

Barnet Homes

Silk House and Shoelands Court, Annesley Avenue, London,
Barnet, Greater London, NW9 5EE

Resident Engagement Programme- Report

October 2023

The purpose of this report

This report details the scope and methods used for engagement with residents at Silk House and Shoelands Court, about the future options facing residents of the buildings. The two options that Barnet Homes have presented to residents are extensive remediation work to the buildings, which is set out in more detail later in the report, or the complete demolition of the buildings and redevelopment.

The report also provides details of the feedback received from residents during the engagement process and the preferences residents have given on the future options for the buildings.

The structure of this report

Section 1 – Rationale/background for the engagement process

Section 2 – Information about the two options for consideration

Section 3 – Policy context around good engagement

Section 4 – Methodology on the engagement process

Section 5 – The engagement process

Section 6 – The feedback from the engagement process

Section 7 – Barnet Homes recommendations for the estate

1. Rationale/ Background for the engagement process

- 1.1. Background: Silk House and Shoelands Court are Large Panel System (LPS) buildings built in the 1960s and are nearing the end of their practical residential lifespan. In recent years, following updated Government guidance on LPS buildings in the wake of the Grenfell tragedy, Barnet Homes has carried out extensive fire safety works.
- 1.2. Silk House consists of 71 flats and Shoelands Court 28 properties, made up by a combination of flats and duplexes; both buildings consisting of flats ranging from one bedroom to three bedrooms.
- 1.3. For the purpose of this report, we are using the term residents to refer to those people living in the buildings as tenants of Barnet Homes, leaseholders who live in the buildings and those who privately rent. Of the 97 properties, 4 are now void, 75 are secure tenants with the remaining 18 leaseholders.
- 1.4. Given the age and condition of both buildings, there is a considerable amount of essential work required to maintain them in a liveable quality for the foreseeable future.
- 1.5. There was an independent feasibility report carried out by Capital Property and Construction Consultants Limited on the 9th July 2020. The report concluded that at least extensive remediation was necessary given the current risk of the buildings. This would involve strengthening the wall and floor panels to resist an accidental load that might cause disproportionate collapse of the buildings.
- 1.6. Given the high costs and impact on resident's quality of life associated with extensive remediation, Barnet Homes have also presented residents with the option of redeveloping the estate.
- 1.7. Due to the short-term benefit, with further remediation works likely to be needed in years to come and the intrusive nature of remediation as a solution, Barnet Homes believe the rebuild option, replacing the old buildings with new, modern, more energy efficient and future-proofed flats should be offered to residents. Barnet Homes' utmost priority is the resident's safety and quality of life and as a result the company feels that ultimately, the rebuild option will be the best option.
- 1.8. For these reasons a comprehensive resident engagement programme needed to be designed and implemented to ensure that residents were made aware of the options facing them, facts were explained to them, their questions about the two options answered, and they were able to express their preference considering the positives and negatives of both options. Barnet Homes conducted this process transparently, stating at the start that their preferred option was a rebuild, as well as detailing the reasons for this in both verbal and written communications. Further, they gave the residents the platform and space to make their own minds up based on clear, accurate and honest information. What has guided Barnet Homes throughout the process is ultimately the desire to make the right decision for residents, with their safety and happiness as the key priorities. As such, how the residents feel about each option had to be understood in detail.
- 1.9. To help design and implement a comprehensive engagement programme, Barnet Homes appointed a specialist stakeholder and community engagement agency, Instinctif Partners. Instinctif Partners have previously worked with Barnet Homes on other development projects in the borough and have in depth knowledge and understanding of the area. Instinctif Partners have expertise in stakeholder and resident engagement programmes in the built environment space. Members of the Instinctif team were present

throughout the engagement process with staff from Barnet Homes, the actions in the process are detailed later in the report.

2. Information about the two options:

- 2.1. Remediation to the buildings would be extensive; it would require residents to temporarily move to separate accommodation. The necessary work would include:
- Extensive strengthening of the LPS panels to mitigate the risk of disproportionate collapse, which will necessitate full vacant possession to complete.
 - Extensive strengthening measures across the building to the horizontal and vertical ties and floor slabs.
 - Associated works to renew all areas adjacent to external walls such as, heating works, kitchen renewals and electrical rewires.
 - Other general maintenance and repair works.
- 2.2. The above would likely not be the only work necessary; remediation would be an ongoing process –with further cyclical maintenance expected to take place over the next 5-15 years. Barnet Homes will give existing social tenants and leaseholders the option to return to their homes once the works are completed. We estimate the remediation process to cost £30million. Barnet Homes have estimated that the cost to each leaseholder is likely to be significant.

Redevelopment option:

- 2.3. The original report concluded that based on the cost of remediation, including direct costs in construction and the secondary cost temporarily housing residents, redevelopment had to be considered a viable alternative.
- 2.4. In both a remediation or redevelopment scenario, residents would be required to move to alternative temporary accommodation within the borough. In a redevelopment scenario, secure tenants would be given the option to return back to the new development. We estimate this to take around three-five years. Under a redevelopment scenario, individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay leaseholders for their property and future property options for them.
- 2.5. A complete redevelopment of the buildings would result in the provision of better-quality homes that are modern and more energy efficient, which would reduce the energy bills of residents over the long term. The buildings lifespans would also be much longer, with major maintenance works not expected to be needed for at least 20 years. Additionally, a rebuild would provide a 'one time fix'; in comparison to the ongoing maintenance required if the estate was remediated.

3. Policy context around good resident engagement

3.1. Community and stakeholder engagement is a key aspect of the planning process as set out in the Barnet Homes constitution and current Local Planning Authority policies and guidelines. Although this process is slightly different, given there will not be a planning application submitted after Barnet Homes have engaged with residents -this will only happen further down the line if the redevelopment of the two buildings is the option proceeded with, it nonetheless must follow the same principles.

LBB’s guidelines on community and stakeholder engagement

3.2. The London Borough of Barnet (LBB) Council’s policy has set out how we can best engage with residents. LBB first published a Statement of Community Involvement in 2007, updating it in 2015 and 2018 as part of the Local Plan Review process. Given there will not be a planning application connected to the engagement process, it does not require an SCI. This is especially clear given the key stakeholders that had to be considered in the first instance were the residents themselves with a look to engage with the wider community further on in the process once a decision is made by LBB’s Cabinet on whether the estate should be redeveloped or remediated.

LBB has outlined good practise when engaging with the local community:

Consultation activities as suggested by LBB’s Statement of Community Involvement (SCI)	SCI reference
Public exhibitions at local and accessible locations	Section 4.12
Consultation website and email response mechanism	Section 4.21
Mail drop to communities with information on community involvement	Section 4.12
Resident Interest Group	Section 4
Feedback forms/surveys	Section 4.11

3.3. LBB has put net zero near the top of its agenda, with the aim to create net zero homes in the borough by 2042. In this context, the impact either option will have on the environment and the areas net zero ambitions has been closely scrutinised.

3.4. The provision of “Quality Homes” is central to LBB’s goals, however this needs to be reconciled with the protection of communities and local views, by ensuring there is not overdevelopment. LBB policy dictates any new developments should be designed “in partnership” with residents.

3.5. In its engagement “toolkit”, LBB also notes the importance of evaluating the success of the consultation and engagement process. Barnet Homes have incorporated this into the method.

3.6. The Mayor of London has also provided guidance on how to properly consult with a community during estate regeneration or redevelopment in his ‘Better homes for local people The Mayor’s Good practice guide to

Estate Regeneration', which was published in February 2018. The four key principles of an engagement programme are to be transparent, extensive, responsive, and meaningful. It also details methods of engagement such as surveys, door to door conversations, drop-in days, letters email, newsletter updates and workshops. The guidance notes: "Residents should be the primary consultees" and that they should be informed as early into the process as possible. In the introduction it also states that residents should be put at the heart of plans and for estate regeneration to be a success "there must be resident support for proposals, based on full and transparent consultation from the very start of the process, and meaningful ongoing involvement of those affected".

- 3.7. These good practice guidelines, both from the LBB and the Mayor's office have informed Barnet Homes methodology on engaging residents at Silk House and Shoelands Court throughout the process. The section below details this further.

4. Methodology on the resident engagement process

- 4.1. The engagement with residents on the future of the buildings requires a careful, thoughtful approach, one that is grounded in principles of honesty, transparency and clear and concise communications. We have considered the policy context of LBB's engagement and the wider political context when designing the methodology through which to run the engagement program, to deliver more meaningful, transparent engagement with residents. Our approach has been about using best practice engagement, such as extensive outreach and 'front loading' the consultation as much as possible.

4.2. Methodology Summary

- Engagement must be 'two-way', interactive and frontloaded, i.e., well in advance of any decision making relating to the outcome of the engagement.
- Engagement must be transparent from the start, with the positives and negatives of each option clearly communicated.
- There should be a tenant and leaseholder first approach. Whilst both remediation and redevelopment options will impact the wider community, it is the tenants and leaseholders (residents) who will be directly impacted, and they must be engaged as special stakeholders. Later on, once they are fully briefed and engaged, best practice would be to engage with community groups, as well as residents living close to the buildings who would be impacted by both options.
- There will be a focus on outreach and time with individual households. Residents are able to ask questions in privacy and have in-depth, detailed discussions.
- Engagement with individual households should be complimented by a series of newsletters/letters, emails, posters and on-line (via the Barnet Homes website).
- It is important to hold specialist sessions with leaseholders or tenants to answer any specific questions and needs.
- It is important to build trust at this early stage and develop a dialogue between Barnet Homes representatives and residents, as it will aid the engagement moving forward especially after a decision had been made.
- Engagement must reach out to the 'silent majority' and those who may be hard to reach.

4.3. **Methodology actions:**

- We ran engagement events over several days in early July, starting in the afternoon and ending in the evening, maximising the opportunity to attend at a convenient time. We also held a second engagement event on a Saturday in September, to give those who may not have been able to attend in July another opportunity to speak to the project team. We took a personalised approach to the engagement events as much as possible. People were offered timed appointments to allow them to have privacy and in-depth discussions, however we still retained the option of people registering and attending on the day. We maintained a visual presence, holding the event in a mobile unit on the estate.
- We had specialist members of staff from Barnet Homes to speak to leaseholders in person and over the phone.
- We hand delivered the newsletters about the options and engagement events to residents to be on hand should they have questions and to ensure there were no problems with Royal Mail delivery.
- We knocked on residents doors to remind them of the engagement events and answer questions they had.
- Carried out a door knocking survey after the initial round of engagement events to gather resident feedback on the two options, the engagement process itself and to speak to residents who may not have attended the engagement events.
- Ensured there was a contact number of a Barnet Homes staff member for residents to phone should they have questions throughout the engagement process.

5. **The Resident Engagement Process**

- 5.1. Instinctif Partners delivered the initial letters to Silk House and Shoelands Court on Monday 19th June 2023, these were hand delivered to every address on the estate. These letters informed residents of the future work that would be necessary and the upcoming engagement events. Whilst delivering the letters, Instinctif colleagues engaged with a handful of residents who had questions about the engagement program moving forward. Peter Chapman (Barnet Homes) was also at the estate to talk to any concerned residents. To continue to raise resident awareness about the proposals and the engagement process, including the upcoming appointment-based events, Instinctif carried out a subsequent round of door knocking. This was carried out on Friday the 7th July from late morning to early afternoon. Instinctif engaged with 33 people on the door, around a third of the total residents who live on the estate, as well as delivering a reminder letter to every household. A copy of the initial letter can be found in Appendix 1a. The reminder letter can be found in Appendix 1b. A copy of the door knocking questions can be found in Appendix 1c and the feedback from this door knocking is included in section 6.

Posters and Website:

- 5.2. In addition to the letters, posters were put up about the proposals and the events across multiple floors of both buildings. A website dedicated to the options facing the buildings was also created, allowing residents to check for updates. Barnet Homes later updated this website with information about original

structural engineering report that led to these proposals. The poster can be found in appendix 2a and website appendix 2b.

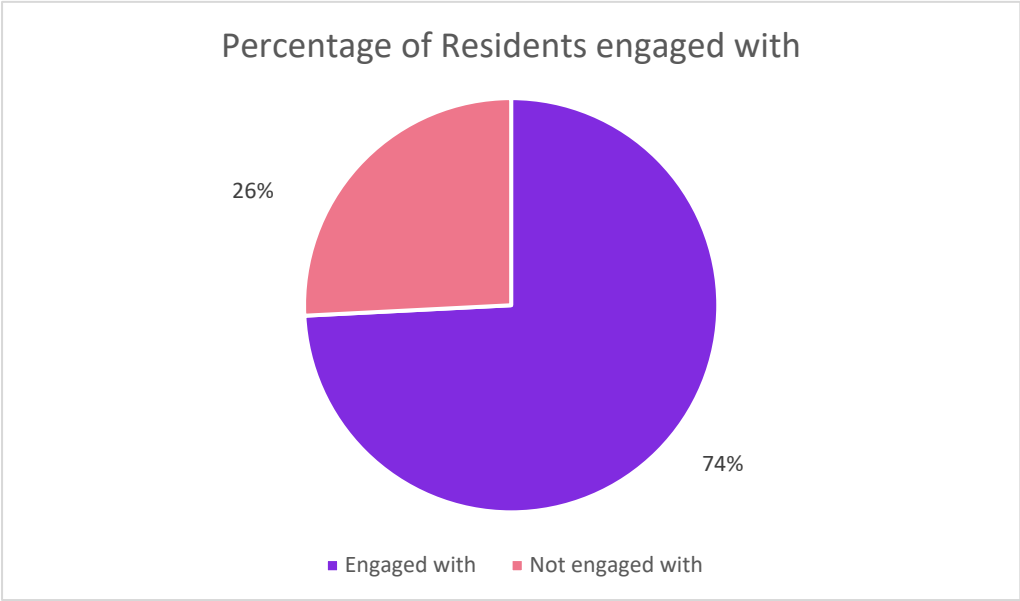
Resident engagement events

- 5.3. The engagement events were held exclusively for residents since their say is the most important. The events were held on the following dates:
- Tuesday 11th July 2023 from 2.00pm - 7.30pm
 - Wednesday 12th July 2023 from 1.00pm - 7.00pm
 - Thursday 13th July 2023 from 2.00pm - 7.00pm
 - Saturday 30th September 2023 from 10.00am – 3.00pm
- 5.4. The events were held in a portable office within the grounds of the estate and attended by two-three Instinctif Partners members and between two and four members from Barnet Homes. There was a display board outside the cabin advertising the event. The meetings were pre-booked 30 minutes slots, to ensure as many residents were thoroughly spoken through the options, and to take time to understand each household's circumstances and answer questions they had. The team of Barnet Homes and Instinctif Partners members often split into groups to talk through matters with residents. Outside of the event, Barnet Homes also spoke with some residents over the phone and met at their place of residence.
- 5.5. Following the initial round of events, which saw just shy of 50% of households on the estate attend, Barnet Homes held a subsequent event on Saturday 30th September 2023 to ensure those who wanted to sit down and have a face-to-face conversation with Barnet Homes representatives weren't limited by the previous dates. Many residents were followed up with telephone calls.
- 5.6. In total 48 residents attended the appointment-based events with Barnet Homes. That broke down as 12 residents on Tuesday 11th July 2023, 21 residents on Wednesday 12th July 2023, 10 residents on Thursday 13th July 2023 and 5 residents on Saturday 30th September 2023.

Follow up activity:

- 5.7. After the initial three engagement events, communication channels were left open allowing residents to maintain a point of contact. A letter was also sent out following the initial round of engagement activities to absent landlords. A representative of Barnet Homes who works in the leaseholder advisory team also spoke to 15 absent landlords and leaseholders outside of the engagement events over the phone, some of whom had already attended the engagement events.

- 5.8. Further, Instinctif Partners carried out a survey on the estate, speaking to 28 residents on the 17th August 2023. Staff at Barnet Homes also phoned eight residents on the estate and asked them the survey questions. An example of the survey can be found in appendix 3. The goal was to receive feedback on how residents had found the engagement process so far, what residents' preference on the options facing the buildings were and to ask them if they had further questions. This subsequent set of door-knocking ensured all residents were still aware of the options and reminded them that they could reach out to a Barnet Homes representative at any time.
- 5.9. Following the survey Instinctif hand delivered an update letter, appendix 4 on the 18th September 2023, reassuring residents that the process was proceeding as expected and to let residents know what the most common feedback to date has been. These follow up actions were key to maintain a consistent dialogue between Barnet Homes and the residents.
- 5.10. Once you include those contacted via the engagement events, absent landlords and leaseholders contacted via the telephone or in person and those spoken to via the survey, either in person or over the phone, 69 households were engaged with, which is 74% of all the properties on the estate. For clarity, we have only counted each household once; eventhough throughout the engagement period Barnet Homes spoke to many residents' multiple times. Further, private tenants views have been recorded and taken into account and this is reflected in the feedback section, however the leaseholder preference was the one ultimately recorded.



Engagement summary:

- 5.11. The steps taken by Barnet Homes achieved a significant turnout out from residents, comparable to that required for a ballot process. Also, the various methods Barnet Homes used to engage residents on the estate about the two options were comparable to methods required by the Mayor of London in his guidance for estate regeneration where a ballot is required.

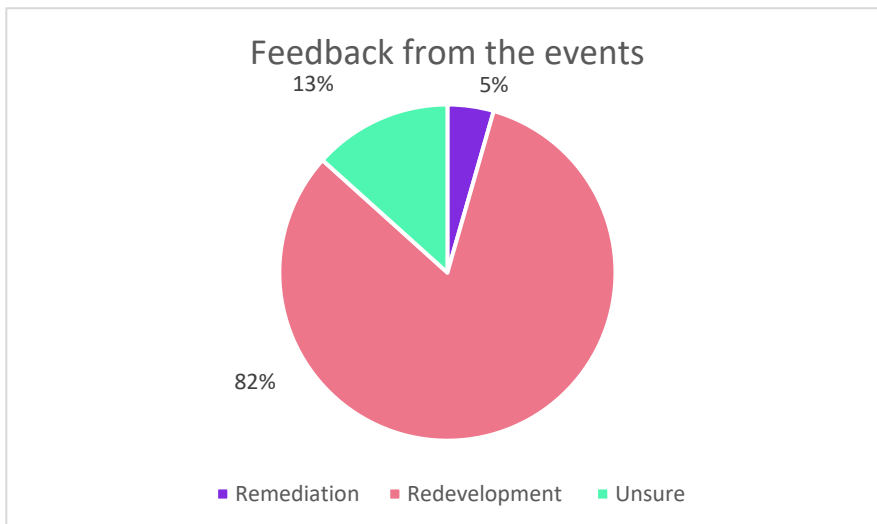
Barnet Homes delivered regular newsletters to residents about the options for the estate facing them, held one to one in person engagement events, held door to door surveys and spoke to residents over the phone or in their place of residence if they preferred. There was also information displayed on Barnet Homes website about the two options. Whilst there was no specific leaseholder group forum, every leaseholder on the estate was contacted and Barnet Homes explained the impact of the two options for their own circumstances, answered their questions and recorded their views.

Given there were no development proposals ready on what a future development would look like, Barnet Homes could not hold a workshop with residents about any future estate proposals. However, they do intend on holding a detailed workshop further down the line if a decision is made to redevelop the estate. This will allow Barnet Homes to share their design ideas for the future estate development and allow residents to give feedback on what their preferences would be on the new development, for topics ranging from the amount of green space on the estate, height and design of the buildings, amenity space, and the amount of parking available for residents. This intention to involve residents in the development process was communicated with residents throughout the engagement process.

6. The feedback from the engagement process

- 6.1. The methodology and timing of the events were designed to encourage as much engagement as possible. Our engagement events saw 48 out of 93 active households attend, 52% of all households on the estate. Barnet Homes also spoke to 15 leaseholders and absent landlords on the phone, 9 had not been engaged with previously, whilst the rest had been engaged with at the events, and spoke to 36 people during the survey, both face to face and over the phone, of which 12 did not attend the engagement events nor had been spoken to before.
- 6.2. On the day of the event residents were asked what their preferred option for the future of the estate was. Below are the results from residents spoken to on the days of the events. Of those who attended and expressed a view, 82% supported redevelopment, 5% supported remediation with the remaining 13% expressing they were unsure. Three households during the events did not express a view.

6.3. Chart of feedback:



Summary of verbal feedback:

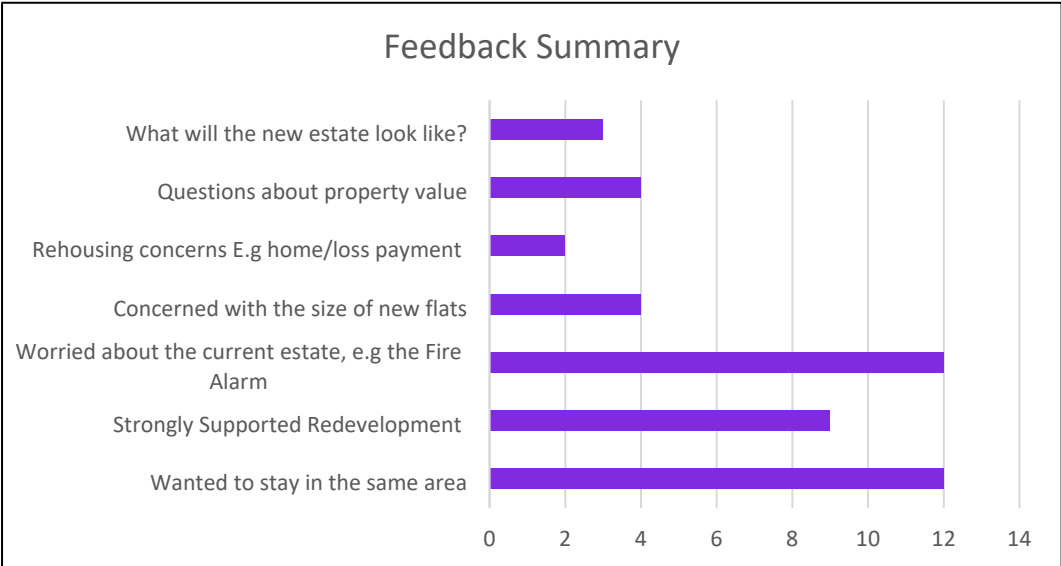
- 6.4. At the engagement events, Instinctif Partners took notes on the verbal feedback from residents. The most common feedback from those who attended were questions and concerns about where they would be temporarily relocated during the rebuild or remediation works, how long the process would take, the disruption the works would have on their lives and their own safety. A good majority of residents we spoke to felt redevelopment would be the best long-term option for them, given the condition of the two buildings and the issues with the communal fire alarm, this was despite many people having lived on the estate for a long time and having a strong sense of attachment to the local area. Leaseholders also felt redevelopment would be best for them, given they would have to shoulder some of the costs for remediation and they still had concerns about charges for previous works. Whilst leaseholders therefore felt they had more to consider given they owned their properties, there was a feeling from many that the future options for them were fair.
- 6.5. The key themes mentioned in meetings and discussions with residents were:
- Relocation questions about the temporary accommodation.
 - Timelines for the process, moving and development.
 - If the temporary accommodation and future accommodation will be on a like for like basis – whether people will get the same number of rooms.
 - Complaints about the current fire alarm and money spent on the 2019 safety work.
 - Acknowledgement that a rebuild was necessary given the state of the building.
 - Sense of community and attachment to estate.
 - Questions about the new development in terms of height, design, density, green space.
 - Will the rents be the same when temporarily moved and in a rebuilt estate?
 - Private tenants unsure about their position and where they would move to.
 - Broad questions around individual personal circumstances.
 - Questions about how the process will work in terms of signed documents.

From speaking to residents and taking detailed notes across the four days, our assessment was that a large majority of residents supported redevelopment. This was for slightly different reasons amongst social tenants and leaseholders.

Tenants welcomed the prospect of a new, modern flat, despite many having a deep connection to the current estate, the layout and size of their current flat and wanting to remain in the same area. More broadly, residents repeatedly expressed the desire for more information. Tenants wanted more clarity on timelines. They did not want the process elongated further and wanted a decision to be made as quickly as possible as they all had personal circumstances that they needed to plan their lives for. These circumstances ranged from medical treatments, children going through school, jobs and other life events.

Most leaseholders recognised that the remediation works would be very expensive and welcomed hearing about the opportunity that Barnet Homes were offering to buy their property; this was especially relevant as some leaseholders were unable to sell their property on the market. Many were also concerned about current bills and services charges looming over their property. They also welcomed the potential options being put forward by Barnet Homes for future accommodation. Both groups recognised how building more new homes could benefit the council and the community more broadly.

Table of feedback themes:



Survey Feedback

6.6. Following the engagement events, Instinctif Partners undertook a door-to-door survey. A copy of this survey is included in the appendix 3. This survey was intended to reach those who may not have attended the engagement events, gather further quantitative feedback on resident preferences, and feedback on the engagement process. In total Instinctif spoke to 29 residents, around a third of those who lived on the estate. Barnet Homes also phoned a further 8 people on the estate. Many of the residents had already been engaged with previously. Of the total number who responded to each question, there were 8 in favour of remediation, 9 stated they were unsure and 15 supported redevelopment, with the remainder not stating a preference. The summarised feedback received was:

- Most residents had found the engagement process helpful, especially the opportunity of speaking to Barnet Homes representatives face to face.
- More information was desired as soon as possible – they wanted a decision to be made so they could begin planning their own personal circumstances for the future. Others wanted to know more about size of future property.
- Some wanted more information than was given throughout the process.

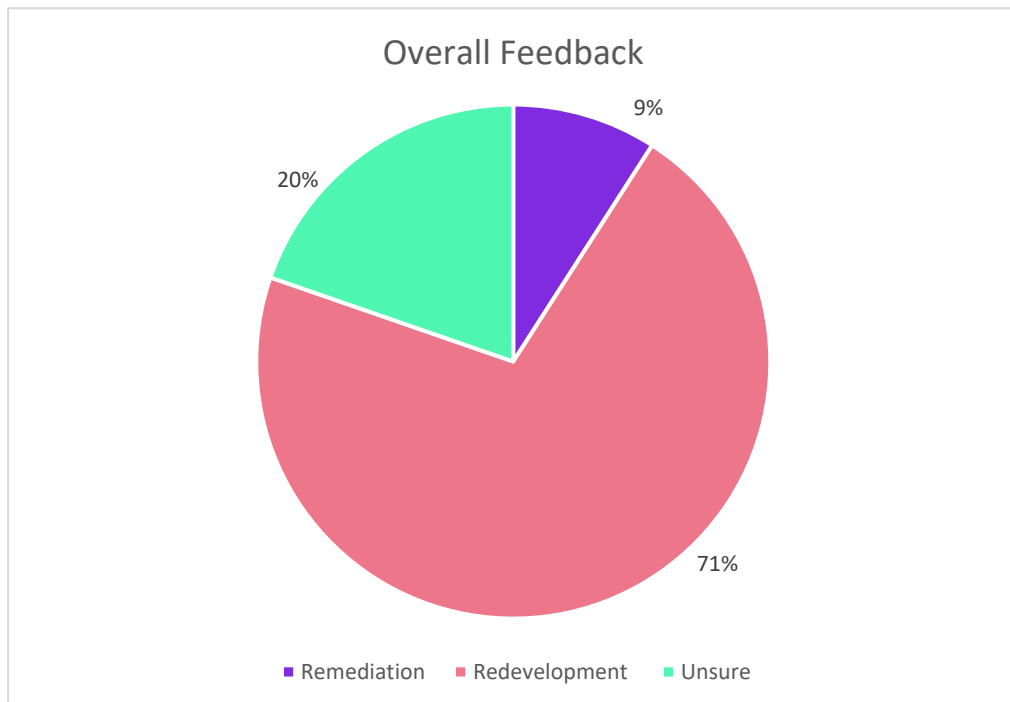
Table of Survey results:

Question	Results
Have you heard about the future work in the estate?	Yes: 29
	No: 7
Did you attend any resident engagement events/ speak to a BH representative	Yes: 16
	No: 20
Which option do you prefer – Remediation or Redevelopment?	Remediation: 8
	Redevelopment: 15
	Unsure: 9
How did you find the consultation process, do you have any questions/ improvements	Found it helpful: 11
	Wanted more information: 12
Is there any more information you require from Barnet Homes in the two options or specific circumstances you want them to follow up with you on?	Want to know where they will be moved: 7
	More information on the process and what new property will look like: 5
	Their questions had not been sufficiently answered: 2

Overall feedback:

Of the 69 residents engaged with, 66 indicated a preference. Of those who indicated a preference, 47 were in favour of redevelopment, 13 were unsure, and 6 for remediation. Meaning 90% of residents were unsure or supportive of redevelopment.

Chart of overall feedback:



6.7. Below are some verbatim comments received throughout the engagement process:

Views on the current Silk House and Shoelands Court estate

- “The fire alarm in the current block is very annoying”.
- “I have issues with leaks in my current home”.
- “The work that has been done over the past few years has been highly disruptive”.
- “There is an issue with Anti-social behaviour in the current estate”.
- “So many cracks in the building.”
- “Why do all the recent works?”

Views on Redevelopment

- “Any logical person would think redevelopment is the better option”.
- “I have lived in the estate for 9 years, but I think a rebuild seems like the smarter option”.
- “I feel the current estate is causing a lot of problems, as such there should be a redevelopment”.
- “Although I saw the benefits of a rebuild it would still be upsetting”.
- “It would be better to move because of safety and to receive a new flat”.
- “I love my flat, but everyone would love a new home”.
- “Best way forward is to rebuild.”

Questions/comments about the future

- “What are the rents going to be like in the new building?”
- “How many offers do you get for temporary housing?”
- “I would like temporary home to be near my family”.
- “What’s the best position to be in terms of buying?”
- “Will we get to come back?”
- “Will we get a signed document that says we will be able to return?”
- “Will we be re-housed in Barnet?”

Questions/comments about what a potential new estate will look like

- “What will the redevelopment look like?”
- “Where on the new estate will my new flat be?”
- “What will the height of the new buildings be? Don’t want to live in a really tall building.”

Views on the engagement programme

- “I feel it has been good - happy with the process so far.”.
- “It has been good, but they would like more letters/ updates.”.
- “I am happy with the process. It was nice to speak through the issue on the door too”.
- “Frustrated with the whole process and they feel the previous work has been a waste of money.”.
- “I am so happy now you have answered my questions, I was stressed, Worried that new flats would be smaller and asked about parking”.

7. Barnet Homes recommendations for the estate

- 7.1. Barnet Homes were considering a multitude of factors when attempting to come to a recommendation on which option to recommend to the council. Throughout the process the most important consideration has always been the safety and happiness of residents, followed by their views and feelings towards the options. Put plainly, the safest and most future-proof option for residents is to redevelop the buildings. Additionally, after the sensitive and thorough engagement programme it’s clear a large majority of residents support redevelopment for the various reasons set out in the report above. Given both these factors, Barnet Homes are recommending that Barnet Council vote to redevelop Silk House and Shoelands Court.

Appendix 1a. Initial outreach letter Delivered 19th June 2023



19 June 2023

Dear Resident

provides a 'one time fix'; in comparison, remediation would only operate as a temporary fix as ongoing work would be needed after residents move back into their homes.

If the decision is made to rebuild, residents will be required to move to alternative accommodation within the borough. If you are a secure tenant you will be given the option to return back to the new development.

In terms of leaseholders, as per the terms of your lease, remediation works would be part paid for by leaseholders and individual offers will be discussed with you in terms of moving back if the rebuild option is taken.

This letter marks the start of an engagement period that will last for the next 5-6 months. We will be gathering your views on the chosen option for the future.

In the meantime, if you have questions or would like to speak, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: ssengagement@barnethomes.com

If you are a leaseholder and have questions, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: ssleaseholder@barnethomes.com

There is more information about both options on our website: <http://www.barnethomes.org/silk-shoelands>

This page will continue to be updated with more information on both options as the engagement progresses.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

Appendix 1b. Reminder Letter Delivered 7th July 2023



07 July 2023

Dear Resident

We are writing to remind you about the upcoming resident engagement events happening next week regarding the necessary building works that we will have to conduct to Shoelands Court and Silk House following the times for these sessions are below, if you are able to attend, we very much want to see you there. We previously delivered a letter on 19/06/23.

As you are likely aware, we have already carried out substantial fire safety works on both Shoelands Court and Silk House. However, more essential work is needed to maintain the buildings for the foreseeable future. Therefore, we are starting the process of giving you, the residents, the opportunity to provide feedback on two potential options for the future of the buildings - extensive remediation (repair works), as outlined below, or the complete redevelopment (rebuild) of Shoelands Court and Silk House.

A summary of each option is below, and more information will be distributed throughout the next few months.

We will be running appointment-based events to receive your initial feedback and answer any questions you may have; in our mobile office outside Shoelands Court and Silk House. These will be running from the week commencing the 11th July 2023 at the below times:

Tuesday 11th July from 2.00pm - 7.30pm

Wednesday 12th July from 1.00pm - 7.00pm

Thursday 13th July from 2.00pm - 7.00pm

We would prefer residents to phone or email us and book a time to come and discuss the options so we can ensure we have as much time as possible with each resident.

You can register for an appointment by emailing silk&shoelands@barnethomes.org or by phoning Peter Chapman on 07889 237 523.

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Replacing the external fabric of the building as it is now 50 years old and nearing the end of its lifespan.
- Extensive strengthening measures across the building to the horizontal and vertical ties, floor slabs and wall panels.
- Other general maintenance and repair works.

We must emphasise how the works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Existing tenants and leaseholders will get the option to return to their homes once the works are completed.

Redevelopment option:

In the interest of transparency, Barnet Homes do ultimately believe redevelopment is the better option overall. Redevelopment would result in the provision of better-quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings lifespans would also be much longer. Additionally, a rebuild is the only option that provides a 'one time fix'; in comparison, remediation would only operate as a temporary fix as ongoing work would be needed after residents move back into their homes.

If the decision is made to rebuild, residents will be required to move to alternative accommodation within the borough. If you are a secure tenant you will be given the option to return back to the new development.

In terms of leaseholders, as per the terms of your lease, remediation works would be part paid for by leaseholders and individual offers will be discussed with you in terms of moving back if the rebuild option is taken.

In the meantime, if you have questions or would like to speak, please phone Peter Chapman at Barnet Homes on 07889 237 523 or email: silk&shoelands@barnethomes.org

There is more information about both options on our website: <http://www.barnethomes.org/silk-shoelands>

This page will continue to be updated with more information on both options as the engagement progresses.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes

Appendix 1c. Door knocking Questions – 7th July 2023



1. Have you heard about the resident engagement on the future of Silk House and Shoelands Court?

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2. Are you able to attend one of the events? If so what time works best for you?

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3. What is your address? (For IP- make sure you jot this down before they answer if possible)

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4. Do you have any questions or feedback on the options?

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PERSON CENTRED

Silk House and Shoelands Court building remediation works feedback sessions

Appointment-based events to receive your initial feedback and answer any questions you may have; in our mobile office outside Shoelands Court and Silk House.

You can register for an appointment by emailing ssengagement@barnethomes.com. We have appointments available during the following times:

Tuesday 11th July from 2.00pm - 7.30pm
Wednesday 12th July from 1.00pm - 7.00pm
Thursday 13th July from 2.00pm - 7.00pm

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Appendix 3. Survey Questions



1. What is your address?

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2. Have you heard about the necessary future work on the estate?

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3. Did you attend any of the resident engagement events/ speak to a BH representative?

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4. Which option do you prefer – remediation or redevelopment?

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5. How did you feel about the consultation process, do you have any suggestions/ improvements?

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6. Is there any more information you require from Barnet Homes on the two options or specific circumstances you want them to follow up with you on?

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7. Do you have any other questions/ feedback?

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Appendix 4. Update letter delivered 18th September 2023



18 September 2023

Dear Resident,

Silk House & Shoelands Court

As you are aware we have been engaging with residents on the options for Silk House and Shoelands Court regarding whether to remediate or redevelop. We are now writing to update you on the necessary works that we will have to carry out to your properties.

For further context on the process so far, we delivered the initial letter informing residents about the future of Silk House and Shoelands Court on Monday the 19th June. We then held engagement events across three days in the mobile on site on Tuesday 11th, Wednesday 12th and Thursday 13th July 2023.

For transparency, the feedback we have received from a large majority of the residents throughout the engagement process so far have been in favour of the redevelopment of Silk House and Shoelands Court.

Moving forward, we anticipate a decision to be made by the council, on whether to redevelop or remediate, before the end of the year. After this decision is made, we will be able to provide more detail on what the future of the estate will look like for you.

We know we haven't spoken to everyone. With this in mind, we will be running an additional appointment-based event to receive your feedback and answer any questions you may have; in our mobile office outside Silk House and Shoelands Court. This follow up session is intended specifically for residents who did not have the opportunity to attend the last set of events. As such, we will prioritise bookings from those who could not make the last set of events in July. The appointments will be held between the following times on the date below:

Saturday 30th September from 10.00am – 3.00pm

We would prefer residents to phone or email us and book a time to come and discuss the options so we can ensure we have as much time as possible with each resident.

You can register for an appointment by phoning Peter Chapman on 07889 237 523.

For those who did attend one of the last sessions, we will not be able to share any more information than we did previously.

We understand that this may be an unsettling time and that you may have concerns and questions. We are committed to making the right decision for residents. We want to be as fair and transparent as possible throughout the process and will keep you informed.

Many residents have understandably requested more information on the current state of the buildings. We have updated the website with a summary of the structural engineering report for Silk House and Shoelands Court, we will continue to update with more information on the estate. This can be found on the website at: <http://www.barnethomes.org/silk-shoelands>

As a reminder, please find below more information on what remediation or redevelop would mean for the future of Silk House and Shoelands Court.

Further information

Remediation option:

Remediation to the buildings would be fairly extensive; it would also require residents to temporarily move to other accommodation whilst the works are taking place. The required work would include:

- Replacing the external fabric of the building as it is now 50 years old and nearing the end of its lifespan.
- Extensive strengthening measures across the building to the horizontal and vertical ties, floor slabs and wall panels.
- Other general maintenance and repair works.

We must emphasise how the works outlined above will not be the last; remediation would be an ongoing process – with further cyclical maintenance expected over the next 5-15 years.

Existing Barnet Homes tenants and leaseholders will get the option to return to their homes once the works are completed.

Redevelopment option:

Barnet Homes does believe that redevelopment is the better option overall. Redevelopment would result in the provision of better-quality homes, which are also more energy efficient, modern homes which can reduce resident's energy bills over the long term, helping with the cost of living. The buildings lifespans would also be much longer.

If the decision is made to rebuild, Barnet Homes tenants will be required to move to alternative accommodation within the borough. Secure tenants will be given the option to return to the new development.

Individual offers will be discussed with leaseholders in terms of the amount Barnet Homes will pay for your property, any future property option or buying a new property on the estate if the rebuild option is taken, further along in the process.

Yours Faithfully,

Stuart Bishop

Director of Property Services

Barnet Homes