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25 November 2019

To: All Members of the Overview and Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Monday, 25th November, 2019

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**12. WORK PROGRAMME UPDATE (PAGES 1 - 8)**

Terms of reference for the Adults and Health Scrutiny Review into Commissioning.

Terms of reference for the Housing and Regeneration Scrutiny Review into High Road West.

Yours sincerely

Philip Slawther, Principal Committee Co-ordinator  
Principal Committee Co-Ordinator

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## Adults and Health Scrutiny Panel

### Adult Social Care Commissioning – Draft Scope and Terms of Reference (2019/20)

<b>Rationale</b>	<p>A key outcome of the Council’s Borough Plan 2019-23 is that that all adults are able to live healthy and fulfilling lives with dignity, staying active and connected in their communities. How services are commissioned by the Adults and Health department can contribute to delivering this outcome is an issue of particular significance and the Panel has determined that it will conduct a review into how this process is currently working.</p> <p>The review will examine the process behind commissioning decision-making including how decisions are tracked and measured, what key performance indicators are used, how return on investment is calculated and what criteria are used to make the decision on which organisations to tender to. It will also look at the wider strategic approach to commissioning including how the process fits in with other strategic objectives such as community wealth-building and insourcing and with the commissioning approaches of other partners including the local CCG. The review will consider how social objectives are achieved including through the ‘social value’ model of commissioning and how the Council ensures that staff are paid the London Living Wage when work is outsourced through contracts. It will also examine at the involvement of the local community and voluntary sector including the role of the Bridge Renewal Trust. The review will look at the currently ongoing commissioning process for new social care projects including the new learning disability centre and autism hub in Waltheof Gardens to help gain an understanding of the financial and social value considerations and of how the outcomes benefit Haringey residents.</p> <p>The Panel will seek to consider evidence from a broad range of witnesses and to develop recommendations to Cabinet on possible improvements to the commissioning process.</p>
<b>Scrutiny Membership</b>	<p>The Members of the Adults and Health Scrutiny Panel that will carry out this review are:</p> <p>Councillors: Pippa Connor (Chair), Patrick Berryman, Nick da Costa, Eldridge Culverwell, Mike Hakata, Felicia Opoku, Matt White.</p> <p>Co-opted member: Helena Kania.</p>

<b>Terms of reference</b>	<p>The aims of this project are:</p> <p>To review the current arrangements for commissioning of services within the remit of the Adults &amp; Health department including:</p> <ul style="list-style-type: none"> <li>• The overall strategic approach to commissioning, including how health and social care commissioning is being joined up locally.</li> <li>• The approach to communicating information about available services to residents who are likely to benefit from them.</li> <li>• The 'social value' model of commissioning, including how social value elements are embedded within contracts and balanced against financial priorities and how their outcomes are measured.</li> <li>• The role of the Bridge Renewal Trust in the commissioning process in Haringey.</li> <li>• The budget assigned to commissioning of adult and health services, how best value for money is achieved, how outcomes are measured and what approach is taken in determining which local community groups receive contracts.</li> </ul>
<b>Links to the Corporate Plan</b>	<p>Priority 2: People. "Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential"</p>
<b>Evidence Sources</b>	<p>A broad selection of interested parties will be invited to take part in the review and to submit evidence.</p>
<b>Witnesses</b>	<p>TBC</p>
<b>Methodology/Approach</b>	<p>A variety of methods will be used to gather evidence from the witnesses above, including:</p> <ul style="list-style-type: none"> <li>• Desktop research</li> <li>• Evidence gathering sessions with witnesses</li> <li>• Site visits to residents centres</li> </ul>
<b>Equalities Implications</b>	<p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.</p>

	<p>The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.</p> <p>The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.</p>
<b>Timescale</b>	<p>Draft scoping document submitted to Overview &amp; Scrutiny Committee – <b>25th November 2019</b></p> <p>Evidence gathering sessions – <b>December 2019 to February 2020</b></p> <p>Analyse findings / develop recommendations – <b>March 2020 to April 2020</b></p> <p>Report published – <b>Spring 2020</b></p>
<b>Reporting arrangements</b>	The Director of Adults & Health will coordinate a response to Cabinet to the recommendations of the panel’s final report.
<b>Constraints/Barriers/Risks</b>	The timescales are set above with the aim of completing the draft report before the end of the 2019/20 financial year. If the panel later determines that this timescale is not sufficient to gather enough evidence then it may be necessary to extend the schedule. However, it is possible that the membership of the panel could change in 2019/20.
<b>Officer Support</b>	Lead officer: Dominic O’Brien, Principal Scrutiny Officer, 020 8489 5896, <a href="mailto:Dominic.Obrien@haringey.gov.uk">Dominic.Obrien@haringey.gov.uk</a>

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## Housing & Regeneration Scrutiny Panel

### Scrutiny Review on the High Road West regeneration site – Draft Scope and Terms of Reference (2019/20)

<b>Rationale</b>	<p>The High Road West regeneration site is an area located broadly between Tottenham High Road and the railway line (White Hart Lane Station), running from Brereton Road in the south to the former Sainsbury's supermarket in the north. The site includes: the Love Lane Council housing estate comprising of 297 properties – subject to demolition under the Regeneration plans but contingent on a ballot of residents; the Peacock industrial estate, which is home to a number of small to medium-sized businesses; the Goods Yard and the site of the former Sainsbury's supermarket. The masterplan dates back to 2013 and the area has since undergone extensive nearby redevelopment with the completion this year of Tottenham Hotspur's new stadium.</p> <p>Representations regarding the High Road West plans have been received by the Overview and Scrutiny Committee and by the Housing &amp; Regeneration scrutiny panel via the Committee's community consultation exercise and the Scrutiny Café event and by way of several deputations to the panel from Council tenants, leaseholders, community representatives and representatives of the business community on the Peacock Industrial Estate. Following these representations panel members agreed to open a Scrutiny Review process on the topic of the High Road West Regeneration strategy, policy and plans.</p> <p>In September 2017, Cabinet agreed for the Council to select Lendlease as the preferred bidder for the High Road West Regeneration scheme, following a tendering process that included Lendlease Europe, BDW Trading (Barratt) and BY Development Linkcity (Bouygues). The deal includes the transfer of Council-owned stock and land and would require use of the Council's Compulsory Purchase Order powers to acquire land to facilitate site assembly. The land within the Master Plan is owned by a number of parties, which include Haringey Borough Council, Tottenham Hotspur and private residential and commercial interests. Tottenham Hotspur has recently acquired planning permission for developing part of the site. The Development Agreement offers the building of 2,500 homes with 30% being designated affordable. The scheme would include 145 council homes at social rent and a further 46 shared equity homes. The plan includes the building of a library and a refurbished Grange Community Hub, a Community Park, a civic square and commercial, retail and leisure space. The plan also includes changes of B1 and B2 business use space. Concerns raised with the panel relate to a number of issues notably the demolition of 297 properties on the Love Lane Estate, 186 of which are currently occupied by temporary accommodation</p>
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	<p>residents and 46 by secure tenancy residents. A further 59 are leasehold properties (28 resident leaseholders and 31 non-resident leaseholders) and 6 are voids. Panel members have heard a broad number of concerns expressed by tenants and leaseholders in connection with the impact on them of the Regeneration plans. The regeneration plans would also involve the compulsory purchase of land and property belonging to a number of small businesses and the subsequent demolition of a large number of businesses. The Panel has heard representations expressing wide-ranging concerns about the effect of the regeneration plans on long-established business in the High Road West area. The Panel understands that other feedback has previously been gathered by the Council through resident and business engagement in the scheme and this information will be considered by the Panel as part of this review.</p> <p>The panel will therefore seek to consider evidence from a broad range of expert witnesses and to develop recommendations to Cabinet on future options relating to the High Road West redevelopment. The Panel also has the option to refer the report to full Council or other non-Executive committees of the Council as the Panel considers to be appropriate.</p>
<b>Scrutiny Membership</b>	<p>The Members of the Housing and Regeneration Scrutiny Panel that will carry out this review are:</p> <p>Councillors: Khaled Moyeed (Chair), Dawn Barnes, Ruth Gordon, Bob Hare, Yvonne Say, Daniel Stone, Sarah Williams.</p>
<b>Terms of reference</b>	<p>The aims of this project are:</p> <ul style="list-style-type: none"> <li>• To better understand the historical context of the proposed High Road West regeneration scheme, re-examine the existing scheme proposals and provide evidence-based alternative options to establish what outcomes would be in the best interests of residents, tenants, leaseholders, businesses and other local stakeholders.</li> <li>• To examine and appraise the interests of the community of stakeholders, tenants, leaseholders, residents and businesses within the High Road West Regeneration area.</li> <li>• To re-examine and assess the Development Agreement in relation to its relevance to local and Council needs and aspirations contained within the Council’s housing and planning strategy and policies and within the context of its Community Wealth Building aspirations for business development.</li> <li>• To ensure that the method and means of communications and consultations between the Council (including Homes for Haringey) and residents and businesses has been carried out appropriately and sufficiently thoroughly to ensure that the voice of the community, residents, tenants and businesses has been taken into account in developing the</li> </ul>



	<p>regeneration strategy for the area.</p> <ul style="list-style-type: none"> <li>• To appraise and reassess the impact of regeneration plans on the tenants and leaseholders living in Council accommodation and on the small and medium sized businesses operating in the area.</li> <li>• To provide the Cabinet with evidence-based recommendations that seek to improve relations between the Council and the resident and business community and to ensure a future development that meets the needs and aspirations of tenants, leaseholders, residents and businesses and the community as a whole.</li> </ul>
<b>Links to the Borough Plan</b>	<p>Priority 1 – Housing: A safe, stable and affordable home for everyone, whatever their circumstances.  Priority 2 – People: A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.  Priority 4 – Economy: A growing economy which provides opportunities for all our residents and supports our businesses to thrive.  Priority 5 – Your Council: The way the Council works.</p>
<b>Evidence Sources</b>	<p>A broad selection of expert witnesses will be invited to take part in the review and to submit evidence. These will include local residents, relevant academic experts, representatives of local businesses, others from the wider local community, officers of the Council, representatives of development partners at High Road West and landowner stakeholders.</p>
<b>Witnesses</b>	<p>TBC</p>
<b>Methodology/Approach</b>	<p>A variety of methods will be used to gather evidence, including: site visits; desk top research; and evidence gathering sessions with witnesses.</p>
<b>Equalities Implications</b>	<p>The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: (1) Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act; (2) Advance equality of opportunity between people who share those protected characteristics and people who do not; (3) Foster good relations between people who share those characteristics and people who do not.</p> <p>The three parts of the duty applies to the following protected characteristics: age; disability; gender reassignment; pregnancy/maternity; race; religion/faith; sex and sexual orientation. In addition, marriage and civil partnership status applies to the first part of the duty.</p>

	The Panel should ensure that it addresses these duties by considering them during final scoping, evidence gathering and final reporting. This should include considering and clearly stating: How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to service and fair representation of all groups within Haringey; Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.
<b>Timescale</b>	Draft scoping document submitted to Overview & Scrutiny Committee – <b>25th November 2019</b>  Evidence gathering sessions and site visits – <b>December 2019 to February 2020.</b>  Analyse findings / develop recommendations – <b>March 2020 to May 2020</b>  Report published – <b>Summer 2020</b>
<b>Reporting arrangements</b>	The Director of Housing, Regeneration & Planning will coordinate a response to Cabinet to the recommendations of the panel’s final report.
<b>Constraints/Barriers/Risks</b>	We aim to complete the draft report by the summer of 2020. However, we are aware that the panel may receive a large amount of evidence so this may prove to be a challenging timescale. The panel will therefore need to be mindful of this when determining the extent of the issues that it wishes to consider. If the panel later determines that this timescale is not sufficient to the gather and analyse the evidence required then it may be necessary to extend the schedule. In that context we should bear in mind that it is possible that the membership of the panel could change following the Annual Council meeting in May 2020.
<b>Officer Support</b>	Lead officer: Dominic O’Brien, Principal Scrutiny Officer, 020 8489 5896, <a href="mailto:Dominic.Obrien@haringey.gov.uk">Dominic.Obrien@haringey.gov.uk</a>