

**Silk House and Shoelands Court, Strategic Outline Case - Public**

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## 1. Introduction

Extensive structural investigations of blocks constructed using the Large Panel System (LPS) technique revealed that major remedial works and therefore capital investment was required on two blocks of flats, these blocks are Silk House and Shoelands Court in Annesley Avenue NW9.

This report is the strategic outline case for Silk House and Shoelands.

Structural investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were also made for mitigation measures and these works were completed at Silk House and Shoelands in 2020. The short-term works included replacing heating systems to enable a disconnection of piped gas to the blocks, enhanced fire safety measures and perimeter protection.

The study concludes that both blocks require significant further capital investment to undertake structural strengthening work. Expert recommendations are for this work to be started by Summer 2025 for Silk House and Shoelands. Estimated costs for the remedial works, consequential expenses and other likely works are circa. £30m.

An options appraisal was brought to Housing and Growth Committee in November 2022. It was approved that engagement would take place with the tenants and leaseholders to explain the reasons works are necessary and the options being considered.

The consultation has now been undertaken and resident feedback was collected. This paper will set out the proposed next steps for Silk House and Shoelands. These next steps will ensure that action is taken before the deadline to take action of Summer 2025.

There are site constraints which may require and benefit from adjacent land assembly to improve estate access. This could provide an opportunity to link any redevelopment into improvements for the wider Colindale West area. This is being led by the council to achieve its wider strategic aims of improving local social infrastructure, green routes, commercial opportunities and a larger and wider housing offer to serve Colindale.

The carefully designed engagement process has ensured that residents' views were heard, and they have been included in the decision-making process leading to a choice on the solution that Barnet Homes and the council ultimately proceed with.

In order to progress with the next steps, resident engagement will continue with a greater focus on creating offers and finding alternative accommodation for residents for the duration of the works.

A design team will also now be procured and appointed in order to bring forward the preferred option of redevelopment.

## **2. Business Drivers**

Following the Grenfell Tower fire, Barnet Homes undertook an analysis of its large panel system (LPS) blocks. This study identified several blocks that were in need of structural remedial works. Two of the identified blocks were Silk House and Shoelands Court in NW9 where investigations determined that the blocks did not meet current required standards of structural integrity and significant remediation works were recommended in the medium term. To address the issues in the immediate to short term, recommendations were also made for mitigation measures and these works were completed in 2020.

It was ascertained that it would not be necessary for these blocks to be decanted immediately for the safety of residents and that residents could remain in the blocks for the immediate future provided short term mitigation works were completed. However, it did state that remedial structural works would be required in the medium term and that all residents would have to be temporarily rehoused for approximately 18-months whilst works were completed. In this instance the work will need to be started by Summer 2025. This deadline is approaching and so it is now necessary to choose a path of action.

The high cost of works led to the decision that it would be prudent to explore the alternative options available as alternatives to remediation. The November 2022 Housing and Growth approval authorised that the two most viable options of remediation or redevelopment should be presented to residents so that they could be involved with all of the steps and decision-making process that leads to the eventual outcome for the LPS blocks.

This Strategic Outline Case sets out how the preferred option of redevelopment can be taken forward in order to ensure that the LPS block issues are resolved, and the Summer 2025 deadline is not missed.

## **3. Intelligence and Insight**

LPS methods of construction using concrete panels that were manufactured off-site were promoted in the 1960s as modern methods of construction that were less expensive and less labour intensive, thereby delivering multi-storey blocks in shorter timescales.

The lessons that local authorities and landlords continue to learn following the tragedy at Grenfell Tower have served to spotlight the potential shortcomings of this type of construction and there can be no debate over whether action should be taken, it is simply a matter of which course of action.

The resident engagement exercise undertaken has clearly identified that a clear majority of residents would favour the redevelopment of the blocks rather than a course of remediation. This opinion was held by both residents and leaseholders.

As mentioned, the remediation costs for the works would be significant. Leaseholders would likely be responsible for a proportion of these costs. Many leaseholders spoken to were concerned about the impact such costs would have on them. The issues identified with the blocks make them potentially very difficult to sell, leaving leaseholders with very few options. A redevelopment of the site will provide them with a fair and justified offer for the sale of their properties. Whilst it is still recognised that this will still be a difficult time for leaseholders, it is felt that redevelopment meets the majority of leaseholder interests better than the other options and this is reflected in their comments from the engagement process.

Tenants are also being negatively impacted by the problems with the blocks and do not have the option of changing properties. Whilst a remediation of the blocks would address some of the issues, it would not bring the blocks up to a modern build standard. Residents would still be disrupted by the move from the properties and would then return to their original flats and potentially be faced with more works upon their return. The development option will give tenants the chance to return to the site of Silk House and Shoelands and move into a new build property that they were involved in the design process to create. This is the preferable option identified by tenants.

### **3.1 Silk House and Shoelands Court – Silk House and Shoelands Estate, NW9**

#### **Existing Estate**

There are 97 existing properties on the existing estate and 110 existing car parking spaces across the 1.3 hectares area. These properties were identified as needing structural works as a result of the LPS construction of the building. There are 69 flats in Silk House and 28 in Shoelands Court. There are four void properties and so the engagement process refers to the 93 occupied homes.

The nearest tube station is Colindale, which is on the Northern Line, this is 10 minutes' walk to the east of the site. In addition, the site is also under a 10-minute walk to Edgware Road, where there are several bus services providing access to Kilburn, Watford Junction, Sudbury Town, Kingsbury Circle and Stanmore.

The estate is sited next to Montrose Playing Fields but at present does not have direct access to this amenity space. A new development could provide the opportunity to work with the environment agency and other stakeholders and open up a direct access to the park. This could greatly enhance the estate and provide residents with a valuable amenity resource whilst also opening up this area of Colindale to create a more cohesive area. This is an option that will be explored as part of the design works.

Vehicles can access the site via a single access point from Colindale Avenue and onto Annesley Avenue. Annesley Avenue is a one-way road and so to leave the estate vehicles must follow the one-way system back out and then onto the A5. There is a point when entering the estate where vehicles coming into the estate must navigate vehicles turning right to leave the estate. This is not an ideal access arrangement as is and would require

some consideration during any construction works. It could also become a site constraint if extra properties were to be added to the estate and no alterations were made to the existing system.

There are shops and local facilities located on Edgware Road with smaller local shops along Colindale Avenue to the south.

There are 79 tenanted properties on the estate but four of these are currently void. There are 18 leaseholders. Eight of these are non-resident leaseholders who have rented out their properties to private residents.

Existing Tenure mix:

Tenure	Silk House	Shoelands Court	Totals
Secure Tenant	57	18	<b>75</b>
Leaseholders	8	10	<b>18</b>
Void	4	0	<b>4</b>
Total per block	69	28	<b>97</b>

In addition to the above residents, there are eight known private residents living in the non-resident leaseholder properties. They were also spoken to as part of the engagement process and were able to express their opinions and be kept up to date with the proposals for the estate.

### Required remedial works

Silk House is five storeys high and is considered to be a medium risk as a result of the LPS construction, for this reason the piped gas installation to this block was disconnected in 2019.

The Silk House and Shoelands estate has been deemed to require significant structural remediation. The flats also require significant repair and maintenance works and carbon reduction works in addition to the structural works and such work would sensibly be combined with the structural works whilst the blocks were vacant. The cost of all works these items is estimated to be in the region of £30m. A full decant of the two blocks will be required for approximately 18 months. These significant costs have led to an analysis of the available options on how to proceed. Due to the condition of the existing buildings any course of action chosen will need to commence by Summer 2025.

The costs for the works were quoted prior to the consultation exercise and so are likely to have risen since then and so the total budget for the works is likely to be in excess of £30m.

The £30m estimate is an early and conservative estimate and subject to change following further investigation. This will include additional survey work and tender returns from any proposed contractors. The costs may also be affected by the current economic climate which is unusually volatile at present.

The vast majority of the total costs are currently unbudgeted within the council's planned long-term maintenance budgets and asset management plans.

### **November 2022 Housing and Growth Committee decisions and implementation**

In November 2022 the Housing and Growth Committee approved that the residents of Silk House and Shoelands Court should be engaged with so that they could be involved and understand what was being proposed for the estate.

Barnet Homes appointed an independent consultant to assist with the engagement process. All residents were invited to discuss the proposals and the options that were being considered. They were invited to give feedback, and this was recorded. The results of this feedback are included in the report that Instinctif produced which is attached at Appendix C.

All of the residents of the estate were contacted by letter and invited to make an appointment to speak with the Barnet Homes and Instinctif teams. Attempts were also made to reach residents by other means, including by telephone, email, door knocking and follow up letters. Meetings were held at a variety of times including evenings and weekends to ensure that as many people as possible could be reached.

It was explained to residents that the two options proposed for Silk House and Shoelands:

- Remediation
- Redevelopment

It was explained to residents that both options would require that they leave their existing properties whilst work was undertaken. All secure council tenants were told that in the case of either option progressing, they will have the right to return to the estate. Either, to their previous home if the remediation works are done or to a new home of with the same number of bedrooms as their existing homes.

The majority of residents spoken to stated that their preferred option was that the blocks should be redeveloped. This option was preferred by 71% of residents. This option is now being taken forward as the preferred option.

In order for this option to be progressed, authorisation is being sought from Cabinet to procure and appoint the design team, to begin finding alternative homes for tenants and to acquire the leasehold properties through a leasehold offer and private treaty.

### **Decant strategy**

Prior to the works period tenants will have private meetings and detailed discussions with Barnet Homes officers. This will inform the alternative housing that they will receive. An overview of the likely next steps was discussed with residents during the resident engagement meetings. A more detailed case by case analysis is proposed for the next stage of the process.

Details of each household's requirements will be collected, and subsequent offers made. The decant period is significant and residents were warned that it could be several years from the initial tenant appointments until they are able to return. It is envisaged that some residents may not wish to move back again at the conclusion of this period. However, all secure tenants will retain the right to return to the area of Silk House and Shoelands once works are complete.

It is hoped that suitable homes can be found for all residents and that they agree to move out of Silk House and Shoelands, however, due to the need for residents to move out for their own safety, it may be necessary to serve legal notice to residents to ensure that they leave the properties so that action can be taken before Summer 2025. Legal advice will be sought on this should notices be required.

The redevelopment of the estate will require the purchase of the 18 leasehold flats. An estimate for the purchase of the properties has been included in the proposed budget.

The initial engagement has indicated that leaseholders are concerned about the significant sums that they have already had to contribute towards the health and safety related compliance works on the estate in recent years. A reasonable position with regards to any historic charges to leaseholders under the terms of their lease will need to be reached as part of the offer presented to leaseholders.

The initial response from the majority of leaseholders has been positive towards the redevelopment of the estate. Several indicated that it would be hard for a prospective buyer to obtain any finance against purchasing a flat on the estate due to the structural issues. This impact on their inability to sell their property should they want to, combined with the prospect of high leasehold charges meant that redevelopment was the preferred option for many.

However, it should be noted that this was not unanimous, some leaseholders, particularly those who lived in their homes rather than renting them to others, felt that they would struggle to purchase a similar alternative. These concerns will be addressed in the future discussions to be held to formulate an offer for the leaseholders.

It is hoped that suitable agreements can be reached for all leaseholders and that they agree to sell their properties. However, due to the need for residents to move out for their own safety, it may be necessary to serve a compulsory purchase order should they indicate that they not be willing to accept an offer or move from the property. This will be subject to a future Cabinet approval, should it become necessary.

## **4. Options Considered**

### **4.1 Options ruled out**

**Do nothing**

This option retains the LPS blocks as they are without pursuing either remediation works or redevelopment works. This option is not considered to be viable due to the statutory health and safety obligations of the council as landlord and the associated health and safety risks.

#### 4.2 Options for consideration

This Strategic Outline Case (SOC) seeks to identify the options available for how to progress with resolving the technical issues faced at these LPS blocks. Two options for the course of action remain the same as they were at the previous approval stage presented to Housing and Growth committee in 2022. The difference now being that the opinions of residents have been collected and taken into account when making a recommendation of what to do next.

- **Option 1** – Remedial works
- **Option 2** – Redevelopment

#### Option 1 – Remedial works

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. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Would enable residents to return home.</li> <li>• Would buy an estimated extra 30 years lifespan to the stock.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding of in excess of £30m required to rectify the issues with the existing buildings, currently not accounted for within the HRA.</li> <li>• Residents will need to be decanted and provided with alternative accommodation to allow for repair works to be undertaken.</li> <li>• Potential high-cost burden to leaseholders</li> <li>• Would only achieve limited estate benefits from the wider area.</li> <li>• Residents indicated that they were not in favour of this option.</li> </ul>

#### Option 2 – Redevelopment



This option would redevelop the areas where the blocks are currently located. This would require all existing residents to be rehoused so that the blocks could be demolished, and a new development built. This option was presented to residents as one of the options which is under consideration.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Additional affordable housing units created and owned by Barnet Council delivering future rental income into the HRA.</li> <li>• Help to meet the Labour manifesto commitment of 1,000 new affordable homes.</li> <li>• Would mitigate technical health and safety issues and avoid cost of remedial works.</li> <li>• Opportunity to make estate improvements.</li> <li>• Homes would be replaced with high-quality, sustainable accommodation to modern construction standards.</li> <li>• Secure tenants will have the option to return to a like for like property upon completion of the build.</li> <li>• Residents indicated that this was their preferred option.</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure on the HRA to fund the scheme.</li> <li>• Permanent decant and acquisition of the leaseholds in the existing blocks, may cause local opposition.</li> <li>• Market conditions will make viability a challenge.</li> </ul>

### 4.3 Consultation on Options

Instinctif partners put together a comprehensive engagement plan to inform residents about the two available options for their homes. This engagement process followed best practise guidelines. The council published a statement of community involvement, most recently updated in 2018. This process would normally occur in the period directly leading up to a planning submission. However, it was decided that residents would benefit from early engagement in this case.

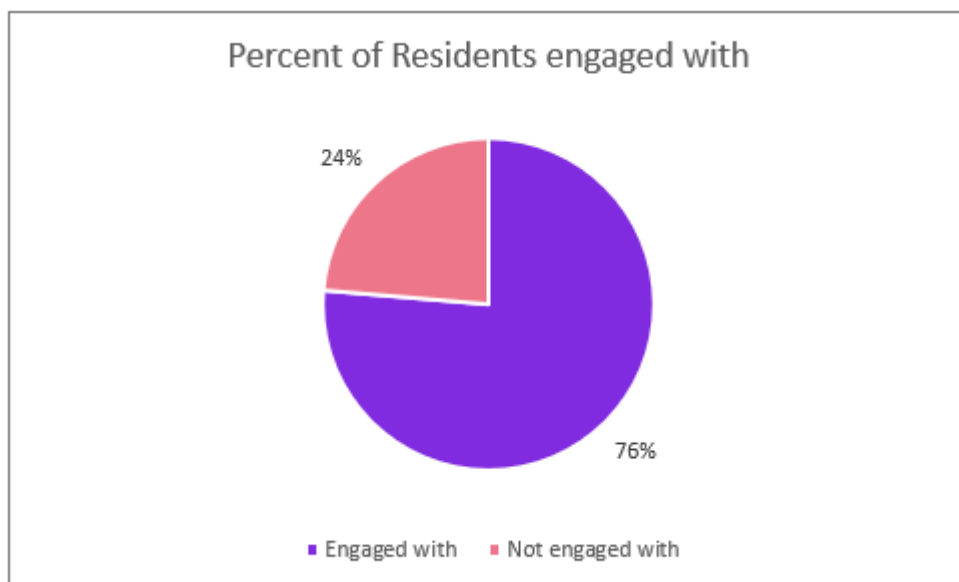
The engagement with residents supports the LBB policy that any new developments should be designed “in partnership” with residents.

The engagement process was also informed by the Mayor of London’s Good Practice Guide to Estate Regeneration 2018, following the four key principles of ensuring that the engagement programme is: transparent, extensive, responsive, and meaningful. Further details of how this can be done are included in section 3.6 of Appendix C.

The central themes of both the policies of Barnet council and the Mayor of London were central to the engagement process to ensure that the needs of residents were promoted as the highest priority in the process.

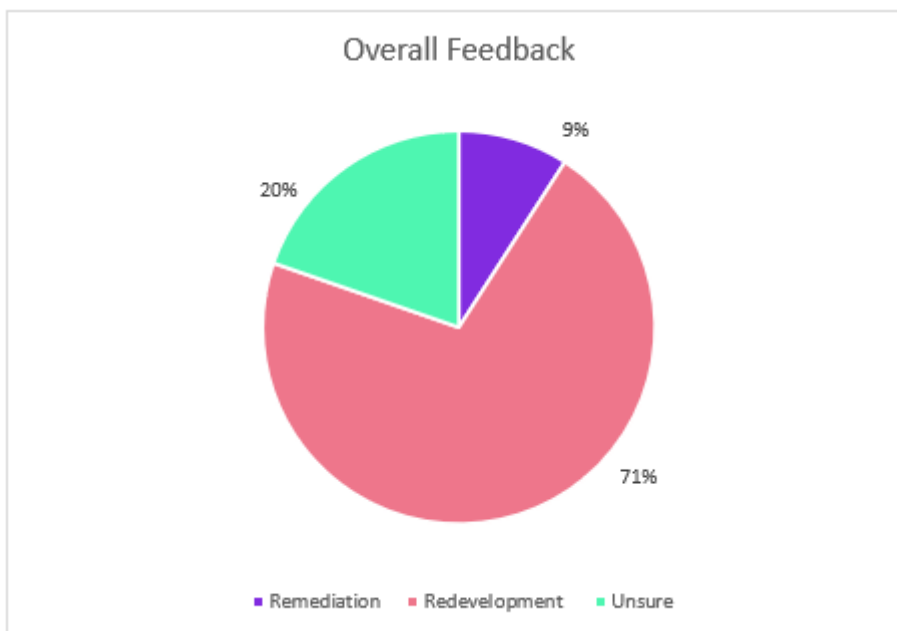
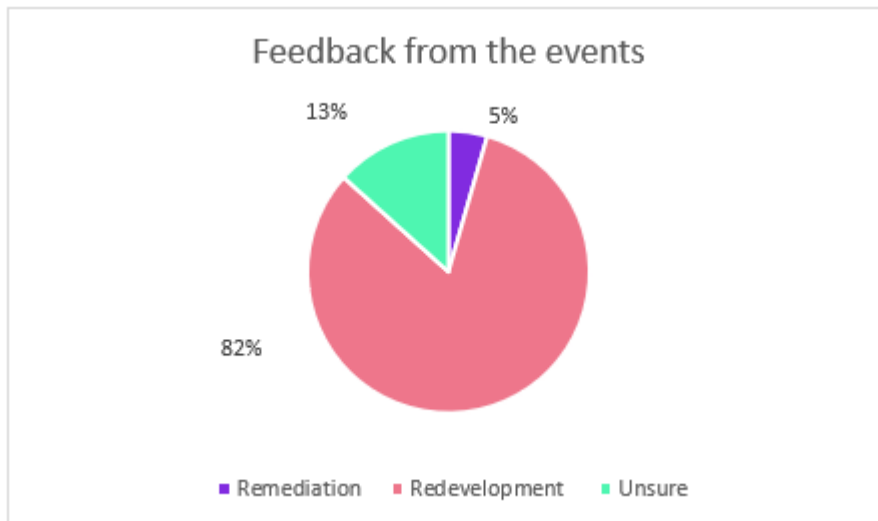
The resident first approach was launched with an initial letter to all residents in June 2023. This initial letter aimed to be transparent from the outset and provided a summary of the two options for the estate. Residents were offered a choice of dates to attend an appointment-based event with Barnet Homes staff and members of the Instinctif team. The letters were hand delivered to ensure safe delivery. This was followed up with a door knocking exercise three weeks later and a follow up letter. The door knocking ensured that 33 households were spoken to in person to ensure they were aware of the event.

47 households attended the events in person, this is over 50% of the occupied properties and is considered to be a high rate of physical attendance. Additional households who were unable to attend were contacted by email, phone or spoken to in their own homes. When these numbers are taken into account the engagement process led to direct interaction with 76% of occupied households.



Feedback was first captured in person at the events and then subsequently across all the feedback types received.

This approach was taken to ensure that all residents had a chance to express their options given that some demographics may have a preference for different methods of communication. The results of both sets of data show a clear preference for the option of redevelopment.



The most frequent comments and questions raised by residents are captured in Appendix C. These queries were answered where the answers can be known at this time. Where the questions require the project to progress in order for answers to be given, these questions will help to form the basis for the next phase of consultation.

Understandably one key area of questioning and concern was in regard to what all of this will mean for the residents and their households. They want to know what will happen to them, where will they be living and when will the next steps take place. This supports the proposals that the next steps are moved forward with, and a preferred option progressed so that more details are known.

The engagement process has identified redevelopment as the resident's preferred option and therefore it is the recommendation of this strategic outline case that design proposals

are progressed and the conversations with residents are continued in order that resident questions and concerns are addressed,

## 5. Analysis - Five Theme Model

As this is a Strategic Outline Case, the preferred option has not yet been fully developed. More detail of the proposals will be included in the Outline Business Case and an analysis of how it meets with the five-case model will be provided at that stage.

The OBC will be prepared using the agreed standards and format for business cases, as set out in the HM Treasury Green Book business case methodology.

The agreed format is the Five Case Model, which comprises the following key components:

- the **strategic case** section – this sets out the strategic context and the case for continuing with the preferred option.
- the **economic case** section – this demonstrates that the Council has identified potential ways forward for delivering the project with the intention to optimise value for money (VFM) based on the optimum delivery solution.
- the **commercial case** section - this defines what the potential solution will look like.
- the **financial case** section – this highlights the proposed funding and solution for delivering the project.
- the **management case** section – this demonstrates that the scheme is achievable and can be delivered successfully in accordance with accepted best practice.

### Strategic Context

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.

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.

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

The council is also currently reviewing and implementing the Housing Strategy, The Homelessness and Rough Sleeping Strategy, The Housing Allocations Scheme and the Tenancy Strategy. The strategy for Silk House and Shoelands Court blocks will take these existing and emerging policies and strategies into account.

## 6. Summary of Key Risks

A risk assessment has been undertaken and involved the following distinct elements:

- Identifying all the possible business and service risks associated with each option.
- Assessing the impact and probability for each option.
- Calculating a risk score.

This is in line with the LBB corporate Risk Management Strategy, which uses the following matrix score risks:

I M P A C T	Score:		PROBABILITY				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
5	Catastrophic	5	10	15	20	25	
4	Major	4	8	12	16	20	
3	Moderate	3	6	9	12	15	
2	Minor	2	4	6	8	10	
1	Negligible	1	2	3	4	5	

Risk	Controls and mitigations in place	Impact	Likelihood	Risk Score
Consultation				

There is a risk that residents will not want to move	<ul style="list-style-type: none"> <li>• Appointment of an experienced communications consultant</li> <li>• Early engagement with residents</li> <li>• Provision of clear and accessible information</li> </ul>	3	4	12
There is a risk that existing residents, local councillors and other stakeholders not supporting the scheme.	<ul style="list-style-type: none"> <li>• Early engagement with residents has taken place and will continue.</li> <li>• Instinctif have been appointed as communication consultants.</li> <li>• In addition, consider the appointment of an Independent Tenant and Leaseholder Advisor (ITLA)</li> <li>• Clear concise information should be circulated to residents and stakeholders</li> </ul>	4	2	8
There is a risk that if redevelopment progresses, then a ballot may be required	<ul style="list-style-type: none"> <li>• The proposed development does not meet the criteria for a ballot.</li> <li>• Engagement with residents to explain the available options.</li> <li>• A clear consensus has been obtained demonstrating that development is the preferred option and that a ballot would have a negative impact on residents by delaying a clear course of action being communicated to them</li> </ul>	3	3	9
<b>Financial</b>				
There is a risk that the budget for the remediation works cannot be obtained	<ul style="list-style-type: none"> <li>• The progression of the redevelopment option alleviates this risk as a remediation budget will not be required</li> </ul>	2	4	8
There is a risk that if redevelopment is progressed and the costs exceed the expected budget	<ul style="list-style-type: none"> <li>• Modelling will be undertaken on an on-going basis to take account of changes such as market values, development and construction costs.</li> <li>• Alternative funding options are also being explored.</li> </ul>	4	3	12
<b>Delivery</b>				
There is a risk of delay to project delivery.	<ul style="list-style-type: none"> <li>• Timely instructions from Barnet Council</li> <li>• Regular monitoring of the market conditions</li> <li>• Compare programme to BCIS benchmarks of similar projects.</li> <li>• Ensure regular programme reporting is requested and monitored.</li> </ul>	4	3	12
There is a risk that action is not taken before the deadline of Summer 2025	<ul style="list-style-type: none"> <li>• Early engagement with the market and soft-market testing</li> <li>• Use of frameworks</li> <li>• Careful monitoring of the programme</li> </ul>	3	2	6
<b>Legal</b>				
There is a risk of title issues with the site at the Council	<ul style="list-style-type: none"> <li>• High level title and site constraints reports have been prepared by HBPL. Barnet Homes/Capita Estates conclude there are no concerns with the</li> </ul>	4	2	8

does not have clean legal title.	<p>legal title that would deem the site undevelopable,</p> <ul style="list-style-type: none"> <li>• HBPL have been instructed to undertake an update of the site constraints reports.</li> </ul>			
There is a risk that a Compulsory Purchase Order is required to obtain vacant possession.	<ul style="list-style-type: none"> <li>• Specialist legal advice will be obtained.</li> <li>• Included in budget allowance.</li> <li>• Early engagement with leaseholders and the adoption of CPO compensation rules to encourage agreement without resorting to a CPO.</li> <li>• An authorisation from Cabinet will be requested to ensure that all due diligence is undertaken prior to any CPO implementation.</li> </ul>	4	3	12

## 7. Project Finance

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.

A revised budget allocation within the approved budget was agreed by CSB 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. There is also funding secured through One Public Estate which will be used to fund the study of the wider area around Silk House and Shoelands Court.

A budget has been allocated to this scheme to cover the project stages up to achieving a planning permission and the leasehold acquisitions and home loss payments. It does not cover the stages of work beyond planning.

The estimates for the next stage of works will sit within this budget.

There will be a further budget requirement needed in order to deliver the proposed redevelopment. The HRA 250 Capital budget will fund this project up to planning approval, but the further funding of this project will not be covered by this budget as the remainder of the budget has been allocate to other projects. The options for delivery and funding will be presented at Outline Business Case stage. This will be informed by the planning application once it is known what volume of development is likely to be delivered on the site.

The cost of redevelopment cannot be known without undertaking further design work. Further analysis will be made if this could be funded through the HRA or delivered by Opendoor Homes or borrowing. Alternatively, it may be that a development partnership proves to be the preferred option. Cabinet will be asked to review and approve the progression of a delivery option at the next approval stage.

## 8. Procurement

Barnet Homes appointed Instinctif Partners to undertake an initial engagement plan. They are also appointed to assist with the engagement with residents. They were appointed in accordance with Barnet Homes procurement rules.

A design team will now be appointed to produce a design up to planning submission. This will then be submitted to planning following the approval of an Outline Business Case, this approval proceeding the submission will ensure that a viable delivery model has been identified and approved by Cabinet.

The design team will be appointed by Barnet Homes in accordance with their procurement rules. The appointments will not require for delegation for approval as per the Barnet Group's procurement rules.

It is proposed that a framework is used for the higher value appointments such as the architect to minimise the time required for the procurement process and ensure delivery of the project in order to meet the Summer 2025 deadline.

## 9. Programme

It is anticipated that the design development will take approximately one year. During this time engagement will continue with residents and offers of alternative accommodation will be made to tenants. Offers for the purchase of their properties will be discussed and ideally agreed with leaseholders. There is a risk that the programme will be extended should it become apparent that a compulsory order is required. This concern is being addressed by early consultation.

Should it become apparent that a compulsory purchase order is required then it will be served as early as possible to allow the process to conclude in good time.

### Silk House and Shoelands

Completed November 2022	Current November 2023	Projected January 2025	Projected April 2025
<ul style="list-style-type: none"> <li>• SOC for LPS block consultation presented to HAG committee.</li> <li>• Development of community engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet approval of the SOC for the redevelopment of Silk House and Shoelands</li> <li>• Commencement of the Procurement of a design team</li> </ul>	<ul style="list-style-type: none"> <li>• OBC approval sought to submit the planning application.</li> <li>• Approval sought for the preferred delivery option</li> </ul>	<ul style="list-style-type: none"> <li>• Planning achieved.</li> <li>• FBC approval requested to deliver the scheme</li> </ul>



## 10. Customer engagement Next Steps

The engagement of residents will again form a crucial part of the next steps for this project. It is helpful to consider the next stages of engagement in two strands.

The first will be concerning how residents are directly affected by the necessary decant of the blocks. This will mean individual engagement with all households. Secure tenants will be met with on an individual basis and given a chance to express everything they require and everything they want from the home that they are offered. These discussions are likely to be of a personal nature and so are best suited to private appointments so that individual circumstances can be discussed and taken into account.

All secure tenants will receive a one-off home loss payment to ensure that they have the means to acquire necessary items for the homes they move to. They will also receive access to moving facilities which will be paid for them.

A leasehold offer will be developed and following approval of this via delegated authority, it will be presented to leaseholders. They will meet with Barnet Homes officers to discuss the options available to them and to enter into discussions of what the offer will be for the purchase of their homes.

There are a number of households renting privately from the non-resident leaseholders. The council does not have a specific duty to provide services for these properties, however, it is acknowledged that they are also directly affected by the proposals. Barnet Homes will provide information and advice to any private tenants living on the estate to assist them to find alternative accommodation.

The second strand of the engagement will happen simultaneously to the first. This will be to involve residents and other stakeholders in the design process. Secure tenants will have the option to return to the estate once a new development has been completed. This means that they are important stakeholders for what is built as a replacement for the existing Silk House and Shoelands Estate.

The appointed design team will host a series of events, workshops and communications to gather feedback from residents as to what they want the new development to look like. This will not only allow residents to have their opinions incorporated into the proposals, but it will also keep them aware and engaged with how the scheme is progressing onto the next approval stages of scheme design, the development of the Outline Business Case and planning approval.

**Document Control**

<b>Storage (File Path or Teams)</b>	
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