



## Cabinet

	<b>Cabinet</b>
<b>Title</b>	LPS blocks – Silk House and Shoelands Court and wider area, Strategic Outline Case
<b>Date of meeting</b>	14 November 2023
<b>Report of</b>	Councillor Ross Houston, Deputy Leader and Cabinet Member for Homes and Regeneration
<b>Wards</b>	Colindale South
<b>Status</b>	Public with accompanying exempt appendix - Exempt from publication in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 on account that it contains information relating to the financial or business affairs of any particular person including the authority holding the information.
<b>Key</b>	Key
<b>Urgent</b>	No
<b>Appendices</b>	<p>Appendix A – Red line area</p> <p>Appendix B – Silk House and Shoelands Court Strategic Outline Case Public</p> <p>Appendix C – Instinctif and Partners Silk House and Shoelands Resident Engagement Report</p> <p>Appendix D - Silk House and Shoelands Court Strategic Outline Case (<b>Exempt</b>)</p>
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## Summary

A paper was brought to Housing and Growth Committee in November 2022 identifying two estates in Barnet, where large panel system (LPS) blocks had been surveyed and structural concerns identified. The paper set out the Strategic Outline Case for an options appraisal and resident engagement strategy for two estates which contain Large Panel System (LPS) blocks. It was approved that residents would be engaged with and included in discussions as to what would happen next to the blocks. The two options were to remediate the blocks or to demolish and redevelop them.

The engagement process for this stage has now been completed and this report will summarise the results of the engagement process and recommend the next steps for the LPS blocks supported by the resident engagement process.

This report provides Cabinet with an update to the Strategic Outline Case reflecting the outcome of the engagement with regards to Silk House and Shoelands Court

This report, supported by a Strategic Outline Case (Appendix B) and the resident engagement report provided by Instinctif Partners (Appendix C), recommends that Cabinet approve that the option to redevelop Silk House and Shoelands Court is progressed to Outline Business Case stage.

In order to reach the Outline Business Case stage Cabinet is asked to approve that Barnet Homes commence procurement and the appointment of a design team, who will create a planning application to submit for approval. This will be done following the Barnet Group's procurement rules.

Given the redevelopment option is supported by residents, the council would like to ensure that as part of their brief, the design team explore the redevelopment of the estate in the context of the wider Colindale area to ensure a design approach that integrates with the neighbourhood, provides better connections, and reviews opportunities for improved social infrastructure and amenities to support residents and the growing population of Colindale.

Resident and stakeholder engagement will continue, this will now be led with the assumption that redevelopment will go ahead, that the existing properties will be acquired by Barnet Council and thereafter demolished in preparation or the redevelopment, subject to necessary permissions.

## Recommendations

1. Note the results of the resident engagement exercise contained in the Resident Engagement Report (Appendix C).
2. Approve the option to progress the redevelopment of Silk House and Shoelands Court up to planning submission and Outline Business Case.
3. Note that this will be funded from the HRA 250 budget in accordance with the HRA 250 budget allocation as agreed at October 2023 Capital Strategy Board, and by the remaining One Public Estate budget.
4. Approve that Barnet Homes procure and appointment a design team within the approved budget to design a scheme up to planning submission for the redevelopment of Silk House and Shoelands Court, incorporating a study of potential enhancement opportunities in the wider area.
5. Approve the development of offers for the leasehold acquisitions and delegate approval of the offers to the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration.
6. Approve the commencement of negotiations with leaseholders on the basis of the approved offers and delegate approval of the individual acquisitions to the Director of Growth.
7. Note that in the event that agreement cannot be reached a further report may be submitted to seek a resolution to commence a Compulsory Purchase Order.
8. Delegate authority to the Director of Growth to take the necessary action to appropriate the land if this is considered necessary.
9. Note the continuation of discussions with stakeholders within the wider area.
10. Approve the commencement of proactively moving tenants out of Silk House and Shoelands Court.
11. Delegate authority to the Director of Growth, in the execution of the above, to take account of the Equalities Impact Assessment which is to be carried out.
12. Note the Exempt report and Exempt Appendix D Strategic Outline Case

### 1. Reasons for the Recommendations

- 1.1 A paper was brought to Housing and Growth Committee in November 2022, recommending a course of action for two estates in Barnet where Large Panel System (LPS) blocks had been surveyed and structural concerns identified. It was approved that residents would be engaged with and included in the discussions as to what the next steps would be for their blocks.
- 1.2 This report is with regard to Silk House and Shoelands Court.

- 1.3 The November 2022 Housing and Growth Committee paper established that the condition of the blocks means that action is required before Summer 2025 in order for the council to satisfy its obligations as the landlord and building owner.
- 1.4 All the residents of both Silk House and Shoelands Court were contacted and informed that action was required. As part of the engagement strategy, they were invited to attend appointments with members of the Barnet Homes team to discuss the next steps and to give their opinions. Further information on the structure of the engagement process and the results are contained within Appendices B and C.
- 1.5 The engagement process for this stage has now been completed and the results demonstrate that residents have a clear preference for redevelopment of the two blocks. 69 out of the 93 occupied households responded to the engagement process. 9% of residents who responded would favour remediation of the block. 71% support redevelopment of the block and 20% were not sure and would like proposals to be developed further to help them understand what will happen.
- 1.6 This report therefore updates Cabinet on the outcome of the engagement exercise and seeks approval to progress a redevelopment option to Outline Business Case. This will include procurement of a design team, leasehold acquisitions, ongoing engagement with residents and public and private stakeholders to ensure integration with the wider area and development of the Outline Business Case, anticipated to be presented to Cabinet in Q4 24/25.
- 1.7 Cabinet is asked to note that this next phase of work will be funded from the HRA 250 budget. This budget was first approved by Policy & Resources Committee in 2019. The split of the budget and individual project allocations was updated at Capital Strategy Board on 31 October 2023 in line with the HRA business plan.
- 1.8 The budget is intended to provide funding for the project up to the approval of planning. The funding for the construction and delivery of the project will be subject to a future business case and funding allocation.
- 1.9 The recommendation to redevelop is also supported by the financial case for this project. To undertake the remediation of the blocks is estimated to cost upwards of £30 million. There is no budget currently identified to cover this work. The HRA 250 budget could not be used for remediation works as it could not cover all the necessary costs and it has been allocated to support the provision of new homes.
- 1.10 Remediation of the blocks would not be able to bring the existing blocks up to modern building standards and further works not included within the £30 million estimate would be needed in the medium term. This further supports the case for redevelopment of the blocks.
- 1.11 Initial estimates indicate that the site could provide an increased number of affordable homes, however this will be further tested in the next phase of work.

## **Strategic Case**

- 1.12 A key priority within 'Our Plan for Barnet' is delivering quality, affordable homes, and in particular the ambition of delivering 1,000 homes at 50% of local market rent or lower. The redevelopment of Silk House and Shoelands Court is projected to increase the number of affordable homes available in the borough supporting the objectives of providing good quality affordable homes and reducing homelessness.
- 1.13 Delivering more affordable homes will support the growing housing need in the borough and also reduce the need to place households in temporary accommodation.
- 1.14 This recommended route will mean that the existing buildings are demolished, and a new development will be built. Residents will be required to vacate their homes in order for this to occur. Cabinet is asked to note the continuation of engagement with residents and also approve that residents start to be moved out of the blocks as the designs develop.

## **Decanting**

- 1.15 It is necessary to start the moving process now in order that residents' requirements and preferences can be taken into consideration. The limited availability of appropriate housing stock means that not all residents can be moved within a short period of time. Cabinet is asked to approve proactively moving out residents so that this can happen as housing stock becomes available and thus improving the council's ability to find suitable accommodation to meet the needs of residents.
- 1.16 If the redevelopment does not progress for unforeseen reasons, and if remediation works becomes the preferred way forward, moving residents from Silk House and Shoelands Court is still the correct course of action as residents will still be required to move out from the buildings for approximately 18-months so that remediation works can take place. It is required that action is taken by Summer 2025 to meet the recommendations of the structural analysis and maintain resident safety.
- 1.17 Similarly, Cabinet is asked to approve that an offer for the leasehold acquisitions is developed and the approval of this is delegated for approval by the Director of Growth in consultation with the Cabinet Member for Homes and Regeneration. The offer will follow the principles of acquisitions on similar regeneration estates.
- 1.18 Cabinet is asked to approve that once a leasehold offer has been approved, that negotiations commence with leaseholders to acquire their properties by way of private treaty acquisition in accordance with the agreed offer. If an agreement is reached as a result of these negotiations, then it is recommended that delegated authority is given to the Director of Growth to enter into the private treaty with the individual leaseholders and acquire the leasehold interests of the properties. This will allow the council to conclude any negotiations in a timely manner and reach

an agreement that provides leaseholders with fair compensation for their properties and time to relocate, without the need for a compulsory purchase order.

- 1.19 If agreement for the sale of their properties cannot be reached, then a compulsory purchase order may be required. A further report will be submitted to Cabinet to make a resolution to commence a compulsory purchase order in these circumstances. The compulsory purchase order process can take approximately a year and significantly longer if a public enquiry is required. By engaging early in seeking to acquire by agreement, this will allow us to identify the potential requirement for a compulsory purchase order at an early stage to minimise delays to the scheme.
- 1.20 The early considerations of the area surrounding Silk House and Shoelands Court have shown that there are potential opportunities to improve the accessibility and infrastructure in the immediate area around the estate. Any proposals could benefit from alterations to the access routes to the area and from a potential direct access to the existing green space of Montrose Playing Fields. This report asks that Cabinet note that if the option to progress with design works is approved then this will include an element of investigation into the wider area to study these opportunities in more detail and to ensure that any design progressed is an enhancement of the wider Colindale area. The study of the wider area will be supported by additional funding from the One Public Estate grant which has already been secured.
- 1.21 The resident engagement has informed the decision that a ballot is not proposed for this scheme. A ballot is required for some developments when they are in receipt of GLA funding. This scheme does not have GLA funding at present and so does not require a ballot.
- 1.22 It is sometimes decided that regeneration projects should undergo a voluntary ballot but that is not thought to be appropriate in this instance. If GLA funding was awarded to this scheme in the future, the scheme would remain exempt from the requirement of a ballot as the known structural and condition issues with existing properties classes them as obsolete properties and this category of property is exempt from ballot requirements.
- 1.23 The purpose of a ballot is to establish the views of residents, this has already been done through the engagement work undertaken. Residents have expressed a clear preference for redevelopment and requested clarity on the next steps as soon as possible. A ballot vote would not provide further information and would delay the provision of clear decisions for residents.
- 1.24 Cabinet should be aware that to request a ballot at a later date would delay the progress of the design work and decision-making process. This is not in accordance with the wishes communicated by residents. It would also endanger the council's capability of taking action with the block by the Summer 2025 deadline.

## **2. Alternative Options Considered and Not Recommended**

2.1 A summary of the alternative options considered but not recommended to Cabinet is provided below. The alternative options are set out in further detail in the Strategic Outline Case in Appendix B.

#### **Do Nothing**

2.2 An alternative option is for the council to do nothing, this would mean that no action is taken to remediate the blocks or to redevelop them.

2.3 This option is not acceptable because it retains the LPS blocks as they are and would not meet the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

2.4 It does not meet the needs or preferences of those living within the blocks or fulfil the council's duty as landlord.

#### **Remediation Works**

2.5 This option would retain the existing homes as they are but undertake the repairs and remediation works to bring them up to the minimum required standard.

2.6 This option was presented to residents as one of the options which could be considered. The majority of residents were not in favour of this option; out of the 69 households spoken to, only 9% identified remediation as their preferred option.

2.7 Residents would still need to leave their homes for approximately 18 months.

2.8 The works would be to bring the block to a minimum standard. They would not protect against future work requirements. It is highly likely that additional works will be required following the conclusion of the remediation works.

2.9 The works are disproportionately expensive in comparison to the improvements they will achieve.

2.10 There is no budget currently identified to provide these remediations and if this option was progressed then it would have a significant impact on the council's budgets.

2.11 Leaseholders would be required to pay for a proportion of the works. These costs are likely to be substantial and have a high impact on those who own homes on the estate.

### **3. Post Decision Implementation**

3.1 On behalf of the council, Barnet Homes will procure a design team through a compliant procurement process following the Barnet Group's procurement rules.

- 3.2 The design team will create a design for the area.
- 3.3 The Local Planning Authority will be consulted throughout the process including through a formal pre-application. This will ensure that all possible steps are taken to ensure that a scheme is developed which is predicated to achieve planning permission.
- 3.4 An Outline Business Case will be brought to Cabinet for further approval before the planning application is submitted. This Outline Business Case will confirm the number of units which are proposed to be delivered if the planning submission is successful.
- 3.5 The Outline Business Case will also include information on the delivery options for the scheme and recommend a preferred delivery route to be developed further. The commencement of this delivery option will then be subject to a Full Business Case before any agreements or contracts are entered into.
- 3.6 Engagement with the local community will continue throughout the design process. This will include both discussions with individuals regarding their personal housing situation, as well as asking for their involvement in the design process to ensure that local resident's needs are taken into consideration. Secure tenants will have the right to return to a "like for like" home in any development that is completed. "Like for like" means that the new property will have the same number of bedrooms as the properties they currently occupy.
- 3.7 Direct negotiations with leaseholders will commence following the delegated approval of the leasehold offer by the Director of Growth. This will create an offer for leaseholders for the direct purchase of their homes by agreement.
- 3.8 Barnet Homes will work closely and flexibly with individual households to find suitable alternative homes for residents but If tenants are unwilling to accept the offers presented to them, then the council will procure legal advice and follow this advice to secure vacant possession of the tenanted units through the issue of the appropriate notices.
- 3.9 If negotiations to acquire the leasehold units by agreement are not successful, authority to commence a Compulsory Purchase order will be sought from Cabinet.

#### **4. Corporate Priorities, Performance and Other Considerations**

##### **Corporate Plan**

- 4.1 Our Plan for Barnet 2023-26 is centred around being a council that cares for people, our places, and the planet:



- Under the Places priority the project will help to achieve the ambitions to deliver quality, affordable homes and to work in partnership with local people to ensure that changes make better places, that integrate well with surrounding areas.
- Under the Planet priority it will support our journey to net zero.

4.2 The project will also support the following themes of the council's new Housing Strategy:

- Prevent homelessness and support rough sleepers off the streets.
- Deliver the right homes in the right places.
- Ensure safe, sustainable council housing.
- Support living well by promoting healthy homes and wellbeing.

4.3 The redevelopment of Silk House and Shoelands Court will replace existing housing stock with units meeting modern building and sustainability standards and is projected to provide an increased number of affordable homes. This project will support all three of the objectives of caring for our people, places, and planet and in particular the ambition to deliver 1,000 homes at 50% of local market rents or lower.

#### **Corporate Performance / Outcome Measures**

4.4 The development will deliver an increased quantity affordable rented homes towards the council's 1,000 homes commitment.

#### **Sustainability**

4.5 The environmental impact of the project will be considered in further detail at Outline Business Case stage. The redevelopment of the blocks will support the council's sustainability strategy, including in relation to the areas identified below.

4.6 The aspiration of Barnet's emerging Sustainability Strategy is to build new social housing and to increase existing housing stock to a minimum EPC of 'B' adopting sustainable methods. All new build commissions are planned for net zero carbon emissions by 2025, with this achieved by 2030.

4.7 The new Sustainability Strategy identifies that 58% of emissions within Barnet come from stationary energy sources, namely buildings, two-thirds of which relate to residential buildings. With an average EPC rating of 'D', the retrofitting of the existing housing stock would struggle to reach the 'B' target rating in the case of Silk House and Shoelands Court. The redevelopment will provide housing that meets or exceeds the target efficiency rating.

4.8 Sustainable development for new housing in Barnet is guided by the National Planning Policy Framework (NPPF) and the new London Plan 2021, alongside the Councils existing Local Plan and emerging draft Local Plan.

4.9 These principles and policies are further supported by building regulations that collectively set the ground rules for energy efficiency.

4.10 Barnet Homes closely monitors the evolving building regulations, in particular, the emerging Future Homes Standard and will update its Employer's Requirements accordingly to address, Part L (conservation of fuel and power) and F (ventilation), Part O (overheating) and Part S (electric car charging points). These changes are set to reduce carbon emissions of 75-80% compared to the current regulations.

### **Corporate Parenting**

4.11 No Corporate parenting issues or conflicts have been identified.

### **Risk Management**

4.12 The main business and service risks associated with the potential scope for this project are noted below.

#### 4.13 Stakeholder Engagement Risks

- Risk: **Residents are unwilling to engage with the engagement team.**
- Mitigations:
- Instinctif have already been appointed and involved in the engagement with residents. The level of engagement has been high. The team will continue to engage via a variety of different mediums in order to reach as many residents as possible. Should residents start to become disillusioned with the process then solutions such as the appointment of an independent tenant's advisor will be considered.
- The same principles of early engagement will be used in reaching any future stakeholders identified.
- Risk: **Support for the scheme starts to decrease.**
- Mitigations:
- early engagement has already commenced to ensure that residents remain aware and involved in the process and so that they understand the steps that have led to the decision that are made.
- Information will be clearly communicated to ensure that residents have what they need to form balanced, well-informed opinions.

#### 4.14 Financial Risks

- Risk: **costs exceed the expected budget**
- Mitigations:
- Modelling will be undertaken on an on-going basis to take account of changes such as market values, development, and construction costs.

#### 4.15 Delivery Risks

- Risk: **The Summer 2025 deadline for taking action with the building is missed.**
- Mitigations:
- Timely instructions from Barnet Council
- Ensure regular programme reporting is requested and monitored.
- Ensure that the correct approvals are in place to allow decisions to be implemented in good time.

#### 4.16 Legal Risks

- Risk: **That there are title issues with the site and the Council does not have clean legal title.**
- Mitigations:
- Specialist legal advice will be obtained.
- Included in budget allowance.
- Risk: **Residents do not engage with staff and are unwilling to move out from or sell their homes.**
- Mitigations:
- Early engagement with leaseholders and the adoption of compulsory purchase order rules to encourage agreement without resorting to a formal compulsory purchase order.

#### **Insight**

- 4.17 Barnet has the second largest population of all London boroughs but has the 6<sup>th</sup> lowest stock of social housing.
- 4.18 There are growing pressures in terms of housing and homelessness in the borough. Barnet Council and Barnet Homes have worked successfully to reduce the number of households in temporary accommodation (TA) through a successful programme of homelessness prevention activities. This has resulted in the number of households in TA reducing from 2,936 in November 2016 to 2,076 in August 2022 (the lowest in 10 years). Since then, the number of households in temporary accommodation has been rising. At the end of November 2022, Barnet had the 9<sup>th</sup> highest number of households in TA across London.
- 4.19 The Housing Options team is projecting an increase in temporary accommodation this year as follows:
- 4.20 Overall, temporary accommodation – from 2,202 households in March 2023 to between 2,350 & 2,600 in March 2024.
- 4.21 Emergency temporary accommodation – from 374 households in March 2023 to between 680 & 918 in March 2024.

- 4.22 Thirty percent more homelessness applications were opened in 22/23 than in 21/22; and in Q3 and Q4 22/23, the number of applications opened was 50% higher than the same period in the previous year.
- 4.23 The recommendations within this report will help support the provision of high-quality affordable housing to assist with homing Barnet residents living in temporary accommodation.
- 4.24 The case to redevelop has been informed by data in relation to the resident feedback acquired by the engagement process summarised in Appendix C. It has also been informed by the financial case which indicates that redevelopment is likely to provide better value for money in the long term than remediation works due to the projected lifespan of the buildings.

### **Social Value**

- 4.25 Ensuring the utility of existing assets and estates, supporting local needs by helping to provide suitable and safe accommodation for residents.
- 4.26 We will continue engaging with residents to ensure they are safe and supported through the decision process.
- 4.27 We will continue involving residents with the decision process to ensure that they are empowered and involved in any decisions that are made.

## **5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)**

- 5.1 The funding for this project forms part of the larger HRA 250 Capital budget which was previously agreed at as part of the wider HRA business plan.
- 5.2 A revised budget allocation within the approved budget was agreed by Capital Strategy Board on 31 October 2023 as part of a review of the different project allocations within the wider budget. The allocated budget is sufficient to cover the steps required to achieve planning permission and complete the acquisition of the leasehold properties.
- 5.3 This is subject to procurement of the design team and the results of leaseholder negotiations. The budget for the next stage of works after planning will be approved at a later date by Cabinet alongside a business case. The budget for this is not currently included within the HRA 250 budget.
- 5.4 The budget for this stage of works up to planning is funded by borrowing but the team will seek to apply for grant funding should any become available for which the scheme is eligible.

- 5.5 In addition to the HRA budget, the project will utilise the One Public Estate funding secured to enhance the wider area around Colindale. The One Public Estate grant will fund feasibility costs such as investigations and discussions regarding the wider area surrounding Silk House and Shoelands Court.
- 5.6 Additional funding will be required for the delivery of this project should it progress to Outline Business Case and Full Business Case stages. This is because the remainder of the HRA 250 capital budget has been assigned to different projects. This future funding of the delivery of this project will be explored further at the future stages of this project.
- 5.7 No additional staffing requirements have been identified at this stage. Any requirements for future project funding or resourcing will be subject to further approvals.
- 5.8 The appointment of the design team will be tendered in compliance with UK public procurement legislation and the Barnet Group's contract procedure rules. Appointments will be made within the project budget and will not exceed it without further approval being sought.
- 5.9 If necessary, a bid request for additional funding will be presented to Capital Strategy Board and Cabinet for approval. There is no requirement for this foreseen at this stage.
- 5.10 Barnet Homes have established teams with the required experience to deliver this project. Barnet Homes manages the existing estate on behalf of London Borough of Barnet. They have successfully engaged with residents and leaseholders before, during and after works are completed. Barnet Homes are engaging with colleagues within the LBB regeneration team to understand the impact of the scheme on the wider area.
- 5.11 Barnet Homes will manage the project in accordance with the LBB project management toolkit, which has been adopted for the delivery of this scheme. It incorporates monitoring and controls to ensure the project is delivered effectively and that budgets and programme are maintained and reported through the appropriate channels.
- 5.12 No additional IT or property requirements have been identified.

## **6. Legal Implications and Constitution References**

- 6.1 Under Part 2D of the Council's constitution, Cabinet is responsible for
- Development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council.
  - Monitoring the implementation of the budget and financial strategy.

- Recommending major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implementing those approved by Council.
- Approving policies that are not part of the policy framework.
- Management of the Council's Capital Programme.
- All key decisions - namely: an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

6.2 A decision is significant for the purposes of above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

- award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules this may be done via the Procurement Forward Plan.

6.3 The Council has a range of powers including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.

6.4 As a company owned by Barnet Council, Barnet Homes are subject to public procurement rules. Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, including the conduct of a compliant procedure in accordance with the principles of transparency, equality of treatment, fairness, and non-discrimination, as well as the placing of relevant public procurement notices.

6.5 A Compulsory Purchase Order may be required if leaseholders are not willing to vacate their properties. This will be subject to further Cabinet approval.

## **7. Consultation**

7.1 As per the previous Housing and Growth Committee approval, the last period of works focused on informing the residents of Silk House and Shoelands Court on the options that are under consideration for the estate and gathered their opinions about the proposals.

7.2 A full resident engagement report undertaken by Instinctif is attached at Appendix C.

7.3 The report shows that the strategy to contact residents was highly effective with 74% of residents spoken to.

- 7.4 Of those spoken to who were happy to share an opinion 71% were in favour of redevelopment.
- 7.5 Of those spoken to who were happy to share an opinion 9% were in favour of remediation.
- 7.6 Of those spoken to who were happy to share an opinion 20% were unsure and wanted more information including on what would be built in the case of redevelopment and what housing would be offered to them. This information cannot be provided until the project progresses.
- 7.7 These results clearly show that redevelopment is the preferred option to be progressed and that the majority of residents have understood and engaged in what is happening to their homes.
- 7.8 To progress with redevelopment would meet the preference expressed by those who expressed a preference of redevelopment and those who wanted more information to be produced. This equates to 91% of those who engaged with the process.
- 7.9 To progress with remediation would meet the preference expressed by those who expressed a preference of remediation and those who wanted more information to be produced. This equates to 29% of those who engaged with the process.
- 7.10 The figures for engagement include the responses of both council tenants and resident and non-resident leaseholders.
- 7.11 There are eight properties occupied by private tenants within the two blocks. These residents were included in all communications and fully involved in the engagement process, however, their preferences for the next steps forward were not included in the statistics of the report. There is a need for all residents to move out of the properties whichever option is progressed. This will likely lead to the ending of private tenancies either way. Additionally, their inclusion creates confusion over the level of engagement as two different representatives would be counted for one property. Private tenants will continue to be included in all engagement events and will be provided with advice and information by Barnet Homes staff.
- 7.12 This engagement will continue as part of any future route that is chosen to progress the scheme.
- 7.13 The principles followed for the consultation were in line with the Mayor of London's best practice guidelines, a description of which and its application is contained in Appendix C.
- 7.14 There is no GLA funding allocated to this project, nor is there funding from any other sources, although funding may be applied for closer to the delivery of the new development.
- 7.15 There is no requirement to undertake a ballot in order to progress with the option to redevelop Silk House and Shoelands Court because there are no funding requirements.

- 7.16 Additionally, the existing homes are considered to be obsolete under the GLA's funding definitions due to the structural issues and so would be excluded from any such requirements.
- 7.17 It could be considered that a ballot be undertaken voluntarily, however, this is not thought to be in the best interest of residents. Feedback has clearly shown a preferred option and residents have asked that they receive timely information and certainty over the future of their homes. This information and certainty could not be offered until a ballot was undertaken and concluded.
- 7.18 The engagement undertaken and proposed for the next stages of the project aims to incorporate all the engagement stages of a ballot, other than the ballot vote itself. It is therefore thought to be sufficient and in line with best practise as the benefits of the ballot process are being achieved without the impact on the programme that the formal ballot process would have.
- 7.19 It is not proposed that a ballot will be held for this site, and it should be understood that requesting one at a later date will negatively impact residents and limit the possibility of achieving the July 2025 deadline.
- 7.20 Engagement with residents will continue both to ensure that they are kept informed about how their existing homes are affected and also to involve them in the design process for their future homes.

## **8. Equalities and Diversity**

- 8.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
  - b) advance equality of opportunity between those with a protected characteristic and those without.
  - c) promote good relations between those with a protected characteristic and those without.
- 8.2 The 'protected characteristics' referred to are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.
- 8.3 The Council is committed to improving the quality of life for all, and wider participation in the economic, educational, cultural, social, and community life in the Borough.



- 8.4 The project team will take a proportionate approach to equalities, and this will be refined in the Outline Business Case, at which point a full Equalities Impact Assessment (EqIA) will be completed. This will be updated at the Full Business Case stage and as the project progresses.
- 8.5 It is not envisaged that there will not be any disproportionate impact on any individuals or groups as a result of the implementation of the approvals recommended within this paper.
- 8.6 The engagement process was planned to ensure as many people were reached as possible. Actions to reach people included:
- 8.7 Drop-in sessions at different times including evening and weekends, drop ins held at Silk House and Shoelands Court to ensure they were close to people's homes. email responses and phone appointments made available. Translation services available and appointments open to friends and relatives of residents to support their relations.
- 8.8 Materials accessible both online and by post.
- 8.9 Door knocking and home visits to ensure that everyone was aware and able to access support.
- 8.10 The successful application of this is demonstrated by the high engagement rates thus far.

## 9. Background Papers

Housing and Growth Committee, 6 January 2020, Housing Revenue Accounts Business Plan

[Agenda for Policy and Resources Committee on Monday 6th January, 2020, 7.00 pm \(moderngov.co.uk\)](#)

Policy and Resources Committee, 19 February 2020, Business Planning 2020-25 and Budget Management 20/21:

[Agenda for Policy and Resources Committee on Wednesday 19th February, 2020, 7.00 pm \(moderngov.co.uk\)](#)

Housing and Growth Committee, 16 November 2022 – Large Panel System Block Analysis.

[Agenda for Housing and Growth Committee on Wednesday 16th November, 2022, 7.00 pm \(moderngov.co.uk\)](#)