to be offered Council or Housing Association Housing. Those who we have accepted a homeless duty towards but do not meet the criteria in the Housing Allocation Scheme, (that would give them priority) are often placed in Temporary Accommodation and given 'non-secure' tenancies. Homeless households can remain in Temporary Accommodation for long periods if it is suitable and remains available to Barnet Homes. If for any reason the property is no longer available (private landlord sells for example) or becomes unsuitable due to a change in circumstances, then it is likely that the tenants will be moved into other Temporary Accommodation.
- 5.3 The Council does not operate a waiting list and there is often a misconception that those in Temporary Accommodation are 'waiting' for an offer of social housing. Despite significant investment in building new affordable homes, the demand for housing means that most in Temporary Accommodation are unlikely to be offered a secure tenancy, unless their circumstances have significantly changed. Our approach is to work with tenants to provide support so they can move into other sustainable forms of housing. We currently have around 2,500 households in Temporary Accommodation either in Barnet, outside of the borough or out of London. Typically, Temporary Accommodation is self-contained flats or houses which meet housing needs; only a very small number are in hostels or Bed and Breakfast accommodation, and our target is that no family should remain in B&B for more than 6 weeks.
- 5.4 The decision to use the blocks at West Hendon, and other regeneration sites, as Temporary Accommodation was taken at the outset of the regeneration programme as this was deemed to be the best use of the assets available to meet the need at that time. As the stock is owned by the Council it means the alternative costs of private rented Temporary Accommodation are not borne by the General Fund.
- 5.5 All tenants at Marsh Drive who are currently on secure tenancies have been offered new housing on the West Hendon estate. This was agreed as part of the original regeneration plans. As this is the final phase there are only 25 secure tenants left.

## **6.0 Request for security of tenure**

- 6.1 The 121 non-secure tenants at Marsh Drive have requested that the Council give them secure 'council' tenancies (as opposed to Housing Association). In the normal course of a decant process the Council would assess the circumstances of all tenants and move them based on their needs. In the last phases around 60% of non-secure tenants were moved into Council or Housing Association properties with secure tenancies (the vast majority would have

been Housing Association tenants as the number of Council homes available is very limited), the rest would have been offered other forms of Temporary Accommodation, sometimes on other regeneration schemes. Some of the non-secure tenants at Marsh Drive have themselves been moved there as a result of regeneration schemes.

6.2 The London Borough of Barnet tenancies have been offered on a Flexible Secure Tenancy since 2012, this means that every five years tenancies are reviewed and renewed. Apart from the five year review, Tenants on a Flexible Secure Tenancy and legacy Secure Tenants have exactly the same rights, so both have security of tenure. It would only be in very rare circumstances that a tenancy is not renewed: if they are in breach of their tenancy agreement or if they are under-occupying and even in these circumstances other factors are considered such as local connections. Each year only a small number of tenancies are not renewed.

6.3 Non-Secure tenants at Marsh Drive argue a number of points in support of their case for being offered a secure council tenancy:

1. Many have been in Temporary Accommodation for very long periods, in a few cases 20 years, which has involved uncertainty over a prolonged period
2. They are part of the community, and have created networks in the local area, with children in schools or access to support networks or local healthcare
3. The blocks at Marsh Drive have fallen into a poor condition and they have had to put up with a lot of disruption – they therefore they feel they deserve a secure tenancy as ‘compensation’.
4. Many provide community contributions and are working locally.

6.4 However, offering secure tenancies (either Council or Housing Association) to non-secure tenants of Marsh Drive would come with the following risks:

1. There are a large number of households all needing to be rehoused and the Council does not have enough properties to offer all non-secure tenants what they would need in council or housing association stock. The Council would need to buy other accommodation specifically for them at a significant cost. It is also unlikely such accommodation could all be found in West Hendon, meaning a likely move away from the area
2. The [Housing Allocations Scheme](#) is based on a number of factors, particularly households’ need and ‘community contribution’. If this were introduced as a factor, households with greater need would miss out on secure tenancies.
3. Across Barnet’s housing stock earmarked for regeneration we have over 800 non-secure tenants, and over 500 who have lived there for five years

or more. There is simply not enough stock to promise all of these households' secure tenancies.

4. Those households who are currently in a housing band and have an urgent need to move will be displaced and have to wait longer for a suitable housing offer leading to complaints and legal challenge.
5. Non-secure tenants who were decanted from regeneration estates in previous phases of development were not given the opportunity to be offered a secure tenancy. Some of these tenants have been moved into other types of Temporary Accommodation. If the remaining non-secure tenants on West Hendon are offered secure tenancies, there is the potential for claims against the Council to offer the same security of tenure to those non-secure tenants that have previously been decanted.
6. Non-secure tenants on West Hendon who have a high housing need in accordance with the Allocation Scheme will be placed into bands 1 and 2. They are likely to be offered social housing (subject to availability) as their date into band will be the date they moved into their tenancy. This will mean that they will predate other households in similar bands and will be shortlisted for properties ahead of them. Five non-secure tenants have already been housed because of this and in these circumstances the Council does not see the need to change the Scheme as it is already prioritising those in greater housing need.

## **7.0 REASONS FOR RECOMMENDATIONS**

- 7.1 On 12th November 2019, the Chief Executive and Deputy Chief Executive of the Council and the Chief Executive of the Barnet Group met with a group of residents of Marsh Drive. At that meeting it was agreed to:
  - i. Draw the Committee's attention to residents' concerns about living conditions on parts of the estate
  - ii. Suspend offers of alternative Temporary Accommodation to non-secure residents until the Committee has considered the options
  - iii. Invite the Committee to review the Housing Allocations Scheme in relation to non-secure tenants on regeneration estates.
- 7.2 Sections 1-4 of this Report updates the Committee on concerns about the West Hendon Estate and Barnet Homes' response. The pros and cons of amending the Housing Allocations Scheme are set out in section 6.
- 7.3 It is therefore recommended that the Committee notes the work being done by Barnet Homes to deal with the immediate issues that affect residents at Marsh Drive and confirms they are adequate and agree that the blocks at Marsh Drive are to be decanted before October 2020, at a cost of £705,000. Residents will be re-housed under the current Housing Allocations Scheme, with every effort

being made to provide homes in the local area and where possible on secure tenancies – including Housing Association properties.

## **8.0 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 8.1 Improvements could be carried out at the blocks on Marsh Drive and the piped gas could be removed and the heating in all properties updated, but this would be prohibitively expensive in light of the planned demolition of the block in 2022. Any new heating system would be operational for an estimated 18 months before the blocks were demolished, during which time the Council would also be seeking to reduce the number of residents occupying the blocks ahead of the redevelopment.
- 8.2 The Housing Allocations Scheme could be revised to offer non-secure tenants on regeneration schemes the highest priority (Band 1), meaning they would most likely be offered secure tenancies, but this is not recommended for the reasons set out in section 6.3.

## **9.0 POST DECISION IMPLEMENTATION**

- 9.1 Barnet Homes will continue to assess residents' housing needs to inform the process of providing alternative homes.
- 9.2 The action plan and communication with residents will continue so their voice is heard. Additional expenditure for repairs and estate management will be maintained until the block is empty.
- 9.3 A commitment has been made to all Marsh Drive non-secure tenants that they would not be moved to alternative Temporary Accommodation until the Committee has considered the options. If the Committee decides to continue with the current allocation's strategy; offers of alternative Temporary Accommodation are likely to be made to some residents.

## **10. IMPLICATIONS OF DECISION**

### **Corporate Priorities and Performance**

- 10.1 The regeneration of the West Hendon Estate supports the Council's Corporate Plan 2024 which states our three outcomes for the borough focus on place, people and communities:
- A pleasant, well maintained borough that we 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.

10.2 Under a pleasant, well maintained borough that we protect and invest in, the priorities are:

- ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents
- investing in community facilities to support a growing population, such as schools and leisure centres
- responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.

10.3 The scheme to West Hendon will replace existing properties within the West Hendon estate with new mixed tenure housing constructed to modern standards. The Scheme will deliver 2,194 new residential units - a net gain of 1,545 on the existing site. These will be delivered over a 17 year period, with all new homes expected to complete by 2028/29. The scheme includes improved transport links, an enhanced Town Centre and a new community hub.

10.4 An accelerated decant of Marsh Drive will mean that certain costs, such as maintenance costs, for these properties from October 2020 to 2022 will be saved although there may be increased costs in securing and patrolling the site after it is vacant and before the blocks are demolished.

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

11.1 Given the circumstances set out in this report and the advice received regarding the life of the gas supply the decision to embark on an early decant seems the most appropriate course of action from a financial perspective.

11.2 In order to facilitate the early re-housing of residents from Marsh Drive the costs associated are outlined in the Change Notice at Appendix A and amount to £705,000. Any additional associated cost pressures identified, for example: security, will be monitored and reported as necessary.

11.3 There is a possibility that some leaseholders, eligible for the shared equity offer available through the regeneration scheme, will require a double decant. In the event that this is required, the costs will need to be covered by the Council. Should this be the case, a separate change request to cover these costs will be made.

## **12. Social Value**

12.1 The regeneration of the West Hendon Estate will secure wider social, economic and environmental benefits as indicated in sections within the report.

### **13.0 Legal and Constitutional References**

- 13.1 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 as well as housing strategy and social housing. The Committee also has responsibility to receive reports on relevant performance information and risk on the services under the remit of the Committee.
- 13.2 Article 2.3 of the Council's Constitution defines a key decision as, "one which will result in the council incurring expenditure or savings of £500,000 or more or is significant in terms of its effects on communities living or working in an area comprising two or more Wards." The proposed expenditure qualifies this as a key decision as does the proposed decanting / transfer of residents from Marsh Drive to other areas.

### **14.0 Risk Management**

- 14.1 As set out in the report to ARG on [27 November 2017](#) and [14 June 2018](#), the existing Regeneration Strategy was approved by Cabinet in 2011 and sets out the existing regeneration programme that is now underway. A new Growth Strategy was drafted in 2019 and consulted upon which provides an agreed strategic direction for the council's role in growth and regeneration.
- 14.2 A number of remaining blocks at Marsh Drive, which under the regeneration scheme are not due for demolition until 2022, have been deteriorating, and in some cases had fallen below a standard that was acceptable. To mitigate any potential risks outlined in earlier sections of this report the Council will re-house all Marsh Drive residents by October 2020.

### **15.0 Equalities and Diversity**

- 15.1 Equality and diversity issues are a mandatory consideration in the Council's decision-making process. Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Policy and Resources Committee, or the officer decision maker if the decision is delegated to them, has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010.
- 15.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 15.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 15.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 15.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) Tackle prejudice, and
  - (b) Promote understanding.
- 15.6 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age
  - Disability
  - Gender reassignment
  - Pregnancy and maternity
  - Race,
  - Religion or belief
  - Sex
  - Sexual orientation

- Marriage and Civil partnership

15.7 The Housing Allocations Policy was subject to an [Equalities Impact Assessment](#). No changes to this policy are proposed.

## **16 Consultation and Engagement**

16.1 The West Hendon Regeneration Partnership Board brings together key stakeholders involved in the regeneration of the West Hendon Estate and includes representatives from the Council, Barnet Homes, Metropolitan Housing Trust, Barratt London, West Hendon residents, community representatives and local Councillors. The Partnership Board meets regularly to discuss matters relating to development and regeneration activities on the estate and are supported by an Independent Resident Advisor.

16.2 Further to this, senior officers from the Council and Barnet Homes have met with West Hendon residents over the last few months to listen to their concerns. As a result, action has been taken to improve living conditions on the estate as set out in 2.9. In addition to the visits from members of the Committee, meetings between residents and staff took place on the following dates:

- 16<sup>th</sup> September 2019 with the CEO and Group Director for Property and Operations of The Barnet Group
- 09<sup>th</sup> October 2019 with the Head of Community Engagement (The Barnet Group)
- 28<sup>th</sup> October 2019 with Senior Barnet Homes Staff
- 12<sup>th</sup> November 2019 with the Chief and the Deputy Chief Executive from the council and the CEO of The Barnet Group

## **17 Corporate Parenting**

17.1 The Housing Allocations scheme gives priority to care leavers, foster carers, and providers of Supported Living.

## **18 BACKGROUND PAPERS**

18.1 None