

NOTICE OF MEETING

CABINET

Tuesday, 19th July, 2022, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Julie Davies, Ruth Gordon, Adam Jogee and Sarah Williams.

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below. New items of exempt business will be dealt with at Item 20 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at Item 16: Exclusion of the Press and Public. No representations with regard to these have been received.

This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 12)

To confirm and sign the minutes of the meeting held on 21 June 2022 as a correct record.

7. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

No matters to consider.

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. 2021/22 FINANCE UPDATE AND PROVISIONAL OUTTURN (PAGES 13 - 50)

Report of the Director of Finance to be introduced by the Cabinet Member for Finance and Local Investment.

This report sets out the 2021/22 provisional outturn for the General Fund, HRA, DSG and the Capital Programme compared to budget. It will seek approval for any changes to the Council's revenue or capital budgets required to respond to the changing financial scenario and the delivery of the MTFs. It also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements, adjustments and grant acceptances.

10. PROPOSALS FOR RESIDENT ENGAGEMENT AND PARTICIPATION FOLLOWING THE INSOURCING OF HOMES FOR HARINGEY (PAGES 51 - 72)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters, and Planning.

The report will consider the existing resident engagement structure. This will be to ensure that resident involvement is not weakened and expertise, relationships, etc are maintained.

11. PARTNERING CONTRACTS STRATEGY FOR HOUSING MAJOR WORKS (PAGES 73 - 122)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing Services, Private Renters, and Planning.

To approve the Procurement Strategy for long term delivery of major component renewal, energy works, and additional homes to council homes 2022-32.

12. APPROVAL OF CONSTRUCTION CONTRACT FOR COUNCIL HOMES ON LAND AT WATTS CLOSE, SEVEN SISTERS (PAGES 123 - 134)

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Council House-Building, Placemaking, and Development.

Cabinet will be asked to approve the appointment of Formation Design & Build Limited to construct 18 new Council homes on land at Watts Close N15,

and to facilitate this delivery by appropriating the land for planning purposes and then on completion for housing purposes.

13. HIGH ROAD WEST - APPROPRIATION OF LAND IN THE EARLY PLOTS AND CONSULTATION ON THE USE OF GROUND 10A OF THE HOUSING ACT 1985 (PAGES 135 - 200)

Report of the Director for Placemaking and Housing. To be introduced by the Cabinet Member for Council House-Building, Placemaking, and Development.

This report will seek Cabinet's approval to appropriate land for planning purposes to enable delivery of the first two development plots as part of the High Road West scheme. It will also seek Cabinet approval to consult secure tenants on the Love Lane Estate on the use of Ground 10a of the Housing Act 1985.

14. MINUTES OF OTHER BODIES (PAGES 201 - 210)

To note the minutes of the following:

Cabinet Member Signing
5 July 2022 (1pm)
5 July 2022 (4.30pm)

Urgent Decision
28 June 2022

15. NEW ITEMS OF URGENT BUSINESS

As set out in item 3.

16. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Items 17 to 20 allow for consideration of exempt information in relation to items 12, 13 and 6.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 17 to 20 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

17. EXEMPT - APPROVAL OF CONSTRUCTION CONTRACT FOR COUNCIL HOMES ON LAND AT WATTS CLOSE, SEVEN SISTERS (PAGES 211 - 214)

As per item 12.

18. EXEMPT - HIGH ROAD WEST - APPROPRIATION OF LAND IN THE EARLY PLOTS AND CONSULTATION ON THE USE OF GROUND 10A OF THE HOUSING ACT 1985 (PAGES 215 - 222)

As per item 13.

19. EXEMPT - MINUTES (PAGES 223 - 224)

To confirm and sign the exempt minutes of the meeting held on 21 June 2022 as a correct record.

20. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

Ayshe Simsek, Democratic Services and Scrutiny Manager / Fiona Rae, Acting Committees Manager
Tel – 020 8489 2929
Email: ayshe.simsek@haringey.gov.uk

Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 11 July 2022

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MINUTES OF MEETING Cabinet HELD ON Tuesday, 21st June, 2022, 6.30 - 7.15 pm

PRESENT:

Councillors: Peray Ahmet (Chair), Mike Hakata, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Julie Davies, Ruth Gordon, Adam Jogee and Sarah Williams

ALSO ATTENDING: Cllr Isilar- Gosling - Online

1. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and attendees noted this information.

2. APOLOGIES

There were no apologies for absence.

3. URGENT BUSINESS

There were no new items of urgent business submitted.

The Democratic Services and Scrutiny Manager advised that there was an additional addendum to be considered with Item 9, North London Waste Plan. These were the minutes of the Strategic Planning Committee which considered this report after publication of the Cabinet Agenda on the 14th of June. As set out in the late business sheet, there was a need to consider this information in accordance with Part Three section B of the Council Constitution.

The Cabinet agreed to consider this additional information with item 9.

4. DECLARATIONS OF INTEREST

There were no declarations of interest put forward at the meeting.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

There were no representations received on the exempt items.

6. MINUTES

RESOLVED

To confirm and sign the minutes of the meeting held on 8 March 2022 as a correct record.

7. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

There were no matters for consideration.

8. DEPUTATIONS/PETITIONS/QUESTIONS

The Cabinet considered a deputation put forward by the Pinkham Way Alliance in relation to item 9, North London Waste Plan (NLWP). Stephen Brice addressed the Cabinet and raised the following points:

- Although the Pinkham Way Alliance had long argued that the Pinkham Way site, as a green space, was unsuitable for inclusion in the NLWP, it welcomed MM113 of the Main Modifications. The Pinkham Way Alliance accepted the Inspector's findings, which clarified a number of long-standing issues, and welcomed the requirement for community engagement.
- The Pinkham Way Alliance considered that the site was better protected through inclusion in the NLWP as it would become part of the Local Plan for each constituent authorities.
- It was stated that the North London Waste Authority (NLWA) had publicly confirmed that it had no short or medium term plans for the Pinkham Way site.
- It was noted that, although it was established in 2011, there was still significant local interest in the Pinkham Way Alliance and its work. As an example, Stephen Brice noted that a 2019 Regulation 19 Waste Plan submission had attracted 40% more supporting signatures than any previous response and that the recent Pinkham Way Alliance Site Management Plan had in principle support from 130 people.
- It was added that the Pinkham Way Alliance was pleased to be working with and in agreement with the Council.

In response to questions from the Cabinet, it was noted:

- In response to a question about the preferred method of consultation for any future site developments, Stephen Brice expected that the community would be engaged at the pre-application stage.

The Cabinet Member for Housing Services, Private Renters, and Planning thanked the Pinkham Way Alliance for its work for over the last 10 years. It was stated that this work had improved the plans for the site and had led to the current position. The Cabinet Member added that the NLWP was now considered to be acceptable and would be able to manage impacts on biodiversity on the site.

9. NORTH LONDON WASTE PLAN

The Cabinet Member for Housing Services, Private Renters, and Planning introduced the report which recommended adoption by Full Council of the North London Waste Plan (NLWP). The NLWP had been subject to an Examination in Public by an

independent Planning Inspector and had been found sound, subject to Main Modifications

It was commented that the development of the NLWP had been a long process with considerable community engagement that had resulted in a number of modifications. It was noted that three priority areas had been identified in the NLWP: Friern Barnet Sewage Works/ Pinkham Way, Brantwood Road, and North East Tottenham. It was clarified that the authority did not own these sites and it was noted that there were multiple site owners.

It was highlighted that paragraph 5.26 of the report contained a factual error in relation to the Pinkham Way site. It was clarified that Barnet Council had not put forward the site as suitable for waste management. It was noted that this position was reflected in Appendix C to the report which demonstrated that, due to issues of multiple ownership, only one small area of the site owned by the North London Waste Authority (NLWA) was likely to be deliverable for waste management. The Cabinet Member thanked the Pinkham Way Alliance for raising this issue.

The Cabinet Member also noted that the NLWP was last agreed by Cabinet in 2019. Following this, the independent Planning Inspector had examined the NLWP and had commented that it should demarcate more clearly where development could take place and that there should be additional arrangements for biodiversity. It was explained that these issues had been addressed in the NLWP and corresponding appendices. The Cabinet Member asked the Cabinet to agree to refer the NLWP to Council for approval.

In response to questions from the Cabinet and Cllr Isilar-Gosling, the following information was provided:

- It was noted that the Brantwood Road site was situated close to a residential area. It was explained that, because of the restrictions on the residential road, any vehicles would have to access the site from the east and would not impact the residential road. It was added that this was a large site and that any waste facility was unlikely to fill the entire site; in addition, it would be recommended that any facility avoided close proximity to residential areas.
- It was also noted, in relation to the Brantwood Road site, that nothing in the NLWP would preclude the provision of solar, wind, or other sustainable energy. It was highlighted that any proposals would be subject to pre-application engagement with the community and the usual planning policy requirements.
- It was noted that the NLWP identified sites but that there was no guarantee that facilities would be brought forward in all of the locations. It was added that the NLWP would be subject to ongoing monitoring.
- If sites in the NLWP were brought forward, members noted the importance of ensuring that resident engagement and communications were delivered in an accessible format.
- It was noted that only a small section of the Pinkham Way was considered to be suitable for a waste facility and it was enquired why the NLWP identified the whole site. It was explained that the NLWP had identified the whole site as the Council did not want to pre-empt the best design of the site. It was added that the site had some clear constraints that any proposal would need to manage, including flooding risk, biodiversity, land ownership, and proximity to residential areas.

- It was clarified that the NLWP did not affect or consider whether the Edmonton incinerator would be progressed. It was explained that the NLWP concerned site planning for waste.

RESOLVED

1. To note the content of this report and the Inspector's Report on the North London Waste Plan (set out in Appendix A);
2. To note the comments of Strategic Planning Committee as set out in the addendum;
3. To agree to refer this report and the appended documents to Full Council with the recommendation to adopt the North London Waste Plan (Appendix C) including Main Modifications (Appendix B) and associated changes to the Policies Map.

Reasons for decision

To enable the NLWP to progress to adoption at Full Council, and to ensure the North London Boroughs have a robust and up-to-date policy framework to ensure the sustainable management of waste arising in the area. Adoption of the plan will allow for waste planning proposals to be directed to the most appropriate locations in the area as well as providing detailed requirements for waste facilities to be assessed against through the planning application process. The Main Modifications include changes to the Plan arising as a direct result of community input into the plan-making process. Further, the NLWP will provide certainty and clarity for the community and other stakeholders on how such applications would be assessed.

Alternative options considered

The Council could decide not to adopt the North London Waste Plan. However, as a Waste Planning Authority the Council is under a statutory obligation to produce a Waste Local Plan. In addition, the National Waste Management Plan for England, supported by the National Planning Policy for Waste (NPPW), identifies that the National Waste Management Plan will be supported by each WPA's Waste Local Plan and as such this document is of significant importance.

Any Waste Plan must be prepared in line with the requirements of the Planning and Compulsory Purchase Act 2004, the Waste (England and Wales) Regulations 2011, the Town and Country Planning (Local Planning) (England) Regulations 2012 and the NPPW. Given the NLWP has been found legally compliant and sound by the Planning Inspectorate, and has been through a robust process, not to proceed to adopt the NLWP would result in the Council needing to commence a Haringey only Waste Local Plan and would undermine the adopted NLWP for the other six partner Boroughs. This would not be in accordance with the Council's commitments so far as part of its legal 'duty to cooperate' with other authorities as explained later in the report. This option has been rejected by officers as not being a reasonable alternative.

Any delay to the NLWP or any lack of having a Local Waste Plan will mean that planning applications may come forward in an ad hoc unplanned way and the Council

will not have a robust and up-to-date policy framework for determining them against. It may be more difficult to shape, influence or refuse undesirable waste planning proposals or planning applications. Communities would have less certainty and clarity on how planning applications would be assessed and there would be less certainty for investment in the borough for sustainable development. There would also be a detrimental impact and delay to the Council's emerging new Local Plan because there would be reduced certainty on waste priority areas and policies.

10. DECISION TO BEGIN REHOUSING OF STAPLEFORD NORTH

The Cabinet Member for Council House-Building, Placemaking, and Development introduced the report which in summary sought approval:

- to the demolition of Stapleford North
- to authorisation for rehousing Stapleford North residents (flats 25-36, 61-72)
- to apply the Broadwater Farm Rehousing and Payments Policy (BWRFP) to these residents for the purpose of the rehousing.
- suspension of Right to Buy and the rehousing of tenants ahead of the demolition contract being procured.
- acquisition of leasehold interests set out in the exempt Part B of the report to undertake buybacks from the leaseholders in this wing block; and to note that an estimated sum of £151,750 will be utilised in the rehousing all secure tenants.

It was noted that:

- The Pre-tender estimates suggested that the demolition of Stapleford North would cost approximately £600,000.
- This demolition would be dealt with in conjunction with the demolition of the Northolt block.
- This decision was specifically about Stapleford North which was directly connected to the Northolt tower which was previously agreed by Cabinet in November 2018 for demolition following the discovery of significant structural issues and a statutory Section 105 consultation.
- A separate report would be brought to Cabinet dealing with the procurement and costs of demolition once the procurement route had been agreed.
- The report's recommendations were in line with the process previously agreed by Cabinet in July and September 2021.

The Cabinet Member highlighted that these decision would enable the delivery of 294 brand new Council homes on the estate, including family homes along with huge public realm improvements.

She added that the Council had worked closely with the residents on Broadwater Farm Estate to take these transformational plans forward. It was noted that this had been an iterative process with plans continually updated according to discussions and input with residents.

This community engagement would continue to be followed. Close relationships were accumulated in the ballot , leading to a 55% approval of demolition and this was one of the next steps for the transformation of Broadwater Farm.

The following information was provided following a question from Cllr Isilar – Gosling about the 55% turnout on the ballot, to agree demolition, and what actions would be taken in future to increase turnout. The Cabinet Member responded as follows:

- That this was not a low number considering most of the affected residents eligible to vote were not directly impacted by the scheme.
- It was acknowledged that there were always lessons to be learnt. This was a large consultation but lessons had been learnt as the consultation progressed.
- Praised staff for their efforts in making this a good informative campaign about the demolition and transformation plans and ensuring that impacted residents were properly communicated with.
- Activities had included: communications in several community languages, posters in the blocks, pop up events and discussions with residents showing them models of the scheme to ensure understanding. Officers had also been continually talking with residents about what the landlord offer meant for them with translators.

The Cabinet Member felt the Council had the affirmation from residents to take forward this transformation scheme.

The Cabinet Member for Tackling Inequality and Resident Services, speaking as a ward councillor, added that there was no concerns raised with her about the outcome of the ballot.

RESOLVED

1. In accordance with the decisions taken by Cabinet in July and September 2021, and following the positive ballot outcome and having considered the result of the S105 consultation referred to in paragraphs 6.5-6.18, to agree that Stapleford North (flats 25-36, 61-72) be demolished. This demolition was estimated to cost approximately £600,000.
2. To authorise the Assistant Director of Housing to serve the initial demolition notice and to decide the timing of any final demolition notice to be served.
3. To authorise the application of the Broadwater Farm Rehousing and Payments Policy (BWRFP, see appendix one) and Broadwater Farm Local Lettings Plan (BWLPL, see appendix three) to Stapleford North (flats 25-36, 61-72) residents for the purpose of this rehousing as initially set out in the report considered by Cabinet on 13 July 2021.
4. To agree that the rehousing of tenants and leaseholders from Stapleford North (flats 25-36, 61-72) pursuant to the BWRFP, commence in line with the programme for demolition.
5. To agree to the acquisition of all four leaseholders' interests in Stapleford North and gives delegated authority to the Director of Housing, Regeneration and Planning after consultation with the Director of Finance and Cabinet Member for House-Building, Place-Making and Development, to agree the price for each acquisition and the final heads of terms and legal documentations for each

- acquisition up to a total maximum amount set out in the Exempt Part B of this report.
6. To approve the acquisition of the four leaseholder units as set out in 6.23-6.41. being a maximum total sum set out in the exempt Part B of this report.
 7. To give delegated authority to the Assistant Director of Housing to approve any individual equity loans to eligible resident leaseholders, as provided for in the Broadwater Farm Rehousing and Payments policy.
 8. To authorise the Assistant Director of Housing to offer Equity Loans to support the purchase of properties outside the borough in exceptional circumstances taking account of the recommendation of the Discretionary Panel provided for in the Broadwater Farm Rehousing and Payments Policy.
 9. To approve the application of the Social Tenancy Policy ('STP') for leaseholders previously agreed by Cabinet in July 2020 and provided at Appendix two.
 10. To authorise the Assistant Director of Housing to approve offers of social tenancies to leaseholders, taking account of the recommendation of the discretionary panel (as set out in the BWFRPP) pursuant to the STP.

Reasons for decision

Following the decision taken in September 2021 to 'Authorise the inclusion of the demolition and re-provision of Stapleford North wing (flats 25-36 and 61-72) on Broadwater Farm in the 'preferred design scenario' and subsequent resident ballot.' and the positive resident ballot outcome, this report seeks approval to begin the work necessary to complete this demolition.

The report considered by Cabinet on 13 July 2021 recommended that:

'[Cabinet] Agrees that the consultation proposals include extension of the existing Broadwater Farm Rehousing and Payments Policy to residents of Stapleford North in the event that it is decided to demolish the block.'

Following the decision taken in September 2021 and the subsequent positive ballot outcome, this report seeks the formal extension of the BWFRPP and Broadwater Farm Local Lettings Policy to Stapleford North (flats 25-36, 61-72) residents to enable the rehousing to take place.

The additional recommendations set out at 3.6-3.10 delegate the authorisations necessary to apply the Broadwater Farm Rehousing and Payments Policy, the Broadwater Farm Local Lettings Policy and the Social Tenancy Policy to Stapleford North residents.

The request for approval of demolition is necessary to allow for rehousing to begin ahead of the demolition, including the serving of notices and the suspension of Right to Buy. The contract and exact costings to complete the demolition will be procured as

a separate package of works to include Northolt demolition and will be subject to a future Cabinet decision.

The budget set out in the exempt Part B of this report has been developed in close consultation with rehousing colleagues and finance to determine the amount necessary to ensure the rehousing can be undertaken. This budget request has also built upon the experience of rehousing Tangmere and Northolt residents, to ensure that adequate provision is made to deliver on this decision.

Alternative options considered

Do nothing

This option was considered and discounted due to a number of factors:

- The identified need to either structurally improve or to demolish the block.
- The decisions taken by this Cabinet in July and September 2021 concerning Stapleford North.
- The disruption that would be caused due to the proximity to the Northolt block, which was approved for demolition by Cabinet in November 2018.
- The results of the Statutory Section 105 consultation undertaken with residents of this block.
- The loss of the place-making and improved housing delivery options enabled by the demolition of this block.

Keep the block in place during the demolition and re-provision of Northolt, and structurally upgrade the block

- The council considered structurally repairing the Stapleford North block and keeping residents in situ for the majority of the demolition and rebuild of Northolt. This was considered in full by Cabinet in July 2021 and then presented to residents as one of two options in a Section 105 consultation, the results of which were also considered by Cabinet in September 2021.
- The result of this consultation was that 62% of responding residents preferred the option to rehouse them, demolish the block and replace it with high quality council homes. Therefore, this option was discounted as it was not desired by residents and does not align with previous decisions taken by this Cabinet. The full rationale for considering the demolition of this block has been considered by Cabinet in July 2021, September 2021 and is further expanded upon within this Cabinet report.

11. ESTABLISHMENT OF THE CORPORATE PARENTING COMMITTEE, APPOINTMENT OF CABINET MEMBERS TO COMMITTEES AND PARTNERSHIPS 2022-23, AND CONFIRMATION OF TERMS OF REFERENCE

The Democratic services and Scrutiny Manager set out the report which took forward:

- Re-establishment of the Corporate Parenting Advisory Committee, confirming its terms of reference, and proposed Members to serve on this advisory Cabinet sub-Committee.

- An update on the membership of the LHC which was a joint executive committee which would only be continuing until March 2023, following agreement by constituent boroughs in Feb 2022 to disband.
- Confirmed the appointment of Cllr Bevan to the LHC board as he was
- nominated to sit on the Holding Board on 25th March as the delegated representative from the Joint Committee.
- Confirmed the terms of reference of the Community Safety Partnership and proposed appointment of members to this statutory partnership body.

RESOLVED

1. To re-establish the Corporate Parenting Advisory Committee, and that the terms of reference for this advisory Sub Committee, attached at Appendix A be noted.
2. To note the Community Safety Partnership membership and terms of reference attached at Appendix B;
3. To agree appointments to the LHC Joint Committee (1 Cabinet Member – Cllr Williams and 1 non-exec – Cllr Bevan). These appointments shall be until March 2023.
4. To confirm the appointment of Cllr Bevan to the LHC Holding Board following nomination by the Joint Committee on the 25th of March 2022 as the delegated representative from the Joint Committee.
5. To appoint the following Members to serve on the Corporate Parenting Advisory Committee and Community Safety Partnership:

Corporate Parenting Advisory Committee

Chair – Cllr Brabazon Cabinet Member for Children, Schools, and Families

Cllr Johnson

Cllr Opoku

Cllr Mahbub

Cllr Weston

Cllr Collett

Cllr Isilar-Gosling

Community Safety Partnership

Cabinet Member for Economic Development, Jobs, and Community Cohesion
(as Co-Chair)

Cabinet Member for Children, Schools, and Families

Cllr da Costa

Reasons for decision

Establishing a Corporate Parenting Advisory Committee ensures that there is an overview of the Councillors statutory role as a corporate parent, assisting the Council to deliver its duties to children in care and young people leaving care.

These appointments allow the constituent Authorities to consider participation in the new corporate entity which will help maintain the principle of collaborative working which was a core objective of the LHC when a joint Committee. Also Cllr Bevan has been a member and chair of the LHC Joint Committee for many years and will be able to continue to provide the oversight and challenge, as a Board member, to the developing plans for the new corporate entity.

Appointments from Cabinet are required to the Community Safety Partnership to reflect statutory duties and enable high level, accountable, strategic, oversight of issues relating community safety.

Alternative options considered

The alternative option would be for the Corporate Parenting Advisory Committee to cease and this would mean that there is not a scheduled opportunity for members and officers to meet and discuss the wellbeing of children in care and to ensure that the Council is meeting its corporate parenting obligations. This Committee is different to the Children and Young People's Scrutiny Panel as it concentrates on Looked After Children and care leavers and reports directly to the Cabinet.

To not appoint to the LHC Joint Committee and board would mean that the borough is not included in developing governance plans for the new corporate entity. The Council would not be able to advocate continued partnership working and maintain the principle of collaborative working which were the driving principles of the LHC.

The Community Safety Partnership is a statutory partnership body and therefore not appointing Cabinet Members to this body is not an option.

12. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of other bodies.

13. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

14. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the consideration of agenda items 15-17 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that

information; Paragraph 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

15. DECISION TO BEGIN REHOUSING OF STAPLEFORD NORTH - EXEMPT

As set out in the exempt minutes.

16. EXEMPT - MINUTES

RESOLVED

To confirm and sign the exempt minutes of the meeting held on 8 March 2022 as a correct record.

17. NEW ITEMS OF EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

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Report for: Cabinet – 19 July 2022

Title: 2021-22 Finance Update and Provisional Outturn

Report authorised by: Jon Warlow, Director of Finance

Lead Officer: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring, extn 3896

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 This report sets out the provisional outturn for 2021/22 for the General Fund, HRA, DSG and the Capital Programme compared to budget. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments.
- 1.2 The Provisional Outturn report provides the opportunity to consider the overall financial performance of the Authority at the end of March 2022 and make decisions on balances and carry forwards of unspent funds. It should be noted that these figures remain provisional until the conclusion of the statutory audit process.
- 1.3 As a result of the Covid-19 (C19) pandemic, last year the Government issued the Accounts and Audit (Amendment) Regulations 2021 which extended the statutory audit deadlines for both 2020/21 and 2021/22 for authorities such as Haringey. Therefore, the statutory deadline for publishing the 2021/22 draft Statement of Account (SoA) is 31 July.

2021/22 Outturn Position

- 1.4 The overall provisional **General Fund** revenue outturn is a small underspend position. This shows an improvement to the forecasts provided at Qtr3 which was expected and, as anticipated, has relied on the utilisation of all the corporate contingency budget.
- 1.5 The direct impact of Covid on the general fund forecast at circa £12.5m throughout the year has largely been offset by Government grants and income compensation as expected. Clearly the consequential impacts remain and are likely to impact at least in 2022/23 and potentially beyond and with no associated additional emergency grant.
- 1.6 The base budget (non-Covid) pressure at Qtr 3 was forecast at £9.4m and at that time it was expected that some reduction would come through from the

services ahead of the outturn and any remaining pressure would be covered by the utilisation of the unused corporate contingency budget.

- 1.7 The outturn position now presented is in line with this premise. The priority service areas have shown a net improvement to the Qtr3 forecast of around £6m which is comprised of a number of positive movements the largest of which being revisions to bad debt provisions and additional income collection. After taking other corporate changes into account, largely the corporate contingency budget, the net impact has enabled the council to break even without the need to draw down the planned £1.8m from the Strategic Budget Planning reserve.
- 1.8 While a balanced budget has been achieved it belies the significant budget pressure felt during the year particularly in the two social care directorates which between them overspent against agreed budgets by £16.0m. It must be recognised that much of this has been caused by the direct and indirect impact of the pandemic which has led to significant step up in demand since the original budgets were set coupled with increased placement and other costs.
- 1.9 Overall, the General Fund closed in effect on budget, and enabled the Council's general reserve to be maintained as planned at the opening balance of £15.8m.
- 1.10 The outturn position for the DSG has improved from the £6.7m reported in Qtr3 and ended £3.7m overspent. The overspend essentially remained within the High Needs block. Members will be aware that pressure on High Needs budgets is a national issue facing the entire local government sector, mainly as a consequence of the expansion of age for Education, Health and Care Plan (EHCP) eligibility, and increased demand outstripping increases in funding provided. A dialogue is underway between the Council, EFSA and government as to our position and how it will be addressed.
- 1.11 The £3.7m overspend has been added to the existing £17.0m deficit, leaving a total deficit of £20.7m on the Council's balance sheet as an unusable reserve. Reduction of this balance cannot currently be met from Council's General Funds unless explicit agreement is given by the Secretary of State.
- 1.12 The Housing Revenue Account reports an end of year outturn variance of £2.189m. This represents an adverse movement of £1.881m on the position reported in quarter 3. Notwithstanding this, the Council has been able to increase its working balance for the HRA to £20m in line with the strategy agreed in the March Budget report.
- 1.13 Turning to Capital, the 2021/22 capital programme outturn was £214m (48% of approved budget) which was broadly in line with the forecast at Qtr3 excluding enabling budgets where the timing of expenditure is uncertain and allow the Council to respond rapidly to opportunities or to fulfil prior decisions associated with the Highroad West acquisition programme. The Council has an ambitious programme, including its significant housebuilding and acquisitions programme, and this level of spend signifies a significant level of delivery of key infrastructure and assets for the borough. The HRA outturn which is

£124m of the above is the largest level of spend on social housing in the borough in many years.

2. Cabinet Member Introduction

- 2.1 This report confirms that the Council's General Fund effectively came in on budget for 2021/22. As forecast throughout the year, the direct impact of Covid, was largely offset by Government support and the base budget pressures, in the end, were able to be offset but not without the full application of the corporate contingency budget. This has enabled the Council's general reserve to be maintained intact and without the need to draw down the planned £1.8m from the Strategic Budget Planning reserve.
- 2.2 This is important as many of the pressures felt during 2021/22 will inevitably continue into the new year with the social care budgets in particular continuing to see high demand coupled with increased placement and other costs. The impact of inflation will create further budgetary pressure for both the council and our communities. Having been able to maintain Council reserves at similar levels to the prior year provides a further level of resilience on top of the growth that was added to 2022/23 budgets.
- 2.3 The new year will require a tight financial grip from the outset with c. £20m savings to deliver, the effects of Covid still being felt, an extremely challenging economic landscape and uncertainty about the level of Government funding available beyond 2022/23.

3. Recommendations

- 3.1 Cabinet is recommended:
- a) To note the provisional revenue and capital outturn for 2021/22 as detailed in the report;
 - b) To approve the capital carry forwards in Appendix 3;
 - c) To approve the appropriations to/from reserves at Appendix 4;
 - d) To approve the budget virements as set out in Appendix 5;
 - e) To note the debt write-offs approved by officers in Quarter 4 2021/22 as set out in Appendix 6;
 - f) To accept the £1.28m SAFE Taskforce (Support, Attend, Fulfil, Exceed) grant funding as set out in Section 7;
 - g) To accept a grant from the Arts Council under the MEND programme of £588,900 to improve the fabric of Bruce Castle Museum as set out in Section 7.

4. Reasons for decision

- 4.1 A strong financial management framework, including oversight by members and senior management is an essential part of delivering the Council's priorities and statutory duties.

- 4.2 It is necessary at year end to resolve the treatment of related balance sheet accounts, in light of the experience during the year and knowledge of the Council's future position and requirements.

5. Alternative options considered

- 5.1 The Director of Finance, as Section 151 Officer, has a duty to consider and propose decisions in the best interests of the authority's finances and that best support the delivery of the agreed borough plan outcomes whilst maintaining financial sustainability.
- 5.2 This report of the Director of Finance has addressed these points. Therefore, no other options have been presented.

6. Provisional Revenue Outturn 2021/22

- 6.1. The table below shows the provisional revenue outturn figures for 2021/22. It shows the impact of proposed movements to/from reserves on the final position and also the movement from the outturn forecast at Qtr3 (P9).

Table 1a – Revenue Budget Monitoring Provisional Outturn 2021-22

Priority	Revised 2021/22 Budget	Outturn Before Reserve Transfers	Net Revenue Transfers To / (From) Reserves	Revised Outturn	Revised Outturn to Budget Variance	Q3 Forecast to Budget Variance	Forecast Variance Movement Between Q3 and Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People - Childrens	66,986	75,911	(749)	75,162	8,176	8,065	111
People - Adults	88,054	95,397	374	95,771	7,717	8,736	(1,019)
Place	30,798	33,523	(1)	33,522	2,724	5,946	(3,221)
Housing	17,461	20,977	(1,055)	19,922	2,461	1,224	1,236
Economy	5,479	6,520	(241)	6,279	799	3,047	(2,248)
Your Council-Service	9,736	10,804	(1,143)	9,661	(75)	853	(928)
Your Council-Corporate	30,558	11,032	9,625	20,657	(9,901)	(6,077)	(3,824)
Assumed C19 Grants		(11,600)		(11,600)	(11,600)	0	(11,600)
General Fund - Priorities	249,072	242,564	6,809	249,373	302	21,795	(21,493)
External Finance	(249,076)	(242,987)	(6,809)	(249,797)	(721)	0	(721)
General Revenue Total	(5)	(424)	0	(424)	(419)	21,795	(22,214)
DSG	5	3,717		3,717	3,712	6,689	(2,976)
HRA	0	2,189	0	2,189	2,189	308	1,882
Haringey Total	0	5,483	0	5,483	5,483	28,791	(23,308)

- 6.2. The overall variance against the Qtr3 variance shown above in the General Fund is largely due to the following: -
- Application of Covid 19 government grants and sales, fees and charges compensation
 - Utilisation of the corporate contingency budget
 - Adjustments to bad debt provisions and improved income collection
 - Non-draw down of planned £1.8m from Strategic Budget Planning reserve
- 6.3. A significant amount of the £6.8m net transfer of reserves to the GF relates to the planned use to offset business rates income losses manifesting in 2021/22 for which grant was received in 2020/21.

7. Grant Acceptance

DfE Grant for a Haringey SAFE Taskforce (Support, Attend, Fulfil, Exceed)

7.1 Haringey has been identified by the Department for Education (DfE) as one of 10 local authority areas to receive £1.28M of targeted funding to tackle serious youth violence over the next three years. This SAFE Taskforce is led by local schools and will deliver targeted interventions to young people mainly between the ages of 10-14 to reduce truancy, improve behaviours, and reduce the risk of individuals failing to enter education, employment or training (NEET).

7.2 Schools have asked the Council to host the programme on behalf of the Taskforce and have asked the Director of Children's Services to chair the SAFE Taskforce Board. Schools have been keen to build on local successes and the three interventions agreed to date by the SAFE Taskforce include:

- Expanding the primary transition outreach pilot project to target young people aged 10-11 at risk of exclusion and supporting them to have a successful transition to senior school.
- Expanding the secondary outreach project for young people at risk of exclusion aged 11-14 with a focus on cognitive behavioural approaches which have been shown to be effective.
- Expanding the successful social workers in schools (SWIS) model to those schools that do not currently have social workers and have young people at risk of serious youth violence as identified in our needs analysis.

7.3 The taskforce will also be reviewing options for a final intervention, a social skills project or a mentoring project, to be delivered by a local third sector partner.

7.4 All interventions are required to have an evidence-based approach to demonstrate effectiveness and impact. The Delivery Plan requires DfE approval for the grant funding to be released and this is currently in progress. The programme and the interventions will be monitored and evaluated at intervals during the 3-year duration by an external evaluator appointed by the DfE.

Arts Council England grant (MEND Estate Programme)

7.5 The council has been successful in its application to Arts Council England (ACE) under the national MEND Estate programme and have been awarded £588,900 towards a major restoration project to improve and carry out essential interventions to the historic fabric and mechanical services at Bruce Castle Museum & Archive.

7.6 To comply with the terms and conditions of the grant, the council is required to confirm its financial contribution towards the project. The overall cost of the project is £1.531m. ACE have awarded a grant of £0.589m and Haringey is committing £0.942m towards this capital works project (scheme no. 464 in the capital programme).

8. Dedicated Schools Grant (DSG) Over budget £3.713m (Q3 £6.69m)

- 8.1 The in-year DSG outturn deficit position compared with Qtr3 has decreased by £3.0m from £6.7m to £3.7 and the cumulative DSG deficit is £20.7m. The £3.0m movement between Q3 and outturn is as a result of a favourable movement of £2.1m on the High Needs Block (HNB) and £879k on the Early Years (EY) block. The HNB movement is due to reclassification work between High Needs Block (HNB) and general fund codes (£1.0m); HNB in-year demand lower than forecasted as a result of management actions (£0.6m); and alternative HNB funding sources for pupil placements (£0.5m). The EY movement follows the notification of the DfE 2021/22 EY recoupment relating to 2020/21 and the final in-year position, the Early Years closing balance is £879k.

DSG Position at Outturn 2021-22

Blocks	Opening DSG at 01/04/21	Budget	Outturn 2021/22	Outturn Variance 2021/22	Closing Balance
	£m	£m	£m	£m	£m
Schools Block	0	136.3	136.3	-	-
Central Block	0	2.9	2.9	-	-
High Needs Block	17.0	43.4	48.0	4.6	21.6
Early Years Block	0	19.6	18.7	-0.9	-0.9
Total	17.0	202.2	205.9	3.7	20.7

- 8.2 The main driver for the pressure in the High Needs block remains the increasing number of Education, Health and Care Plans (EHCP) in recent years. In addition, approximately 25% of our children who are looked after have an EHCP. Where we have children who are looked after with an EHCP and who require an out of borough placements e.g. specialist residential, the social and financial cost is higher than in borough.
- 8.3 The DSG reserve is ringfenced and outside the council's general fund reserves for 2021/22.
- 8.4 The cumulative HNB DSG deficit is £21.6m. The Council has produced a DSG Management Plan which is being coproduced with various stakeholders and shared with the DFE, detailing the various actions the Council is taking to manage the level of DSG overspend. The plan is a live document which will continue to be shared periodically with the DFE.

9. Collection Fund – Council Tax & Business Rates

- 8.1 The Council has a statutory obligation to maintain a separate ring-fenced account for the collection of council tax and business rates. The Collection Fund is designed to be self-balancing and therefore an estimate of any accumulated surplus or deficit is made each year and factored into the following year's tax requirement. The actual benefit or burden of any in-year variance is received or borne by taxpayers in the following year.
- 8.2 The government recognised that the C19 pandemic would continue to impact on tax revenue receipts during 2021/22 and they provided a number of interventions to residents and businesses foremost being:
- Increased reliefs – particularly for retail, leisure and hospitality (with local authorities reimbursed by Section 31 grants);
 - Grants to local businesses
 - Household Support Fund

Council Tax

- 8.2 The in-year collection rate for 2021/22 showed a significant improvement on the prior year. A figure of 96.09% was achieved against a target of 95.5%, an over achievement of 0.59%. The Council tax surplus/deficit is distributed between the Council (79.9%) and its preceptor the GLA (20.1%) based on respective shares.
- 8.3 In terms of the Council Tax fund performance overall, which includes actual taxbase numbers, CTRS claimants, write offs and bad debt provisions, there is an estimated deficit of £1.6m in 2021/22 which compares to an actual surplus in 2020/21 of £0.8m. The latter is recognised in the 2021/22 outturn figures whilst the 2021/22 actual deficit will impact on the 2022/23 budgets.

Business Rates

- 8.4 The in-year collection rate for 2021/22 also showed an improvement on the prior year. A figure of 92.79% was achieved against a target of 92.0% an overachievement of 0.79%. Under the Business Rates Retention Scheme the business rates collected by the Council are distributed so that the Council receives 30%, DLUCH receives 33% and the GLA receives 37%.
- 8.5 In terms of the Business Rates fund performance overall which includes actual hereditaments, mandatory and discretionary reliefs, write offs and provisions, there is an estimated deficit of £12.17m in 2021/22 which compares to an actual deficit £14.56m in 2020/21. The latter is recognised in the 2021/22 outturn figures whilst the 2021/22 actual deficit will impact on 202/23 budgets. This deficit will largely be covered by Government grant.

9. Capital Programme Outturn

- 9.1 The Council's capital programme is significant, reflecting the ambitious plans by the organisation. The total capital programme for the Council (including the HRA) was £659m, however within this budget there are a number of enabling budgets which allow the Council to respond swiftly to opportunities or to fulfil prior decisions associated with the Highroad West acquisition programme and would therefore not be expected to be spent unless such opportunities arise. The table below shows the outturn for the approved capital programme.

Table 2 – 2021/22 Approved Capital Programme Provisional Outturn

Priority	2021/22 Revised Budget QTR.1	2021/22 Revised Budget QTR.2	2021/22 Revised Budget QTR.3	2021/22 Revised Budget QTR.4	2021/22 Final Outturn	Variance Btw Outturn & Revised Budget QTR.4	2021/22 Enabling Budgets QTR.4	2021/22 Enabling Outturn QTR.4
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
People - Children's	41,340	41,024	41,024	41,024	25,592	(15,432)	0	0
People - Adults	14,673	14,673	16,673	15,673	7,303	(8,369)	0	0
Place - Safe & Sustainable Places	42,730	43,894	44,994	46,418	29,366	(17,052)	0	0
Economy - Growth & Employment	42,249	42,800	43,306	43,306	15,268	(28,038)	192,322	6,600
Housing (GF) Homes & Communities	0	0	0	0	0	0	13,050	377
Your Council	27,307	26,931	26,931	26,931	12,834	(14,097)	3,110	455
Total GF Capital Budget	168,298	169,321	172,928	173,352	90,364	(82,989)	208,482	7,431
Housing (HRA) Housing Revenue Account	277,033	277,033	277,033	277,033	124,080	(152,953)	0	0
Total Capital Budget =	445,331	446,354	449,961	450,385	214,443	(235,942)	208,482	7,431

9.2 Adjusted for enabling budgets, the capital programme had a budget of £450m, and delivered £214m (48%) against this which is a significant level of delivery of key infrastructure and assets for the borough, in difficult circumstances. The HRA delivered a £124m outturn which is the highest level of spend on social housing in the borough in many years. The majority of capital budgets which did not deliver in full are recommended to be to be carried forward to future years.

9.3 Capital expenditure is financed through a variety of sources, such as grants from bodies, contributions from developers (S106 and S278), applying capital receipts, utilising revenue reserves, and borrowing. Around 70% of the programme was financed via borrowing, which was in line with the Council's plans. Capital schemes funded by borrowing carry ongoing revenue costs to the Council which become a cost to the General Fund unless the scheme generates other revenue savings to offset these costs. The revenue implications of the programme are factored into future years' budgets.

10. Debt Write-Off

- 10.1 All Council debt is considered recoverable, and the Corporate Debt Recovery Team will make every necessary effort to collect charges due to the Council. However, there are some circumstances when it is appropriate to write off a debt once all forms of recovery action have been exhausted.
- 10.2 Appendix 6 summarises the sums (£0.352m) approved for write off by the Director of Finance under his delegated authority in Qtr 4. These have been adequately provided for in the Council's Bad Debt Provision.

11. Reserves

- 11.1 The Council holds an un-earmarked General Fund reserve. It also has a number of other earmarked reserves, which are set aside to provide contingency against unplanned events, fund one-off planned expenditure and help smooth uneven spend patterns. The Council is required to annually review the adequacy of its' reserves which it did in March as part of the 2022-27 Budget and MTFs report. That report confirmed the maintenance of a General Fund unearmarked reserve of circa £15.8m. As described in Section 1, this has been achieved at the close of 2021/22.
- 11.2 As also described in Section 1, the improvement since Qtr3 in the final provisional GF outturn means the budgeted drawdown of £1.8m from the Strategic Budget Planning reserve will no longer be required and can be utilised in a future year. This reserve was specifically created as a tool to manage the impact of financial plans from one year to another and remains at £10.5m.
- 11.4 A new Collection Fund Smoothing reserve was created as part of the 2020/21 year end process. This reserve is largely made up of S31 grant received from Government to compensate the Council for the impact of the expanded retail and nursery reliefs as part of the National response to C19 along with sums in relation to the Tax Income Guarantee (TIG) which is further support from Government to help offset some of the wider business rates losses incurred due to the pandemic. The Collection Fund Smoothing reserve will also be used to offset any contribution required to 2020/21 London Pool losses which will take some time to finalise as there are still outstanding audits to complete before the final 2020/21 Pool outturn can be confirmed.
- 11.5 Excluding the Collection fund Smoothing reserve, which is held to deal with the accounting for business rates and council tax income timing, the movement in the GF earmarked reserves has remained relatively constant.
- 11.6 A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and resultant estimated closing position at 31/03/2022 is shown in Appendix 4. These are not expected to change materially however, the reserve position will not be final until the completion of the 2021/22 accounts audit.

12 **Contribution to strategic outcomes**

12.1 Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

13 **Statutory Officer Comments (Director of Finance (including procurement), Head of Legal and Governance (Monitoring Officer), Equalities)**

13.1 **Finance**

There are no further Chief Finance Officer (CFO) comments or finance implications arising from this report. All related finance issues have been highlighted within the body of the report, as this is a report of the CFO.

13.2 **Strategic Procurement**

Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions.

13.3 **Legal**

The Head of Legal & Governance (Monitoring Officer) has been consulted in the preparation of this report and makes the following comments. Pursuant to Section 28 of the Local Government Act 2003, the Council is under a statutory duty to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

The Cabinet is responsible for approving virements in excess of certain limits as laid down in the Financial Regulations at Part 4 Section I, and within the Executive's financial management functions at Part 3 Section C, of the Constitution.

13.4 **Equality**

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

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. Marriage and civil partnership status applies to the first part of the duty.

This report sets out the provisional outturn for 2021/22 for the General Fund, HRA, DSG and the Capital Programme compared to budget. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves, revenue and capital carry forward requests and any budget virements or adjustments. The recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics. In addition to this the Councils saving programme is subject to an equality assessment, which acts to mitigate against any potential impacts for those living and working in the Borough.

14 Use of Appendices

Appendix 1 – Revenue Directorate Level Outturn

Appendix 2 – HRA Outturn

Appendix 3 – Capital Outturn, Carry Forward Requests and Financing

Appendix 4 – Appropriations to / from Reserves

Appendix 5 - Budget Virements

Appendix 6 – Debt Write-Off

15 Local Government (Access to Information) Act 1985

16.1 The following background papers were used in the preparation of this report:

- Budget management papers
- Medium Term Financial Planning Reports

16.2 For access to the background papers or any further information please contact Frances Palopoli– Head of Corporate Financial Strategy & Monitoring.

Directorate Level Outturn 2021/22					Appendix 1
PRIORITY	Revised 2021/22 Budget Less Depreciation	Outturn Less Depreciation	Outturn to Budget Variance(excl reserves)	Q3 (P9 Forecast to Budget Variance)	Movement in Forecast Variance
PEOPLE : CHILDREN'S	66,985,805	75,911,448	8,925,643	8,065,413	860,229
Childrens	54,448,611	62,667,971	8,219,360	7,713,129	506,231
Children's Commissioning	3,329,190	3,627,720	298,530	302,307	-3,778
Children's Public Health	6,004,600	6,236,260	231,660	0	231,660
Schools & Learning	3,203,404	3,379,497	176,093	49,977	126,116
PEOPLE : ADULTS	88,053,842	95,397,229	7,343,387	8,736,025	-1,392,639
Adults Social Care	72,036,277	79,077,100	7,040,823	8,294,433	-1,253,610
Adults Commissioning	4,526,070	5,864,320	1,338,250	441,592	896,658
Adults Public Health	11,491,495	10,455,808	-1,035,687	0	-1,035,687
PLACE	30,797,799	33,522,863	2,725,064	5,945,618	-3,220,554
Environment & Neighbourhood	23,480,682	25,825,507	2,344,825	5,774,198	-3,429,373
Culture and Libraries	5,562,117	5,942,356	380,239	167,420	212,819
Chief Finance Officer (Alexandra Palace)	1,755,000	1,755,000	0	4,000	-4,000
ECONOMY	5,479,330	6,520,245	1,040,915	3,047,321	-2,006,406
Housing Regeneration & Planning	258,720	142,961	-115,759	0	-115,759
Housing	113,257	49,820	-63,437	0	-63,437
Planning Building Standards	2,418,041	2,084,953	-333,088	421,510	-754,598
Property & Capital Projects	-2,030,251	-840,443	1,189,808	2,625,883	-1,436,075
Regeneration & Economic	4,719,563	5,082,955	363,392	-72	363,464
HOUSING	17,461,071	20,976,924	3,515,853	1,224,471	2,291,382
Housing Demand	8,121,253	13,597,918	5,476,665	-2	5,476,667
Housing Commissioned Services	-197,380	-2,716,044	-2,518,664	1,225,365	-3,744,029
Commissioning	8,950,374	9,723,758	773,384	-892	774,276
Environment & Neighbourhood	586,824	371,292	-215,532	0	-215,532
YOUR COUNCIL	40,293,825	9,655,132	-30,638,694	-5,224,048	-25,414,645
Chief Finance Officer	30,687,978	142,774	-30,545,203	-6,077,115	-24,468,088
Corporate Governance	1,930,934	2,356,541	425,607	160,000	265,607
Corporate & Customer Services	302,430	290,461	-11,969	0	-11,969
Chief Executive	455,128	1,210,178	755,050	161,355	593,695
Strategy & Communication	6,433,858	4,748,670	-1,685,188	171,980	-1,857,168
Human Resources	546,466	802,642	256,176	455,672	-199,496
IT Digital Services	-53,407	-75,552	-22,145	-240,047	217,902
Transformation & Resources	809,370	964,724	155,354	144,074	11,280
Strategic Procurement	-818,931	-785,306	33,625	33	33,592
PRIORITY TOTAL	249,071,672	241,983,839	-7,087,833	21,794,800	-28,882,633

Priority: People -Children; overspend of £8.176m (Q3 £8.065m)

The Children and Young People Service is reporting a pressure of £8.1m against a budget of £67m, an increase of £0.1m from the Q3 position.

A large proportion (£3.4m) of the budget pressure relates to a COVID-19 pressures in the services. This pressure has been driven by a significant increase in social care activity with additional numbers and unit cost increases for placement costs and SEND transport. In addition, there has been income loss across a few services such as Pendarren and Children's Centres.

Safeguarding and Social Care is reporting a pressure of £6.6m. This pressure is largely due to the increasing complexity and cost of placements and an increase in staffing and legal pressures linked to child protection cases in the service.

Early Help and Prevention service is reporting a pressure of £2.5m which is a combination of SEN transport pressures and shortfalls in Nursery and Children centres' income.

Priority: People–Adults and Public Health; Overspend £7.717m (Q3 £8.736m)

Adults and Public Health spent £95.397m against a budget of £88.054m leading to an adverse variance of £7.717m at Q4. This represents a reduction in pressure of £1.019m from the £8.736m variance at Q3.

For **Adult Social Care**, the Q4 adverse variance is £7.420m which is comprised of £2.2m COVID-19 related pressure, £1.3m base budget pressure and £4.650m savings and mitigations slippage. Non-recurring grant funding of circa £1.0m is offsetting some of the pressures within the service. There has also been a £1.100m one-off favourable adjustment as a result of reducing bad debt provisions, which is the main driver of the improvement in outturn position compared to Q3.

Pressures have arisen due to continued increased activity especially through short-term channels and complexity of care package costs due to legacy COVID-19 pressures. Furthermore, there have been increases in demand across all 3 service areas, with the largest in Mental Health. There has been significant slippage in demand mitigation projects and current demand has not been reduced in line with expectations because the original modelling assumptions have been challenged by COVID-19 and difficulty in separating additional COVID-19 demand and base budget demand.

Adults Commissioning overall variance at Q4 is £0.297m which has experienced a favourable movement since Q3 (£0.442m) of £0.145m due to additional grant funding. Pressure within the service is comprised of £0.105m staffing pressure and £0.153m pressure from circular rents.

Adults Public Health is projected to break even with additional COVID-19 related expenditure being met by specific government grants.

It should be noted that there is an additional risk of a further increase in demand due to COVID-19 for packages of care that we are unable to quantify at this point in time: pressures arising through additional clients, care complexity, increased hours and carer breakdown. Dealing with COVID-19 continues to create unforeseen pressures on the service which ASC and health partners are dealing with. The impact and pressure are likely to change over the coming months as we begin to understand long-term and legacy implications of COVID-19. This poses additional risks to the budget position for 2022/23 and beyond as emergency funding measures are ceasing.

Priority: Place – Overspend £2.724m (Q3 £5.946m)

Place Priority is forecasting an overspend of £2.724m at outturn; an improved position on P9 of £3.221m.

Parking & Highways is showing an improved position of £1.864m. This is mainly due to a decrease in the Bad Debt Provision at year-end and an improvement in parking revenue income around School Streets and Business Permits and reduced staffing costs from continued vacancies; partly off-set by a reduction to pay & display and residential & other permit income and an increase in permit refunds. Highways has also seen an improvement from a newly realised agreement to recover Highways Match Day costs from Tottenham Hotspur FC for 21-22 and an improvement TMO income, as well as a reduction against previous energy and contractual cost forecasts.

Community Safety Waste & Enforcement is showing an improved position of £0.336m. This is mainly due to an improvement in waste from increased income and improved debt recovery around Bulk Bin Hire portfolio since insourcing of invoicing process. There was also an improvement in licencing income and additional recharges to COMF Grant; though this was partly off-set by a worsened position in Community Safety due to reduced CCTV Recharges.

AD Environment & Neighbourhoods (E&N) is showing an improvement of £0.520m. This is mainly due to a decrease on Bad Debt Provision for E&N as a whole plus reduced staffing costs and an increase in recharges.

Parks & Leisure is showing an improved position of £0.250m. This is mainly due to increased Q4 grounds maintenance income, increased lettings & events income, reduced business rates costs and a decrease on commercial rent bad debt provision held for parks buildings.

OPS FM is showing an improved position of £0.341m. This was due to reduced staffing costs and a previous underestimate of recharges of non-COVID costs.

Priority: Economy – Overspend of £0.799m (Q3 £3.047m)

The favourable variance of £2.248m between Qtr3 and outturn is mainly as a result of the following factors.

In the planning service, greater income was generated from an increased number of small planning applications. In addition, a review of the property rents activity indicated that there could be a reduction in the bad debt provision. This, combined with a review of development costs and the reprofiling of works within the corporate landlord function, improved the position in the Capital Projects and Property area.

The Regeneration and Economic Development area improved its position through the receipt of external grant, and the reprofiling of activity.

Priority: Housing

Housing (GF) - Over budget £2.461m (Q3 Over budget £1.224m)

Housing General fund reports an end of year outturn adverse variance £2.461m. This is £1.237m higher than the adverse variance reported in Qtr 3. Overall, the £2.461m Housing GF net adverse variance is predominantly due to the rental income collection performance, reflected in the end of year adjustment for bad debt provision amounting to a net increase of £2.357m. A wide ranging and fully detailed strategic income collection action plan has been produced to improve, monitor, and increase performance.

Housing (HRA) – Net adverse £2.189m (Q3 Over Budget £0.309m)

The Housing Revenue Account reports an end of year Outturn variance of £2.189m, which is the net figure of the end of financial year HRA surplus of £6.595m compared to a budgeted surplus of £8,784m. This represents an adverse variance of £1.881m on the position reported in quarter 3.

This movement in variance is largely driven by rental income collection performance, reflected in the end of year adjustment for bad debt provision (BDP) amounting to a net increase of £1.334m. A wide ranging and fully detailed strategic income collection action plan has been produced to improve, monitor and increase performance in this important area

Priority: Your Council Service – under budget £0.075m (Q3 over £0.853m)

The Your Council Services outturn is an underspend of £0.075 which represents an improvement of £0.928m from the Qtr3 projected overspend of £0.853m. This favourable movement is driven by the release of additional bad debt provision on Housing Benefit Subsidy overpayments created during the pandemic which, upon review, is no longer required.

The outturn underspend comprises of £0.285m of Covid-related costs principally around business grant administration and the processing of additional benefit payments, offset by a base budget underspend of £0.360m.

The key base budget variances and their causes are detailed below:

Corporate and Customer Services (£1.5m underspend) – a £1.8m net underspend on Housing Subsidy due to the release of bad debt provision offsetting additional staffing costs predominately in Revenues and Benefits due to ongoing workload pressures

Human Resources (£0.3m overspend) - an overspend on the recruitment insourcing project and higher than expected recruitment activity with Hays between April and July 2021

Finance (£0.4m overspend) – a continued requirement for agency staff to fill key posts in the establishment

Legal Services (£0.4m overspend) - a pressure in Legal Services due to a shortfall in commercial income and higher agency rates.

Priority: Your Council Corporate & C19 Grants– Under budget £21.504m (Q3 under budget £6.08m)

The movement between Qtr3 and the outturn is due to the following:

- Recognition of £11.6m Covid 19 government support consisting of a) the tranche 4 un-ringfenced Covid 19 grant received from Government (£9.1m) and b) the Sales Fees and Charges compensation payment in relation to the period April – June 2021 (£2.5m)
- The impact of the non-utilisation of the corporate contingency budget (£7m) offset by the impact of not utilising the planned £1.8m from the Strategic Budget Planning reserve and a deterioration in the Treasury/Capital financing forecast since Qtr3 (£1.3m)

External Finance – Under budget £0.7m (Q3 Nil variance)

The movement between Qtr3 and outturn is largely due to the late notification of the 2021/22 Public Health grant which meant that the actual grant was c. £0.5m better than the budget assumption.

					Appendix 2
HRA BUDGET 2021/22	2021/22 Revised Budget	EOY 2021/22 Actual Spend	EOY 2021/22 Variance	Q3 2021/22 Forecast Variance	Variance Movement EOY Outturn v Q3
	£000's	£000's	£000's	£000's	£000's
Service Charge Income - Hostels	(320)	(211)	108	83	26
Rent - Hostels	(1,943)	(1,288)	655	537	118
Rent - Dwellings	(82,030)	(82,064)	(34)	(60)	26
Rent - Garages	(861)	(720)	141	78	63
Rent - Commercial	(756)	(625)	132	-	132
CBS - Lease Rental Income	(1,984)	-	(403)	-	(403)
Income - Heating	(617)	(607)	10	(2)	11
Income - Light and Power	(1,016)	(1,088)	(72)	1	(73)
Service Charge Income - Leasehold	(7,562)	(6,794)	768	-	768
ServChgInc SuppHousg	(1,495)	(1,448)	47	(24)	71
Service Charge Income - Concierge	(1,741)	(1,685)	56	141	(84)
Grounds Maintenance	(2,201)	(2,161)	40	(8)	48
Caretaking	(1,943)	(1,893)	50	11	39
Street Sweeping	(2,338)	(2,286)	52	4	48
Water Rates Receivable	(1)	(0)	1	-	1
	(106,809)	(105,256)	1,552	762	790
Supported Housing Central	291	229	(62)	(85)	23
Housing Management WG	24	33	9	-	9
Housing Management NT	28	26	(2)	-	(2)
Housing Management Hornsey	-	28	28	-	28
TA Hostels	252	416	163	175	(11)
Housing Management ST	10	10	0	-	0
Housing Management BWF	12	43	31	-	31
Rent Accounts	-	(9)	(9)	-	(9)
Accountancy	-	4	4	-	4
Under Occupation	171	115	(55)	-	(55)
Repairs - Central Recharges	2	(15)	(17)	-	(17)
Responsive Repairs - Hostels	387	613	226	224	3
Water Rates Payable	31	10	(21)	-	(21)
HousMgmtRechg Cent	110	110	-	-	-
Other RentCollection	138	126	(12)	-	(12)
Management Special - Nth Tott	-	1	1	-	1
HousMgmtRechg Energ	1,128	1,471	342	-	342
Special Services Cleaning	3,189	3,365	176	111	65
Special Services Ground Maint	2,075	1,668	(408)	(222)	(186)
HRA Pest Control	297	261	(36)	-	(36)
Estate Controlled Parking	145	6	(139)	-	(139)
Supporting People Payments	1,861	1,320	(541)	(528)	(13)
Commercial Property - Expenditure	-	46	46	-	46
Bad Debt Provision - Dwellings	2,535	3,687	1,152	-	1,152
Bad Debt Provision - Leaseholders	91	374	283	-	283
Bad Debt Provision - Commercial	-	59	59	-	59
Bad Debt Provisions - Hostels	68	27	(41)	-	(41)
HRA- Council Tax	359	818	460	362	97
	13,204	14,841	1,637	36	1,601

Housing Delivery Team	-	92	92	-	92
Anti Social Behaviour Service	611	601	(10)	-	(10)
Interest Receivable	(304)	-	304	-	304
Corporate democratic Core	601	511	(90)	(90)	-
Leasehold Payments	(142)	(41)	101	-	101
Landlords Insurance - Tenanted	326	354	28	28	(0)
Landlords - NNDR	138	64	(74)	-	(74)
Landlords Insurance - Leasehold	1,939	1,511	(428)	(428)	0
HfH-Insourcing to LBH	-	462	462	-	462
Capital Financing Costs	16,242	15,542	(700)	-	(700)
Depreciation - Dwellings	20,197	20,000	(197)	-	(197)
ALMO HRA Management Fee	39,271	40,356	1,084	-	1,084
Community Benefit Society (CBS)	-	85	85	-	85
GF to HRA Recharges	3,265	2,822	(442)	-	(442)
Estate Renewal	1,370	945	(425)	-	(425)
HIERS/ Regeneration Team	1,307	1,176	(131)	-	(131)
	84,821	84,479	(341)	(490)	149
Use of HRA Reserves	-	(659)	(659)	-	(659)
	0	(659)	(659)	-	(659)
	(8,784)	(6,595)	2,189	308	1,881
Housing Revenue Account budgeted surplus	8,784	8,784	0	0	0
	0	2,189	2,189	308	1,881
	2021/22 Revised Budget	EOY 2021/22 Actual Spend	EOY 2021/22 Variance	Q3 2021/22 Forecast Variance	Variance Movement EOY Outturn v Q3
	£000's	£000's	£000's	£000's	£000's
Managed Services Income TOTAL	(106,809)	(105,256)	1,552	762	790
Managed Services Expenditure TOTAL	13,204	14,841	1,637	36	1,601
Retained Services Expenditure TOTAL	84,821	84,479	(341)	(490)	149
Managed Services HA MIRS	0	(659)	(659)	0	(659)
Balance excluding HRA budgeted surplus	(8,784)	(6,595)	2,189	308	1,881
Surplus HRA Services (within Retained)	8,784	8,784	0	0	0
Balance of HRA Account	0	2,189	2,189	308	1,881

APPENDIX 3						
Scheme Ref. No.	Scheme Name	21/22 Full year Revised Budget (£'000)	21/22 Final Outturn (Draft) (£'000)	21/22 Variance (Underspend) / Overspend (£'000)	21/22 Capital Slippage (C/F) (£'000)	Reason for carry forward request
101	Primary Sch - repairs & maintenance	6,845	6,307	(538)	538	The carry forward is required to fund contractual commitments and allow for additional works in 2022/23
102	Primary Sch - mod & enhance (Inc SEN)	24,126	15,693	(8,432)	8,432	The carry forward is required to fund ongoing contractual commitments on incomplete project work for Building Services , Roofs, Windows and external works at a variety of schools
103	Primary Sch - new places	362	13	(348)	0	There is no requirement for new places so the budget is not needed and is to be transferred to contingency
104	Early years	205	9	(197)		Transferred to contingency pot
109	Youth Services	229	154	(75)	75	The carry forward is required to fund contractually committed works
110	Devolved Sch Capital	531	515	(16)	0	Not required
114	Secondary Sch - mod & enhance (Inc SEN)	5,029	1,843	(3,186)	3,186	The carry forward is required to fund ongoing contractual commitments on incomplete project work for a range of projects at a range of schools
117	Children Safeguarding & Social Care	495	469	(26)	26	The carry forward is required to fund contractual commitments
118	Special Educational Needs Fund (New Provision Fund)	1,024	0	(1,024)	1,024	The carry forward is required to fund works in 2022/23 and is grant funded
121	Pendarren House	858	417	(441)	441	The carry forward is required to fund ongoing contractual commitments for incomplete Phase 2 works
123	Wood Green Youth Hub	1,223	172	(1,050)	1,050	The carry forward is required to fund contractual commitments in 2022/23
199	P1 Other (inc Con't & Social care)	98	0	(98)		Transferred to contingency pot
People - Children's		41,024	25,592	(15,432)	14,772	

201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	3,581	2,080	(1,501)	609	This is a specific grant and has to be used for the stated purposes
207	New Day Opp's Offer	66	283	217		The overspend is to be funded via the approved contingency
208	Supported Living Schemes	456	91	(365)	365	The capital budget is to be used to deliver on the creation of additional accommodation which in turn underpins MTFS savings.
209	Assistive Technology	1,759	315	(1,444)	1,444	Due to delays caused by the pandemic the carry forward request is to cover outstanding contractual commitments and to complete the programme implementation and includes AT equipment (ongoing procurement) as well as Installation of equipment and associated resources and infrastructure requirements.
210	Capitalisation of LA Community Equipment's	0	892	892	0	Overspend relates to scheme 201 and has been offset accordingly
211	Community Alarm Service	177	177	0	0	
212	Linden House Adaptation	35	56	21		The overspend is to be funded via the approved contingency
213	Canning Crescent Assisted Living	3,581	1,751	(1,830)	1,830	The carry forward is required to fund contractual commitments in 2022/23
214	Osborne Grove Nursing Home	1,783	1,134	(649)	649	Carry forward to enable the scheme to proceed to the next stage of design
217	Burgoyne Road (Refuge Adaptations)	736	70	(666)	666	This capital budget is required to deliver a new women's refuge which is in design development.
218	Social Emotional & Mental Health Provision	900	42	(858)	858	Project in business case development phase, therefore funding needs to be carried forward to 2022/23
221	Social Care System Implementation	1,600	413	(1,187)	1,187	The carry forward is required to fund contractual commitments
222	Wood Green Integrated Care Hub	1,000	0	(1,000)	1,000	The carry forward is required to meet Cabinet's decision to contribute to the scheme should it go ahead
People - Adults		15,673	7,303	(8,369)	8,608	

301	Street Lighting	1,513	1,183	(330)	330	The carry forward is required as there was (and remains) a significant problem with delays to materials availability, resource and equipment shortages across the industry relating to Brexit and Covid (street lighting columns are now in excess of 5 month lead in period). Despite pre-emptive ordering equipment could not be obtained in time to spend in year. Commitments remain against this funding which still needs to be delivered to improve the condition of the assets.
302	Borough Roads	4,716	3,906	(811)	811	The carry forward is required as there was (and remains) a significant problem with delays to materials availability, resource and equipment shortages across the industry relating to Brexit and Covid. Despite pre-emptive ordering this has a significant impact on programmes.. Commitments remain against this funding which still needs to be delivered to improve the condition of the assets.
303	Structures (Highways)	526	66	(460)	460	The carry forward is required as there have been delays caused by the heritage status of the bank structure. Progress is being made by the additional specialist consultant planning have required, this has delayed delivery into 22/23.
304	Flood Water Management	909	580	(329)	329	The carry forward is required as there was (and remains) a significant problem with delays to materials availability, resource and equipment shortages across the industry relating to Brexit and Covid. Due to environmental constraints the Queens Wood Flood scheme has had to be delayed into 22/23 to avoid flowering and nesting seasons. Commitments remain against this funding which still needs to be delivered
305	Borough Parking Plan	714	594	(120)	120	Capital carry forward request is to implement parking scheme measures that will support parking strategy policy, MTFS, and parking income.
307	CCTV	1,784	1,760	(24)	24	The programme of works for the roll out of the CCTV throughout the Borough is still ongoing and not due to complete until 2023/2024. There have been delays due to third parties (power and data providers), however the programme of works are still proceeding and require ongoing funding. The key projects and timescales are summarised as follows: 1. New Control Room Sep 21 - Jan 22 [Complete] 2. Roll Out Ongoing to 2023 [5 of the 12 sites are complete] 3. Procurement of equipment and goods New contract to be in place 4. Maintenance Contract New contract in place until November 2025 [4 year period] The programme will increase the overall camera stock and upgrade existing equipment (from 132 to 232 cameras). 2 out of the 12 identified sites have been rolled out.
309	Local Implementation Plan(LIP)	2,594	2,153	(441)	0	This is external funding from TfL and there is no carry forward from previous years.
310	Developer S106 / S278	869	439	(430)	0	Value of the in year spend is based on commissions from planning. With funding availability generally multi year tied in with the programmes of the developments there is no requirement for a carry forward.
311	Parks Asset Management:	458	248	(210)	210	The carry forward is required as a significant portion (£166k) of this underspend relates to NCIL allocation which has been delayed in its delivery due to the pandemic.

313	Active Life in Parks:	1,014	93	(921)	921	The carry forward is required as a significant portion (£166k) of this underspend relates to NCIL allocation which has been delayed in its delivery due to the pandemic.
314	Parkland Walk Bridges	1,133	825	(308)	308	This project now stretches out to 2027/28. The underspend is a result of delays on the Stanhope Road bridge. The full amount is requested to support the longer term project.
317	Down Lane MUGA	57	45	(12)	12	The carry forward is required to pay the final account
321	MOPAC - Crime & Disorder Reduction	49	0	(49)	49	The carry forward is required as this is grant funded.
322	Finsbury Park	135	133	(2)	0	A carry forward is not required
323	Parking Strategy	1,160	262	(898)	898	A carry forward is required as the programme has ben deferred due to COVID-19 restrictions that delayed transformation projects
328	Street & Greenspace Greening Programme	283	208	(75)	75	The carry forward is required as scheme delayed due to shielding and working restrictions
329	Park Building Carbon Reduction and Improvement Programme	1,050	0	(1,050)	1,050	The carry forward is required as project resources not available to progress due to pandemic.
331	Updating the boroughs street lighting with energy efficient Led light bulbs	4,151	3,511	(640)	640	A carry forward is required as there was (and remains)a significant problem with delays to materials availability, resource and equipment shortages across the industry relating to Brexit and Covid (street lighting columns are now in excess of 5 month lead in period). Despite pre-emptive ordering equipment could not be obtained in time to spend in year. Commitments remain against this funding which still needs to be delivered to improve the condition of the assets.
332	Disabled Bay/Blue Badge	552	118	(433)	433	Capital carry forward request to implement dedicated blue bay. Delays last year due to initial slow take up. Proactive initiatives undertaken from the service have resulted with increased take up. Expectation that programme will progress and complete in 2022-23.
333	Waste Management	270	98	(172)	172	A carry forward is required due to the impact of COVID-19 on progress on the roll out of the waste containment programme has slipped.

334	Parks Depot Reconfiguration	400	0	(400)	400	A carry forward is required as the works did commence on this project last year, however this was mainly prelim work, site surveys and permissions. The quality of the parks depots is very poor and needs urgent attention to meet required standards.
336	New River Sports & Fitness	305	274	(31)	31	A carry forward is required to meet contractual commitments.
335	Streetspace Plan	5,100	129	(4,971)	4,971	Carry forward full amount into new financial year. There has been a late confirmation of the matching external funding due to TfL deadlines.
419	NPD Phase 2 LBH Match Funding	5	0	(5)	0	A carry is not required and the budget is transferred to the approved contingency
119	School Streets	1,105	589	(516)	516	A carry forward is required to meet contractual commitments
444	Marsh Lane	8,754	7,654	(1,100)	1,100	A carry forward is required to met estimated contractual commitments. Any underspend will be transferred to the approved contingency
447	Alexandra Palace - Maintenance	2,921	2,921	0	0	
472	JLAC Match Fund	880	766	(114)	114	A carry forward is required to meet contractual commitments
606	Hornsey Library Refurbishment	16	132	116	0	Overspend relates to scheme 621 and has been offset accordingly
621	Libraries IT and Buildings upgrade	1,996	680	(1,316)	1,200	A carry forward is required to meet contractual commitments
623	Wood Green Library	1,000	0	(1,000)	1,000	A carry forward is required to meet contractual commitments
Place - Safe & Sustainable Places		46,418	29,366	(17,052)	16,174	

401	Tottenham Hale Green Space	1,352	780	(572)	572	A carry forward is require to fund contractual commitments
402	Tottenham Hale Streets	1,759	1,589	(171)	111	A carry forward is require to fund contractual commitments
404	Good Economy Recovery plan	1,637	100	(1,537)	1,537	A carry forward is required as the underspend for GERP is due to prioritising spend of external grant wherever possible also due to delays to recruitment and project delivery, projects will be commissioned to continue to support high streets recovery with a further 600k HSRAP from 21/22 to 22/23
406	Opportunity Investment Fund	542	51	(491)	491	This is a rolling programme of business growth loan. Loan repayments will be recycled and used to support more businesses. This is largely grant funded
411	Tottenham Heritage Action Zone (HAZ)	1,579	507	(1,072)	1,072	This scheme is grant funded so the grant needs to be carried forward
415	North Tott Heritage Initiative	360	284	(76)	76	A carry forward is require to fund contractual commitments
418	Heritage building improvements	1,589	1,322	(267)	267	A carry forward is require to fund contractual commitments
427	White Hart Lane Public Realm (LIP)	0	(8)	(8)	0	Technical accounting carry forward
438	Vacant possession Civic Centre (Woodside House Refurbishment)	0	(1)	(1)	0	Technical accounting carry forward
452	Low Carbon Zones	200	9	(191)	191	A carry forward is require to fund contractual commitments
454	HALS Improvement Programme	304	437	133		The overspend is to be funded via the approved contingency
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	642	249	(393)	393	A carry forward is require to fund contractual commitments
457	Future High Sreet Project	6,302	4,033	(2,269)	2,124	A carry forward is required only grant funding was spent in 21/22 and LBH match funding will be required later in 2022/23

458	SIP - Northumberland PK BB & WorkSpace/Biz Support	252	141	(111)	111	Delivering the broadband project and a business support programme in the east of the borough. And match funding for three building projects that will provide workspace and business spaces so the 111k is required to deliver these projects
459	Wood Green Regen Sites	788	340	(448)	213	A carry forward is require to fund ongoing schemes
464	Bruce Castle	557	6	(551)	551	This is required to go into 2022/23 to complete the ongoing and unfinished works around the fabric of this Grade 1 listed building to improve access and support income generating activities.
465	District Energy Network (DEN)	560	388	(172)	172	A carry forward is require to fund contractual commitments
470	Wood Green Library & Customer Service Centre	7,788	0	(7,788)	7,788	The carry forward request is to support the accommodation strategy
471	Tailoring Academy Project	15	0	(15)	15	A carry forward is require to fund contractual commitments
473	Enterprising Tottenham High Road (ETHR)	1,181	502	(679)	635	The ETHR programme, partly funded by the GLA, has been extended by 12 months to March 2023, hence our proposal to reprofile funding into 22-23
474	Tottenham High Road Strategy	807	839	32	0	Overspend to be picked up in scheme 473
475	Heart of Tottenham (HOT)	173	184	11	0	Overspend to be picked up in scheme 473
478	Wood Green Good Growth Fund	710	494	(215)	215	A carry forward is required to meet contractual commitments and grant conditions
479	54 Muswell Hill Health Centre	100	0	(100)	100	A carry forward is require to fund contractual commitments
480	Wood Green Regen (2)	1,792	360	(1,432)	873	A carry forward is require to fund contractual commitments

481	Strategic Investment Pot	2,031	0	(2,031)	2,031	A carry forward is required to meet grant conditions
482	Strategic Property	5,202	96	(5,106)	4,664	A carry forward is required to enable improvements to be made to the commercial property estate
483	Productive Valley Fund (SIP)	643	731	88	(88)	This overspend will be met from 2022/23 budget provision
4001	Maintenance of Tottenham Green Workshops	681	196	(486)	486	A carry forward is required to fund contractual commitments
4002	Northumberland Park estate area public realm	500	5	(495)	495	A carry forward is required to fund contractual commitments
4005	SME Workspace Intensification	684	213	(471)	471	Delivering the workspace and business spaces work with slippage from 21/22 to 22/23 to deliver these projects
4007	Tottenham Hale Decentralised Energy Network (DEN)	285	191	(94)	94	A carry forward is required as the project is a multi-year project and the underspend is due to slippage in the programme rather than cost savings
4008	Wood Green Decentralised Energy Network (DEN)	485	61	(424)	424	A carry forward is required as the project is a multi-year project and the underspend is due to slippage in the programme rather than cost savings
4009	Additional Carbon Reduction Project	500	0	(500)	500	A carry forward is required as the scheme has been delayed due to various reasons and the carry forward is required to support carbon reduction
4010	Selby Urban Village Project	1,197	617	(580)	580	Programme slippage has occurred as a result of Covid-19 restrictions impacting on ability to engage with the community. Reprofitting of the capital budget required next financial year to reflect the new programme assumptions
4011	Commercial Property Remediation	109	552	442	0	Overspend relates to scheme 482 and has been offset accordingly
Economy - Growth & Employment		43,306	15,268	(28,038)	27,165	

601	Business Imp Programme	122	0	(122)	65	A carry forward is require to fund contractual commitments
602	Corporate IT Board	1,520	2,081	561	0	This overspend will be offset from 2022/23 budget
604	Continuous Improvement	2,245	2,033	(212)	212	A carry forward is require to fund contractual commitments and necessary service improvements
605	Customer Services (Digital Transformation)	471	23	(448)	448	A carry forward is requires as the planned capital works on Wood Green Customer Service Centre were delayed due to programme resources being otherwise allocated during the pandemic.
607	Financial Management System Replacement	2,522	986	(1,536)	1,536	A carry forward is require to fund contractual commitments and necessary service improvements
622	Customer First	101	0	(101)	70	A carry forward is required for the next phase of work to support Customer First / Community Access programme initiation work.
624	Digital Together	500	0	(500)	500	A carry forward is required to fund contractual commitments and necessary service improvements
639	Ways of Working	483	138	(345)	0	A carry forward to the approved contingency is required to support for transformation.
640	Accommodation Move	0	(20)	(20)	0	Technical accounting carry forward
650	Connected Communities	1,258	0	(1,258)	1,258	A carry forward is require to fund contractual commitments
653	Capital Support for IT Projects	784	340	(444)	444	A carry forward is made to ensure that there are sufficient resources to deliver on the digital agenda
316	Asset Management of Council Buildings	9,222	6,151	(3,071)	2,948	A carry forward is require to fund contractual commitments and necessary service improvements
330	Civic Centre Works	7,703	1,102	(6,601)	6,601	Consultant fees and strip out work costs have been spent to date. The bulk of the project budget will not be spent until 2022/23 financial year
Your Council		26,931	12,834	(14,097)	14,082	

421	HRW Acquisition	117,738	2,121	(115,618)	115,618	A carry forward is require to fund contractual commitments
429	Site Acq (Tott & Wood Green)	57,072	3,311	(53,760)	53,760	The request to carry forward is to maintain the Council's ability to make opportunistic acquisitions
430	Wards Corner CPO	10,000	0	(10,000)	0	Not required
4003	Tottenham Hale Housing Zone Funding	532	500	(32)	32	A carry forward is require to fund contractual commitments
4006	Acquisition of head leases	6,981	668	(6,313)	0	A carry forward is not required as this capital programme project is no longer proceeding
509	CPO - Empty Homes	8,050	377	(7,673)	7,673	The carry forward is requested to enable the CPO process to be undertaken should the need arise
512	Wholly Owned Company	5,000	0	(5,000)	5,000	The carry forward is requested so that should the company be established there is budgetary provision to enable that.
698	Responsiveness Fund	2,000	0	(2,000)	2,000	A carry forward is require to fund contractual commitments
699	P6 - Approved Capital Programme Contingency	1,110	455	(655)	578	A carry forward is required to support the approved contingency in 2022/23
Enabling Budgets		208,482	7,431	(201,051)	184,662	

TOTAL GF CAPITAL PROGRAMME (Excl. Enabling Budgets)		173,352	90,364	(82,989)	80,801	
TOTAL GF CAPITAL PROGRAMME (Incl. Enabling Budgets)		381,834	97,795	(284,039)	265,462	
202	HRA - P2 Aids, Adap's & Assist Tech - Council	1,100	986	(114)	114	This carry forward relates to contractual commitments
550	New Homes Acquisition	75,441	38,646	(36,795)	0	No capital slippage required, as zero-based budget adopted in 2022/23
551	Existing Home Acquisitions - TA	33,877	23,199	(10,678)	0	No capital slippage required, as zero-based budget adopted in 2022/23
552	HRA – P5 Carbon Reduction	5,892	213	(5,679)	0	No capital slippage required, as zero-based budget adopted in 2022/23
553	HRA – P5 Fire Safety	15,329	6,882	(8,447)	0	No capital slippage required, as zero-based budget adopted in 2022/23
554	Broadwater Farm Project	14,529	7,169	(7,360)	7,360	This carry forward relates to contractual commitments
590	HRA - P5 Homes for Haringey (HFH)	64,178	30,931	(33,247)	0	No capital slippage required, as zero-based budget adopted in 2022/23
599	New Homes Build Programme	66,687	16,053	(50,634)	0	No capital slippage required, as zero-based budget adopted in 2022/23
TOTAL HRA CAPITAL PROGRAMME		277,033	124,080	(152,953)	7,474	
OVERALL TOTAL (Excl. Enabling Budgets)		450,385	214,443	(235,942)	88,275	
OVERALL TOTAL (Incl. Enabling Budgets)		658,867	221,875	(436,993)	272,936	

Capital Programme Outturn – Priority Narrative

The tables above provide a scheme level analysis of the outturn versus the quarter 4 budget position along with the requested carry forwards from service areas with reasons supporting the request. The following paragraphs provide a high-level commentary on each service area.

- The overall **Children’s Services** capital programme continued to deliver on phase 2 of the improvements to primary school building services such as boilers, roofs, windows etc at a number of schools as well as phase 2 of the refurbishment of the Pendarren outdoor centre. Overall spend was £25.6m and there is a variance of £15.4m, or 38% which has arisen through delays related to turbulence in the construction market due to inflation, supply chain issues and labour shortages.
- The **Adults Services** capital programme has spent £7.3m which related to continued spend on aids and adaptations, the delivery of Canning Crescent and the continued development of the Osbourne Grove Nursing Home scheme. There is a variance of £8.4m, or 53%, which has a number of elements as described in the appendix 3.
- The **Place** capital programme spent £29.4m in total. The big areas of spend are works to our highways, streets and lighting of £13.5m, £7.7m on the new Marsh Lane depot, and £3m on Alexandra Palace. There is a variance of £17.1m, or 37%. The most significant one is the Streetspace plan where late grant allocations from TfL meant that it was not necessary to spend the budgeted community infrastructure levy and it will be carried forward.
- **Economy’s** capital programme has spent £15.3m on a range of projects. The largest spend has been under the future high street fund at £4m with the rest of the programme spend spread over a large number of projects. The budgets within the Economy capital programme contain a number of enabling budgets where the timing of expenditure is uncertain and allow the Council to respond rapidly to opportunities or to fulfil prior decisions associated with the Highroad West acquisition programme. Adjusting for the enabling budgets there is a variance of £28m or 65% which has a number of elements as described in appendix 3.
- The total **Housing GF** capital programme is composed entirely of enabling budgets so there is no variance as such. Appendix 3 has details of the budget carry forwards.
- The **HRA** reports a full year capital spend of £124m against a revised budget of £277m. In what was a difficult year globally, the Council was able to carry on with its capital programme recording the highest level of spend in recent years (£124m), in maintaining its existing stock, acquiring new & existing homes, building new homes, and towards redevelopment of BWF estate. The Council acquired an additional 60 existing homes for provision of

accommodation to homeless households and completed the building of 107 new social rent homes in 2021/22.

- The **Your Council** budget spent a total of £13.3m. The main areas of spend are Asset Management of Council Buildings of £6.2m, ICT investment £5.5m and £1.2m on the new Civic Centre. There is a variance of £16.8m, or 56% and is described in appendix 3.

Of the total GF 2021/22 budget variance of £284.0m, £265.5m has been requested to be carried forward as detailed in the tables above.

Capital Programme Financing Outturn

Capital expenditure is financed through a variety of sources: grants from central government, grants & contributions from the GLA, contributions from developers (S106 and S278), applying capital receipts, utilising revenue reserves, and borrowing.

In terms of its impact on the Council's resources, undertaking borrowing to finance expenditure impacts the revenue budget when the Council is required to borrow to finance the expenditure and this revenue expenditure is known as the capital financing costs. For the General Fund, capital financing costs are composed of two elements: interest payable on loans and the statutory minimum revenue provision (MRP). The HRA is not required to make an equivalent of MRP but does pay interest.

When setting the capital programme an estimate is made of both elements of the capital financing charge based on the budgeted in-year capital spend, and budgetary provision is made accordingly. Should the level of budgeted in-year capital spend not be achieved this will impact on the actual level of capital financing costs incurred.

The General Fund capital programme and the HRA capital programme are funded differently so they have been separated out in the following table.

Table 4 – Source Capital Funding			
Source of Funding	2021/22 Revised Budget (£'000)	2021/22 Actual (£'000)	2021/22 Variance (£'000)
General Fund Funding (Excluding Enabling Budgets)			
External	41,256	20,879	(20,378)
Borrowing - LBH	97,598	61,963	(35,635)
Borrowing - LBH Self-Financing	34,298	7,413	(26,885)
LBH - Capital Receipt	200	109	(91)
	173,352	90,364	(82,989)
General Fund Funding (Enabling Budgets only)			
External	128,270	2,621	(125,650)
Borrowing - LBH	3,110	455	(2,655)
Borrowing - LBH Self-Financing	77,102	4,356	(72,746)
LBH - Capital Receipt	0	0	0
	208,482	7,431	(201,051)
HRA Funding			
Grants (GLA + Other Grants)	46,920	15,674	(31,246)
Major Repairs Reserves	20,197	20,000	(197)
Revenue Contributions	8,784	5,000	(3,784)
RTB Capital Receipts	10,163	4,583	(5,580)
Leaseholder Contributions to Major Works	8,848	2,441	(6,407)
S.106 Contributions	1,000	857	(143)
New Homes Sales Receipts	2,258	0	(2,258)
Borrowing	178,863	75,525	(103,338)
	277,033	124,080	(152,953)
Overall Total (Excl. Enabling Budgets)	450,385	214,444	(235,942)
Overall Total (Incl. Enabling Budget)	658,867	221,875	(436,992)

Flexible Use of Capital Receipts Outturn

Normally capital receipts generated through the disposal of General Fund assets can only be used to fund prescribed expenditure, such as new capital expenditure or debt repayment. In 2016 the Government changed the regulations so that councils can use General Fund capital receipts flexibly (this flexibility do not apply to right to buy receipts). This flexibility is allowed if the council has a strategy for their use. The council at its budget setting meeting in

February 2021 set a strategy for the flexible use of capital receipts. The following table compares the budgeted position on the flexible use of capital receipts and compares that to the actual position. It can be seen that the Council generated more capital receipts than budgeted for in 2021/22 and spent less than budgeted. The increased receipts were due to the repayment of debt by Fusion when they surrendered the lease at the New River sports ground.

The higher than anticipated carry forward of capital receipts is beneficial given that capital receipts budgeted for in 2021/22 may not be fully received in that financial year.

Table 5 – Use of Capital Receipts			
	2021/22	2021/22	2021/22
	Budgeted	Actual	Variance
	(£'000)	(£'000)	(£'000)
Capital receipts brought forward	9,165	9,165	0
Net capital receipts in year	267	267	0
Total	9,433	9,433	0
Use of capital receipts	(4,954)	(4,978)	(24)
Capital receipts carried forward	4,479	4,455	(24)

Appendix 4 – Appropriations to / from Reserves

Description	Balance at 31/03/21	Transfer In 2021-22	Transfer Out 2021-22	Balance at 31/03/22
	£'000	£'000	£'000	£'000
General Fund Reserve	(15,827)	(419)	0	(16,246)
General Fund earmarked reserves:				0
Insurance reserve	(9,051)	0	803	(8,248)
Strategic Budget Planning Reserve	(10,491)	0	0	(10,491)
Transformation reserve	(13,702)	(27)	3,103	(10,626)
Schools reserve	(12,947)	(4,074)	4,188	(12,833)
Services reserve	(9,567)	(1,112)	1,631	(9,048)
PFI lifecycle reserve	(16,472)	(1,386)	0	(17,858)
Debt repayment reserve	(5,045)	0	0	(5,045)
Accommodation Strategy	(442)	0	0	(442)
Urban Renewal	(284)	0	0	(284)
Unspent grants reserve	(9,180)	(1,536)	3,948	(6,768)
Labour market growth resilience reserve	(445)	0	0	(445)
Budget resilience reserve	(7,303)	0	0	(7,303)
Collection Fund Smoothing reserve	(22,229)	(7,854)	15,507	(14,576)
Covid 19 grant reserve	0	0	0	0
GF earmarked reserves:	(117,159)	(15,989)	29,180	(103,969)
Total General Fund Usable Reserves	(132,986)	(16,408)	29,180	(120,215)
Housing Revenue Account	(14,161)	(5,939)	0	(20,100)
Housing Revenue Account earmarked Reserves:				
Homes for Haringey	(710)	0	659	(51)
HRA earmarked reserves	(710)	0	659	(51)
Total HRA Usable Reserves	(14,870)	(5,939)	659	(20,150)

Reserve Purposes:**General Fund General Reserve:**

The purpose of the general reserve is to manage the impact of emergencies or unexpected events. Without such a reserve, the financial impact of such events could cause a potential financial deficit in the general fund, which would be severely disruptive to the effective operation of the authority. The reserve should mitigate against immediate service reductions if there were any unforeseen financial impacts.

General Fund Earmarked Reserves:

- a. **Schools Reserve** - This balance represents the net balances held by the Council's 61 schools. The Secretary of State for Education allows Local Authorities to have within their Scheme for Financing Schools, a provision whereby surplus balances that are deemed excessive can be

withdrawn from the school in question and applied elsewhere within the Dedicated Schools Budget.

- b. **Transformation Reserve** - This reserve is earmarked for the costs associated with the Council's Transformation programmes including the investment necessary to deliver longer term efficiencies and change, together with the associated costs of redundancies and decommissioning.
- c. **Services Reserve** - It is Council policy that services may request funds to be carried forward, subject to approval by the Cabinet in the year-end financial outturn report. This reserve earmarks those funds to either be carried forward to the following financial year or retained.
- d. **PFI lifecycle Reserve** - The PFI reserve is increased by PFI grant received in excess of contractual payments. This will be utilised to fund future years' PFI related costs.
- e. **Treasury Reserve** - this reserve represents funds the Council has set aside for debt related costs including the potential repayment of debt and for funding of future capital expenditure, and management of risk inherent within the Council's treasury management activities.
- f. **Insurance Reserve** - The Council self-insures a number of risks including liability, property and theft. Insurance claims are erratic in their timings and so the Council maintains a reserve to smooth the charge to the Council's revenue account in the same way as a premium to an external insurance provider would smooth charges to the revenue account.
- g. **Unspent Grants Reserve** - This reserve holds grant income recognised in the CIES when received, but which will finance related expenditure in future years. These come with conditions setting out how the funding must be used.
- h. **Labour Market Growth Resilience Reserve** - It is beneficial for the Council to support people into work and this reserve will support activities which achieve that aim.
- i. **The Strategic Budget Planning Reserve** – This reserve is a key tool for managing the impact of financial plans from one year to another. This reserve requires balances to be at different levels year to year depending on the demand as identified through previous and current budget plans.
- j. **Resilience Reserve** - This reserve will be used as a one-off measure to offset non-delivery / delay of planned savings and other budget risks contained within the MTFs. It will provide additional robustness and financial resilience for the Council.

- k. **The Collection Fund Smoothing Reserve** – This reserve helps to manage the impact of the C19 pandemic on the Collection Fund in terms of losses (including potential losses from the London Pool), but also in terms of the profiling of when the impact of government support and arrears hit the Council’s General Fund. As local tax revenue has become a more significant source of income for the authority over recent years, this reserve will be vital tool beyond the pandemic to smooth funding streams across the MTFS period.

- l. **Homes for Haringey Reserve:** This reserve is earmarked for Homes for Haringey and it helps to fund the Company’s innovation, growth and unforeseen cost pressures. The use of this reserve is regulated by the Management Agreement with the Council. Homes for Haringey may request the Council to consider proposals to use this reserve during the financial planning process.

Virements for Cabinet Approval

Appendix 5

Transfers from Reserves & Contingencies (2021/22) - for noting

Period	Priority	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	All	Various	Revenue	2,056,990	2,056,990	Transfer from Contingency	Funding of 2021-22 Pay Award at 1.75%
12	Your Council	Transformation and Resources	Revenue	390,000		Transfer from Reserves	Drawdown from Transformation Reserve to fund performance software licence costs

Transfers from Reserves & Contingencies (2022/23) - for noting

2	All	Various	Revenue	1,495,004	1,495,004	Transfer from Contingency	Funding of 1.25% NI Levy commencing April 2022
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Virements for Approval (2021/22)

12	Place	Highways	Capital	1,424,411		Budget Funding Allocation	Additional 21/22 TfL LIP funding to reflect the value of work done
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Virements for Approval (2022/23)

3	Your Council	Strategy and Communications	Revenue	561,000	330,000	Budget Realignment	Realignment of the Strategy and Communications budgets to reflect current staffing establishments
3	Place	Environment and Neighbourhoods	Revenue	3,670,217	3,670,217	Budget Realignment	Realignment of Parking & Highways Service budgets to reflect service need.
3	People	Childrens	Revenue	1,883,521		Budget Adjustment	Reallocation of DSG Early Years budgets to reflect lower 22/23 DSG allocation

Total 2022/23

11,481,143

7,552,211

Write off Summary Report - Quarter 4

All Council debt is considered recoverable; the Corporate Debt Management Service makes every effort to collect charges due to the Council. However, in some circumstances it is appropriate to write off a debt when all forms of recovery action have been exhausted.

Council Debt is written off in line with the instructions set out within the Financial Regulations, following Legal advice, Court instruction or in accordance with the Limitations Act 1980.

This quarterly report is for information purposes only, which details the debts that were submitted for write off for the Financial Period 1st January 2022 to 31st March 2022 (**Q4**). These relate to delinquent accounts where all forms of recovery action had been fully exhausted. The sums approved for write off by the Director of Finance under his delegated authority, have been adequately provided for in the Council's Bad Debt Provision.

The table below summarises the Q4 write off by service type, value and volume.

Quarter 4 Write Off, Financial Period 1st Jan 2022 - 31st Mar 2022									
Service	Council Tax	NNDR	HBOP	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
Under £50k	£12,458.62	£0.00	£151,678.97	£100,201.36	£0.00	£29,311.31	£58,065.25	£0.00	£351,715.51
Volume	73	0	119	34	0	6	24	0	256
Over £50k	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Volume	0	0	0	0	0	0	0	0	0
Total Value	£12,458.62	£0.00	£151,678.97	£100,201.36	£0.00	£29,311.31	£58,065.25	£0.00	£351,715.51
Total Volume	73	0	119	34	0	6	24	0	256

The category composition of the above write offs is shown below:

Write off reason	Sundry Debt	CTAX	Commercial Rent	HBOP	HRA Rent
Bankruptcy/ 'Company Insolvent'	0%	1%	0%	0%	0%
Compassionate Ground	8%	0%	17%	0%	0%
Debtor Deceased / No Probate Granted	79%	1%	0%	18%	0%
Gone Away/Whereabouts Unknown	0%	21%	0%	1%	0%
Recommended by Legal	0%	0%	49%	1%	0%
Statute Barred	0%	0%	17%	77%	100%
Petty Amount	0%	77%	0%	0%	0%
Uneconomic to Pursue	13%	0%	17%	3%	0%

The cumulative write off totals for 2021-22 are as follows:

Write Off Summary, Financial Year 1st April 2021 - 31st March 2022								
Service	Council Tax	NNDR	HBOP	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
Under £50k	£133,446.14	£149,349.16	£473,935.18	£0.00	£29,311.31	£715,987.25	£14,683,305.52	£16,577,061.79
Volume	336	57	480	0	6	107	84602	85771
Over £50k	£0.00	£721,663.34	£52,463.70	£0.00	£204,086.76	£603,541.63	£0.00	£1,581,755.43
Volume	0	10	1	0	2	3	0	16
Total Value	£133,446.14	£871,012.50	£526,398.88	£0.00	£233,398.07	£1,319,528.88	£14,683,305.52	£18,158,817.22
Total Volume	336	67	481	0	8	110	84602	85787

Report for: Cabinet – 19 July 2022

Title: Proposals for Resident Engagement and Participation following the Insourcing of Homes for Haringey

Report

Authorised by: David Joyce, Director of Placemaking and Housing

Lead Officer: Hannah Adler, interim Head of Housing Strategy and Policy

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. On 1 June 2022, housing services previously provided by Homes for Haringey came back in-house to be delivered directly by Haringey Council. The management and maintenance of the council's residential housing stock, as well as tenancy management and leasehold services are now delivered by officers working within the Council.
- 1.2. Homes for Haringey had a number of channels for resident engagement, and had adopted a resident engagement strategy in October 2021. Following the transfer of services from Homes for Haringey to the Council, it is important to set out how the Council's tenants and leaseholders will continue to be engaged and involved in issues and decisions relating to their housing, as well as ensuring that channels of communication between the Council and its tenants and leaseholders are strong.
- 1.3. More broadly, the Council is seeking to reset its relationship with all residents by empowering communities and putting residents at the heart of decision making. The approach to tenant and leaseholder engagement described in this report will be reviewed later this municipal year so that it is consistent with this.
- 1.4. Cabinet is asked to note and approve proposals for interim resident engagement frameworks.

2. Cabinet Member Introduction

- 2.1. I am pleased to introduce this report, which sets out interim proposals to maintain the existing channels for engagement for tenants and leaseholders of the Council. These ensure that our tenants and leaseholders are able to actively participate in the work of the Council, as their landlord, and hold us to account. This administration has an explicit commitment to co-production and to increasing the voice of all residents. Final proposals are being developed to ensure even greater participation and broader and more representative engagement.

3. Recommendations

Cabinet is recommended:

- 3.1. To note and approve the interim resident engagement proposals detailed in paragraph 6.13 of the report.
- 3.2. To note that final resident engagement proposals will be brought forward later this municipal year, including proposals for engaging with the Council's tenants and leaseholders.
- 3.3. To note that proposals for further involving residents in the Council's decision making process continue to be developed and that, if any changes are proposed to the Council's Committee structures, they will be developed in consultation with Members prior to being recommended to Standards Committee, and then to Full Council.

4. Reasons for decision

- 4.1. It is crucial that social tenants and leaseholders are able to have clear channels of communication with their landlord, to have their voices heard and for social landlords to have clearly set out method to listen to their tenants and leaseholders and respond to their concerns. With the insourcing of housing services, it is important to ensure that the involvement of tenants and leaseholders in the management of their homes is not weakened; and indeed that tenants and leaseholders have both a strong voice and that all participation processes are representative of the broader tenant and leaseholder population.

5. Alternative options considered

- 5.1. One option was to rethink at this stage the relationship between the Council and its tenants and leaseholders. This was discounted to allow for broader work on the Housing Strategy and the Council's approach to resident participation to be carried out, and to ensure that any change from the current model was considered carefully and with the involvement of tenants, leaseholders and Members.
- 5.2. Another option was to directly involve tenants and leaseholders in the Council's decision making. This was discounted at this stage, and if it is taken forward would be a decision for the Council's Standards Committee to recommend to Full Council.

6. Background

- 6.1. Homes for Haringey was the Council's arm's length management organisation from 2006 to 2022. On 1 June 2022, the general housing services provided by Homes for Haringey were brought in-house to the Council, and services formerly provided by Homes for Haringey are now provided directly by the Council.
- 6.2. Homes for Haringey managed the Council's residential properties, and as part of this ensured that Council tenants and leaseholders were involved in this process.
- 6.3. Tenants and leaseholders had dedicated channels to ensure that they had a voice in Homes for Haringey's decision making structure. There were four dedicated channels.

- Tenants and leaseholders sat on the board of Homes for Haringey

- Tenants and leaseholders made up the 'Customer Core Group', which was engaged with on the development of Homes for Haringey's policies, strategies and procedures
 - Tenants and leaseholders made up the Complaints Appeals Panel, which considered complaints from tenants and leaseholders
 - Tenants and leaseholders made up the Resident Scrutiny Panel, which was run independently of Homes for Haringey, scrutinised policy and performance and fed back formally
- 6.4. In addition to the above, engagement with tenants and leaseholders take place using a variety of different methods. This includes tenant and leaseholder involvement in a range of business as usual activities, such as meeting with housing officers and feeding back through the complaints process.
- 6.5. Homes for Haringey agreed a customer engagement strategy in October 2021. This set out proposals to improve tenant and leaseholder engagement with housing services, and notes that a final strategy would be brought forward in 2022/2023, following the insourcing.
- 6.6. Terms of Reference for the Customer Core Group, Complaints Advisory Panel and Resident Scrutiny Panel are attached in Appendices 1, 2 and 3. These are the Terms of Reference for these groups when they reported into Homes for Haringey's internal governance structure; if Cabinet approves recommendations to maintain these groups in the interim they will be redrafted to reflect this.
- 6.7. It is proposed to take a two stage approach in arrangements for tenant and leaseholder engagement following the insourcing of Homes for Haringey. The interim proposals are designed to replicate existing practice and structures to ensure that expertise and established groups continue to feed into the work of the Council as residential landlord. The longer term proposals will build on this and incorporate a final strategy into the broader context noted in paragraphs 6.8 and 6.9 below.

The Haringey context

- 6.8. The Council has just embarked on a major workstream to consider its relationship with all residents. There is a corporate commitment to ensure that residents are fully involved in both service design and decision-making.
- 6.9. Cabinet agreed a draft Housing Strategy in March 2022. Consultation on this draft strategy will take place in Autumn 2022. Residents will be asked about how they would like to engage, communicate with and be heard by the Council, with specific questions for tenants and leaseholders with regard to their relationship with the Council as their landlord. The final Housing Strategy will be presented to Cabinet in early 2023.
- 6.10. Final arrangements for resident engagement will need to take account of both of these workstreams and their final outputs.

The Regulatory context

- 6.11. Registered providers of social housing are regulated by the Regulator for Social Housing. In respect of local authority provided social housing, the Regulator co-regulates together with Councillors the applicable "consumer standards". Social

landlords need to demonstrate that residents are able to hold their landlord to account. In addition, the Social Housing White Paper set out broad aspirations around resident involvement in the management of social housing as well as for increasing the oversight that the Social Housing Regulator has in relation to social housing provided by local authority landlords. There are however no requirements on landlord local authorities who directly manage their housing stock to formally include tenants and leaseholders in decision making: what is key is being able to demonstrate that tenants and leaseholders are listened to and that their voice is genuinely heard.

Interim proposals for effective and meaningful resident engagement

- 6.12. Interim proposals to ensure that tenants and leaseholders are feeding into the decisions taken by the Council around its housing stock are needed.
- 6.13. It is therefore proposed that the following steps are taken to ensure that the expertise of the established channels of resident engagement continue:
- 6.13.1. The four Resident Members of the Homes for Haringey board to be invited to join the Customer Core Group.
 - 6.13.2. The Customer Core Group to continue with its current membership, as well as the additional members noted above. The Customer Core Group will be consulted on all policies, strategies and procedures relating to the Council's management of its housing stock. This process will be managed by Council officers, and the activity of the Customer Core Group will be reported to the Director of Placemaking and Housing on a quarterly basis.
 - 6.13.3. The Complaints Appeals Panel to continue to operate, feeding into the work of the Assistant Director of Customer Services. The activity of the Complaints Appeals Panel will be reported to the Assistant Director of Customer Services on a quarterly basis.
 - 6.13.4. The Resident Scrutiny Panel to be renamed the Housing Resident Advisory Panel and continue to be run independently of the Council through a 'mentor' procured by the Council, to ensure the group's independence. The contract for the mentor currently runs to October 2022 and procurement for a new mentor will commence shortly. The Housing Resident Advisory Panel will report to the Director of Placemaking and Housing on a twice yearly basis, and receive a response to any issues or questions raised. These will be published on the Council website. The Housing Scrutiny Panel may in addition wish to request a report from the Housing Resident Advisory Panel.

Continued improvement

- 6.14. Homes for Haringey's resident engagement strategy provided a strong foundation to ensure that the voices of tenants and leaseholders was heard; and this is being taken forward. It is important to also recognise that there were, and continue to be, areas for improvement. There are in particular groups who participate less in engagement activities, both formal and informal. The Council strives to ensure that all sections of the tenant and leaseholder population are represented in engagement channels and are heard from, and the work to improve representation and breadth of participation is a continual effort.

7. Contribution to strategic outcomes

- 7.1. The confirmed continued channels for strong tenant and leaseholder engagement contributes to Priority 1 of the Borough Plan, in particular outcome 3 'We will work together to drive up the quality of housing for everyone'.

8. Statutory Officer Comments

Finance

- 8.1. This report is mainly for Cabinet to note the interim resident engagement proposals. This on its own appears not to have any financial implication.
- 8.2. At a later stage, the final resident engagement proposals will be brought to cabinet and the financial implication of procurement of a mentor to run the Housing resident advisory will be assessed.

Legal

- 8.3. The Head of Legal Services has been consulted and notes that the applicable regulatory regime is summarised in the paragraphs below. Provided that the proposals contained in this report comply with the provisions of the Tenant Involvement and Empowerment Standard (paragraph 8.4), the Council will be acting in accordance with its duties.
- 8.4. The [Regulator of Social Housing website](#) notes that -

The Regulator adopts a co-regulatory approach. This means that Board members (of housing associations and other private registered providers) and councillors (of Local Authorities) are responsible for ensuring that their landlord is meeting the regulatory standards.

The Regulator's standards cover both economic issues (such as governance and financial viability) and consumer issues (such as ensuring homes are decent and safe, that complaints are managed effectively and that tenants are listened to and provided with opportunities to engage).

- 8.5. With respect to local authorities, the Regulator has no power in relation to "economic issues but it does have some enforcement powers in relation to "consumer issues". Its website states -

The Regulator can only regulate reactively on the consumer standards, which means they do not proactively monitor registered providers' compliance with the standards. Instead, the Regulator receives referrals from tenants or from other third parties. The Regulator is only able to use enforcement powers if there is evidence of a breach of the standards and if there is a significant risk of 'serious detriment' to tenants or potential tenants.

The regulator also sets consumer standards. Currently our role is reactive in response to referrals or other information received and to intervene where failure to meet the standards has caused, or could have caused, serious harm to

tenants. These consumer standards apply to all registered providers, including local authorities (note exclusions below).

The 4 consumer standards are:

- [Home Standard](#) – quality of accommodation and repairs and maintenance
- [Tenancy Standard](#) – how properties are allocated/exchanged and terms around tenure
- [Neighbourhood and Community Standard](#) – issues around neighbourhood and communal areas and anti-social behaviour
- [Tenant Involvement and Empowerment Standard](#) – customer service and complaints, tenant rights and involvement.

The consumer standards and the Rent Standard do not apply to all types of housing. Please note the following exclusions:

- The Rent Standard and the consumer standards do not apply to 100% owned low-cost home ownership
- The Rent Standard does not apply to less than 100% owned low-cost home ownership, nor to certain types of housing detailed in the Government standard on rents for social housing.
- The Tenancy Standard does not apply to intermediate rent nor to less than 100% owned low-cost home ownership.

- 8.6. In the context of this report it should be noted that the Council, as a registered provider of social housing, is required to comply with the Tenant Involvement and Empowerment Standard noted above.
- 8.7. In the event that the government introduces changes to the regulatory regime, then the Council may need to undertake a further review so as to ensure that its policies and procedures are compliant.

Procurement

- 8.8. Strategic Procurement note the content of the paper. There are no procurement implications for the recommendations noted in the paper.

Equality

- 8.9. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 8.10. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and

sexual orientation. The first part of the duty applies to marriage and civil partnership status only.

- 8.11. The recommendations are for the resident engagement channels that existed at Homes for Haringey to be maintained for an interim following the insourcing of Homes for Haringey; with an ambition to review overall proposals later this municipal year, taking account of both the results of the Council's Housing Strategy Consultation and wider corporate work on the Council's relationship with all residents.
- 8.12. The recommendations will impact on tenants and leaseholders of Haringey Council. The Council holds data on its tenants with significantly less data held on leaseholders. With regard to tenants, we know that older people, people with disabilities or illnesses limiting day to day activity, people who are from BAME backgrounds, women, and people with low household incomes are overrepresented compared to the borough as a whole.
- 8.13. As noted at 6.14 above, the Council continually works to improve its engagement with its tenants and leaseholders, in particular with regard to ensuring that those who are most engaged are representative of the broader tenant and leaseholder population.
- 8.14. While there are no direct implications on any group sharing one or several protected characteristics, the effort to ensure broad and diverse representation will support groups who are less represented in formal communication and engagement channels.

1. Use of appendices

Appendix 1 – Customer Core Group Terms of Reference
Appendix 2 – Complaints Appeal Panel Terms of Reference
Appendix 3 – Resident Scrutiny Terms of Reference

2. Local Government (Access to Information) Act 1985

n/a

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Customer Core Group

Terms of Reference

This document defines the purpose and responsibilities of the Customer Core Group (CCG).

1. Purpose

To hold the organisation to account by reviewing data and information to recommend changes to strategy, policy, or practices to enable it to better fulfil its objectives by:

- a. Providing a resident's perspective on the quality of services/housing/building safety/value for money.
- b. Collating and reviewing the varied sources of intelligence about customer experience and satisfaction.
- c. Overseeing the delivery of identified local priorities to improve services to maximise the beneficial impact for customers and neighbourhoods.
- d. Reviewing the outcomes and recommendation from the Complaints Advisory Panel and Resident's Scrutiny Panel, best practice, lessons learnt and sharing this with panel sponsor.

2. Customer Core Group will:

- a. Agree priorities on an annual basis, with a six-monthly review as part of the group's work plan.
- b. Monitor designated areas of satisfaction, focusing on key points of concern or interest with relevant staff leads
- c. Oversee the production of plans that provide clear benefits to customers and HFH's communities
- d. Increase resident involvement and influence in the work, style, range, and quality of HFH services
- e. Support all involved residents; including, RA's, Advocates, and resident representatives to improve services and broaden resident involvement
- f. Regularly receive updates from the Residents Scrutiny Panel on outcomes achieved because of agreed priorities, including the impact of resident engagement.
- g. Oversee and review the neighbourhood improvement budget for estate improvements to maximise impact and link to agreed priorities
- h. Work with the organisation to continuously improve its corporate interaction with residents.
- i. Where appropriate, set up a sub-group, or working party, to enable them to carry out more detailed research or to develop expertise.

All required tasks will be documented in a work plan, agreed between the group members and staff who support/feed into each priority area on an annual basis. Each work plan item will specify the required outputs with clear instruction and support being provided by the organisation on its delivery. Full training, where required, will be provided.

3. Membership and requirements

The panel make-up aims to be representative of the organisation's residents across the borough

The Panel will consist of:

- a. A Chair – a resident
- b. A Vice Chair – a resident
- c. A minimum of 10 resident leads (who will have the opportunity to ‘champion’ up to two priorities or any other relevant group project)
- d. Director of Housing Management who will be a sponsor.
- e. Community Engagement Manager
- f. Other non-voting residents or independents who can be recruited for their key skills on a needs’ basis, where consultation activity requires involvement from more customers/experts
- g. A Resident Engagement team representative, for support, coordination, action logging and Administration
- h. Community Champions, Chairs of TRA and other active residents will be invited to attend meetings as associate members; however, they will not have any voting rights.

Members will be encouraged to undertake an induction and training programme

Resident leads for priorities will have regular contact with relevant heads of service to discuss progress, issues and share information. This contact to be made via the most appropriate method.

No person may become or remain a resident panel member if she/ he:

- i. Is not or ceases to be a resident
Is or becomes an employee of the organisation
- j. Is under a court order relating to a breach of the terms of her/his agreement or contract with the organisation
- k. Has an outstanding arrears court action or an ongoing legal dispute with the organisation.
- l. Is removed as a member under the terms of the Code of Conduct.
- m. Lives in the same property as another member (unless recruited under **3f** above)

4. Term of office

Residents’ group members will initially be selected for three years, with a formal review after three years by both the organisation and member to consider continuation or replacement. Members may stand for re-selection for a further term (of three years). The CCG, in consultation with the organisation, reserves the right to extend a member’s tenure beyond six years in exceptional circumstances (e.g. skills or experience shortage).

- a. If a vacancy arises, it will be advertised, and prospective residents will be invited as an observer to a group meeting as well as discuss the work of the group on an informal basis with a member of CE staff and a member of the Residents’ group.
- b. If a resident wishes to apply for a vacancy, they must apply to the Community Engagement Manager detailing their suitability for the role. Staff will provide any support to a resident to do this.
- c. All positions are subject to selection which must comprise at least two Residents’ group members, with support from the Community Engagement team.

5. Chair and Vice-Chair

- a. The Chair of group will be elected by the group members annually
- b. The Vice chair will be elected by the group members annually
- c. The Chair can hold this position for a maximum of six years

6. Meetings

- a. Meetings will be held at least quarterly.
- b. Meetings can be held virtually; appropriate training and access to technology will be provided by the organisation
- c. All papers for meetings will be sent electronically to members at least five working days before a meeting
- d. Any Other Business (AOB) will be the last item on the agenda, however, any business that requires a significant amount of time to discuss must appear formally on the agenda with the agreement of the Chair and/or Vice Chair.
- e. All CCG meetings will comply with health & safety, equality & diversity, confidentiality and data protection requirements.
- f. Decisions at meetings will be reached by consensus. Where consensus cannot be reached a vote should be taken. In the event of a tie, the chair shall have a second and casting vote
- g. All CCG members and stakeholders can propose future agenda items direct to the Chair. This must be at least four weeks prior to the next full meeting, and will be included at the Chair's discretion
- h. The appropriate members of staff shall attend the CCG meeting. This will be agreed by the Chair, Vice Chair and relevant lead
- i. CCG may request attendance at meetings by any senior member of staff or contractor if four weeks' notice is given
- j. The quorum for the meeting is at least three resident members.
- k. The meeting can still go ahead if the Chair isn't present, with the Vice Chair. If the Vice Chair is also absent, at the start of the meeting members should agree who will chair the meeting in their absences.

7. Recording and reporting key messages

- a. A work plan will be created, and progress tracked. This will be used for an annual review of the group's work, made available to all residents via the organisation's website
- b. Minutes will be taken at all meetings by the organisation's representative, and will be circulated to members within five working days of the meeting
- c. The key messages from each meeting will be captured by the member of staff taking minutes at the meeting. It is their responsibility to input the key messages onto the organisation's communication channels (including website). This must be signed off by the Chair and completed within five working days of the meeting date

8. Attending and hosting events

- a. A resident interaction event may take place regularly (to be decided annually as part of the work plan), members will work with other relevant resident groups and staff to come together to encourage inclusive communication and share ideas and achievements
- b. All events will be prepared with the support of the organisation

9. Conduct

- a. All members are bound by the organisation's Code of Conduct as well as its policies covering probity, data protection, equality, diversity and inclusion and IT security.
- b. All CCG members will sign a copy of the Code of Conduct

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Terms of reference

Homes for Haringey: Resident Complaint Panel

1. Background and purpose

- 1.1. Following the passing of the Localism Act 2011, the role of a 'Designated person' has been introduced to help resolve complaints locally. This will reduce the need for escalation to the Housing Ombudsman Service (HOS).
- 1.2. The purpose of the Resident Complaint Panel (RCP) is to enable Residents¹ to play a role in helping to resolve complaints that are received from other Residents of Homes for Haringey (HfH)². They will do this by using their experience and knowledge to try and resolve complaints locally. Where such action proves unsuccessful, the RCP may choose to use its authority to refer complaints directly to the HOS.
- 1.3. The Panel will form stage 3 of HfHs formal complaints process.
- 1.4. The RCP will meet 6 monthly (aside from individual review hearings) to network, discuss outcomes, review impact and receive training.

2. Aims and Objectives

- 2.1. To use local knowledge and relationships to work with Residents and for the LBH and HfH to find local solutions to complaints and problems raised by Residents.
- 2.2. To constructively challenge the Landlord and its agents and the complainant(s) so that they can resolve issues between themselves without reference to the HOS.
- 2.3. To be part of a local democratic framework providing support to Residents and an alternative means of complaint resolution.
- 2.4. To help achieve positive Resident engagement across the borough.

3. Intended outcomes of the work of the Resident Complaint Panel

- 3.1. Swift, effective and local resolution of Resident complaints (without the need to involve the HOS) to the satisfaction of Residents, HfH and LBH

¹ These terms of reference refer throughout to Residents as a collective term that applies to all persons who receive services from Homes for Haringey (HfH), including Residents and leaseholders. The term could also apply to other members of the public who could potentially receive services or who are affected by services provided by HfH or its partners (e.g. non-Residents living in neighbouring properties).

² The London Borough of Haringey (LBH) is the Landlord; (HfH) is the arms-length management organization working on its behalf. Due to this relationship the names may be used interchangeably.

- 3.2. Contribute to the improvement of services.
- 3.3. Develop positive and empowering relationships between the RCP members and HfH, and enable Residents to shape their housing service.
- 3.4. Develop and maintain positive relationships between the RCP and other designated persons (e.g. Councillors or MPs).
- 3.5. Ensure that complaints outcomes and review hearing findings are used by HfH to review processes and initiate service improvements so that ultimately, over time, findings of service delivery failings by HfH are reduced.

To achieve these aims, objectives and outcomes, the RCP will work in partnership with LBH and HfH and its partners, and other Haringey Resident panels as required.

4. Structure, Membership and Roles

- 4.1. The RCP will be facilitated by the Complaints Champion (usually the Company Secretary) and HfH will ensure secretarial and other servicing functions. The Complaints Champion will report feedback from the RCP to the Board through an annual impact assessment due in April each year.
- 4.2. The pool of Residents for the RCP will be selected through a recruitment process which refers to a competency framework. (Details on how to apply can be found on the application form.) These competencies are reviewed each year as part of the appraisals process.
- 4.3. Panel membership shall be replenished by an on-going programme of recruitment of eligible Residents. The eligibility criteria exclude Residents that have previously been deemed to be vexatious and/or those that have not adhered to the terms of their tenancy agreement or lease requirements. The Governance Team will consider all cases on an individual basis.
- 4.4. Panel members can serve a maximum term of 3 years, followed by at least a 2-year break before being eligible to be on the Panel again.
- 4.5. An elected overall Chair of the Panel will be appointed through a secret ballot for a period of one year, after which time nominations and elections will take place (with the current Chair able to seek re-election). Individual reviews will have a rotating Chair appointed by the Panel on that day by

voting (i.e. the Chair of the RCP does not chair every complaint review hearing).

- 4.6. There are two roles open to members - being a panel member only (contributing to policy reviews and commenting on review hearing outcomes etc); or being a panel member and complaint monitor (includes attending review hearings). All panel members should attend the 6 monthly meetings which look back at the hearings that have taken place in that period, and may also attend the training provided.
- 4.7. For each review hearing, Complaint Monitors will be chosen from the pool of panel members. A minimum of 3 and a maximum of 5 Complaint Monitors will be required for each review. Complaint Monitors will feed back outcomes from reviews to the Resident Scrutiny Panel through the Complaints Champion.
- 4.8. The RCP may choose, having consulted with and considered the views of HfH, to co-opt 1 additional member on a temporary basis who may bring particular skills or qualities. Co-optees must be Haringey Residents. In agreeing to a co-option, the RCP will clearly identify the reasons for the co-option and will choose whether the co-optee will have voting rights within Panel meetings.
- 4.9. HfH will provide a programme of training and development to meet the needs of RCP members and will ensure that the individual and collective performance of members is periodically reviewed.
- 4.10. The frequency of meetings is dependent on the number of complainants who want to make use of the RCP.

5. Remit and powers

- 5.1. The RCP has been recognized by LBH as a Designated Resident Panel for the purpose of referring complaints to the HOS. It is listed on the HOSs Register of Resident Panels.
- 5.2. The RCPs formal legal power is to refer complaints to the HOS. This has to be done in writing, and can only be done under the following circumstances:
 - 5.2.1. if the RCP considers that a complaint cannot be resolved locally and considers that there is merit in referring the complaint to the HOS

- 5.2.2. if the complaint falls within the HOS defined remit i.e. it has been less than six months since the case completed the organisation's internal complaints process
- 5.2.3. if HfH and LBH's complaints procedures have been exhausted
- 5.2.4. if the complainant wishes the complaint to be referred to the HOS (complaints to HOS do not have to be referred by RCP, but if they are not, there must be at least 8 weeks from the end of HfHs complaint process before HOS can consider the case).
- 5.3. The RCP will review outcomes from complaints if and when referred to the HOS.
- 5.4. The RCP will also use its powers to make one of three decisions about a case at the meeting:
 - 5.4.1. **Refer** – if the complaint is believed to have merit and neither the Resident nor LBH or HfH wish to change their position, or wish to accept the Panel's recommendations
 - 5.4.2. **Reject** – if the RCP feels the case has no merit, or that HfH and LBH have been reasonable in what has been done and the RCP is satisfied that no further local solution is required.
 - 5.4.3. **Recommend** – to put forward to HfH and LBH a resolution if the RCP feels the landlord has not followed its own policies, procedures, processes and/or practices, written or otherwise and the RCP upholds the complaint.
- 5.5. The RCP may make recommendations and suggestions to HfH regarding changes to the service offered that may prevent complaints arising, and regarding how future complaints could be handled.
- 5.6. Access to the RCP will have independent contact arrangements which will be publicised and accessible to all HfH Residents through e.g. HFH website, publications, governance email inbox, Residents' Associations; estate Notice Boards and other Panels.
- 5.7. The Complaints Champion will respond to all enquiries from Residents with a view to resolving relevant complaints at the earliest possible occasion working in partnership with, but independent of, HfH.
- 5.8. The RCP will work to a quality control system with HfH that will measure the satisfaction of those who use or take part in the Panel and will comment on satisfaction surveys carried out by HfH in relation to the

Panel's objectives.

6. Delegated authority

- 6.1. The RCP will have no authority and no decision-making powers delegated from HfH or LBH³
- 6.2. The RCPs role is to review cases and initiate discussions with HfH and any agents acting on its behalf and make recommendations as required. It has no legal authority over HfHs policy or procedure.
- 6.3. The Company Secretary will be responsible for any liaison required between LBH/ HfH and the RCP and for referring specific complaints matters to the relevant parties. They will also ensure that strategic matters raised by the RCP are referred appropriately within HfH.

7. Communications and public relations

- 7.1. HfH are to publicise any outcomes to Residents and the LBH⁴.
- 7.2. RCP decisions will be notified to the respective complainants.
- 7.3. HfH will make promotional information widely available to all HfH Residents that are designed to raise awareness and to encourage future RCP membership.
- 7.4. HfH will produce an annual update on the Panel to be publicized through HfHs annual report.
- 7.5. Panel members may have opportunities to attend external events to promote the Panel.
- 7.6. HfH will explore the use of online media to promote the Panel and provide updates on progress.
- 7.7. HfH and the RCP will endeavour to set a leading example within the housing sector of best practice.
- 7.8. HfH will consider value for money, equality of access and Panel diversity, and access to HfH services as they relate to the work of the RCP.

³ Within the London Borough of Haringey there will be particular staff who may have authority to implement changes or the ability to refer decision making matters to a level within Homes for Haringey where delegated authority rests.

⁴ Set at quarterly though this may change depending on how busy the Resident Complaint Panel becomes

Scrutiny Panel: DRAFT Terms of Reference

1. Background

The Scrutiny Panel has been created in response to the commitment of Haringey Council and Homes for Haringey to meet the Homes and Communities Agency's (HCA) Regulatory Framework for Social Housing in England which requires landlords to ensure that tenants are given 'a wide range of opportunities to influence and be involved in the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved'.

A Scrutiny Working Group was set up to oversee the creation and development of the Scrutiny Panel, as well as recruitment and training.

2. Principles

The Scrutiny Panel will operate under the following basic principles:

- Achieving full access to internal performance data, comparative benchmarking data and resident feedback.
- Ability to commission independent evidence gathering activities through the utilisation of other resident involvement activities of Homes for Haringey.
- Ability to commit financial resources up to the amount agreed in the annual budget process.
- Ability to gather information and speak to members of staff and tenants and leaseholders on request
- Ability to escalate concerns to the regulator if Haringey Council and Homes for Haringey are not taking into account concerns raised by the Scrutiny Panel.
- Requirement to report on activities and account for methods and recommendations.
- Having due regard to:
 - national standards and accepted good practice
 - external pressures

3. Purpose

The Scrutiny Panel is the borough-wide resident-led body that will hold Haringey Council (Housing Strategy and Services) and Homes for Haringey to account through scrutiny and challenge, to ensure continuous improvement in service delivery for residents, subject to financial and regulatory constraints. The Scrutiny Panel will be independent and report to the Board.

4. Responsibilities

- To ensure that tenants' and leaseholders' views, aspirations and priorities are central to Haringey Council's (Housing Strategy and Services) and Homes for Haringey's frameworks for improving their delivery and performance.
- To hold the organisation to account to its residents.
- To act as a driver for continuous improvement in performance and excellence through the process of resident-led self-regulation (RLSR)¹.
- To strengthen the links between resident involvement and the board, to ensure that tenants and leaseholders are able to influence the organisations' decision-making processes in the interests of delivering improvements in services.

5. Functions

Role and remit

The Scrutiny Panel operates outside of the Resident Involvement structure so as to be independent and avoid any potential conflict of interest

The Scrutiny Panel's remit as regards Haringey Council (Housing Strategy and Services) and Homes for Haringey will be unrestricted and extend to all areas of the business, including:

- Service quality and performance
- Business direction
- Governance

The Scrutiny Panel's activities will initially focus on service quality and performance. The panel's remit will then escalate to other areas of the business at a point when it is determined that the panel's collective competence and capacity has reached an appropriate level.

Scheduling activities

The service areas to be reviewed by the Scrutiny Panel will be informed through resident feedback or performance information.

The Scrutiny Panel will develop an annual scrutiny review work programme and present it to the board for information.

In addition to the annual core schedule of activities, the Scrutiny Panel may identify ad hoc areas of weakness or failure for investigation dependent on time and resource availability.

¹ Resident-led self-regulation is an approach where housing organisations' frameworks for directing, accounting for, monitoring, assessing and modifying their own behaviour and performance are based on residents' priorities, views, and engagement with relevant processes. (Chartered Institute of Housing)

Values

The Scrutiny Panel will be governed by the following core values:

- Recommendations must be proportionate, evidence-based, and reflect the operating context.
- Respecting the remit of the board in making final decisions.
- Accountability to tenants and leaseholders of Haringey Council/Homes for Haringey.
- Acting with honesty, integrity and transparency.
- Adding value to the business.

Accountability

The key objective of the Scrutiny Panel is to ensure it achieves a high degree of accountability to the tenants and leaseholders of Haringey Council/Homes for Haringey. This is facilitated by adoption of the following measures:

- Formally involved residents receiving findings and recommendations for endorsement prior to board approval.
- A requirement that the Scrutiny Panel publishes outcomes from its scrutiny activities.
- A quarterly report of the Scrutiny Panel's activities to the board.
- A requirement that the Scrutiny Panel publishes its findings in Homes for Haringey's annual report.

6. Safeguards

These include:

- The development of a person specification and set of standard competencies.
- Adoption of an enforceable code of conduct and confidentiality agreement.
- A requirement for members to commit to undergoing an ongoing training programme.
- Use of a suitably qualified independent mentor to assist the Scrutiny Panel's operations and assess collective competence.
- A requirement that each quarter the Scrutiny Panel publishes its scrutiny activities along with an explanation for the choice of service review in Homes for Haringey's Homes Zone and on Homes for Haringey's website.
- A six month probationary period for each Scrutiny Panel member.
- The development of a comprehensive annual appraisal system for members of the Scrutiny Panel. The aim of the system is to identify training and development needs; ultimately however it may result in members being asked to stand down from the panel.
- An annual impact assessment carried out by the scrutiny link officer to evaluate the outcomes and performance of the Scrutiny Panel as a whole.
- Ability for the board to initiate a full external scrutiny of the Scrutiny Panel.
- In cases of conflict between the Scrutiny Panel and the board either party may initiate the dispute resolution protocol.

7. Membership

It is vital that the Scrutiny Panel is collectively competent. Measures that ensure that this is achieved include:

- Priority given to achieving a composition that, as far as possible, reflects the customer profile of Homes for Haringey.
- Restricting membership to 10 places (excluding the mentor), made up of tenants and leaseholders of Haringey Council/Homes for Haringey.
- Membership to be restricted to one resident per household/family – otherwise it would be seen as having an advantage over other members of the Scrutiny Panel.
- Members cannot be employed by Haringey Council or Homes for Haringey; a board member of Homes for Haringey; a councillor of Haringey Council; a business partner or a potential business partner of Haringey Council or Homes for Haringey.
- Membership to the Scrutiny Panel will be for a 3 year term, after which the member must step down but is eligible to reapply for membership through the same recruitment process open to tenants and leaseholders of Haringey Council/Homes for Haringey (however, no one may serve for more than three successive 3 year terms - 9 years).

8. Frequency of meetings

The Scrutiny Panel will meet a minimum of 4 times a year to align with the provision of quarterly performance information. Additional time commitment will be required from members involved in training and specific service reviews, agreed with the chair of the Scrutiny Panel.

9. Quorum

The quorum of the Scrutiny Panel shall be 5 members or half of the current membership (whichever is the lower).

10. Chair

The chair and vice chair will be appointed through a secret ballot process for a term of one year.

11. Staffing arrangements

The Homes for Haringey scrutiny link officer will be the link between the Scrutiny Panel and Homes for Haringey but will not have an influencing role. The scrutiny link officer is there to provide access to information and to support the chair.

No Homes for Haringey staff will attend meetings unless they are invited to answer specific questions or provide evidence.

Report for: Cabinet – 19 July 2022

Title: Partnering Contracts Strategy for Housing Major Works

Report Authorised by: David Joyce, Director of Placemaking and Housing

Lead Officer: Judith Page, Assistant Director of Housing Property Services

Ward(s) affected: All Wards

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. This paper sets out the strategy for improving the way in which the capital investment in the Council's housing stock is procured and delivered. The purpose of this strategy is not only delivering the core objectives of the Council's Housing Investment programme ensuring that all of the stock meets the Decent Homes Standard by 2025 and this is maintained going forward; that all Council owned homes have a minimum of an EPC B by 2035 and that statutory safety standards are maintained in all of our blocks. It also aims to ensure, that alongside the core objectives, £800 million of investment delivers to the wider borough plan objectives. These include providing employment and training opportunities; supporting and enabling SME supply-chain in the borough to benefit from the investment and involving our residents at all stages in the procurement and delivery process.
- 1.2. The proposal is that the Council enters into four partnering contracts to deliver the Capital Programme for the improvement works to Haringey owned housing stock between 2023 and March 2034. The estimated value of this work is circa £800 million for this 10-year period.
- 1.3. This reports requests approval of this strategic approach. In line with the approved Asset Management Strategy, it assumes holistic delivery of works to existing properties and the works will include Decent Homes; energy improvements to deliver the Borough's zero carbon targets; delivery of regeneration works to the existing blocks on Broadwater Farm. The procurement will also include the provision to deliver new homes, where it would be expedient to do this alongside planned investment, including infill, conversions, or rooftop developments on our estates. Within the tender we will allow for all Haringey owned buildings and not just HRA stock, which will enable flexibility if the Corporate Landlord wishes to access the procured supply-chain especially for buildings which are owned by the general fund but are linked to the housing stock.
- 1.4. The procurement strategy sets out how residents will be involved at all stages in the contracts including the procurement and mobilisation of the contractors, the

on-going management and governance of the contracts including the co-production of works to their properties and future social value projects.

- 1.5. Works under these contracts are currently timetabled to start in Autumn 2023. As this is in the middle of a financial year, and to ensure that the Decent Homes target is achieved by 2025, some of the works for this financial year will be procured through single contract procurement. Health and Safety projects and works which are beneficial to be delivered during the early part of the financial year such as window renewals and roof works will be the focus of the single contract procurement.

2. Introduction

- 2.1. The Council has ambitious plans for investing in its housing stock over the next ten years. This includes supporting the delivery of Haringey's zero carbon targets by bringing the stock from an average Energy Performance Rating (EPC) C to B by 2035. Additional work strands include fire safety, regeneration works to the existing blocks on Broadwater Farm and new homes initiatives including conversions, infill, and rooftop developments. These measures are over and above the traditional major works programme which ensures that properties meet the Decent Homes Standard.
- 2.2. Between 2023 and 2034, the expected period for these contracts to be in place, there is £705 million in the Asset Management 30-year plan for works to the Council owned Housing stock which will contribute to the Borough Plan objective to drive up the quality of homes for everyone. This will include supporting Haringey's zero carbon targets through improving the energy efficiency of the housing stock. The new contracts will enable greater resident involvement in procurement and governance. Resident feedback will be used to drive continuous improvement to the way works are delivered to council housing across the borough. This should increase satisfaction with the quality of Council owned homes and estates.
- 2.3. This procurement strategy will be used to meet the wider objectives set out in the Borough Plan of:
 - 2.3.1. Growing the economy and thriving local businesses, supported by a community wealth building approach.
 - 2.3.2. To be a borough where all residents have access to training and skills development opportunities and more people are supported into work.
 - 2.3.3. A borough with more quality jobs with opportunities for progression.
- 2.4. Up until 2018 planned works were successfully delivered, through partnering framework contracts. Since then, the works programme has been delivered through single contract arrangements. This has definitely impacted on the amount of work which has been delivered since 2018. In some cases, it has also impacted on the standard of these works and the resident experience on-site. The single contract delivery is also resource and time intensive and is recognised within the sector as an expensive way to procure this type of work.

- 2.5. Single contract procurement also limits resident involvement in the development of works to their homes, as the works are tendered using contractors to complete the design and planning after they have tendered for works at a fixed costs and with target timescales for delivery. Long-term contractual arrangements involve contractors early in the process which also enables early resident engagement and input in works to their homes as well as strengthening the approach to securing meaningful social value.
- 2.6. The Asset Management Strategy approved by 19 January 2021 Cabinet set out a new approach to delivering capital works to the council's housing stock; namely that works would be delivered holistically through long-term partnering contracts. This was in recognition that continuing with the existing procurement arrangements would not be suitable for delivering the enhanced scope and scale of the new investment standard.
- 2.7. As a result, officers have developed proposals for a new procurement strategy, which is to enter into long-term partnering contracts, the details of which are set out in the paper. Partnering is a tried and tested approach to delivery and several boroughs in London and RSLs are already signed up to or developing proposals for contract in this way for periods of 5, 10 and 20 years. We have also got direct experience in Haringey when partnering arrangements were used successfully to deliver the earlier years of the Decent Homes programme.

3.0 Recommendations

Cabinet is recommended:

- 3.1 To approve the proposed procurement strategy for the delivery of major works to the Council's housing stock as set out in Section 7 of the report.

4.0 Reasons for decision

- 4.1 At £800 million, split across four contractors, this will be one of the largest procurements ever undertaken by the Council. It is, therefore, felt appropriate to ask for Cabinet support for the partnering approach at an early stage to enable officers to progress the procurement to resident consultation, tender and award stage over the next 12 months.
- 4.2 The proposed route to market will enable us to address many issues with the current approach including not meeting annual delivery targets, having to undertaken full procurements to address urgent issues to blocks, not maximising the social value and community wealth opportunities which should be achieved from this level of investment, the high costs of undertaking regular procurement and that the stock does not appear transformed once investment works have been completed,
- 4.3 Single contract procurement is expensive and resource intensive, requiring the support of external consultants and legal services in most cases. To deliver the current programme of work which is half the annual value of the works proposed under these contracts fifteen to twenty-five contracts are procured annually. This

impacts on the delivery of works and diverts resources which could be spent on improving council owned homes.

- 4.4 In line with the Borough plan objectives, this procurement strategy ensures that these contracts will maximise the benefits of Council investment in the local area. This will be a significant requirement in the tender evaluation and KPIs will be included in the contract to ensure that tender commitments are met or exceeded for the life of the contract.
- 4.5 Long-term area-based contracts will enable the contractors to put roots down in the Borough developing an approach to social value which is based on community needs, working closely with our residents and key stakeholders. This will be especially beneficial for employment and training where these can be seen as long-term opportunities where residents can gain meaningful qualifications and for the local supply-chain where the contractors will be able to guarantee future work. Resident and stakeholder involvement will be at the heart of the procurement process and on-going management and governance of the contracts. Non-compliance with KPI targets in these areas could result in work being allocated to the other contractors.
- 4.6 Long-term supply arrangements enable an environment of continuous improvement to be included in the contract and governance arrangements. Lessons can be learned from each project that is delivered and residents can be fully involved in this process.
- 4.7 Having long-term contractual arrangements enables contractor involvement in the planning stages of work, which will enable co-design and can increase efficiencies and drive savings, through offering better designs and project delivery, understanding resident and client requirements, being able to engage with the wider supply-chain to get the benefits of the quantum of work being delivered. Efficiency and value for money targets will be included within the contract.
- 4.8 The success of this procurement strategy will also depend on the skills within Haringey to manage the contracts and ensure that robust governance is in place to ensure that the outcomes set out in the procurement strategy are achieved once the contracts go live. Whilst the procurement is being undertaken, training and development will be identified for existing team members and recruitment will be undertaken, where required. The consultants who are supporting us on the procurement have also, within their appointment, been providing support on contract mobilisation, which will include setting up governance arrangements for the contracts and wider partnership. Trained residents will be included in the on-going contract governance arrangements.

5.0 Alternative options considered

5.1 Contractual Options

- 5.1.1 **Continue with procuring contracts individually.** This route does not support wider corporate objectives referred to in the cabinet members introduction as it limits the opportunities for co-production and delivery of social value. This approach will be at risk of the uncertain market conditions in the construction industry. When contractors have the certainty of longevity it enables them to invest

in the contract, implement social value and drive down supply chain costs, this cannot be achieved when contracts are let individually. The council are not permitted to segregate contracts to avoid having to tender to the open market for contracts with a value over the public works threshold of £4.733m. There is also the management cost of continuously producing specifications and going out to tender as well as running leaseholder consultation processes. This would allow officers to concentrate resources on contract management.

5.1.2 To put in place a framework with annual contract awards. A framework agreement is a type of contract that is commonly used as a multi supplier agreement, establishing a relationship to deliver works as an approved contractor. This arrangement does reduce some of the risk of single contract procurement because works are delivered through a framework and an annual award is given to contractors. However, because continuity of work is not guaranteed, the wider social value can be reduced, especially in terms of meaningful employment and technical apprenticeships, as decisions are taken annually. Also, as there is an annual award of work it is harder to involve contractors early in the planning stages. One of the advantages of this type of contract is that work can be removed for performance issues on an annual basis, however, this does impact on an environment of continuous improvement. The uncertainty of continuity could also deter the market in uncertain times. Frameworks are limited in timescale, to 4 years, limiting the longevity of the relationship and limiting financial and social value.

5.1.3 Awarding contracts based on type of work. The approved Asset Management Strategy is that works to residents' homes are delivered in a holistic manner, the reason for this is to reduce the impact on residents, as works are undertaken at the same time. If the contracts were let based on work types rather than property it would be a departure from the strategy. The in-house team could undertake works coordination, but this is not a skill set which we currently have and liability for delays would become the Councils responsibility not the contractors if we were going to take on this role. There are significant financial advantages to delivering works holistically as it reduces access, site set up and management costs that are incurred when works are delivered under separate contracts. There can also be an impact on warranties and contractor liabilities if another contractors' work could be seen as the reason for product failures or damage.

5.1.4 Deliver the works in-house. Currently, the Council delivers its housing repairs and maintenance service through an in-house team for a value in the region of £20 million per annum. A small kitchen and bathroom programme, circa £1 million was delivered in-house in 2020/1, this highlighted that at the current time there are not the skills in-house at management or operative level to deliver this type of work. The step change required to deliver this type of work would be significant. Alongside this there is a significant amount of risk attached to this type of work which have implication for Health and Safety, Building Safety, supply-chain, and availability of the labour. There will be a 5-year break option in these contracts, and it can be reviewed at this point as to whether this situation had changed. The contracts will also include the option for some elements of the contract to be delivered in-house, if at any time it is considered that Haringey have developed the capability to do this. Working with contractors in a partnering arrangement will also enable our staff to develop key skills, which if at a future date it was seen as

appropriate to move to an in-house delivery model there would have been considerable learning from commercial partners in delivering works of this nature.

5.2 Partnering Options Considered

5.2.1 **Period of the Contract** Across the local authority and housing sector several partnering contracts for major works have recently been awarded or are going through the procurement process. Clarions let their major works partnering contract for 20 years, London and Quadrant are procuring their contract for 15 years and Hackney are currently out to market for a 4-year major works framework. After taking market advice, 10 years with a 5-year break clause was considered appropriate for Haringey. The procurement and full mobilisation of the contract will take in the region of 2 years and therefore the contract needs to be long-enough to be attractive to contractors to want to bid for the work and for the Borough to gain the long-term contractual benefits. It was felt there would be too many changes in the wider environment to commit to a contract in excess of 10 years. The five-year break clause can be used for one or all of the contracts, which gives a high-level of flexibility.

5.2.2 **Number of contracts** Options were considered for the number of lots which the £800 million pounds worth of work would be divided into. One or two contractors were ruled out due to the capacity of contractors to deliver this level of work per annum and the risks associated with only working with one or two contractors including poor performance and contractor insolvency. More than four contracts were ruled out as it was felt that this would dilute the benefits of long-term agreements with a small number of committed contractors. Alignment with the Localities' Strategy seem to enable the best synergies for the Borough, as the social value elements of the contract can be focused on the priorities of the localities. When the levels of work were reviewed, a decision was taken to split the East of the Borough, due to the concentration of social housing in this area. The contract values also means that two of the lots will be more attractive to medium sized regional contractors which will encourage greater diversity in the number and types of contractors who bid for these contracts.

6.0 Background information

6.1 Haringey Council's Asset Management Strategy, approved by Cabinet on 19 January 2021, (see Appendix 11.1), states that planned investment in the Council's housing stock would be delivered through partnering contracts. It also states that work to residents' homes will be delivered holistically.

6.2 Currently, projects are procured individually through the Council's London Construction Programme (LCP) framework and other public sector frameworks. The LCP is managed by Haringey Council on behalf of its member authorities. This process is time consuming and can be costly as alongside internal resources it requires consultant and legal support for each procurement. See reference at Appendix in section 11 for contracts awarded in the past 3 years. The majority of works will be delivered through the partnering contracts, except for specialist works, which will generally be standalone mechanical and electrical project such as lift replacements, we intend to keep using LCP.

- 6.3 There is significant instability in the economy with labour and material shortages having an impact on the construction industry. Industry bodies, such as the RICS and CIOB are forecasting that these market conditions will impact for a number of years. Many large housing providers are procuring long-term relationships as the prospect of continuity of work is gaining a better market response rather than single contracts. In the past 12 months, Homes for Haringey has seen two building related tenders with nil responses and three where only one or two contractors have responded.
- 6.4 The scope of the work which will be included in the new contracts covers statutory improvements to homes and the wider estates including work to ensure decent homes, building safety, low carbon works and infill properties to create additional homes with existing estates. Some specialist elements of work such as lift replacements and boiler renewals may continue to be procured outside of this new arrangement.
- 6.5 During the procurement of the new contract an interim programme of improvement works to council properties will be procured and delivered. This will continue in line with the current asset management plan and procurement strategy agreed at Capital Board. Works to properties during this period will focus on improving decency and major component renewal. An interim programme for the years 23/24 is currently being developed based on the asset and repairs data. Cabinet approval will be sought for award of these individual contracts, as they are procured. In addition to the interim programme, the new partnering contract will be designed to enable projects to commence soon after appointment

7.0 The proposed procurement strategy

- 7.1 In preparation for this strategy a steering group has been in place for just under a year whose membership is made up of key officers from across the Council including housing management, resident engagement, new build homes, asset management, employment and socio-economic regeneration, procurement, legal, finance and health and safety. This group is supported by our external consultant, FFT, who specialise in procurement in the housing sector and Trowers and Hamlins who are lawyers who were integral in development of partnering contracts in 1990s. In November and December six half day workshops (Governance and Gateway, Community engagement and Co-design, Social Value, Specification, Pricing and a Final Wrap Up) were held with officers from all of the teams mentioned above and the outputs of these workshops have been used to develop this procurement strategy. The proposals emerging from the workshops are detailed below:

7.2 Scope of Procurement Lots/Contracts

- 7.2.1 The borough will be divided into four geographical Lots (contract areas). This aligns with the wider Council vision for delivering services locally. The east of the borough will be split into two lots because of the higher concentration of council stock. Due to the variation in stock type in different parts of the borough, there will be some corresponding variation in the value of the contracts being let. Two of the Lots are at a lower value and this is likely to increase the variety of

contractors bidding for the work. A contractor can bid for all four but can only be awarded a single Lot, which will result in four contracts being awarded.

7.2.2 The term of the contract will be 10 years with the Council having the option to initiate a contract break clause during the middle years after five years of the contract for any or all the Lots. The contract proposed is a long-term construction contract between the Council and the contractors. In addition to the bi-lateral construction contract, an overarching strategic alliance agreement between the Council and the main contractors would be created, which will sit above the four contracts to ensure that services are delivered to our customers in a consistent way; learning and best practice can be shared. The overarching agreement would be managed by a strategic group of stakeholders including resident task members to ensure co- production commitments. The type of contract is still to be finalised with the legal advisors, but we are looking to use a partnering contract which will enable the working relationship and borough priorities to be reflected in the legal agreement, rather than using a traditional building contract which will limit our ability to do this.

7.2.3 The works covered under the contracts will in the main relate to: Existing Stock Investment (The Haringey Standard), Carbon Reduction (Affordable Energy), Fire Safety Works and the refurbishment element of the Broadwater Farm project. The estimated total value of these works in the business plan over 10 years is circa £710 million. It is proposed that the contract allows for new homes to be delivered through this contract, so where it makes sense to deliver new homes alongside refurbishment projects that the contract enables this to happen. The procurement will include all buildings owned or managed by Haringey and not just the stock within the HRA to not restrict the use of these contracts for other areas of work which the council may require. It is therefore proposed that the total value of the contracts which are let is £800 million.

7.3 Selection Criteria

7.3.1 Selection of the contractors will be based on 65% quality and 35% cost. Twenty-five per cent of the quality marks will be based on response to the social value questions, which will be financially quantified and evaluated using a social value toolkit. These will include community involvement, environment sustainability and employment initiatives.

7.3.2 **Social Value:** Maximising the employment, training, social and environmental benefits to communities in Haringey from the £800 millions of investment in the Council's owned housing stock is one of the key drivers for these partnering contracts. The guarantee of 10 years' worth of work gives the contractors the continuity of work to provide real employment, training and community investment which can evolve and respond to the Borough priorities. The minimum tender requirement will align with the Boroughs' Procurement Strategy and require that contractors set out social value commitments and approach to delivery these commitments. The Council will mandate minimum requirements which includes that, contractors will employ one apprentice per £1m expenditure as well as wider jobs and training initiatives for local people, supply chain activities and career support. Alongside this it will ask for specific proposals for Lot for which they are bidding. As part of the tender evaluation, we will assess

any additionality to these basic requirements and the contractors wider social value proposals. It is proposed to use a social value toolkit to assess the financial value of this investment in the borough.

7.3.3 The employment and social economic team within the Council will lead on this area of the contract and internal resources will be funded through the contracts to enable the team to have sufficient resources to support this element of work. By having the localities-based approach to the contract there will be an expectation that the contractors put down roots in these communities, working with our residents, local schools and community groups to identify and support the specific priorities and needs of the local communities when delivering social value.

7.3.4 **Resident Involvement and Co-design:** Trained residents will be part of the tender evaluation process where they will score the specific resident focused questions including how the contractors will approach co-design with residents if selected and demonstrating a track record of working with residents in this way historically. Residents will also be key to the contract mobilisation being involved in the sign off of communication to residents, specification choices and development of processes and procedures as to how all the successful contractors work with residents going forward so there is continuity across all of the contracts.

7.3.5 **Local supply-chain:** It is recognised that when letting contracts of this value that some of the contractors who bid and are successful in being awarded this type of work will be large national or international companies. It is important that the procurement recognises the Council's Borough Plan objectives for maximising use of, upskilling and enabling the local supply-chain. This will be included and evaluated as part of the tender process. During the mobilisation phase, a "meet the buyer" event will be held to link local supply chains into the main contractors. The form of contract will enable smaller contracts to become part of the main contract and benefit from the same terms as the main contractors.

7.4 Contract Management and Governance

7.4.1 For this procurement strategy to deliver the outcomes outlined in this paper, robust governance and contract management will be critical. One of the advantages of these types of contracts is that it reduces duplication between the contractors and the client, therefore improve delivery and better value for money.

7.4.2 KPIs (key performance indicators) for both service delivery and social value will be included in the contract. Important KPIs will focus on delivery of projects within cost and time parameters, health and safety, satisfaction of residents and achievement of the social value targets. Failure to achieve these could result in a decrease in the level of works given to a contractor, or ultimately the contract could be terminated. These are yet to be finalised and key stakeholders including colleagues in the Council need to be happy that the outcomes being measured reflect the key deliverables outlined in this report.

7.4.3 Identifying and managing risks will be critical to the success of this contract, the contracts should be in place for 10 years but the contractual structure recognises

that circumstances may change for one or more of the selected partners. There is a break clause after five years which is not performance related so could be used in any circumstance. Splitting the works between four contractors reduces the dependency and therefore risk if one fails or does not perform and there will be step in rights for the other contracts which will also be an incentive for high performing contractors to pick up additional works if this is used. Having four partnering contractors will also provide a healthy competition and performance benchmarking for all of the contract requirements.

7.4.4 The in-house Asset Management team will contract manage these contracts with external consultant support for specialist areas. It is recognised that across the construction section contract management is an area where there is skills shortage. The timescales for procuring this contract will enable us to work with the existing team to develop the skills to manage a partnering contract and to recruit to roles where necessary. As some of the 2022/23 projects will still be on site when the new contracts are let, and mobilised additional resource will be put in place in year 1 to ensure that the mobilisation and contract management processes are embedded. These will be offset by savings in external support for procurement in-year.

7.5 Resident involvement and co-production

7.5.1 As key stakeholders, resident involvement and engagement at all stages of the process is critical to the successful delivery of the procurement strategy. Residents will be trained so they can be involved in the formal evaluation of the procurement. A letter will be sent to all residents informing them that the procurement is being undertaken and asking them if and how they want to be involved. For this procurement to achieve maximum success, residents will be required to be involved throughout the life of the contract. This includes resident involvement in:

- The contract mobilisation especially in relation to the processes and procedures which impact on residents.
- On-going contract governance through a residents' involvement group especially in relation to management of Customer Satisfaction and Social Value KPIs
- The development of specifications particularly in relation to zero carbon technology, as they evolve through the life of the contract
- Development and prioritisation of social value projects in their area
- Co-design of projects that impact on their homes.

7.6 Value for Money

7.6.1 The contracting market is currently volatile with labour shortages and material costs increasing. Although, some of these issues are impacted by covid, they are also impacted by wider market conditions including Brexit, the age of the labour force in construction in the UK and worldwide market conditions. This is reflected in decreased interest from contractors in individually let contract tenders. Entering into a long-term agreement will enable increased planning and engagement with the supply-chain to address some of the wider market issues.

7.6.2 In offering long-term continuity of work, it allows the contractors to plan their resources and work with the wider supply-chain to deliver best value. From year two partnering contractors will be involved in the planning of works which will enable them to be involved in the most efficient way to manage works and therefore reduce costs. As the relationships evolve both parties gain an understanding of each other's strengths and play to these strengths and reduce duplication and the related costs. Contracts will include value for money targets which will be included within the tender and the contract.

8.0 Timescales for Procurement

8.1 Once the strategy is approved, officers will then take forward the procurement activity to resident and leaseholder engagement, market testing, tender, contract award and mobilisation phases. A provisional timetable is below:

Key Task	Business Function	Date
Issue Prior Information Notice (P.I.N.) to market	Engagement	September 2022
Issue Stage 1 Section 20 Notices (Notices of Intention)	Leaseholder Consultation	September 2022
Cabinet Meeting	Engagement	July 2022
Stage 1 section 20 consultation expires	Leaseholder Consultation	October 2022
Soft Market Test Event (if agreed)	Engagement	September 2022
Tender Issued	Procurement Activity	January 2023
Tender return date	Procurement Activity	March 2023
Tender Evaluation period concluded and tender report issued	Procurement Activity	May 2023
Preferred Bidder	Procurement Activity	June 2023
Stage 2 section 20 Notices issued (Notices of Proposal)	Leaseholder Consultation	June 2023
Stage 2 section 20 consultation concludes	Leaseholder Consultation	July 2023
Cabinet meeting to approve contract award	Engagement	September 2023
Contracts signed	Go Live	October 2023
Works commence on site	Go Live	November 2023

8. Leasehold implications

8.1 A formal leaseholder consultation in line with Section 20 of the Landlord and Tenants Act will need to be undertaken as part of the procurement to ensure that

the Council is legally able to recover costs from leaseholders. In line with the Asset Management Strategy, we will undertake informal engagement with leaseholders over and above those legally required to ensure that the process goes smoothly.

- 8.2 At this point in the procurement process no cost or billing information is provided to individual leaseholders. This is provided only at the point a project goes live, which is stage 3 of the Section 20 process, once a project is going to be delivered. One of the advantages of long-term qualifying agreements is the opportunity it provides for residents to be engaged at the design stage of the project in advance of the stage 3 consultation being undertaken. Leaseholders will be fully and proportionately involved in all the co-production opportunities outlined in this report.

9. Contribution to strategic outcomes

- 9.1 These contracts will deliver Borough Plan Outcome 3, which states: 'We will work together to drive up the quality of housing for everyone'.
- 9.2 This contract procurement method will support Borough Plan Outcome 13 'A growing economy and thriving local businesses, supported by a community wealth-building approach'.
- 9.3 It will also support Borough Plan Outcome 14, 'A borough where all residents have access to training and skills development opportunities and more people are supported into work'.

10. External Consultants Comments

- 10.1 Faithorn, Farrell and Timms (FFT) who are one of the housing sector leading consultants in procurement were procured to support the delivery of these partnering contracts. Their comments are below:

FFT were appointed, following a competitive tender, to fulfil the following roles in support of LB Haringey (LBH):

Procurement support in respect of the tendering of a new long term major capital expenditure contract delivery programme

Provide the lead around the schedule of works scope, specification and price model

Administer the procurement itself, including providing evaluation support in conjunction with LBH procurement officers

Facilitation and support in mobilising the contracts procured

Provide Partnering Advisor services in year 1 to the contracts in place

The contract model developed, covering planned maintenance, zero carbon measures on a "whole house" retrofit basis, as well as creating new housing provision through "hidden homes" on an inclusive stock portfolio basis, is market leading and innovative. This single point delivery model will secure improved customer engagement and satisfaction, as well as efficiency in design and delivery on site.

The contract term of ten years, managed via tailored Term Alliancing contracts, will ensure true collaboration between the public and private sector. Yet the contract, in

providing bespoke clauses, will enable excellent control for LBH to manage its Service Providers. The length of contract and format will enable LBH to embrace technological change and innovation. It will also give Service Providers confidence and the ability to smooth pricing peaks, that a volatile construction market experiences at times and deliver Best Value to LBH.

The partnering format of these contracts endorses the government's drive toward collaborative working, as demonstrated in the "Construction Playbook". The structure and contract operation promotes agile working for all and will enable LBH to react to emerging priorities with their Service Provider partners.

Finally and most importantly both the procurement and contract methodology have been developed to maximise both local supply chain engagement, and specific geographic social value delivery. The fundamental ethos of securing contracts that focus on delivering tangible value within the Borough of Haringey is achieved with this procurement and delivery model."

11. Statutory Officer Comments (Director of Finance (including procurement), Head of Legal and Governance (Monitoring Officer), Equalities)

Finance

11.1 Approval of this strategy clears the way for the procurement of contracts to deliver Improvement works to the council's stock over a 10-year period. This includes decent homes works, energy improvements work, delivery of regeneration works, fire safety works, works to the existing blocks on Broadwater Farm and the delivery of additional homes such as infill, conversions, or rooftop development on council estates.

The strategy recognises a proposed £710m spend over the 10-year period. The funding is currently contained within the HRA business and financial plan but could be subject to change as the plan is reviewed and refreshed.

The additional £90 million to be included in the procurement is for potential additional new homes and works to building which do not sit within the HRA.

The estimated £90m will be reviewed as part of the next iteration of the HRA financial plan and GF capital programme MTFS.

Any specialist works outside this procurement arrangement will be contained within the approved existing stock capital works budget for the period.

The contracts need to have the ability to enable the Council to vary the level of spend as appropriate over the life of the contracts. This is subject to the availability of resources to fund the works highlighted in the report.

If these contracts can be procured at a more cost-effective price, this will reduce the revenue cost of borrowing and assist in managing the in-year HRA surplus position.

Any costs of monitoring associated with the management of these contracts is expected to be contained within existing staff budgets.

11.2 Strategic Procurement (SP)

Strategic Procurement have worked with the service area to assist in shaping the strategy described in the report.

Strategic Procurement endorses the strategy that will allow longer term supplier relationships to deliver better programmed works for the benefit of the residents of the borough. The value and the term of the contract will be attractive to the market place who will invest resources to satisfy the requirements of the contract and deliver quality, value for money services, resident engagement and improved assets for the benefit of tenants and leaseholders and the wider borough.

The potential social value that can be delivered through the contract is a real opportunity to enhance outcomes for residents and provide additional social and economic benefits to the borough.

Strategic Procurement will work with the service to deliver the procurement of the partnership.

11.3 Legal

The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.

The Head of Legal and Governance (Monitoring Officer) confirms there are no legal implications at this stage. Legal Comments will be provided at the award of contract.

11.4 Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. The first part of the duty applies to marriage and civil partnership status only.

A screening tool has indicated a full EQIA may be necessary to accompany this cabinet report. This will be presented alongside the final report.

11. Use of appendices

11.1 Reference above to the approved Asset Management Strategy 2020-25.
[Asset Management Strategy \(2020/21-2024/25\) \(haringey.gov.uk\)](https://www.haringey.gov.uk/asset-management/asset-management-strategy-2020-21-2024-25)

12. Local Government (Access to Information) Act 1985

12.1 The background papers relating to this report are:

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Report for: Cabinet 19 January 2021

Title: Asset Management Strategy (2020/21-2024/25)

Report

authorised by: David Joyce, Director of Housing, Regeneration & Planning

Lead Officer: Robbie Erbmann, Assistant Director for Housing

Ward(s) affected: All

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1 The Council has an existing Asset Management Strategy for its' housing assets which was first agreed in 2006 and last updated in 2018 and is for the period 2018 -2023. The Asset Management Strategy has now been updated to ensure it reflects current Council priorities and is aligned to the 10 Year Financial Plan approved by Cabinet in February 2020 and will be for a period of 2020 to 2025.
- 1.2 The report seeks approval of the updated Asset Management Strategy for the Council's housing stock, covering the period 2020 to 2025. (This is attached as Appendix 1 of the report).

2. Cabinet Member Introduction

- 2.1 I'm pleased to recommend that Cabinet approves the Asset Management Strategy 2020 – 2025 which sets out ambitious plans for investing nearly £360m in Council homes over the next five years. This will enable us to bring all homes to the Decent Homes Standard by March 2025. Critically, the strategy sets out how we will ensure the safety of residents living in our homes, by funding programmes and activities designed to ensure compliance with all new and emerging Building Safety requirements. I am also pleased to see the plans for improving the energy efficiency of the housing stock featured in the strategy, which will make a significant contribution to delivering the Council's ambitious carbon reduction targets as well as help address fuel poverty.
- 2.2 None of the above targets can be fully realised without having the appropriate mechanisms in place. I therefore particularly welcome progress with implementing measures to improve the overall management and performance of the housing capital programme. These include changing to a more 'holistic' delivery model with a revised staff structure; new resident communication and engagement strategy; as well as increased oversight and scrutiny of performance. This should improve the customer experience both before and during the delivery of works, as well as overall resident satisfaction with their homes and environment, once works are completed.

3. Recommendations

Cabinet is requested: -

- 3.1 To approve the updated Asset Management Strategy 2020 to 2025. (Attached at Appendix 1 of this report).

4. Reasons for decision

- 4.1 The existing Asset Management Strategy for the Council's housing stock was produced in 2018 and requires updating. This is to ensure that it reflects current Council priorities and is aligned to the 10-year Financial Plan approved by Cabinet in February 2020.

5. Alternative options considered

- 5.1 The option of not updating the Asset Management Strategy was considered and rejected. This is because the current strategy is no longer able to set the strategic framework for making decisions regarding investment in the Council's housing stock. The updated strategy will provide the necessary guidance for implementing plans to meet the Decent Homes Standard and ensure the health and safety of residents living in Council owned homes.

6. Background information

- 6.1 The 2018 Asset Management Strategy covers the period 2018 to 2023 and it is now timely to refresh. The new document follows a review of the strategy against current best practice in Asset Management; specifically, in response to the recommendations from an in-depth review of the Homes for Haringey (HfH) Asset Management service, which was carried out by an external consultant in 2019.
- 6.2 It also reflects the changed context in which the strategy will be delivered. This includes significant changes in the building safety regulatory framework and the additional duties for councils set out in the Building Safety Bill 2020. There are also new challenging national and local targets relating to energy efficiency and carbon reduction.
- 6.3 The strategy has been developed by Homes for Haringey (HfH) in partnership with Haringey Council to ensure it is aligned to and supports delivery of current Council objectives and priorities. As such, it is linked to the Council's Borough Plan 2019 – 2023 and the 10 year HRA (Housing Revenue Account) Financial Plan approved by Cabinet in February 2020.
- 6.4 The new Asset Management Strategy will enable the Council to deliver 'holistic' investment programmes with a revised target for all homes to be brought up the Decent Homes Standard by March 2025. In addition, there is a commitment for

the 978 homes that have been non-decent since 2015 to be brought up to the standard by March 2022.

- 6.5 A resident Task and Finish group was set up to support the review of the existing strategy and input to the key objectives of the updated strategy.
- 6.6 The strategy will be subject to annual review to make sure it remains aligned to the Housing Revenue Account (HRA) Business Plan and related strategies.
- 6.7 In order to support the implementation of the strategy and specifically to ensure improved performance in the overall delivery of the capital programme, HfH are putting a number of improvement measures in place. This is in response to the key recommendations from the in depth review of the Asset Management service in 2019. These measures are designed to ensure that, through improved performance, there will be a reduction in underspends within the capital programme in future years.
- 6.8 The key monitoring of the strategy and associated investment programmes is now undertaken by the Capital Board. This was set up in July 2020 and is chaired by HfH's Managing Director and attended by senior Council officers. Regular reports will also be provided to the HfH Board and the Council on progress with delivering the objectives of the strategy. Achievement against the annual Decent Homes targets will be monitored by the HfH Board and reported to the Council.
- 6.9 In addition, the Council is strengthening its client management of the HfH Asset Management service with the appointment of two ALMO Client Managers responsible for the oversight of building safety/property compliance and capital major works respectively.

7. Contribution to strategic outcomes

- 7.1 The Asset Management Strategy will help to achieve the Borough Plan Outcome 3: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to delivering the following objectives: -
- Improve the quality of Haringey's Council housing, including by ensuring that all homes meet the Decent Homes Standard. NB: Due to delays in delivery, the original Borough Plan target of 95% of homes meeting the target by March 2022 has been revised. The target is now for 100% of homes to meet the standard by March 2025 and for all homes that have been non – decent since 2015 to meet the standard by March 2022.
 - Improve residents' satisfaction with the service they receive from HfH to be in the top quartile for London (78%) by 2022.
 - Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.

- 7.2 The updated strategy also sets out how plans for improving the energy performance of Haringey's housing stock in support of the Council's Zero Carbon Strategy (2019) and Affordable Energy Strategy (2020).
- 7.3 In line with the principles set out in the new Social Housing White Paper (published in November 2020), Homes for Haringey have drafted standards for enhanced resident engagement in the delivery of the housing capital programme, including; opportunities and mechanisms for involvement in the procurement of major contracts; the design and specification of works; the arrangements for delivery on-site and the review of contractor performance on completion of works.

**Statutory Officers comments (Chief Finance Officer (including procurement),
Assistant Director of Corporate Governance, Equalities)**

8. Finance

- 8.1 This report, on its own, does not give rise to any financial implications, but the implementation of the activities set out in the Asset Management Strategy will, as they will either be carried out through existing resources and funding or require separate business cases and Cabinet approval before funding is allocated.
- 8.2 There are financial plans and further specific strategies referred to in the AMS that are being addressed as part of the review of HRA Financial Plan and MTFS 2021-26, to be approved by Full Council in February 2021.
- 8.3 Resourcing to pursue this strategy will be reviewed annually as part of Council's HRA Medium-Term Financial Planning process.

9 Legal

- 9.1 The purpose of an Asset Management strategy is to ensure that the Council uses and manages its housing stock to meet its needs and objectives. It is good practice for the Council to have an Asset Management strategy and recommended by CIPFA. The strategy will need to be implemented by Homes for Haringey. There are no legal reasons why the recommendation cannot be approved.

10 Procurement

- 10.1 Strategic Procurement support the recommendations within this report and the strategy set out in Appendix 1: Asset Management Strategy 2020 to 2025.

11 Equalities

- 11.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: -

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

11.2 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. Marriage and civil partnership status applies to the first part of the duty.

11.3 The Asset Management Strategy aims to improve the quality of housing for Council tenants in Haringey. Women, BAME communities, and individuals with disabilities are over-represented among social housing tenants in Haringey. These groups are therefore likely to benefit from the delivery of the Asset Management Strategy, and to the extent that it improves housing quality it may be seen as a measure to address existing inequalities in Haringey. There is no indication that delivery of the Asset Management Strategy will result in any foreseeable negative impacts on any individual or group that shares the protected characteristics.

12. Use of Appendices

Appendix 1: Asset Management Strategy 2020 to 2025

13. Local Government (Access to Information) Act 1985

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Asset Management Strategy 2020 – 2025

DRAFT

Foreword

This document sets out the Council's Asset Management Strategy for its housing stock, with detailed targets and outcomes for the period 2020 to 2025.

The first Asset Management Strategy was produced in July 2006 and most recently updated in 2018. This document sets out progress since then, and follows a review of the strategy against current best practice in Asset Management; specifically, in response to the recommendations from an in-depth review of the Asset Management service carried out by an external consultant in 2019.

It also reflects the changed context in which we will be delivering the strategy. This includes significant changes in the building safety regulatory framework and the additional duties for councils set out in the Building Safety Bill 2020. There are also new challenging national and local targets relating to energy efficiency and carbon reduction. In view of the above, it is now timely to refresh the 2018 Asset Management Strategy.

The strategy has been developed in partnership with Haringey Council to ensure it is aligned to and supports delivery of current Council objectives and priorities. As such, it forms part of a wider suite of strategies linked to the Council's Borough Plan 2019 – 2023.

The Asset Management Strategy is for the use of staff, residents, the Homes for Haringey Board, Council officers and Members, and any other individual or organisation interested in the Asset Management service provided.

Residents have been consulted about the strategy and agreed the key objectives we are seeking to achieve over the next five years.

The new strategy will enable us to deliver 'holistic' investment programmes which are resident focussed and keep homes safe, warm and to a good quality standard.

It will embed the principles of active Asset Management, whereby we will review the longer term financial viability and demand for stock before making any investment decisions.

Delivering the agreed outcomes of the strategy will form a key business priority for Homes for Haringey as part of the management agreement with the Council. These will be challenged, revised and updated as part of the

business planning cycle and in response to any new additional regulatory requirements.

If you wish to discuss anything in this document, or would like further information, please contact: Housing Strategy and Policy Team.

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APPENDICES

Appendix 1 Investment Standard

Appendix 2 Action Plan

1. Introduction

1.1 Aims of the Asset Management Strategy

The Asset Management Strategy 2020-2025 sets out a strategic framework within which Homes for Haringey will manage, maintain and invest in the Council's housing assets. The overall aim is to deliver capital investment, planned/cyclical maintenance, repairs to empty properties and responsive repairs programmes in a structured and sustainable way. The strategy contains a series of tasks, outputs and outcomes all linked to improvements in performance, delivering value for money and improving customer satisfaction.

1.2 Principles of the Asset Management Strategy

The key drivers for delivery of the strategy are:

- An 'active' approach to Asset Management – taking a long term and strategic view in all decision making
- Keeping homes safe, warm and to a good quality standard
- Making homes more energy efficient, reducing carbon emissions as well as addressing overheating risks
- Delivering sustainable investment which contributes positively to the local community
- Improving the quality of life for residents on Council estates
- Involving residents in determining priorities
- Adding value to the portfolio, for example through infill and 'hidden homes' initiatives.

The strategy will be delivered by:

- Actively managing and maintaining the quality and currency of our stock condition data
- Actively engaging and consulting residents to ensure our asset management activities address their current and emerging needs
- Procuring works and services for delivery that provide good value for money and high standards of quality

- Supporting a professional team to deliver the strategy with ongoing review of management arrangements to ensure they remain fit for purpose
- Use of a viability model to assess the performance of existing assets, followed by an options appraisal process for further review
- Assessing the condition, performance and opportunities associated with other related assets e.g. garages
- Assessing the social as well as the financial value of our assets
- Considering opportunities for 'joined up' wider area improvements and for the development of new homes

1.3 Key Objectives of the Asset Management Strategy

The Council have agreed the following key objectives with Homes for Haringey and in consultation with tenants and leaseholders:

- Establish a coherent capital investment programme from April 2021 which delivers value for money
- Bring all of the Council's housing stock up to the Decent Homes Standard by March 2025
- Ensure that all of the Council's Landlord obligations are fulfilled; meeting all existing as well as emerging building safety legislative and regulatory requirements.
- Ensure homes can be heated efficiently and cost-effectively, whilst reducing the environmental impact as well as overheating risks
- Put in place a new organisational structure within HfH Property Services by April 2021
- Deliver an efficient and effective responsive repairs and void property service which provides value for money
- To undertake as much work as possible in a pre-planned way
- To deliver works and services efficiently with minimum disruption to residents
- Help to improve Haringey's neighbourhoods and provide well managed and attractive environments that feel secure and welcoming
- Develop effective systems and software to support the Asset Management Strategy
- Meet the needs and aspirations of current and future residents
- Consult, listen to, and engage residents fully in the development and implementation of the Asset Management Strategy

1.4 Review of existing Strategy

As part of the development of future objectives for the updated Asset Management Strategy, HfH and the Council undertook a self-assessment 'gap' analysis. This included reference to and considered actions arising in response to the recommendations of an external review of the Asset

Management service carried out in 2019. This review considered and made detailed recommendations on the strategy, governance, programme management, procurement and risk management. As a result, a wide range of improvements are being implemented over the next twelve months alongside the strategy refresh. (see action plan at appendix 2).

1.5 Strategic Context and Links to Corporate Plans and Strategies

The strategy has been updated to reflect current Council priorities as set out in the Borough Plan 2019-23. It is also aligned to the Medium Term Financial Strategy (2020/2021 – 2024/25) and a new 10 Year HRA (Housing Revenue Account) Business Plan approved by Cabinet on 11 February 2020. (see section 3).

Specifically, the strategy supports outcome 3 of the Borough Plan: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to delivering the following objectives: -

- Improve the quality of Haringey's council housing, including by ensuring all homes meet the Decent Homes Standard. Originally, the target was for 95% of the stock to meet the standard by March 2022 and 100% by March 2023. However, due to delays in delivery, the programme has been reprofiled with a revised target of March 2025 for achieving 100% decency. In addition, there is a target for all stock that has been non-decent since 2015 to be brought up to the standard by March 2022.
- Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022.
- Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.

The updated strategy also sets out how we plan to improve the energy performance of Haringey's housing stock in support of the Council's Zero Carbon Strategy (2019) and Affordable Energy Strategy (2020). (see 4.8)

2. Council Housing Assets and Stock Condition

2.1 Property Portfolio

Homes for Haringey manage a total of 20,259 dwellings, comprising 15,325 tenanted and 4,934 leasehold homes. Of the 15,325 tenanted properties: 13,999 are general needs and 1,326 are supported housing (sheltered and community good neighbour). There are 1,612 blocks including 55 of six storeys plus. Within the general needs stock there are 154 hostel accommodation units which are also managed by Homes for Haringey.

Table 1: Tenanted stock by archetype as at 1 April 2020

Bungalows	208
Houses	4,777
Low Rise flats (up to 3 storey)	7,333
Medium rise flat (4 and 5 storey)	4,351
High rise flats (6 storey +)	3,435
Hostels	154
TOTAL	15,325

Table 2: Tenanted stock by bedroom size as at 1 April 2020

1 bedroom/bedsit	5,649
2 bedrooms	5,204
3 bedrooms	3,744
4 bedrooms	604
5+ bedrooms	124
TOTAL	15,325

Table 3: Tenanted stock by age as at 1 April 2020

Pre – 1919	3,075
1919 - 1944	2,051
1945 - 1964	2,582
Post 1964	7,617
TOTAL	15,325

2.2 Supply and Demand

Approximately 23.4% of Haringey households live in social housing accommodation, 28.2% in private rented and 48.4% are owner occupiers.

In common with other London authorities, Haringey is faced with a severe imbalance in the demand and supply of affordable housing. There are over 3,200 households in temporary accommodation and as at March 2020, 11,489 applicants on the Housing Register.

This is coupled with an increasingly unaffordable private sector in both the rented and owner occupier markets. In 2018, the average house price in Haringey was £565,343. With an average borough household income of £35,300, the owner occupied sector is unavailable to the majority of residents.

As a consequence of very high demand and limited supply, all stock can be let. We do, however, have a mismatch between demand and supply with well over a third of the stock comprised of one bed units when the highest demand, (as reflected in the Council's Housing Register), is for 2 bed (52%) and 3 bed (36%) units.

Addressing an identified need in appropriate locations is therefore a key consideration in the appraisal of existing stock and determination of new supply initiatives.

2.3 Reviews of Asset Portfolio

Homes for Haringey hold the key data that enables them to work with the Council to make effective decisions about the stock. HfH is responsible for the data quality, updating it and ensuring that it can be analysed in order to make good decisions about the housing stock. This will include decisions about investment, disposal or remodelling and alternative use of assets.

2.4 Stock Condition

One of the key drivers for delivering an effective Asset Management Strategy is having access to robust stock condition data. HfH currently use Northgate SAM Codeman for holding stock condition survey data. The last stock condition survey (SCS) was carried in 2015. Since then, the stock condition database has been maintained by updating the data with the details of all component renewals carried out across work programmes.

Given that it is now five years since the last SCS was undertaken, and the increased data requirements in respect of building safety and energy efficiency, HfH is commissioning a new SCS covering 100% of the housing stock which will commence in January 2021 and be completed within a maximum time period of 24 months.

The objective of the new stock condition survey is to provide comprehensive and accurate stock condition data that will enable HfH to effectively manage the Council's housing stock.

This will include:

- Projection of future investment requirements and production of a 30-year Investment Plan
- Planning and prioritising capital investment programmes
- Active Asset Management - assessing stock viability
- Assessing whether homes meet the government's Decent Homes standard
- Calculating the energy performance of dwellings (SAP/CO2)
- Ensuring buildings and building components are compliant with all relevant legislation and best practice
- Satisfying the requirements of the new Building Safety Manager's duties

3. Funding the Strategy

The Housing Revenue Account (HRA) Business Plan defines the resources available to HfH for the management and maintenance of the Council's housing stock.

On 11 February 2020 Cabinet approved the Medium Term Financial Strategy (2020/21-2025) and a new 10 Year HRA Business Plan. In recognition of new and emerging requirements relating to building safety, energy efficiency and Broadwater Farm, additional 10 year budgets were agreed for these work strands over and above the major works programme as follow:

- Major Works £363m
- Fire safety £57m
- Energy efficiency and carbon reduction £101m
- Broadwater Farm strengthening and refurbishment works £68m

The Council is therefore committed to investing **£589m** in its stock over the next 10 years. The table below includes the approved capital budget for stock investment over the next five years which is **£359.5m**.

Table 1: HRA 5 Years Capital Programme Details (2020/21 – 2024/25)

Works/Project	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Internal Works (Haringey Standard)	8,695	8,695	8,695	11,970	11,970	50,025
Internal Works (Other Items)	457	457	457	630	630	2,631
External/Communal Works (Haringey Standard)	15,130	15,972	15,972	5,160	5,160	57,394
External/Communal Works (Other Items)	10,086	10,648	10,648	3,440	3,440	38,262
Noel Park Pods	4,500	0	0	0	0	4,500
Estates Works	1,627	1,627	1,627	1,510	1,510	7,901
Contingent Major Repairs	1,250	1,250	1,250	1,250	1,250	6,250
Extensive Voids	315	315	315	315	315	1,575
Mechanical & Electrical Services	3,465	3,465	3,465	2,750	2,750	15,895
Structural Works	2,056	2,056	2,056	455	455	7,078
Adaptations	1,400	1,400	1,400	1,400	1,400	7,000
Professional Fees	2,000	2,000	2,000	2,000	2,000	10,000
Major Works - Haringey Standard	50,981	47,885	47,885	30,880	30,880	208,511
Carbon Reduction (Affordable Energy)	1,000	5,142	5,142	6,285	17,597	35,166
Fire Safety	17,513	18,713	7,863	5,745	3,370	53,204
Broadwater Farm	17,900	11,200	11,200	11,200	11,202	62,702
Total Existing Stock Investment	87,394	82,940	72,090	54,110	63,049	359,583
New Homes Build Programme	42,132	58,766	102,298	80,686	100,640	384,522
New Homes Acquisitions	74,578	52,828	10,000	10,000	10,000	157,406
Temporary Accommodation Acquisitions	32,227	19,612	20,004	20,404	20,812	113,059
Total Capital Programme	236,331	214,146	204,392	165,200	194,501	1,014,570

4. Delivering our Objectives

4.1 Sustainable Investment

Investment will be prioritised with a bias towards those homes that are deemed to be of low risk and high demand; 'core' stock. This will mean there will no high risk re-investment without due consideration, options appraisal and piloting.

4.1.1 Viability Modelling and Options Appraisal

Homes for Haringey will assess viability and re-investment priorities using the Stock Viability Model which takes into account a range of factors including demand/desirability and projected costs. The appraisal process results in individual properties being allocated a red, amber, or green re-investment status. (RAG)

The portfolio is divided into one of three categories:

1. **Red** – those properties deemed to be of high risk (i.e. requiring higher than average levels of re-investment or cost, in order to maintain them in a good lettable condition), and/or that are in low demand.
2. **Amber** – those properties that offer peripheral performance and that require further investigation to be reclassified as either red or green
3. **Green** – those properties that are in high demand and that require average or below average levels of re-investment, or 'core stock'.

Re-investment is influenced by these categories as follows:

1. **Red** No major expenditure. To be maintained on an 'essential only' limited responsive basis, plus essential statutory works – e.g. gas servicing. Options appraisal to be undertaken.
2. **Amber** Further investigation required before major investment. Consider options appraisal to assess the impact of any re-investment or future works requirements and the likely impact on demand
3. **Green** – Expenditure permitted.

Property in Red or Amber status is to be the subject of further investigation, or review through an options appraisal, until they are either re-classified or until such time as an alternative strategy is agreed e.g. disposal or development.

The assessment of cost is made with direct reference to the Asset Management database and associated reports. Demand has been assessed with reference to housing management perceptions informed by void turnover rates and other factors such as security and levels of anti-social behaviour.

Once we have the results from the new stock condition survey we will feed them into the Viability Model. These "red" rated homes will be actioned as a priority (for example, currently this includes the Noel Park Pods and some of the Broadwater Farm blocks). The programme is already focused on tackling the worst performing stock.

4.2 Haringey Investment standard

The major works investment standard has been designed to ensure the Council maintains its statutory and legal duties and keeps properties safe, warm and dry.

It includes the following:

- External and common parts
- Internal works
- Structural repairs
- Fire safety
- Energy efficiency
- Estate environmental Improvements
- Services such as soil, vent and water supply pipe works
- All items affecting decency

Further detail of the works included in the scope are set out at Appendix 1.

It is important to note, therefore, that the scope of works is expanded from just the defined 'Decent Homes' items, and instead undertaking a broader programme of cyclical works to ensure the Council complies with its duties as a landlord.

The external element of the programme will pick up the renewal of all components outside the property, so drawing together Decent Homes items as well as door entry systems, landlord's electrics, and common part decorations and planned maintenance.

The scope of the internal works programme picks up Decent Homes items and includes kitchens, bathrooms, smoke detectors and electrical testing. A separate budget has been earmarked specifically for boilers and central heating systems to fund repairs and replacement. This will largely be on a reactive basis but will retain an element of planned renewals. A similar approach is taken to electrical testing and rewiring.

Energy efficiency measures will be incorporated into the major works programme as far as is practical. (see section 4.9).

4.3 Delivery

The overall programme has been devised using the following criteria for prioritisation:

- Safety and compliance
- Meeting the Decent Homes Standard
- Investment need
- Dwellings or estates with higher than average repair costs
- Spend to save initiatives e.g. Positive Input Vents to reduce mould, damp and disrepair.

The programme has been established to work across the borough on a geographical basis, with homes in the worst condition being prioritised. Works will generally be carried out at the time the property is included in the major works programme, as far as is practicable, so HfH deliver a more 'holistic' approach.

While the vast majority of works will be channelled into the mainstream works programme, there is sufficient flexibility within this approach to deliver out of sequence works related to Health and Safety and compliance which cannot wait for the mainstream cycle.

HfH will also be running an annual planned preventative maintenance programme. This will include external decorations, leaf clearance, drainage clearance and other pay to save initiatives.

The revised programme has been devised to ensure that all homes meet the Decent Homes Standard by March 2025. There is also a commitment to bring the 978 homes that have been non-decent since 2015, up to the standard by March 2022; 600 of which are already included in the current work programmes. Overall, 7,780 homes need to be made decent to achieve the 2025 target, which includes homes falling into non-decency during the five-year period.

The table below shows the percentage of homes that will not meet the decent homes standard over the 2020-2025 period. Although the table shows that the percentage of homes that do not meet the standard will rise before it falls, this is due to the programme as a whole prioritising the homes that are in the worse condition. During this period some other homes will fall into non-decency, although much of the time this will be due to minor failings. This approach enables HfH to ensure that all homes

meet the Decent Homes Standard by March 2025 while recognising that it is important to prioritise homes in worse condition.

	2020/21	2021/22	2022/23	2023/24	2024/25
Holistic Programme	2597	3110	2403	597	0
Noel Park Pods	159	159	0	0	0
All Stock	2756	3269	2403	597	0
Properties non-decent	19.4%	23.0%	16.9%	4.2%	0.0%

4.4. Procurement and Social Value strategy

Homes for Haringey, in conjunction with the Council's procurement team, has undertaken a review of the current procurement strategy, whereby individual major works projects are procured through a Joint Contract Tribunal (JCT) form of contract. The overall conclusion is that the timescales involved in procuring and seeking individual project approval has hindered the ability of HfH to deliver work programmes to time and budget. It is proposed therefore to move to a partnering delivery model, which, subject to Cabinet approval, would be enacted from June 2021.

Partnering arrangements have previously worked successfully for Haringey in delivery of the Decent Homes programme. As well as reducing the time taken to award contracts, this approach allows for more flexible programming of work packages, reduces the leasehold Section 20 process and incentivises contractors to invest in social value projects, given their presence over a longer term.

In addition, HfH have access to the Council's London Construction Programme (LCP) framework, which enables direct award when condition, safety or decency dictates the need for a project to be carried out as a stand-alone item.

Overall, the procurement activities will support the principles described elsewhere in this strategy. Critically, they will be focused on ongoing contract management, improvement of performance, value for money and delivering social value.

4.5 Compliance

Homes for Haringey has developed contracts to ensure that all of the Council's landlord obligations are fulfilled; helping to ensure the health and safety of residents, staff and visitors. All properties that have been subjected to a stock condition survey have also been assessed for compliance with the Housing Health and Safety Rating System (HHSRS).

Stock condition survey data is also informed by the results of specialist testing and inspection contracts that cover a range of compliance obligations and include:

- Asbestos-containing materials
- Electrical safety
- Water safety (Legionella and scaling risks)
- Gas (annual testing and servicing of boilers)
- Lifts
- Fire safety

In addition to a cyclical testing regime, the safety of these items will be assessed when a property is void.

A set of compliance specific performance indicators have been developed to enable HfH to report on its performance in this area.

A combined Fire Risk and Property Compliance Board is now in place chaired by the Homes for Haringey Managing Director and attended by representatives from the Council. This enables greater strategic oversight and focus on all aspects of compliance, in one monthly meeting.

Homes for Haringey's Property Services have also created a new fire safety delivery team and other compliance related posts as part of the drive to strengthen the organisation's capacity, expertise and ability to achieve full compliance. A new director level post has been created to oversee fire safety and compliance.

4.6 Building Safety

In April 2020, the government published its response to the 'Building a Safer Future' consultation from July 2019. This document sets out how the government intends to deliver the objectives and recommendations from the Dame Judith Hackitt Review, following the Grenfell Tower fire in 2017, as well as the management of fire and structural safety risk in new and existing buildings of more than 18 meters high (6+storeys). The government will legislate for these reforms in new primary legislation through the Building Safety Bill 2020 (published on 20 July 2020), Fire Safety Bill and further secondary legislation, where necessary.

In recognition of current and likely increasing building safety requirements, the new HRA Business Plan (2020/21-2025), approved by Cabinet on 11 February 2020, includes provision for an additional £57m over the next 10 years, specifically to fund a number of fire safety measures. These include the following:

- Front entrance door replacements
- Window infill panel replacements
- Automatic Fire Detection installations to street properties
- Automatic Fire Detection and compartmentation works to timber clad buildings
- Intrusive Fire Risk Assessments (FRA)s and follow up works.

Homes for Haringey has already put in place, or started to prepare for some of the measures included as recommendations from the Hackitt review. These include initiating a programme of Intrusive Fire Risk Assessments (FRAs) for high-rise blocks. This is in addition to the non-intrusive Type 1 FRAs HfH currently undertaken with frequency dependent on the assigned risk rating. Tower blocks, sheltered, temporary accommodation and hostels typically have annual FRAs with low rise and street conversions every three years.

Work is currently progressing on developing the proposed approach to meeting the likely regulatory requirements, which includes defining the respective roles and responsibilities of the Council and HfH in respect of the Accountable Person and Building Safety Manager roles, the approach to safety cases review and compliance with the 'golden thread' building information requirements.

In addition, HfH commissioned Ridge and Partners to carry out compartmentation surveys of the 28 blocks within the Council stock, identified as being of timber framed construction. Ridge reported back in April 2020 with specified works packages for each block to make the properties safe in the immediate and long term. HfH has already implemented some immediate fire safety measures to all blocks. The full programme of works to these blocks will commence by summer 2021.

4.7 Adaptations

One of the Council's goals for older people and people with disabilities, is to enable them to live independently in their own homes for as long as possible. In support of this, and in order to comply with the requirements of the Equality Act 2010, the Council makes annual budgetary provision for adaptations. As part of major works planning, Homes for Haringey use the services of a dedicated occupational therapist. This is in addition to the wider service provided by the Council to all residents, which are publicised through the web site and other HfH publications.

4.8 Energy and Warm Homes

The Zero Carbon Strategy (2019) and (Affordable Energy Strategy 2020) reflect the Council's current ambitions to improve the energy performance of the existing stock, tackle fuel poverty and overheating risks. Homes for Haringey and the Council will therefore need to plan for supporting delivering of these objectives, with risk assessments (looking at the worst performing buildings and the most vulnerable residents), taking expert advice and planning investment to provide not just energy efficiency to reduce emissions but also ensuring cooler buildings.

The government's Fuel Poverty Strategy (2015), and Fuel Poverty Regulations (2014), set a target to ensure that as many fuel poor homes 'as is reasonably practicable', achieve a minimum energy efficiency rating of Band C by 2030. The Council's ambition is to achieve an average SAP rating of Band B by 2035.

HfH carried out an Energy Survey in 2017 which showed an average SAP (Standard Assessment Procedure) rating of 65.5 and EPC (Energy Performance Certificate) rating of Band D.

Much of the possible low cost, high impact measures such as cavity and loft insulation has already been carried out. This now leaves the harder to treat stock (for example solid wall street properties, in conservation areas) which require more expensive and difficult to deliver measures such as internal/external wall insulation.

HfH estimate that, over and above existing energy efficiency measures that are already included in the major works programme, an additional £101m would be needed over the next 10 years to bring the stock up to an average SAP rating of 80 (which is at the top of Band C) and Band B, with some additional external funding.

4.8.1 Meeting the target

Homes for Haringey are working with the Council in undertaking a detailed analysis of stock energy performance data using an energy model CROHP (Carbon Reduction Options for Housing Portfolio), designed by Parity Projects. This will enable us to determine the worst performing stock and consider how we can best incorporate energy measures into planned work programmes. We will take a 'fabric first' approach and, where possible, carry out whole house retrofits.

A fabric first approach prioritises improvement of the thermal properties of the building fabric through the use of high levels of thermal insulation and airtightness. A range of measures are then employed to increase the efficiency of various systems (e.g. heating and hot water, lighting and electrical appliances). Finally, renewables are installed to meet the remainder of the CO₂ and energy reduction requirements.

Whole house retrofits will reduce the risk of introducing unintended consequences for example, increased insulation and air tightness levels can increase condensation (leading to damp and mould) and overheating, all of which can have an adverse impact on the occupant's health and wellbeing.

For heating homes, the aim is to make heating low carbon and affordable without compromising comfort and increasing tenant fuel bills. Heat pump technologies will only be installed to properties that have been adequately insulated and ventilated.

The proposed works to achieve the target could include the following:

- Cavity and loft insulation
- Solid wall insulation (internal and external)
- Renewables e.g. installation of solar panels, heat pumps where appropriate.

In order to achieve the target, we will:

- Integrate appropriate energy efficiency measures into all major improvement and refurbishment specifications, to meet the target Band C by 2030 and B by 2035
- Prioritise energy efficiency measures for the worst performing stock, irrespective of whether other improvement work would be prioritised
- Evaluate and seek funding opportunities for energy efficiency measures. For example, Energy Company Obligation (ECO), and the new Social Decarbonisation Fund announced in July 2020
- Investigate alternative approaches to funding and delivering large scale retrofit e.g. Energiesprong. (see below)

4.8.2 Energiesprong

Homes for Haringey are currently working with the Council on the development of a pilot Energiesprong project supported by the Mayor of London's Retrofit Accelerator programme for existing homes. This programme aims to speed up the delivery of energy retrofit measures in London's ageing and energy-inefficient housing and meet zero carbon targets. Building on Haringey's historic successful projects on housing retrofits, the GLA has offered Haringey the opportunity to become one of the first six boroughs in London to take advantage of this programme which encourages using the Energiesprong approach for deep retrofitting in social housing. The programme offers councils the opportunity of

improving the look and feel of council housing stock, reducing fuel poverty and carbon emissions.

4.8.3 Affordable Energy

In addition, as part of Homes for Haringey's financial inclusion work, they will continue to advise and support residents in ways to improve their energy use. As such they have been in partnership with LEAP (Local Energy Advice Programme) since 2017. This project is funded by the warm home discount industry initiatives; the partnership was set up by Agility Eco and includes Groundwork and IncomeMax. Groundwork recruit and train qualified Green Doctors. During the home visit the Green Doctor gives energy efficiency advice, installs a range of free energy saving measures, help residents find the cheapest energy tariff. In addition, Green Doctors can also make a referral to a range of other local voluntary and statutory health/social services, as well as IncomeMax; a specialist benefit and debt advice organisation.

HfH has recruited an Energy and Sustainability Manager who will oversee implementation of the investment works delivery plan for achieving council and national targets, as well as support resident initiatives relating to energy savings.

4.9 Broadwater Farm

In 2017, major structural flaws were discovered on the Broadwater Farm estate. These unforeseen circumstances required a rapid response and development of solutions to, not only address the structural issues, but also incorporate opportunities for overall improvement to the estate, and the provision of additional homes. Further investigation and feasibility studies showed that the most cost effective option in the case of two of the blocks; Tangmere and Northolt, would be to demolish and rebuild with new Council housing.

Since 2018, tenants have been rehoused from these blocks to enable the demolition. Homes for Haringey has been working with leaseholders on finding alternative housing.

In 2020, £67.8m was included in the HRA Financial Plan to cover the cost of the immediate remedial works; the full cost of demolishing the two tower blocks; a new Decentralised Energy System, as well as for strengthening and refurbishment of the 10 retained blocks.

In addition, early design works have begun around providing new housing on the estate.

4.10 Responsive Repairs and Voids

Responsive repairs and works to void properties are typically undertaken by Haringey Repairs Service (HRS), Homes for Haringey's repairs team. Responsive repairs performance directly affects overall resident satisfaction and is a significant proportion of the property services budget.

Detailed transformation plans are in place that will lead to change in repair priorities, new governance arrangements, fewer but longer subcontracts and a commercial approach to cost management and repair quality control.

Repairs will be carried out within the timescale set for the priority of the job, returning the property component element back to a condition commensurate with its remaining life, wherever possible to complete the repair in one visit and provide a positive customer interaction leading to a satisfied customer.

Our investment priorities include works that impact on high responsive repair costs.

Void works include statutory testing of gas and electrical systems, as well as carrying out the works required to the property to make it fit for incoming residents. The extent of works undertaken is defined within the Lettable (Void) Standard. Homes for Haringey aim to minimise the amount of time that any dwelling is unoccupied.

Work is due to commence with PWC using a system called PerformPlus that should transform void management and lead to significant reductions in void loss and improve turnaround times.

5. Implementation

5.1 Staff Resources

In response to the recommendations from the 2019 review of the Asset Management service, Homes for Haringey is reviewing its organisational structure to enable effective management of the capital programme and closer working between the various disciplines within its Property Services directorate. This includes clear lines of accountability between HfH and its consultancy partner.

5.2 Capital Board

This group, comprised of Homes for Haringey and council officers, chaired by Homes for Haringey's Managing Director, monitors and reviews performance and takes ownership of ensuring delivery of the agreed investment standard, reassessing it from time to time in the context of the HRA Business Plan. It also assesses works programmes, considers options appraisal in the context of viability model findings and any wider stock investment or new supply initiatives.

5.3 Resident Consultation, Participation and Feedback

Homes for Haringey's refreshed Engagement Strategy 2019, embraces the flexibility offered by digital communications (email, social media, text messaging and smart phone applications) and relies less on traditional meeting-based approaches. The Homes for Haringey 'My Haringey Home' App allows residents to access their account, report a repair, receive key messages from the organisation and access engagement opportunities.

Resident engagement and consultation around the Asset Management Strategy and delivery of the new programme is being undertaken at two levels. Homes for Haringey has established a resident focus group to work with at a strategic level in developing the updated Asset Management Strategy and associated resident engagement plan. This is in addition to the more local engagement that will take place during the project scoping and delivery stage.

The residents' engagement programme includes:

- Meetings with Resident Forums, to engage residents in understanding the impact of new legislation and any changes to the investment programme of work

- A search functionality is available on the website where residents can view works planned to their homes
- After the Asset Management Strategy is approved, a newsletter will be sent to residents, outlining a timetable for publication of the programme and details of local consultation plans.

In recognition that resident feedback is critical to the successful delivery of the Asset Management Strategy and overall investment plan, HfH is developing a new approach for measuring resident satisfaction with capital works which will gauge opinion, not only at works completion, as currently, but also at the start as well as during the course of delivery.

In line with the principles set out in the new Social Housing White Paper (published in November 2020), Homes for Haringey have drafted standards for enhanced resident engagement in the delivery of the housing capital programme, including opportunities and mechanisms for involvement in the procurement of major contracts, the design and specification of works, the arrangements for delivery on-site and the review of contractor performance on completion of works.

5.4 Asset Management Systems

The Asset Management database forms the cornerstone of the Asset Management Strategy and produces data and information for individual programmes as well as the 30-year Business Plan. Homes for Haringey currently uses an integrated asset management software system – SAM Codeman. This allows them to store stock condition data, calculate levels of decency, project future costs and carry out scenario planning.

A review of the Asset Management IT systems is underway. This has already identified the need for greater integration of data and that the current systems will not be fit for purpose in meeting future requirements. This is particularly in light of the additional building safety data requirements of the 'golden thread'. The functionality of the new system will need to incorporate all asset management and compliance responsibilities in one place.

5.5 Performance Management

Homes for Haringey and the Council will carry out an annual review and update of the Asset Management Strategy to make sure that it remains properly aligned to the HRA Business Plan and related strategies.

Residents will be engaged in any review and monitoring of the strategy, through the 'task and finish' focus group which worked with us in developing the new strategy.

The updating process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and latest best practice developments to ensure our Asset Management Strategy and associated action plan remain current.

Regular reports will be provided to the Capital Board, the Executive Leadership Team, Homes for Haringey Board and the Council on progress with developing the Asset Management Strategy objectives. The key monitoring of the Asset Management Strategy will be undertaken by the aforementioned Capital Board. Achievement against annual Decent Homes milestone targets will be monitored by HfH Board and reported to the Council.

Asset management performance will be monitored using the following measures:

- Compliance with the HCA's 'Homes Standard'
- Building Safety and compliance
- Proportion of the stock meeting the Decent Homes Standard
- Energy efficiency – SAP/EPC ratings
- Customer satisfaction with their home, neighbourhood, works and services provided
- Yield (Net Present Value) per property/block
- Value for money and the affordability of the programme of works in the context of the HRA Business Plan
- Social value added

In relation to the role of the Homes for Haringey Board, this is one of oversight to ensure the strategy is delivered on time and on budget and to proactively manage issues that may hinder delivery of the strategy. The Board will therefore need to receive periodic progress reports from the Director of Asset Management to do this.

5.6. Risk Management

In drawing up the Asset Management Strategy, Homes for Haringey have undertaken a detailed risk analysis and considered corrective measures to minimise risk as far as is practical. This feeds into the overall Homes for Haringey Risk Management Strategy.

The approach to risk management for major works is a two-tier process. This consists of a Strategic Risk Register and a Programme Delivery Risk Register which identifies and monitors risk at a contract area level. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

The key risk to the strategy being achieved relates to the availability of confirmed funding. In addition, statutory obligations or building regulations and similar external issues are subject to change and could have a significant impact on the strategy and costs.

The major risks that are included within the overall register include:

- Not achieving full compliance
- Regulatory/legislative changes
- Lack of funds leading to the inability to deliver the full standard of investment
- Procurement and administration of contracts that do not deliver good value for money
- Inappropriate design and specification of materials
- Insufficient staff resources and skills to manage programme delivery
- Re-investment costs in excess of the budgetary allowance
- Expenditure on items not included in the HRA Business Plan
- Components not meeting the anticipated life cycles
- Ineffective management of resident engagement in the new delivery arrangement.

Appendix 1 Investment Standard Summary

INTERNAL ITEMS	
Kitchen	Renewed on a 'just in time' basis. Where space and/or layout is considered inadequate, improvements to be made where possible.
Bathroom	Renewed on a 'just in time' basis
Electrical Wiring/CCU	Renewed on a 'just in time' basis
Boiler/Heating	Renewed on a 'just in time' basis. New systems installed where not currently in place.
Smoke and CO Detectors	Renewed on a 'just in time' basis. If not currently present in property they will be installed.

EXTERNAL & COMMUNAL ITEMS	
Front Door	Renewed on a 'just in time' basis
Roof	Renewal or Repair of Roof covering and/or structure as required.
Windows	Renewed on a 'just in time' basis
Rainwater Goods	Renewed on a 'just in time' basis
Fascias/Soffits/Barge-Boards	Renewed on a 'just in time' basis
Structural Repair	Essential repairs will be undertaken.
Wall Finish/ Brickwork repairs	Essential repairs will be undertaken.
Other External Dwellings Doors	Renewed on a 'just in time' basis
Communal Entrance Door	Renewed on a 'just in time' basis
Door Entry System	Existing systems renewed on a 'just in time' basis
Communal Electrics/Lighting	Renewed on a 'just in time' basis
Insulation	Loft insulation to be installed or topped up to min 270mm where possible. Cavity wall insulation to be installed where possible.
Lifts	Lifts will be renewed on a 'just in time' basis
Other communal and external items (e.g. fencing, communal flooring etc.)	Where these items exist they will be renewed on a 'just in time' basis

ESTATE WORKS	
Estate improvements, Unadopted roads/paths/ drains/sewers/lighting, play areas)	An allowance is made for these works. An assessment of what is required will be made when an estate is included in the programme.

ASBESTOS

Asbestos Survey and Removal	An allowance is made for any asbestos related works that arise when a property/estate is included in the programme
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EXCEPTIONAL EXTENSIVE WORKS	
Extensive voids	An allowance is made for dealing with voids requiring extensive works. The decision to proceed with any extensive void works will be determined by the disposals policy.
High Rise and Non-Traditional Structural Works, Other structural repairs	An allowance is made for dealing with essential structural repairs to the high rise and non-traditional dwelling stock based on the surveys carried out by Ridge in 2015
Works arising from Fire Risk Assessments	An allowance is made for carrying out works identified by the Fire Risk Assessments
Lead Water Main Renewal, Water Supply/ Soil & Vent Pipework, Central Ventilation Systems in High Rise, Other common parts M&E systems	An allowance is made in the business plan for these works. An assessment of what is required will be made when an estate is included in the programme.

Appendix 2: Asset Management: Summary Action Plan 2020/2021

Actions	Target for completion	Owner	Completed Y/N	Comment
Capital Board – in place	July 2020	SMcL	Y	
New KPIs - in place	September 2020	DL	Y	
New gateway process adopted	October 2020	LW	Y	
New communications strategy in place	January 2021			
New stock condition survey- rolling programme to commence	January 2021			
Refreshed Asset Management Strategy approved by Cabinet	January 2021			
New Property Services structure in place	April 2021			
New Procurement strategy in place	June 2021			
Implement new IT system	December 2021			
new supply/hidden homes initiatives	Ongoing			

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Report for: Cabinet – 19 July 2022

Title: Approval of Construction Contract for Council Homes on Land at Watts Close, Seven Sisters

Report

Authorised by: David Joyce, Director of Council House-Building, Placemaking, and Development

Lead Officer: Robbie Erbmann, Assistant Director for Housing

Ward(s) affected: Seven Sisters

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report seeks Cabinet's approval, in light of engagement with local residents, to deliver on Council land at Watts Close, Tottenham N15 5DW, eighteen new Council homes for Council rent consisting of four one-bedroom flats, eight two-bedroom flats, four three-bedroom houses and two four-bedroom houses with two of the flats being fully accessible for wheelchair-users ("the Watts Close development").
- 1.2. In order to facilitate this, Cabinet is being asked to approve use of the Council's powers to appropriate the land for planning purposes which will permit the Council to utilise the statutory powers to override easements and any other third party rights and interest, to allow the development to proceed in accordance with the planning permission.
- 1.3. Following on from a formal procurement exercise, Cabinet is asked to approve the appointment of Formation Design & Build Limited to deliver these new Council homes on vacant land.

2. Cabinet Member Introduction

- 2.1. I'm very pleased to recommend that Cabinet should approve the construction contract for another eighteen new Council homes for letting at Council rent. Six of these homes will have three or four bedrooms, providing much needed homes for families. Two homes will be fully accessible for wheelchair-users, with two on-site car parking spaces provided.
- 2.2. The design of these homes have been developed to meet the Council's aspirations to meet net zero carbon, through the use of carefully selected sustainability measures.

- 2.3. The scheme will bring improvements to the surrounding area by providing amenity and play space, as well as cycle storage.
- 2.4. Most importantly, Council tenants will have priority for these new homes

3. Recommendation

3.1. Cabinet is recommended:

- 3.1.1. To approve the appointment of Formation Design & Build Limited to undertake building works to provide a total of eighteen Council rented homes at Watts Close for a total contract sum and to approve the client contingency sum, both of which are set out in the exempt part of the report.
- 3.1.2. To approve the appropriation of the land at Watts Close highlighted in the red line boundary plan attached at Appendix 1 from housing purposes to planning purposes under Section 122 of the Local Government Act 1972 as it is no longer required for the purpose which it is currently held, and for the purpose of carrying out development as set out in paragraphs 6.1 to 6.4 of the report.
- 3.1.3. To approve the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other third party rights which may be affected by the Watts Close development, under planning permission Ref: HGY/2022/0035.
- 3.1.4. To delegate to the Director of Placemaking and Housing, after consultation with the Director of Finance and the Cabinet Member for Council Housing-Building, Placemaking, and Development, authority to make payments of compensation as a result of any genuine claims of third party rights affected by the Watts Close development and payable as a result of recommendation 3.1.3, within the existing scheme of delegation.
- 3.1.5. To approve the appropriation of the land at Watts Close (edged red in the boundary plan attached at Appendix 1) from planning purposes back to housing purposes under Section 19 of the Housing Act 1985, after practical completion of the development schedule in December 2023.
- 3.1.6. To delegate powers to the Director of Placemaking and Housing and the S151 Officer (Director of Finance) to approve overspend beyond the contingency of up to 5% of the construction contract value and approve necessary associated contract variations. To note the project on costs and total scheme cost set out in the exempt report (Appendix 2).

4. Reasons for decisions

- 4.1. On 29 September 2019 Cabinet included the land at Watts Close into the Council's housing delivery programme. This scheme has subsequently been granted planning consent and is ready to progress to construction. This report therefore marks the third, and final, Member led decision to develop on this site.

- 4.2. Following a formal procurement process, a contractor has been identified to undertake these works.

5. Alternative options considered

- 5.1. It would be possible not to appoint a contractor to develop this site for the Council. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes.
- 5.2. This opportunity was procured via a competitive tender through the Westworks Development and Construction Dynamic Purchasing System, using JCT Design & Build Contract 2016 with amendments. An alternative option would have been to do a direct appointment; however this option was not suitable due to the estimated contract value of the scheme.
- 5.3. The Council could continue with the scheme without appropriating the site for planning purposes, but this would risk the proposed development being delayed or stopped by potential third-party claims. By utilising the powers under Section 203 of the Housing and Planning Act 2016 (HPA 2016), those who benefit from third party rights will not be able to seek an injunction since those rights or easements that are overridden are converted into a claim for compensation only. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. The housing delivery team actively engaged with local residents about the development of this site as they proceeded through the feasibility and design stages and any comments or objections raised were taken into consideration by Planning Committee in reaching its decision.

6. Background information

Watts Close development site

- 6.1. Watts Close is a cul-de-sac situated off Seaford Road, which is located within the Seven Sisters Ward (formally Tottenham Green Ward). The site comprises of eleven single storey bungalows, which are currently used for temporary housing. The site also consists of a car park and an underutilised community centre on Lomond Close. North of the site is a 3-storey row of flats, with terraced homes bordering west of the development.
- 6.2. This land is owned by the Council and held in the HRA.
- 6.3. On 29 September 2019, Cabinet approved the inclusion of the Watts Close site into the Council's housing delivery programme to determine its feasibility and capacity for the delivery of new homes on the basis that, if appropriate, its development would be progressed through to planning consent.
- 6.4. Designs have been developed that will deliver four one-bedroom flats, eight two-

bedroom flats, four three-bedroom houses and two four-bedroom houses with two of the flats being fully accessible for wheelchair-users.

Engagement and Consultation

- 6.5. As a result of the pandemic the scheme proposals were presented to the public virtually via Microsoft Teams.
- 6.6. The Council's community engagement consultation period commenced on 19th July 2021 and ran until 8th August 2021. The Council consulted two hundred and eighty-four households (284). This was the number of households the engagement letter was sent too. It should be noted that residents outside of the letter drop were also able to comment. Seventy-seven responses were received in total. The highest number of comments, forty-four, were received via the online Teams live event.
- 6.7. The Housing Engagement Team held two engagement events for residents on 19th July 2021 (15:00hrs) and 3rd August 2021 (18:00hrs).
- 6.8. A letter advertising the event and asking for views was sent to residents in the area surrounding the site. The feedback from consultation did not require any major configuration to the design.
- 6.9. The scheme was submitted to planning on the 7th January 2022 and residents were formally consulted as part of this process. Planning committee approval of the scheme was granted on the 7th March 2022.

The Build Contract

- 6.10. This report is seeking final approval of the construction contract in order to enable the new build works to commence.
- 6.11. The Watts Close scheme has been designed up to stage 3 (+) of the Royal Institute of British Architects Plan of Works 2020. Since planning approval has been granted, a contractor is now needed to undertake the technical design and new build works. It is currently anticipated that the contract period will be sixteen months.
- 6.12. A competitive tender was conducted via the Westworks DPS. A competitive tender is considered the preferred route for the appointment of a principal contractor.
- 6.13. Contractors were asked to respond to a 60% quality 40% price assessment. They responded with their proposal on 9 May 2022. Full tender sum analysis based on the cost consultants estimate has been provided in Appendix 2, which is exempt due to the commercially sensitive nature of this information.
- 6.14. Costs were evaluated independently by the Project Team's Employers Agent/Quantity Surveyor to ensure value for money in line with current market trends.

- 6.15. The contract is to be awarded on a fixed price basis. It includes new build works, site establishments, site enabling works, management costs and includes overheads and profits and there is a defects and liability period of 12 months.
- 6.16. The tender assumes signing of the contract and site possession in August 2022, as the tender offer remains open for twelve weeks from the return date.

Appropriation of Land

- 6.17. This report seeks approval to appropriate the Watts Close site (outlined in red in the plan attached at Appendix 1), for planning purposes pursuant to Section 122 of the Local Government Act 1972 as it is no longer required for the purposes for which it is currently held.
- 6.18. The site is currently held for temporary accommodation housing purposes and due to its poor connection and integration with the surrounding streets, has anti-social behaviour issues.
- 6.19. The appropriation of the land and the subsequent development will enable the Council to provide truly sustainable new homes that aspire to meet net zero carbon as far as possible and will also create well designed accommodation which will foster a sense of community and discouraging antisocial behaviour.
- 6.20. This report also seeks Cabinet approval to use the Council's powers under section 203 of the Housing and Planning Act ('HPA') 2016 to override any easements, liberty, privilege, right or advantage of neighbouring properties infringed upon by the Watts Close development. An easement is a right of light, or right of way or interest in land which entitles a neighbouring landowner to enjoy such rights over the adjoining site. Any development which interferes with that right may entitle the owner of that right to seek an injunction preventing the development going ahead or damages for the effect on value of the right lost because of the interference. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established.
- 6.21. The use of power of the section 203 for the development site would override potentially enforceable third-party rights that may prevent the construction of the development. The power use section 203 HPA will instead convert those rights into rights for compensation for the loss of that right. Appropriation of the land and the use of section 203 powers to override easements would prevent this.
- 6.22. There is no reason to believe that any such rights will be significantly infringed by this development.
- 6.23. To appropriate the land at this development site for housing purposes on completion of the development will enable the Council to then offer these homes for rent thereby positively contributing to the demand for affordable housing the Borough.

6.24. Procurement Process

- 6.25. The contract was tendered via the Westworks Development and Construction DPS on 18 March 2022.
- 6.26. Four tender submissions were received by the tender deadline date on 9 May 2022.
- 6.27. Tender submissions were checked for compliance and completeness by the Strategic Procurement team on 9th May 2022. All were found to be compliant and complete and were taken forward to evaluation.
- 6.28. The tenders were evaluated for Quality and Price as set out in the ITT document.
- 6.29. Following the evaluation process, the total overall Quality and Price scores were combined to provide the ranking of the bidders in accordance with the Most Economically Advantageous Tender (MEAT) and as outlined in the tender documents.
- 6.30. The information below summarise the overall tender scores achieved by each Bidder in line with the tender evaluation criteria of 60% Quality and 40% Price as set out in the Invitation to Tender document.

Supplier	Quality Score (60%)	Price Score (40%)	Total Score (100%)
Formation Design & Build Limited	49.2%	40%	89.2%
Bidder B	39.6%	37%	76.6%
Bidder C	39.6%	32%	71.6%
Bidder D	31.2%	32%	63.2%

7. Contribution of Strategic Outcomes

- 7.1. The recommendations in this report will support the delivery of the Housing Priority in the new Borough Plan, which sets out in its first outcome that *“We will work together to deliver the new homes Haringey needs, especially new affordable homes”*. Within this outcome, the Borough Plan sets the aim to *“Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes”*.

8. Legal

- 8.1. The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.2. Section 122 LGA 1972 provides that:
“The Council may appropriate for any purpose for which the Council is authorised by statute to acquire land by agreement any land which belongs to it and is longer required for the purpose for which it is held immediately before the appropriation”.

Section 122 LGA 1972 provides that the Council may not appropriate land constituting or forming part of an 'open space' or land forming part of a common (unless it is common or fuel or field garden allotment of less than 250 square yards unless they with advertising their intention to do so under the section.

The requirements of Section 122 LGA 1972 set out above are satisfied in respect of the site at Watts Close and can therefore be appropriated as:

- (a) the site is Council owned land;
- (b) the site is no longer required for housing purposes; and
- (c) the Council is seeking to appropriate the land for the statutory purpose of planning.

The site does not contain open space.

- 8.3. Section 203 states a person may carry out building or maintenance work even it involves (a) interfering with a relevant right or interest (b) breaching a restriction as to use of land. This applies to building work where: -
 - a) there is planning consent,
 - b) the work is on land for the purpose for which the land was vested, acquired or appropriated for planning purposes under section s.246(1) of the Town and Country Act 1990;
 - c) the authority could acquire the land compulsorily for the purpose of the building work.
- 8.4. The requirements of Section 203 will be satisfied as,
 - a) planning permission has been granted for the development;
 - b) the land will be appropriated for planning purposes under the Section 122 of the LGA 1972; and
 - c) the Council could acquire the land compulsorily for the purposes of the building work. Section 226(1) of the Town and Country Planning Act 1990 contains the compulsory purchase powers of the Council which 'the authority think that the acquisition will facilitate the carrying out the development, re-development on or in relation to the land' or 'required for a purpose which is necessary to achieve the proper planning of an area in which the land is situated. This requirement is satisfied as the Council considers that the development will lead to an improvement in the economic, social or environmental wellbeing of the areas.
- 8.5. As set out in this report compensation will be payable to those whose genuine claims to rights are infringed by the development and overridden under section 203.
- 8.6. The Council will be seeking to appropriate the site at Watts Close following practical completion, timetabled for August 2022 of the development back for housing purposes into the HRA. The Council can under Section 19 (1) of the Housing Act 1985 appropriate for housing purposes any land for the time being vested in them and at their disposal. This appropriation is necessary as the new build units will be used for social housing by the Council and therefore must be held in the HRA.
- 8.7. The use of a Dynamic Purchasing System (DPS) is compliant with the Public Contracts Regulations 2015 (Reg 34) and also with the Council's Contract Standing Orders (CSO 9.04). The Head of Legal and Governance (Monitoring Officer) has been advised that the procurement has been conducted in accordance with the

procedure set out in the Westworks Development and Construction DPS.

- 8.8. The award of the contract will be a Key Decision and, as such, needs to comply with the Council's governance processes in respect of Key Decisions including publication in the Forward Plan.
- 8.9. The Cabinet has power under CSO 9.07.1 (d) (contracts valued at £500,000 or more) to approve the award of contract.

9. Procurement

- 9.1. Strategic Procurement (SP) note that this report relates to the approval of construction contract and land appropriation at Watts Close, N15 5DW.
- 9.2. SP support the recommendations in this report in accordance with Contract Standing Order clause 7.01 (b).
- 9.3. Pursuant to CSO 9.04.1 and Regulation 34 of the Public Contract Regulations 2015, SP confirms that tenders were invited to tender through the Westworks Development and Construction Dynamic Purchasing System.
- 9.4. The Council received four compliant tenders. The tenders were reviewed and evaluated independently by a quality panel and the pricing was assessed separately by the Employers Agent. Formation Design & Build Limited has scored the overall highest as set out in the Exempt part of this report.
- 9.5. SP support the recommendations within this report and have no objections with awarding this Contract to Formation Design & Build Limited for the value outlined in the Exempt part of the report.

10. Finance

- 10.1. The scheme will deliver eighteen units of social rented homes on completion at a total construction contract value outlined in the Exempt part of the report.
- 10.2. The preferred contractor was selected by means of a competitive tender that assessed bidders based on 60% quality 40% price.
- 10.3. Further finance comments are contained in the exempt report.
- 10.4. This scheme is part of the Council's Housing Delivery Programme, and the costs can be contained within the HRA business plan.

11. Management Plan

- 11.1. Watts Close is a small development of only eighteen homes, two of which are family houses, therefore the issues of lengthy voids experienced at Rosa Luxemburg should not apply.
- 11.2. To mitigate the risk of lengthy voids, a protocol has been developed to ensure that

valuations required for rent setting are obtained at least 6 months ahead of practical completion to ensure that homes can be offered earlier in the development cycle. This will enable tenancies to be activated as soon as the new buildings have been handed over. The Neighbourhood Moves Scheme will apply to the Watts Close development.

- 11.3. The Housing Assets Team (formerly HfH) have created a team dedicated to ensuring that all pre handover tenancy issues are dealt with ahead of practical completion. Regular meetings are now being held with that team to ensure that all new developments can be scheduled and resourced, particularly in Lettings and Allocations; and NTLO services can be put in place on a development specific basis.
- 11.4. Watts Close has been designed with all Designing out Crime recommendations incorporated into the Scheme, these are intended to minimise and hopefully eradicate areas of Anti-Social Behaviour.
- 11.5. The Development is not large enough to warrant a fulltime concierge however Housing Assets will be providing ongoing locally based support which they will be able to do from the newly established base at Walter Tull House, located in Tottenham Hale.

12. Equality

- 12.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 12.2. 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. Marriage and civil partnership status applies to the first part of the duty.
- 12.3. The proposed decision relates to new build works to provide eighteen new Council rented homes at Watts Close, N15 5DW: this includes the appointment of a contractor, the appropriation of land at Watts Close, and approval of plans to override easements and other rights of neighbouring properties.
- 12.4. The decision will increase the supply of Council rented homes to local residents. This is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to homelessness. Data held by the council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness. It is further

noted that two of the eighteen homes are fully accessible for wheelchair users which will benefit residents with certain disabilities. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

- 12.5. As an organisation carrying out a public function on behalf of a public body, the Contractor, Formation Design & Build Limited, will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery of the major works does not result in any preventable or disproportionate inequality.

13. Use of appendices

Appendix 1 – Site Line Boundaries.

Appendix 2 – NOT FOR PUBLICATION - Exempt financial information relating to the award of a contract for the construction works on Watts Close.

14. Local Government (Access to Information) Act 1985

- 14.1. Appendix 2 is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).



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Site A (2)
Watts Close
London
N15 5DW
(incl. Nursery School)

Red Line - Site Boundary
Red Hatch - UKPN RoW
Portfolio - HRA

Deed packet no. :

Title no. : MX322070, NGL172440, NGL202041

Ward: Tottenham Green

Area: 0.2856 ha

Overlay : HSC - Misc

Scale 1:1000

Plan produced by Shannon Francis on 18/08/2020

Drawing No. BVES A4

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Report for: Cabinet – 19 July 2022

Title: High Road West - Appropriation of Land in the Early Plots A and Consultation on the Use of Ground 10a of the Housing Act 1985

Report authorised by: David Joyce, Director of Placemaking and Housing

Lead Officer: Peter O'Brien, Assistant Director for Regeneration and Economic Development

Ward(s) affected: Bruce Castle

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. In 2017 the Council entered into a Development Agreement with Lendlease to deliver the High Road West Scheme (“the Scheme”) in north Tottenham. In the summer of 2021 a resident ballot took place on the Love Lane Estate where the majority of participating residents voted in favour of the redevelopment of the estate as part of the Scheme. This report is part of the approvals necessary to help facilitate the delivery of the Scheme. In this report approval is sought to appropriate land in the first development plot (Plot A), for planning purposes, which will enable the delivery of the first 60 Council homes for the benefit of existing residents on the Love Lane Estate. Its delivery represents an important first step in supporting the Council to honour its commitments to these residents as set out in the Love Lane Landlord Offer (the “Landlord Offer”).¹
- 1.2. In this report approval is also sought for the commencement of statutory consultation with secure tenants on the Love Lane Estate, regarding a proposal to seek the Secretary of State’s approval of the Scheme for the purpose of Ground 10A of Part II of Schedule 2 of the Housing Act 1985 (“Ground 10A”). The responses to the consultation will be considered and reported back to Cabinet following completion of the consultation.
- 1.3. The decision to consult on this proposal is so that that the Council has the ability to achieve vacant possession of properties on the Love Lane Estate which are subject to secure tenancies. Whilst each resident on the Love Lane Estate will have a dedicated Rehousing Officer working closely with them to rehouse them in the new Council homes in High Road West or elsewhere, the Council needs to ensure it has certainty of delivery of the whole of the first phase of the Scheme.
- 1.4. Use of Ground 10A powers will give the Council this certainty and help ensure that the 500 Council homes to be delivered within the first phase (which includes Plot A) and a range of other improvements for local people including

¹ The Love Lane Landlord Offer can be accessed online at the following link:
[love.lane.landlord.offer.final.pdf \(haringey.gov.uk\)](https://www.haringey.gov.uk/love-lane-landlord-offer-final.pdf)

the Library and Learning Centre and new public square can be delivered. The statutory powers would be used as required for the project programme, and only once the rehousing process has progressed to an appropriate stage for each secure tenant. This includes an offer of suitable accommodation being made in line with the commitments in the Landlord Offer.

2. Cabinet Member Introduction

- 2.1. The resident ballot outcome on the Love Lane Estate in summer 2021 was a confirmation that residents want to see positive change in their neighbourhood. We have been clear that the redevelopment will only take place if that is what the local community want and, through participation, they are shaping the changes taking place.
- 2.2. The recommendations in front of Cabinet are necessary steps to ensure that the Council can deliver on the guarantees to residents in the Love Lane Landlord Offer, which residents voted in favour of in the ballot. That includes 500 new Council homes, for existing secure and temporary accommodation tenants on the estate as well as the most in-need households on the Council's waiting list, and affordable homes for existing resident leaseholders.
- 2.3. The appropriation of land for planning purposes will enable development to take place on the first plot of the High Road West Scheme, referred to as Plot A or Whitehall Mews. This will deliver the first 60 new Council homes for existing residents. The homes, which include a significant proportion of family housing, have been designed to respond to the preferences expressed by residents over several years, and specifically in the Love Lane Resident Charter and Design Guide. The development will also include new landscaping and play opportunities for residents in a safe and welcoming environment.
- 2.4. The new homes will be allocated in line with the Council's High Road West Local Lettings Policy and start the important process of providing the opportunity for residents to move to their new homes for which they have been waiting for many years. The Council's dedicated Rehousing team are working with households on a one-to-one basis to ensure that their new home offer meets their needs, including the right number of bedrooms and any adaptations where required, and that they are supported so that when the time for the move comes, this proceeds as smoothly as possible.
- 2.5. At every stage of the project, the Council has sought the views of Love Lane Estate residents, including in shaping their housing offer. The proposed consultation with secure tenants on the potential use of Ground 10A powers where required is no different. This proposal is being considered to provide the Council with the certainty that it can build the new homes for existing residents, in line with the Landlord Offer. We will ensure that all secure tenants are able to put their views forward on this proposal by providing documents in the relevant community languages, offering interpreter support and presenting a range of opportunities to speak to a Council officer in the setting that is most convenient for residents. The feedback will be important in informing the follow-up recommendation that will be brought back to Cabinet.

3. Recommendations

3.1. Cabinet is recommended:

- i. To approve the appropriation for planning purposes of the land edged blue on the plan attached at Appendix 1 of this report to enable the delivery of Plot A of the High Road West Scheme (“the Scheme”) pursuant to section 122 of the Local Government Act 1972, which will enable the Council or the developer to rely on section 203 of the Housing and Planning Act 2016 to override any third party easements or rights infringed by the development of Plot A, subject to payment of statutory compensation to those entitled under section 204 of the 2016 Act;
- ii. To approve the commencement of statutory consultation with all secure tenants on the Love Lane Estate, pursuant to Part 5 of Schedule 2 to the Housing Act 1985, regarding the proposal to seek the Secretary of State’s approval for the redevelopment Scheme for the purpose of Ground 10A to support delivery of later plots within the Scheme; and
- iii. To note that following this statutory consultation, there would be a report to Cabinet with a recommendation on whether to proceed with an application to the Secretary of State to seek approval of the redevelopment Scheme for the purpose of Ground 10A.

4. Reasons for decision

- 4.1. The land to be appropriated for planning purposes to enable the development of the first plot (Plot A) within Phase A of the Scheme, subject to planning permission being achieved. This land is currently held by the Council for a number of different statutory purposes, including housing. The land held for housing purposes is currently used as a footpath and an enclosed fenced area associated with the Whitehall & Tenterden Centre, see Appendix 2. Appropriating the land would enable the Council and its development partner Lendlease to deliver the new homes, through the ability to rely on sections 203 and 204 of the Housing and Planning Act 2016 (“2016 Act”) to override any easements or other private rights (such as rights to light) which might otherwise impede redevelopment of this land in accordance with planning permission.
- 4.2. The consideration of the potential use of Ground 10A of the Housing Act 1985 is with a view to ensure certainty of delivery of Phase A, which includes the provision of much needed Council homes, in parts of the site where secure tenants are currently in occupation. The Council’s Landlord Offer guarantees secure tenants a new Council home in the Scheme that meets the need of their household. Secure tenants also have the option to make an early move to a Council home elsewhere in the borough if preferred. The Council has a dedicated Rehousing team in place to support residents through each stage of the move process.
- 4.3. The Council’s aim is to rehouse all tenants by mutual agreement, in line with the Landlord Offer. If this cannot be achieved, Ground 10A is one of the statutory grounds under which possession of a secure tenancy may be ordered by a court if it is seeking to end the tenancy, on the grounds that suitable

accommodation is available. This would only be exercised in the event that a tenant was not willing to leave a property even once suitable alternative accommodation had been offered as part of the rehousing process. Further details are provided in paragraphs 6.29 to 6.37.

- 4.4. The Council has a statutory obligation under Part V of Schedule 2 to the Housing Act 1985 to undertake consultation with secure tenants prior to seeking the Secretary of State's approval of a redevelopment Scheme for the purposes of Ground 10A. If approved, statutory consultation would be undertaken with secure tenants on the Love Lane Estate in autumn 2022. Officers will report back to Cabinet on the outcome of the consultation. Depending on the outcome, Cabinet may be asked for approval to authorise the Council to seek the Secretary of State's approval of the redevelopment Scheme for the purpose of Ground 10A.

5. **Alternative options considered**

Not to appropriate the land in Plot A or to do so later

- 5.1. The Council could progress development of Plot A without appropriating the land for planning purposes, but this would risk the proposed development being delayed or stopped by potential third party claims. This could prevent the Scheme from being delivered and the Council from delivering on its commitments set out in the ballot and Landlord Offer.
- 5.2. The Council could also choose to appropriate the land in Plot A for planning purposes at a later date, alongside other parts of Phase A. Plot A is targeted to start on site in autumn 2022, subject to planning consent. If a decision to appropriate the land was not taken at this time, then this would increase the risk of the Council and Lendlease failing to meet this start on site milestone, which is critical to unlocking GLA funding as per the funding agreements and therefore risk the delivery of the wider Scheme.

Not to consult on the proposal to seek approval for use of Ground 10A of the Housing Act 1985

- 5.3. The Council could choose not to undertake statutory consultation with secure tenants on the proposal to seek approval of the Secretary of State for use of Ground 10A of the Housing Act 1985, and accordingly would not (subject to consultation) be able to consider future use of these powers. This would however risk the Council's ability to deliver vacant possession and the delivery of the Scheme, including the delivery of 500 new Council homes for existing residents and those on the housing register.
- 5.4. Based on the consideration of these options, Cabinet is recommended to reject them and approve the recommendations outlined in Section 3 of this report.

6. **Background information**

Funding and Contractual Arrangements

- 6.1. In 2017, and following a competitive procurement process, the Council entered into a Development Agreement and Compulsory Purchase Order Indemnity Agreement (CPOIA) with Lendlease to deliver the Scheme. The CPOIA sets out both the Council and Lendlease's obligations to acquire and secure vacant possession of the land within the Scheme. Lendlease is obligated to reimburse the Council for all of the costs that the Council has spent in acquiring the land, as well as compensation and expenses payable to third parties, should the development proceed.
- 6.2. In 2018, the Council was granted consent by the Secretary of State in line with Section 32 of the Housing Act 1985 to dispose of Council owned housing land to facilitate the delivery of the Scheme. The land authorised for disposal includes the land within Plot A.
- 6.3. In 2021, the Council entered into a funding package with the GLA to kickstart the first phase of the Scheme, referred to as Phase A. Phase A encompasses the part of the regeneration area to the south of White Hart Lane which includes the Love Lane Estate. This package consists of two grant funding pots, namely the Affordable Housing Grant and Mayor's Land Fund, with a combined total sum of £91m. These funding agreements enable the Council to meet the objectives of the Scheme, including delivery of 500 Council homes for existing and new residents. To successfully draw down the funding, the Council needs to meet various start on site and delivery milestones.
- 6.4. Under the Development Agreement, the Council is required to acquire all the land within the Scheme and then, on satisfaction of conditions, required for each phase of the development, to grant 250-year phase leases for that phase to Lendlease, for Lendlease to progress the development. The first phase for the Scheme is Phase A of which Plot A will be the first to be developed, followed by Plot D.
- 6.5. Lendlease are required to pay the Council a land premium which will be based on an agreed calculation set out in the Development Agreement. As part of the procurement process for a development partner, the Council secured a fixed minimum land premium for Plots A & D. The minimum land premium agreed for Plots A & D in the Development Agreement is contained in the exempt part of the report.

6.6. **(This information is included in the exempt report)**

Planning Application

- 6.7. A hybrid planning application for the Scheme was submitted on 29 October 2021 (HGY/2021/3175). This seeks detailed planning permission for Plot A, and outline planning permission for the remainder of the Scheme. The planning application is due to be considered at the Council's Planning Sub Committee on 21 July 2022. Subject to planning approval, work will commence on Plot A later this year. Achieving this start on site is crucial for the Council to meet its funding obligations with the GLA.

Further details on Plot A

- 6.8. Plot A is edged blue in Appendix 1 and is located to the west of the railway line, which divides the site from the Love Lane Estate. The site is currently occupied by Whitehall & Tenterden Centre, which is leased to the Grace Organisation, a third sector organisation. The Grace Organisation is relocating to an equivalent sized space and facilities at the Irish Centre once refurbishment works are completed, estimated for September 2022. These works are funded by Lendlease.
- 6.9. The site is also occupied by 100 Whitehall Street, used primarily by the Council as short-term emergency accommodation. The Council is currently seeking a new facility in Haringey as a longer-term solution to provide a centralised location for this type of accommodation. In the interim period, this provision will be met at various sites across the borough.

Appropriation

- 6.10. The Council holds land for various statutory purposes in order to perform its functions. Appropriation is a statutory process that allows the Council to change the purpose for which land is held from one statutory purpose to another. This report seeks approval to appropriate the land in Plot A for planning purposes pursuant to Section 122 of the Local Government Act 1972 as it is no longer required for the purposes it is currently held. The appropriation of the land and the subsequent development will enable the delivery of the new Council homes at Plot A.
- 6.11. The appropriation of the land for planning purposes would enable the Council and its developer, Lendlease to rely on the provisions of Section 203 and 204 of the Housing and Planning Act 2016, specifically at such time that Plot A of the Scheme is developed in accordance with planning permission, and providing certain conditions are satisfied. This would enable any easements and rights attached to properties which are infringed by the development of Plot A to be overridden.
- 6.12. The third-party rights are not extinguished but infringement (by the development) will result in a right to compensation in place of the right to seek an injunction. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. The person who carries out the development is liable to pay compensation under s 204, but if they fail to do so, the Council must make the payments and then recover them from the developer under s 204(3). The CPOIA entered into between the Council and Lendlease provides for how Lendlease will cover any compensation that may be payable pursuant to s 204.
- 6.13. An assessment has been carried out to determine whether or not any third-party rights would be affected by the development of Plot A. A plan showing land benefitting from rights of light which may be impacted or interfered with through the development of Plot A has been produced and is provided in Appendix 3 (**note that this information is exempt**). This assessment has taken a precautionary approach, to identify the maximum number of parties whose rights of light may potentially be interfered with. It is likely that the actual number of parties whose rights are interfered with by the development will be

found to be lower, as the detailed design is finalised, and given the precautionary approach taken in the assessment.

- 6.14. In addition, the Council's land referencers have reviewed other rights and covenants affecting the relevant land and which may be impacted or interfered with by the development of Plot A beyond rights of light. In summary these include rights of access/way; and covenants to maintain building structures, support for land/buildings, services and common parts. There is also the potential for unknown rights or restrictions to exist. The rights mainly relate to other properties within the Estate and are general rights, rather than those applying specifically and only to Plot A. More details on the rights are provided in Appendix 4 (**which is exempt**).
- 6.15. A letter was sent on 16 June 2022 to those parties outside of the Phase A boundary whose land and property may suffer a potential interference with rights of light as a result of the development of Phase A (including Plot A). This outlined what Phase A was, the potential for those rights (particularly rights of light) to be affected and set out the Council's intention to consider whether to appropriate the land for planning purposes and/or promote a compulsory purchase order. It confirmed that the Council and Lendlease would be willing to discuss impacts at the appropriate time when the development comes forward and provided details on drop-in sessions / contact details for those who had any questions in the meantime. The letter is provided in Appendix 5.
- 6.16. Separately land interest questionnaires have also been sent to all parties with an interest in Phase A, seeking confirmation of their interests and identity, and providing contact details for the Council for those that wish to discuss the Scheme. These questionnaires have been issued as part of the due diligence required in relation to a potential compulsory purchase order (CPO) relating to and to deliver Phase A, and the questionnaires also covered land relevant to the proposed appropriation of Plot A. Notifying residents of the development's potential impact on their rights is essential both as part of the process of assembling land, and to ensure engagement with the community is undertaken to a high standard, and legal advice has been sought to ensure the correct process has been progressed.
- 6.17. Those parties situated within Phase A on the Love Lane Estate (and who may have rights interfered with as a result of the development of Plot A) have been written to separately regarding the timelines and next steps to deliver Phase A. These letters set out the Council's aim to acquire all interests on the Love Lane Estate by mutual agreement, and also reaffirmed the commitments within the Council's Landlord Offer, including the option to move to a newly built home within the Scheme.

Consideration of human rights

- 6.18. The Human Rights Act 1998 effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions, Members therefore need to have regard to the Convention, particularly in relation to the proposed decision in this report on the appropriation of land in Plot A for planning purposes. The rights that are of particular significance to Cabinet's decision are those contained in

Articles 8 (right to home life) and Article 1 of the 1st Protocol (peaceful enjoyment of possessions).

- 6.19. Article 8 provides that there should be no interference with the existence of the right to home life except in accordance with the law and, as necessary in a democratic society in the interest of the economic well-being of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.
- 6.20. In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the community and the protection of the rights of individuals. There must be reasonable proportionality between the means employed and the aim pursued. The availability of an effective remedy and compensation to affected persons is relevant in assessing whether a fair balance has been struck.
- 6.21. Therefore, in deciding whether to proceed with the recommendations relating to appropriation of land for planning purposes, Cabinet Members need to consider the extent to which the decision may impact upon the Human Rights of the landowners and residents and to balance these against the overall benefits to the community, which the redevelopment will bring. Members will wish to be satisfied that interference with the rights under Article 8 and Article 1 of the 1st Protocol is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.

Public benefits of the development

- 6.22. The High Road West site, including both the land proposed for appropriation in Plot A and the Love Lane Estate, forms part of the land identified in the Council's adopted Local Plan as a key regeneration area capable of accommodating significant growth. The investment in new housing and employment opportunities in north Tottenham has long been a priority for the Council, and High Road West is specifically the subject of policy allocation NT5 in the Tottenham Area Action Plan (2017).
- 6.23. The Council is satisfied that the development of Plot A will contribute significantly to the social, economic and environmental wellbeing of the immediate and surrounding area. The plot will see the delivery of the first 60 new Council homes for existing residents as part of the Scheme, in a new residential block of five and six storeys. This will make a significant contribution to the borough's housing targets and help deliver on the commitments of the Council to Love Lane residents in the Landlord Offer. The new homes will be allocated to existing residents in line with the High Road West Local Lettings Policy, which was approved by Cabinet in July 2021. The development will also help improve the place-making of the area through improved legibility and connections and new landscaping.

- 6.24. The development of Plot A also represents the start of Phase A of the Scheme and will help unlock subsequent plots for redevelopment by supporting rehousing. It is therefore an integral part of Phase A, which will deliver 500 Council homes in total (including Plot A) and other benefits for the community including new jobs, homes and public spaces.

Assessing the interference with private interests

- 6.25. It is acknowledged that third party rights may be affected by the development of Plot A. When assessing the interference with private interests it is important to recognise that the impact of the development of Plot A in daylight and sunlight terms will be fully assessed as part of the planning process and will be considered by the Council's Planning Sub-Committee when it considers the planning application on 21st July 2022.
- 6.26. The approach to identifying and contacting those parties who own or have an interest in property / land and may have their right of light affected is summarised in paragraphs 6.13 to 6.17 of the report. There are also other types of rights potentially impacted by the development of Plot A and which would be overridden, as described in the main report. The overriding of relevant rights and a right to compensation are secured by Sections 203 and 204 Housing and Planning Act 2016. The level of compensation is to be agreed or can be referred to the independent Upper Tribunal (Lands Chamber) if it cannot be agreed.

Conclusion

- 6.27. On balance, it is considered that the substantial public benefit of being able to carry out and use Plot A outweighs the infringement of the third parties' rights referred to above. As such it is considered that the exercise of the Council's rights to appropriate and convert these third-party rights to compensation is legitimate and proportionate in this instance.
- 6.28. Officers also take the view that compensation secured by legislation will mitigate any infringement of those private rights.

Consultation with secure tenants on the use of Ground 10A powers

- 6.29. Alongside continued engagement, the Council has undertaken several statutory consultations with secure tenants on the Love Lane Estate on a range of proposals relating to the Scheme since 2012. These have included:
- Section 105 consultation on the redevelopment proposals and Secure Tenant Guide ([link](#) to Cabinet report, November 2014)
 - Section 105 consultation on the ownership and management of the replacement homes ([link](#) to Cabinet report, September 2017)
 - Consultation on the High Road West Local Lettings Policy ([link](#) to Cabinet report, July 2021).

- 6.30. The Secure Tenant Guide, agreed by Cabinet in 2014 and later updated as part of the Landlord Offer in 2021, set out the Council's commitments to secure tenants on the estate. This included the commitment that residents have the right to remain on the Love Lane Estate and move to a new home in the Scheme. Feedback from residents found that many want to see choice in their rehousing options, and on that basis, a commitment was also made that tenants could choose to move to another Council or Housing Association property elsewhere in the borough.
- 6.31. There are currently 38 secure tenant households on the Love Lane Estate. The Council's Rehousing team has built up relationships with these residents and are aware of their housing needs which enables the Council to provide the choice of new home that best suits their needs. Many of these residents have expressed a preference to move to the new Council homes built as part of the Scheme. The Council will continue to work with these residents to:
- Review and update their housing need assessments, including the requirement for any special adaptations in the new homes e.g. grab rails or a wheelchair accessible kitchen
 - Discuss the preferences of the household in relation to making their home their own, e.g. choosing interior colours and materials
 - Keep them updated on when the new homes are likely to be available, and when they will be required to move
 - Arrange visits to the new homes prior to completion, including taking measurements
 - Support in the moving process, e.g. help moving boxes and packing/unpacking
 - Post-move survey to check that the resident is settled in
- 6.32. Consideration of the use of Ground 10A of the Housing Act 1985 is in recognition that the Council needs to ensure delivery of the Scheme in a timely manner, so that the Council can stand by its commitment for residents across the Love Lane Estate (including non-secure tenants and resident leaseholders) to move to their new homes. While every effort will be made to reach agreement with all tenants, it is recognised that this cannot be guaranteed, and the Council needs to have the ability to gain possession of secure tenancies if a resident is not willing to move from a block required for demolition.
- 6.33. Ground 10A gives the Council the power to terminate a secure tenancy and for a court to order possession where the home is required as part of a redevelopment Scheme approved by the Secretary of State. If the secure tenant does not agree to vacate, the Council must serve a notice of seeking possession and if the secure tenant remains in occupation at the expiry of the notice period, the Council may issue possession proceedings and there will then be a court hearing. If the court is satisfied that the Ground 10A criteria have been met and suitable accommodation is available for the secure tenant, it may make an order for possession.
- 6.34. Secure tenants have additional security of tenure compared to non-secure tenants living in temporary accommodation. The use of Ground 10A powers is only required where the Council is seeking to gain possession of secure

tenancies. However, for non-secure tenants the Council would still need to demonstrate that suitable alternative accommodation is available, as it would be seeking to do through the Council's Landlord Offer, which commits to a new Council home in the Scheme on a secure tenancy for eligible non-secure tenants in the Scheme area. The High Road West Local Lettings Policy confirms this prioritisation of existing residents for the new homes.

- 6.35. To be able to rely on Ground 10A, the Council must first apply to the Secretary of State for formal approval of the proposed redevelopment of the Love Lane Estate as part of the Scheme for the purposes of Ground 10A. Before an application can be made, the Council must consult with all secure tenants living in homes affected by the proposal including a) the main features of the proposed redevelopment; and b) the effect that receiving such approval would have on tenants in relation to court proceedings to recover possession brought under the Housing Act 1985.
- 6.36. Subject to approval of the recommendations in this Cabinet report, it is expected the following steps would take place at the following times.

Date	Action
19 July 2022	Cabinet approval to commence consultation
September 2022	Consultation
October/November 2022	Depending on feedback, Cabinet to be asked to authorise the Council to seek Secretary of State consent for the use of Ground 10a of the HA 1985

- 6.37. In undertaking consultation, the Council will be taking steps to ensure that all secure tenants are able to respond and take part. This includes providing translated versions of the consultation materials in the relevant languages identified. Alongside providing the written consultation material to all secure tenant households by post, engagement activities will include drop-in sessions in the local area, door knocking, and offers of one-to-one meetings with an interpreter present if required.

7. Contribution to strategic outcomes

- 7.1. The recommendations and responses made will contribute to the successful delivery of the Scheme and will support the Council in delivering its corporate priorities, as well as supporting the progression of objectives in the development plan (including part of site allocation NT5 in particular) and in the London Plan to support regional growth in North London.
- 7.2. The regeneration at High Road West will help to enhance the area in relation to the following four priorities set out in the Council's Borough Plan (2019-2023):
- Priority 1 – Housing (“A safe, stable and affordable home for everyone, whatever their circumstances”): the Scheme makes an important contribution to the borough's housing targets. Overall, the Council has a

five year housing target of 12,799, approximately 2,500 per year, with the Scheme able to deliver on average around 10% of this number over the life of the Scheme.

- Priority 2 – People (“Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential”): the Scheme will support the Council’s objectives in better linking local neighbourhood services, providing new community facilities designed to meet the needs of local people, and support the Council’s focus on early intervention and prevention.
- Priority 3 – Place (“A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green”): the Scheme will deliver a series of public and green spaces, including a community park, and include investment into projects which and enable healthy and safe lives for local people.
- Priority 4 - Economy (“A growing economy which provides opportunities for all our residents and supports our businesses to thrive”): the Scheme will include significant investment into employment, education and training opportunities for local people, to connect residents to sustainable and long-term jobs.

8. Statutory Officer Comments

Finance

8.1-8.2. This information is contained in the exempt part of the report.

Procurement

8.3. There are no procurement comments required for this report.

Legal

8.4. The Head of Legal & Governance (Monitoring Officer) has been consulted on the content of this report and legal advice have been incorporated into the report.

8.5. The Council’s power to appropriate the land within Plot A are contained in section 122 of the Local Government Act 1972. As stated the land is held for various purposes by the Council and although this includes land held for housing purposes, secretary of state’s consent is not required as there are no housing accommodation on the land.

8.6. Appropriation of Plots A will enable the Council and its developer, Lendlease to rely on the provisions of section 203 and 204 of the 2016 Act. If land is appropriated by a local authority for planning purposes, then the development can be carried out on that land, notwithstanding that those works and use may interfere with third party rights, provided that three further conditions are satisfied:

- (a) there is planning permission for the works and / or use;
 - (b) the Council could (at least in theory) have acquired the land compulsorily for the purpose of the works/use (if it did not already own the land); and
 - (c) the works and/or use are related to the purposes for which the land was appropriated.
- 8.7. In respect of condition (a) above, although planning permission is not currently in place it is envisaged as noted above that the planning application will be considered at committee in July. Whether or not that planning application is granted it is envisaged that planning permission for the development of Plot A will be in place prior to works commencing such that limb a) will be satisfied.
- 8.8. In respect of condition (b) above, the Council has power, under s226 of the Town and Country Planning Act 1990 on being authorised by the Secretary of State, to acquire land compulsorily for planning purposes, including in order to facilitate redevelopment if it thinks that the redevelopment would contribute to the achievement of the economic, social and/or environmental well-being of its area. The report sets out details of the benefits that will be achieved by the development of Plot A (including the delivery of 60 new homes for Council tenants, and economic and environmental benefits). The redevelopment of Plot A is within the power available to the Council under s226.
- 8.9. In respect of condition (c) above, the development of Plot A for housing, as part of the wider Phase A / Scheme and to provide replacement homes for existing tenants, is clearly related to the purpose for which the land is being appropriated.
- 8.10. Third party rights that can be overridden under s203 include easements (such as a right of access or right to light) and restrictive covenants which otherwise would limit the use of the land.
- 8.11. Those third parties whose rights have been affected may be entitled to compensation. Compensation under s204 of the 2016 Act is calculated on the same basis as compensation payable under sections 7 and 10 of the Compulsory Purchase Act 1965. It is for the developer to pay the compensation however the Council retains residual liability should the developer fails to do so.
- 8.12. The appropriation of land for planning purposes by the Council does not of itself override third party rights or infringe them. Only when development progresses, and third-party interests are interfered with or breached does the consequence of having appropriated the land for planning purposes actually take effect. If there is no development, then the act of appropriating Plot A for planning purposes does not infringe any third party's rights.
- 8.13. In carrying out the consultation on the use of Ground 10A, the Council must comply with the following principles:

- That consultation must be at a time when proposals are still at a formative stage;
- That the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response;
- That adequate time must be given for consideration and response; and
- That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

Equality

- 8.14. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 8.15. 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. Marriage and civil partnership status applies to the first part of the duty.
- 8.16. Two Equalities Impact Assessments (EqIAs) have been produced in relation to this Cabinet decision. An EqIA on the proposal to appropriate the land in Plot A for planning purposes, relevant to recommendation i. (see section 3), is provided at Appendix 6. An EqIA on the proposal to undertake statutory consultation with secure tenants, relevant to recommendations ii-iii., is provided in Appendix 7. These follow previous EqIAs completed for the Scheme and the resident housing offer, including:
- 13 July 2021 – High Road West Local Lettings Policy EqIA ([link](#))
 - 13 July 2021 – Love Lane Leaseholder Offer EqIA ([link](#))
 - 16 March 2021 - High Road West Approval of GLA Funding EqIA ([link](#))
- 8.17. Both proposals will help the Council to meet its obligations under the Public Sector Equality Duty, by supporting delivery of Phase A of the High Road West Scheme, and in particular Plot A. Phase A will deliver 500 Council homes, new community and leisure facilities including a Library and Learning Centre, and open spaces including a public square. Plot A will deliver the first 60 of these Council homes for residents of the Love Lane Estate. The delivery of a new safer neighbourhood, with Council homes and community infrastructure at its heart for existing and new residents, will help advance equality of opportunity for residents and to foster good relations between groups who share a relevant protected characteristic and those who do not. Benefits of these changes are likely to be felt by, but not limited to, protected groups overrepresented in lower socio-economic groups including black residents, women (including single mothers) and disabled residents.

- 8.18. The EqIA has found that the delivery of Plot A has potential to have a short-term negative impact for clients of the Grace Organisation, which is required to relocate to enable the development. Clients of this service are predominantly elderly and/or have a disability. The Council has been working closely with the Grace Organisation to find a suitable alternative premises for their important community service in the local area, which has been identified at the Irish Centre. This relocation work has sought to ensure that any short-term impact on these groups is minimised as far as possible and that there is no longer-term impact as a direct result of the proposal.
- 8.19. Relocation of the part of 100 Whitehall Street which provides emergency temporary accommodation is not deemed to have any impact on groups who typically share a number of protected characteristics. The provision of emergency accommodation is being met at sites elsewhere in the borough, and there are not any individuals who would not be able to access such accommodation as a result. As households are only placed in emergency temporary accommodation for a short period of time, there are also not any individuals who would need to be rehoused from these premises as a direct result of this proposal.
- 8.20. The profile of the area suggests that parties who may have their property / land rights interfered due to the proposal to appropriate land in Plot A for planning purposes includes a significant proportion of those with protected characteristics. However, it is not anticipated that the proposal will impact on those with protected characteristics disproportionately to others. Those third parties whose rights are affected may be entitled to statutory compensation. This would be calculated in the same way regardless of whether they share a protected characteristic or not, and all owners would be treated equally. Any impacts will be monitored through ongoing communication with those who may be affected.
- 8.21. In regard to the proposal to consult on the use of Ground 10A powers, the EqIA has considered the impact of secure tenant households being required to relocate from their existing home. This analysis has found that there may be certain groups of residents who are disproportionately impacted by the need to be rehoused, including elderly residents, disabled residents and black residents. The Council has a range of mitigation measures which have been developed over many years and are presented in the Landlord Offer, which includes the provision of a dedicated rehousing team to support residents through the move process and respond to their specific needs, which will ensure that any impact through the rehousing process is minimised. Through the Landlord Offer, residents are guaranteed to have an offer of a new Council home in their current neighbourhood, ensuring that the community is kept together and that existing support networks are maintained, which can be particularly important for those who share a protected characteristic.
- 8.22. Through consultation on the proposal, the Council will seek to better understand if the proposal has potential to disproportionately impact any group with a protected characteristic, and the types of impacts these may include. If such impacts are identified, then further mitigation measures will be developed and built into the rehousing process to minimise these as far as possible. Any such

findings will be incorporated into the updated EqIA that accompanies the future report where the results of the consultation are reported back to Cabinet.

9. Use of Appendices

Appendix 1 - Plot A - Appropriation Boundary Plan

Appendix 2 - Plot A – HRA / General Fund Plan

Exempt cover report to accompany Appendix 3 and 4 with financial information

Appendix 3 - Plot A – Rights of Light Plan (EXEMPT)

Appendix 4 - Details on the types of rights affected by the development of Plot A (EXEMPT)

Appendix 5 - Council letter to relevant parties regarding rights of light

Appendix 6 - Equalities Impact Assessment – Appropriation of land in Plot A for planning purposes

Appendix 7 - Equalities Impact Assessment – Consultation on the use of Ground 10A of the Housing Act 1985

10. Local Government (Access to Information) Act 1985

High Road West Cabinet and Full Council Papers:

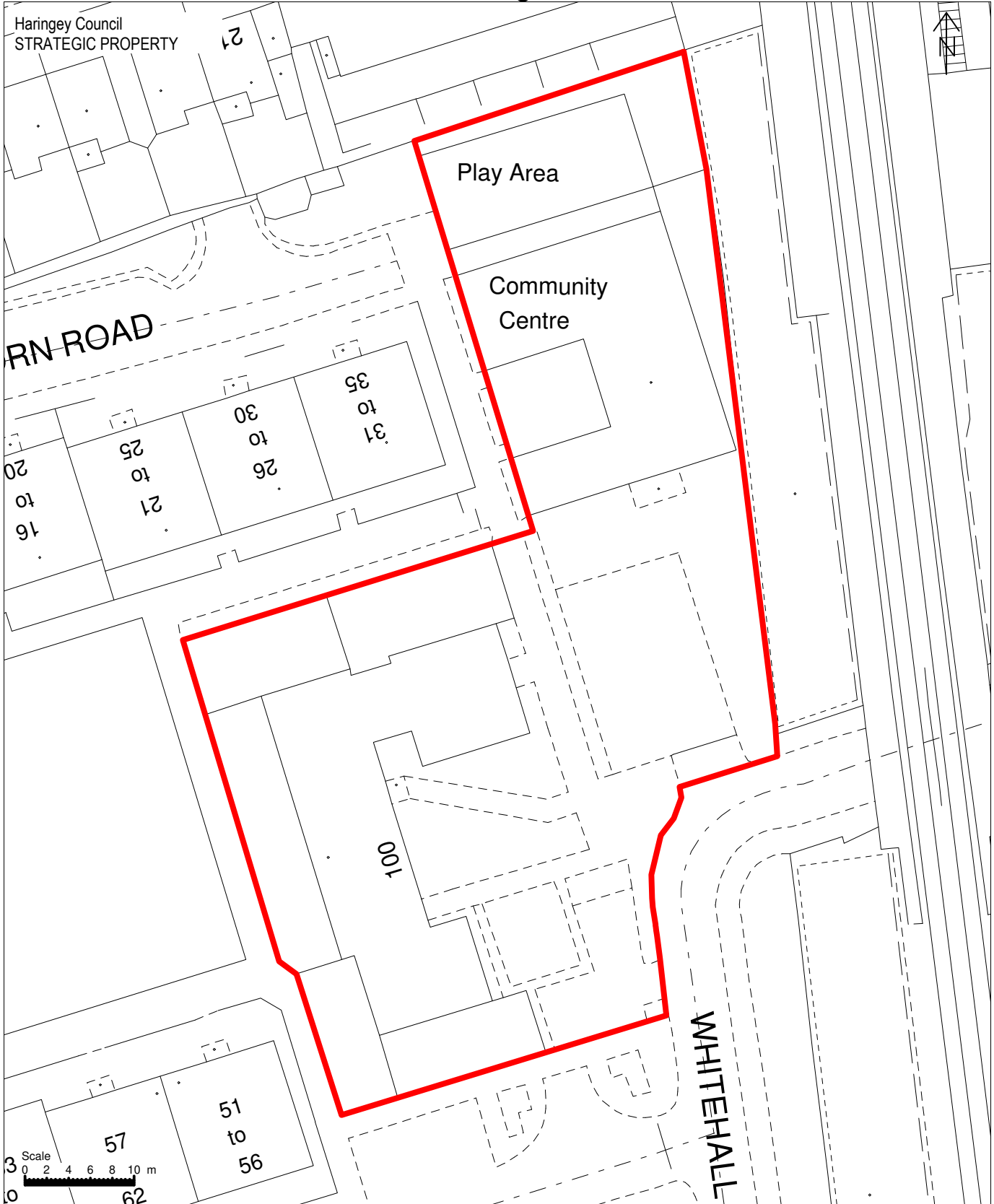
- 13th July 2021 Cabinet Report – High Road West - Approval of Resident Offers, Landlord Offer and Resident Ballot ([link](#))
- 16th March 2021 Cabinet Report – High Road West – Conditional Approval of Funding and Next Steps ([link](#))
- 10th March 2020 Cabinet Report - High Road West – Next Steps for Consultation on Resident Offers ([link](#))
- 8th March 2018 Cabinet Report- High Road West Regeneration Scheme – approval of the next steps for the Love Lane Leaseholder Offer and for delegated authority to agree all valuation and compensation packages for the land interests due to be acquired ([link](#))
- December 2017 Full Council Report - High Road West Regeneration Scheme – Approval to seek Secretary of State Consent to dispose of housing land ([link](#))
- 12th September 2017 Cabinet Report- High Road West Regeneration Scheme – appointment of a preferred bidder and next steps ([link](#))
- 13th September 2016 Cabinet Report- Tottenham Housing Zone Phase 2- North Tottenham ([link](#))
- 15th December 2015 Cabinet Report- High Road West Regeneration Scheme Update and Next Steps ([link](#))
- 20th January 2015 Cabinet Report - Site Acquisitions Fund – approval for decisions under Delegated Authority ([link](#))
- 16th December 2014 Cabinet Report- High Road West Regeneration Scheme- Masterplan and Next Steps ([link](#))

- 15th July 2014 Cabinet Report- High Road West Regeneration Scheme Consultation. ([link](#))
- 28th November 2013- High Road West Regeneration Project - Master Plan Option Consultation Feedback and Next Steps. ([link](#))

Housing and Estate Renewal, Rehousing and Payments Policy Cabinet Papers:

- 17 October 2017, Revised Estate Renewal Rehousing and Payments Policy following consultation ([link](#))
- 12 July 2016 - Estate Renewal, Rehousing and Payments Policy – Final policy for adoption ([link](#))

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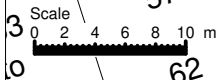
Haringey Council
STRATEGIC PROPERTY

Play Area

Community
Centre

High Road West

Whitehall



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Plot A
High Road West

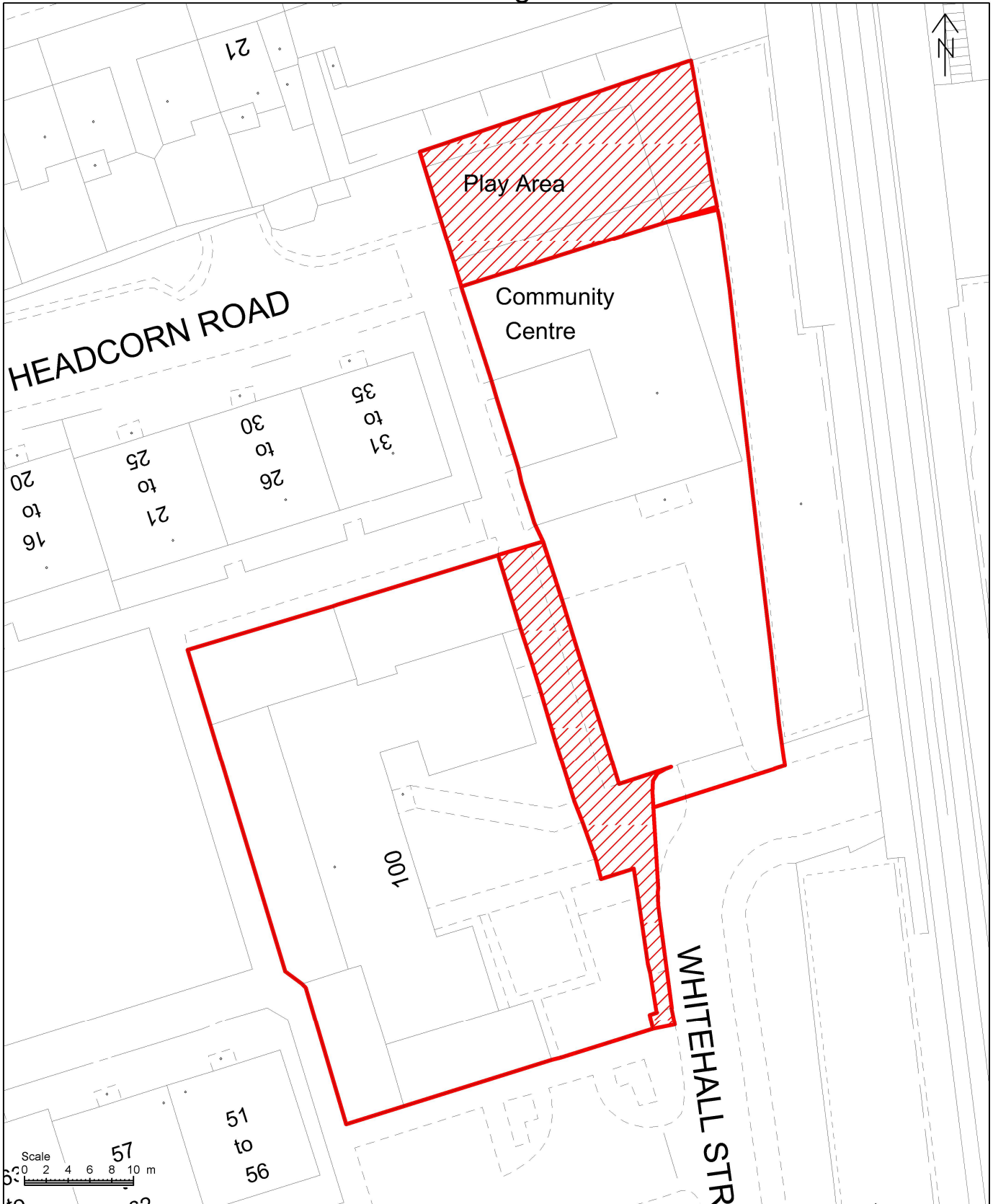
Red line - Site boundary

Overlay : Hss - Misc

Plan produced by Sean Purcell on 06/07/2022

Scale 1:500
Drawing No. BVES A4

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Plot A - HIGH ROAD WEST
Whitehall Street
Tottenham
LONDON
N17

Red verging - Site boundary GF
Red hatching - HRA

Overlay : Regen JAD

Scale 1:500

Plan produced on 06/07/2022

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Housing, Regeneration & Planning

Sarah Lovell Head of Area Regeneration

Date: 16 June 2022

Your ref: Re: High Road West scheme

Dear [Name],

High Road West Regeneration – Phase A (South of White Hart Lane) – Rights of Light

We are writing with regards to a questionnaire you would have recently received from the Council's land referencing consultants (TerraQuest) who are working to help deliver the High Road West Scheme. We would like to provide more information about the High Road West Scheme and what it will deliver for the local community, why you have received the questionnaire and the next steps for progressing delivery of the scheme.

What is the High Road West Scheme?

The High Road West Scheme is being delivered by the Council and its development partner Lendlease. The Scheme, which has been designed to respond to the local communities' feedback over many years, will deliver wide-reaching benefits for the north Tottenham community. This includes 500 high-quality council homes as part of a new neighbourhood. It will also bring new community and leisure facilities including a public square and other open spaces, as well as a new library and learning centre and town centre outlets, providing a range of business and employment opportunities.

The High Road West area is located broadly between Tottenham High Road and the railway line (White Hart Lane station), running from Brereton Road in the south to the B&M Home Store site in the north. It also includes a small area to the west of the railway line where the Whitehall & Tenterden Centre is located. Subject to planning approval, the Council and Lendlease are now seeking to deliver "Phase A" of the Scheme, which comprises the land south of White Hart Lane.

Why have I received a questionnaire?

In order to deliver these benefits for the community, we need to undertake a process called land referencing. Land referencing is the practice of identifying legal interests and rights over property or land which may be affected by a development. This includes 'right of light', which relates to the amount of natural light received by nearby properties.

You should have recently been contacted by the Council's consultant (TerraQuest) to fill out a Land Interest Questionnaire, which will help us confirm any parties who are affected by the development of Phase A, to inform our future engagement. If you have not yet had the opportunity to complete the questionnaire, then we would encourage you to do so.

How does this affect me?

At present, it is not possible to confirm exactly which properties will be affected by the delivery of Phase A and to what extent. This will become clearer as the detailed designs for the development progress, and so at this stage we are contacting all parties who own or have an interest in property / land which could potentially have their right of light affected.

To deliver Phase A, the Council is considering using its compulsory purchase powers (through a compulsory purchase order, "CPO"), and to appropriate where required the land which is in Council ownership for planning purposes. If the land within the CPO boundary is acquired or appropriated for planning purposes, it would enable development to be undertaken on such land, even if it may involve interfering with a relevant right.

If the right of light for your property is affected, you may be entitled to financial compensation. If so, we will be in contact at the appropriate time to discuss this further. In the meantime, we would like to assure you that we are available to answer any questions or discuss any concerns you have regarding any right of light which your property or land may have the benefit of.

Further information

If you have any questions regarding this letter, or the High Road West scheme in general, please contact Scott Mundy, Regeneration Manager on scott.mundy@haringey.gov.uk or 07971 837641.

If you would like to speak to a Council officer in person, there will also be drop-in sessions taking place at The Grange, 32 White Hart Lane, N17 8DP, on the following dates and times:

- Tuesday 28 June, 10:00 – 14:00
- Wednesday 29 June, 16:00 – 19:00

Alternatively, CBRE, who are working with Lendlease as their advisors on this matter can provide further information regarding the process and potential rights:

Steven Fraser, Lendlease – steven.fraser@lendlease.com – 07918 628 193
James Franklin, CBRE – james.franklin@cbre.com – 07917 894383

Do you need this translated?

Türkçe - Bu haber bültenini kendi dilinizde almak istiyorsanız, lütfen, yukarıda yer alan irtibat bilgilerine bir e-posta gönderin.

Soomaali - Haddii aad jeclaan lahayd inaad ku hesho warsidahan luqadaada, fadlan iimayl u soo dir faahfaahinta xiriirka kore.

Português - Se gostaria de receber esta newsletter na sua língua, por favor envie um email para os contactos acima.

Yours sincerely,



Sarah Lovell
Head of Area Regeneration, North Tottenham

Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

1. Responsibility for the Equality Impact Assessment

Name of proposal:	High Road West Scheme – Appropriation of Land in Plot A
Service Area:	Placemaking and Housing
Officer Completing Assessment:	Scott Mundy
Equalities Advisor:	Elliot Sinnhuber
Cabinet meeting date (if applicable):	19 th July 2022
Director/Assistant Director	Peter O'Brien

2. Executive summary

Proposal

The Council is considering the appropriation for planning purposes of land in Plot A of the High Road West Scheme (“the Scheme”) in north Tottenham. This will enable delivery of the first 60 new Council homes for existing residents as part of the



Scheme. This will make a significant contribution to the borough's housing targets and help deliver on the Council's commitments in the Love Lane Landlord Offer, which includes the guarantee of a new suitably sized Council home in the scheme for existing tenants on the Love Lane Estate. These new Council homes will be allocated to existing tenants in line with the High Road West Local Lettings Policy, which was approved by Cabinet in July 2021.

Plot A represents the start of Phase A of the Scheme, which includes the redevelopment of the Love Lane Estate, and will deliver 500 new council homes for existing and new residents, jobs and employment spaces, community uses, and enhanced green and open spaces. The development of Plot A will unlock subsequent plots for redevelopment by supporting the rehousing of residents.

Delivery of Plot A has required the relocation of the two existing facilities currently present on the site.

- The Grace Organisation is an older people's day service operating from the Whitehall & Tenterden Centre, leased from the Council during the past 37 years, latterly providing older people day opportunity provision. The day opportunity provision constitutes an important contribution in north Tottenham, supporting a high number of clients (36 clients) referred by Haringey Adults and Health. The organisation provides a significant proportion (around 40%) of overall older people day opportunity placements in the area.
- 100 Whitehall Street ('Whitehall Lodge') is primarily used to provide emergency temporary accommodation for households while their homelessness application is under review by the Council. There is also part of the building which is used as a community space and is currently vacant.

The appropriation of the land for planning purposes would mean that, at such time that Plot A is developed in accordance with planning permission, section 203 of the Housing and Planning Act 2016 will enable any easements and rights attached to other properties which are infringed by the development of Plot A to be overridden. These rights include rights of light and rights of access/way. The infringement of rights and easements would be subject to payment of statutory compensation in appropriate cases in alignment with section 204 of the Housing & Planning Act 2016.

Results of the analysis

The analysis has found that the delivery of Plot A is likely to result in a range of benefits for residents who share a protected characteristic. This is particularly the case for those who have specific needs and as a result are more likely to benefit from the changes, in particular the provision of new Council homes. This includes women, younger people, black residents and disabled residents, who are over-represented amongst residents living on the Love Lane Estate.

There will also be broader benefits for residents of a lower socio-economic banding. Both the estate and the wider area represent some of the most deprived areas in the

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country and therefore the delivery of Plot A will support the achievement of better outcomes for these households.

There is potential for a short-term negative impact for clients of the Grace Organisation, who are predominantly elderly and/or have a disability. The Council has worked closely with the Grace Organisation to find a suitable alternative premises for their important community service in the local area and enable them to move to the new premises without a gap in service. An equivalent sized space and facilities has been identified at the Irish Centre located less than 500 metres north of their current location, and refurbishment works are currently underway. This will minimise the short-term impact as far as possible with the aim to ensure that there is no longer-term impact on these groups.

Although residents placed at 100 Whitehall Street typically share a number of protected characteristics, the closure of emergency accommodation at this location is not considered to have any significant impact on these residents, due the short-term nature of the placements. The provision of emergency accommodation more broadly is also being met at locations elsewhere in the borough.

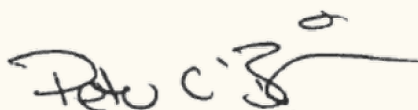
The profile of the area suggests that parties who may have their property / land rights interfered due to the proposal includes a significant proportion of those with protected characteristics. However, it is not anticipated that the proposal will impact on those with protected characteristics disproportionately to others. Those third parties whose rights are affected may be entitled to statutory compensation. This would be calculated in the same way regardless of whether they share a protected characteristic or not, and all owners would be treated equally. Any impacts will be monitored through ongoing communication with those who may be affected.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

The Scheme Masterplan was agreed by the Council's Cabinet in 2014, following 3 years of engagement and consultation with the local community in and around the Love Lane Estate. This community engagement has continued in the years since, including through the involvement of residents in the procurement process for a development partner, which resulted in the appointment of Lendlease in 2017. Further consultation on the Scheme has also taken place in the years since to further develop the proposals. In August and September 2021, a resident ballot took place on the Love Lane Estate where the majority of participating residents voted in favour of the redevelopment as part of the Scheme.

The consultation on the design of Plot A has focused on creating new homes that specifically respond to the needs of Love Lane residents, and to enhance the benefits the protected groups that are overrepresented on the estate. The Council and

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Lendlease have taken a range of steps to ensure that all groups are able to participate in the consultation, including outreach engagement events at various times of day, providing the materials in a range of languages and offering interpreter support.

The Council has worked closely with the Grace Organisation for over 18 months to understand the needs and requirements of their clients and develop a relocation option for the service. The feedback from this process has been incorporated into the design of refurbished space at the Irish Centre, which will ensure the continuity of this service and minimise impact on clients.

As discussed in the Cabinet report, the Council has sent a letter to all parties outside of the Phase A boundary who may suffer a potential interference with rights of light as a result of the development of Phase A (including Plot A). The Council and Lendlease have confirmed that they would be willing to discuss impacts at the appropriate time when the development comes forward. The letter also provided details on drop-in sessions / contact details for those who had any questions in the meantime.

In continuing this communication with any individuals who may be affected by the delivery of Plot A, the Council will take all the necessary steps to ensure that those with protected characteristics can fully participate in this process. This includes sending correspondence in a range of community languages, offering residents interpreter support, and providing opportunities to discuss the impacts in a one-to-one meeting where additional support can be provided as required.


3b. Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

The consultation on the designs of Plot A has involved both residents on the Love Lane Estate who will be moving to the new homes and residents neighbouring the proposed development. Many of these residents share a protected characteristic. The feedback from this consultation has been incorporated into the design, much of which relates to features that reflect a particular need of these demographics.

Examples include:

- Mix of house types and sizes
- Adaptable living/kitchen space, able to be partitioned, and generous kitchens
- Accessible homes
- High quality public and communal spaces
- Measures to improve safety – including secure, properly lit and accessible entrances, and no long external walkways or internal corridors
- Opportunities for children's play

In working with the Grace Centre, the Council has responded to the feedback related to the specific needs of the Organisation and its clients. A review in 2018 indicated

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that the client group had varying needs including 75% having dementia, 55%, 30% suffering from depression, low mood or mental health issues and 15% with visual impairment. A focus on dementia was highlighted particularly as an ongoing priority, and the delivery of the new facility are based on Stirling Dementia Design Guidance, which is a recognised standard in this area. The design, which has been developed with the Grace Organisation in line with this guidance includes a number of key principles including:-

- Distinctive wayfinding with areas themed and clear consistent signage
- Introduction of natural but not bright light (where possible)
- Barrier free access throughout the building, both internally and externally
- Clear sight lines
- Separation of activities to ensure control of stimuli
- Easy supervision of spaces by staff
- Clear separation of services and users
- Contrasting finishes where appropriate to ensure easy identification

Specific functions include:-

- Kitchen that supports the Grace Organisation's meals on wheels service
- Activity rooms including facilities that accommodate visiting doctors, dentist and other supporting services
- A large activity space for a range of communal activities
- Office space
- Storage to accommodate equipment such as hoists

The Council will continue to communicate with any individuals or parties who own property / land which could have its rights interfered with as a result of the development of Plot A. Through this process, the Council will monitor any findings related to groups who share a protected characteristic.

4. Data and Impact Analysis

Overview of data sources

The borough-wide data used in this assessment is primarily taken from Haringey Council's 'State of the Borough' review, the 2011 Census and Council housing data.¹

The target population is:-

- Tenants on the Love Lane Estate (secure and non-secure tenants in temporary accommodation). The 60 Council homes at Plot A will be allocated to tenants within this group;
- The Grace Organisation and its clients; and

¹ Council 'State of the Borough' review: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>



- Residents and parties with interests in property or land around the site of Plot A of the Scheme.

Data for the tenants on the Love Lane Estate is taken from in-house housing data retrieved in July 2022. The housing register is updated on a regular basis and therefore this data is deemed to be an accurate representation of the makeup of tenants at this time. This relates to secure Council tenant (38) and non-secure tenants in temporary accommodation (169) households who would be eligible for the new Council homes in the Scheme under the Local Lettings Policy. This group does not include private tenants on the estate (data from the Rehousing team indicates that there are up to 20 private tenant households on the estate).

Tenants on the estate are a fixed group of residents, in respect that there will not be 'new' individuals affected by these proposals. As a result, the demographics of this group including protected characteristics are unlikely to change significantly over the coming years during the period in which the proposal is implemented.

It should be noted that the above dataset relates primarily to lead tenants and provides only limited information for other members of the same household.


Data for residents and parties with other interests around the site of Plot A is taken primarily from ward-level data. With the site of High Road West having been subject to a change in ward boundary in May 2022, from Northumberland Park to Bruce Castle, most available Ward data that includes the site of High Road West is still related to Northumberland Park (Census 2011) and therefore this has been used unless otherwise stated. The data from Census 2021 related to protected characteristics at ward-level was not publicly available at the time of writing but will be incorporated into future EqlAs related the High Road West scheme.

Note on impacts

This assessment considers the impact of the proposal in relation to the following:

- a) Impacts that arise from the relocation of existing services or facilities from the Plot A site to enable delivery, e.g., clients and users of the Grace Organisation
- b) Impacts that arise from the delivery of Plot A at completion (including new housing and landscaping), both for residents of the Love Lane Estate who move to the new homes and for neighbouring residents
- c) Impacts that arise for individuals or parties who own property / land which may have rights interfered with as a result of appropriating the land in Plot A for planning purposes and the subsequent development of the site

In regard to point a), relocation of the part of 100 Whitehall Street which provides emergency temporary accommodation is not deemed to have any impact on groups who typically share a number of protected characteristics. The provision of emergency accommodation is being met at sites elsewhere in the borough, and there are not any individuals who would not be able to access such accommodation as a result. As households are only placed in emergency temporary accommodation for a



short period of time, there are also not any individuals who would need to be rehoused from these premises as a direct result of this proposal.

In regard to point c), while the profile of the area suggests the affected parties may include a significant proportion of those with protected characteristics (see analysis later in this section), it is not anticipated that the proposal will impact on parties with these protected characteristics disproportionately to others. Those third parties whose rights have been affected may be entitled to statutory compensation, which the Council and Lendlease recognises and is willing to discuss impacts with affected parties at the appropriate time. This compensation would be calculated in the same way regardless of whether they share a protected characteristic or not, and all owners would be treated equally.

4a. Age

Data

Borough Profile ²	Target Population Profile (Ward / SOA Profile) ³	Profile of Tenants on Love Lane Estate ⁴
56,718: 0-17 (21%)	4,333: 0-17 (30%)	0-15 (0%)
72,807: 18-34 (27%)	3,772: 18-34 (26%)	16-24 (<2%)
68,257: 35-49 (25%)	3,379: 35-49 (23%)	25-34 (26%)
44,807: 50-64 (17%)	1,807: 50-64 (13%)	35-44 (24%)
28,632: 65+ (11%)	1,138: 65+ (8%)	45-54 (29%)
	14,429 Total	55-64 (12%)
		65+ (8%)

Summary

The data indicates that there is a larger younger population in the Northumberland Park ward compared to the borough profile, particularly those under the age of 17.

The data for tenants on the Love Lane Estate appears to show a larger proportion of young adult and middle-aged residents. It should be noted that data primarily relates to lead tenants and is limited for other members of the households, including children. The ward level data shows that the ward has a higher proportion of young children in comparison to the borough average. Further information on the average age of other members of the household beyond the lead tenant will be identified through housing need assessments which are currently ongoing.

² Source: State of the Borough

³ [ONS Ward Level Population Statistics](#)

⁴ Source: Council housing data



In addition, the Grace Organisation currently on site at Plot A is a day care service which serves elderly, vulnerable and disabled people, and is required to relocate to alternative premises to deliver the public benefits at Plot A. The nature of this service, as well as the specific needs of its clients, may mean that they are disproportionately impacted by the proposal.

Potential Impacts

There is potential for a short-term negative impact on elderly clients of the Grace Organisation, due to the relocation of this service. Elderly people are more likely to have an established daily routine which the change in location could disrupt, potentially leading to stress or other health issues.

The Council has been working closely with the Grace Organisation to find suitable alternative premises for their important community service. Subject to completion of refurbishment works currently underway at the premises, the Grace Organisation will be moving to the Irish Centre located on Pretoria Road, N17 8DX. The Irish Centre is located less than 500 metres north of the Grace Organisation's current location, and works have been designed to provide an equivalent sized space and facilities. These steps have been taken to mitigate the short-term impact on the Organisation and their clients and ensure that there is no impact over the longer-term.

The delivery of Plot A should have long-term positive benefits for the existing residents on the Love Lane Estate who move to the new homes. For younger residents, this includes through the provision of a new play provision and communal/private outdoor space. For older residents, the new homes are being designed to meet the needs of households and to provide higher-quality and more suitable accommodation over their existing homes. This includes any adaptations where required, which will be identified through an occupational therapy (OT) assessment. The design of Plot A also prioritises accessibility and safety which will have benefits for both younger and older residents.

4b. Disability⁵

Data

Borough Profile ⁶	Target Population Profile (Ward / SOA Profile) ⁷	Profile of Tenants on Love Lane Estate ⁸
4,500 people have a serious physical disability in Haringey.		For around 16% of these households, it is recorded

⁵ In the Equality Act a disability means a physical or a mental condition which has a substantial and long-term impact on your ability to do normal day to day activities.

⁶ Source: State of the Borough

⁷ Source: [ONS Age by Disability](#)

⁸ Source: Council housing data



<p>19,500 aged 16-64 have a physical disability this equates to approximately 10% of the population aged 16-64.</p> <p>1,090 people living with a learning disability in Haringey.</p> <p>4,400 people have been diagnosed with severe mental illness in Haringey.</p>	<p>Long term health problem or disability:</p> <p>11,361 (78.7%): Very good / good health</p> <p>2,024 (14.0%): Fair health</p> <p>1,044 (7.2%): Bad / Very bad health</p> <p>14,429 Total</p>	<p>that a member of the household has a disability. For secure tenant households this is stated to be over half.</p>
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Summary

The data indicates that there is a high proportion of secure tenants who have a physical impairment or mental health condition. This group may therefore be disproportionately impacted by the proposal. When non-secure tenants are taken into account, the proportion is slightly higher than the borough average.


As discussed in section 4a., the Grace Organisation currently on site at Plot A is a day care service which serves disabled people, and is required to relocate to alternative premises to deliver the public benefits at Plot A. The nature of this service, as well as the specific needs of its clients, may mean that they are disproportionately impacted by the proposal.

Potential Impacts

There is potential for a short-term negative impact on disabled and vulnerable clients of the Grace Organisation due to the relocation of this service, including residents with dementia. The Council has been working closely with the Grace Organisation to find suitable alternative premises for their important community service, and works are underway to provide an equivalent sized space and facilities at the Irish Centre located less than 500 metres north of the Grace Organisation's current location. These steps have been taken to mitigate the short-term impact on the Organisation and their clients and ensure that there is no impact over the longer-term.

Residents with cognitive disabilities may become confused by the changes and the routine they have in visiting the area, potentially creating a short-term negative impact. Over the longer-term, there will be a positive impact as a result of the revised layout with improved connectivity for pedestrians. The design of Plot A on the whole prioritises accessibility and safety and has taken a holistic approach to promoting good health and wellbeing.

The delivery of Plot A should have long-term positive benefits for residents with a disability who move to the new homes. The new homes will be designed to meet the needs of individual households, including any adaptations where required, which will be identified through an OT assessment.



4c. Gender Reassignment⁹

Data

Borough Profile ¹⁰	Target Population Profile
There is no robust data at Borough level on our Trans population, however the central government estimates that there are approximately 200,000-500,000 Trans people in the UK. Assuming an average representation, this would mean between 800 and 2,000 Haringey residents are Trans. ¹¹	No data is held on this protected characteristic for the target population.

Summary & Potential Impacts

The Council does not have data based on this protected characteristic. The Council does not envisage that the proposal will have a disproportionate impact on this particular protected characteristic.

4d. Marriage and Civil Partnership

Data

Borough Profile ¹²	Target Population Profile (Ward / SOA Profile) ¹³	Profile of Tenants on Love Lane Estate ¹⁴
Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%) In a registered same-sex civil partnership: (0.6%) Married: (33.3%)	Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (10.2%) In a registered same-sex civil partnership: (0.2%) Married: (32%)	Divorced (7%) Married (29%) Single (58%) Unknown (6%)

⁹ Under the legal definition, a transgender person has the protected characteristic of gender reassignment if they are undergoing, have undergone, or are proposing to undergo gender reassignment. To be protected from gender reassignment discrimination, an individual does not need to have undergone any specific treatment or surgery to change from one's birth sex to one's preferred gender. This is because changing one's physiological or other gender attributes is a personal process rather than a medical one.

¹⁰ Source: State of the Borough

¹¹ Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

¹² Source: State of the Borough

¹³ Source: 2011 Census

¹⁴ Source: Council housing data



Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%) Single (never married or never registered a same-sex civil partnership): (50.0%) Widowed or surviving partner from a same-sex civil partnership: (3.9%)	Separated (but still legally married or still legally in a same-sex civil partnership): (6.6%) Single (never married or never registered a same-sex civil partnership): (46.7%) Widowed or surviving partner from a same-sex civil partnership: (4.3%)	
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Summary

Available data indicated that the marriage / civil partnership status of tenants on the estate is broadly similar to the borough and ward average. The proportion of residents who are single increases to 73% when considering secure tenants only. It should be noted that this data primarily relates to lead tenants, and not other members of the household. Further data related to this protected characteristic for other members of the household will be identified through the housing need assessments which are ongoing.

Potential Impacts

The Council does not envisage that the proposal will have a disproportionate impact on this particular protected characteristic. Any individuals who are impacted by the delivery of Plot A will be treated the same regardless of their marital / civil partnership status.

4e. Pregnancy and Maternity

Data

Borough Profile ¹⁵ Live Births in Haringey 2019: 3,646	Target Population Profile (Ward / SOA Profile) Live Births in Northumberland Park 2019: 278 (highest of any ward in the borough)	Profile of Tenants on Love Lane Estate No data is currently held on this protected characteristic for the target population.
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¹⁵ Births by Borough (ONS)



Summary

The data indicates that, consistent with the data showing that the local area has a generally younger population in comparison with the rest of the borough, the number of live births is also high. The Council does not hold data on this protected characteristic for residents on the Love Lane Estate. The Council will collect more data on this protected characteristic through future consultations and ongoing housing need assessments.

Potential Impacts

The delivery of Plot A should have positive benefits for any residents who moves to the new homes and are pregnant or have young children. The new homes will be allocated to meet the needs of households, including the appropriate number of bedrooms, which will address issues of overcrowding.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.¹⁶

Borough Profile ¹⁷	Target Population Profile (Ward / SOA Profile) ¹⁸	Profile of Tenants on Love Lane Estate ¹⁹
<u>Arab</u> : 0.9%	<u>Arab</u> : 0.9%	<u>Any other Ethnic Group</u> : 7%
Any other ethnic group: 3.9%	Any other ethnic group: 4.5%	<u>Asian</u> : 7%
<u>Asian</u> : 9.5%	<u>Asian</u> : 7.8%	Bangladeshi: <2%
Bangladeshi: 1.7%	Bangladeshi: 1.5%	British Asian: <2%
Chinese: 1.5%	Chinese: 1.0%	Chinese: <2%
Indian: 2.3%	Indian: 1.3%	Indian or UK Indian: <2%
Pakistani: 0.8%	Pakistani: 0.5%	Other: 2%
Other Asian: 3.2%	Other Asian: 3.5%	<u>Black</u> : 47%
<u>Black</u> : 18.7%	<u>Black</u> : 40.3%	African: 27%
African: 9.0%	African: 22.0%	British: 8%
Caribbean: 7.1%	Caribbean: 13.5%	Caribbean: 12%
Other Black: 2.6%	Other Black: 4.8%	
<u>Mixed</u> : 6.5%		

¹⁶ [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](http://www.equalityhumanrights.com)

¹⁷ Source: 2011 Census

¹⁸ Census 2011

¹⁹ Source: Council housing data



White and Asian: 1.5% White and Black African: 1.0% White and Black Caribbean: 1.9% Other Mixed: 2.1% <u>White: 60.5% in total</u> English / Welsh / Scottish / Northern Irish / British: 34.7% Irish: 2.7% Gypsy or Irish Traveller: 0.1% Other White: 23%	<u>Mixed: 7.4%</u> White and Asian: 0.9% White and Black African: 1.7% White and Black Caribbean: 2.7% Other Mixed: 2.1% <u>White: 39.1% in total</u> English / Welsh / Scottish / Northern Irish / British: 16.6% Irish: 1.7% Gypsy or Irish Traveller: 0.1% Other White: 20.7%	<u>White: 31%</u> British: 8% Irish: <2% Kurdish: 2% Turkish: <2% Turkish Cypriot: 5% Other: 14% <u>Mixed: 4%</u> Black Caribbean and White: 2% Other Mixed: 2% <u>Unknown: 4%</u>
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Summary

The High Road West area and Northumberland Park ward is one of the most diverse wards in the borough and has large black African, black Caribbean, Turkish, Kurdish and East European communities. In addition to this, there are a range of inequalities, for these communities, often as a result of poverty and deprivation.

The data above shows that residents in the local area, including tenants on the Love Lane Estate, are more likely to be black. There is accordingly a lower proportion of residents who are white or Asian.

Potential Impacts

The delivery of Plot A should have long-term benefits for black residents. An overrepresentation of residents on the Love Lane Estate who share this protected characteristic means that they are likely to benefit from the availability of new Council homes which will meet the needs of individual households. Black residents are more likely to have a lower household income (discussed further in section 4j) – meaning they should feel more benefits from the security and affordability of accessing a Council home.²⁰ The new homes and environment have been developed with local residents and aim to meet their specific needs and preferences.

There is also a positive impact stemming from the creation of a safe and welcoming environment, which has used a Secured by Design Approach working with local stakeholders to promote community safety. Across multiple rounds of consultation

²⁰ [Which ethnic groups are most affected by income inequality? \(parliament.uk\)](https://www.parliament.uk/commons/debates/2017/04/17/which-ethnic-groups-are-most-affected-by-income-inequality/)



on the scheme, residents have expressed a desire to improve public safety in the neighbourhood. The Council's Resident Survey 2021 found that 62% of residents in North Tottenham referenced crime and anti-social behaviour as the aspect they disliked most about their local area, and North Tottenham also reported the highest proportion of residents who felt unsafe during the day (10%) and after dark (40%) in the borough.²¹ Black residents are more likely to experience hate crime or be victims of crime and therefore may benefit more from these design interventions which respond to the aspirations of the community.²²

There may be an impact on residents in the surrounding area should they have rights on land/property interfered with as a result of the appropriation of land in Plot A for planning purposes, and its subsequent development. The diversity in the racial demographics of the local community could mean there are language barriers to understanding the effect of appropriation and how to participate in the process. This will be mitigated by the Council ensuring that information is provided in a range of community languages (or that recipients are offered the opportunity to access information in their first language), as well as interpreter support.

4g. Religion or belief

Data

Borough Profile ²³	Target Population Profile (Ward / SOA Profile) ²⁴	Profile of Tenants on Love Lane Estate ²⁵
Christian: 45%	Christian: 50.6%	Christian: 5%
Buddhist: 1.1%	Buddhist: 1.0%	Muslim: 4%
Hindu: 1.9%	Hindu: 1.1%	Unknown or other religion: 91%
Jewish: 3%	Jewish: 0.2%	
Muslim: 14.2%	Muslim: 24.2%	
Sikh: 0.3%	Sikh: 0.2%	
No religion: 25.2%	No religion: 13.2%	
Other religion: 0.5%	Other religion: 0.3%	
Religion not stated: 8.9%	Religion not stated: 9.2%	

Summary

²¹ Source: Resident Survey 2021

²² [Crime in England and Wales: Annual Trend and Demographic Tables - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/crimeinenglandandwalesannualtrendanddemographictables/2019)

²³ Source: 2011 Census

²⁴ Source: 2011 Census

²⁵ Source: Council housing data



The data indicates that Northumberland Park has large Christian and Muslim communities. There is limited data on religion and faith within the High Road West area and its immediate environs however it is likely that this is also the case here. From consultation with the Grace Organisation, it is understood that many of their clients identify as Christian and this has informed the assessment of impacts below.

Potential Impacts

There is potential for a short-term negative impact resulting from the relocation of the Grace Organisation for individuals / groups who are Christian, due to them making up a significant proportion of clients who access their service. As noted, the Council has been working closely with the Grace Organisation to find suitable alternative premises for their important community service, and works are underway to provide an equivalent sized space and facilities at the Irish Centre located less than 500 metres north of the Grace Organisation's current location. These steps have been taken to mitigate the short-term impact on the Organisation and any groups who use these premises and ensure that there is no longer-term impact.

4h. Sex

Data

Borough profile ²⁶ Females: (50.5%) Males: (49.5%)	Target Population Profile (Ward / SOA Profile) Females 7,958 (48.8%) Males: 8,344 (51.2%)	Profile of Tenants on Love Lane Estate ²⁷ Females: (75%) Males: (25%)
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Summary

The data indicates that the demographics in the local area are broadly similar to the borough profile, albeit with a slightly higher proportion of males than females. For tenants on the Love Lane Estate however, there is a significantly higher proportion of females than males, reflecting a wider trend within the demographics of the housing waiting list – women make up around 76% of those with Band B rehousing priority on the housing register. ²⁸

Potential Impacts

²⁶ Source: 2011 Census

²⁷ Source: Council housing data

²⁸ Source: Council housing data



The delivery of Plot A is likely to particularly benefit women due to their overrepresentation on the Love Lane Estate, who will be prioritised to move to one of the new homes. Data indicates that in Haringey women are less likely than men to consider themselves to be managing well financially, more likely to have had their personal financial circumstances worsen, and more likely to be experiencing food poverty.²⁹ This suggests that women are more likely to benefit from the provision of secure and genuinely affordable housing through the delivery of Plot A.

There may also be benefits from a safer public realm which would particularly benefit women. A higher proportion of women feel unsafe after dark (47%) compared to men (67%) and North Tottenham has the highest proportion of residents who feel unsafe both during the day and after dark in Haringey.

4i. Sexual Orientation

Data

<p>Borough profile³⁰ 4% of Haringey residents are gay or lesbian³¹, representing the sixth largest gay and lesbian community in London and compared to 3.1% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013.</p>	<p>Target Population Profile No data is held on this protected characteristic for the target population.</p>
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Summary & Potential Impacts

The Council does not have data based on this protected characteristic. The Council does not envisage that the proposal will have a disproportionate impact on this particular protected characteristic.

Any individuals who are impacted by the delivery of Plot A will be treated the same regardless of their sexual orientation.

4j. Socioeconomic Status (local)

Data

²⁹ Source: Residents Survey 2021

³⁰ Source: ONS Integrated Household Survey

³¹ Source ONS Annual Population Survey 2013-15



<p>Borough profile ³²</p> <p>Income 8.3% of the population in Haringey were claiming unemployment benefit on 9 December 2021.³³ 20.8% of the population in Haringey were claiming Universal Credit on 9 December 2021.³⁴ 29% of employee jobs in the borough are paid less than the London Living Wage.³⁵</p> <p>Educational Attainment While Haringey's proportion of students attaining grade 5 or above in English and Mathematics GCSEs is higher than the national average, it is below the London average.³⁶ 4.4% of Haringey's working age populations had no qualifications in 2020.³⁷ 4.8% were qualified to level one only.³⁸</p> <p>Area Deprivation Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country.³⁹</p>	<p>Target Population Profile</p> <p>Income Northumberland Park has:⁴⁰</p> <ul style="list-style-type: none"> • Highest percentage of households in the borough in receipt of benefits (72%) and earning less than London Living Wage (21%) • Highest percentage of residents in borough who have been worried that their household would not have enough food (20%) • Lower percentage of households who could pay an unexpected expense of £100 in comparison to borough average (62% compared to 68%) <p>Educational Attainment</p> <ul style="list-style-type: none"> • Northumberland has the joint highest percentage of residents stating that they did not speak English well (5% compared to borough average of 3%)⁴¹ • Around 53% students Northumberland Park achieve Grade 9-4 in English and Maths, the fourth lowest in the borough <p>Area Deprivation</p>
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³² Source: ONS Integrated Household Survey

³³ [ONS Claimant Count](#)

³⁴ [LG Inform](#)

³⁵ ONS

³⁶ Source: Annual Population Survey 2019 (via nomis)

³⁷ [LG Inform - qualifications](#)

³⁸ [LG Inform – level one](#)

³⁹ [State of the Borough](#) (p.21)

⁴⁰ Source: Residents Survey 2021

⁴¹ Source: Residents Survey 2021



	The Scheme is located in LSOAs which fall in the 20% most deprived in the country, with parts of the Love Lane Estate in the 10% most deprived, as measured by the IMD score 2019. ⁴²
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Summary

The ward-level data shows that residents in the local area, including secure tenants on the Love Lane Estate are more likely to occupy a lower socio-economic banding.

Potential Impacts

The proposal should have a positive impact on those who occupy a lower socio-economic banding. Evidence has shown that the provision of secure and affordable housing provides the foundation for better health. ⁴³ The delivery of 60 new Council homes for existing residents on the Love Lane Estate which will meet the needs of each household will help alleviate issues such as overcrowding. The new homes are also being designed to be more energy efficient than the existing homes, which should reduce the impact on household finances. Such factors often prevent barriers to obtaining and maintaining stable employment.

More widely, the delivery of 500 Council homes as part of the scheme (which the proposal will help unlock) will also provide more opportunities for households on the wider housing register in Haringey to access the most affordable type of housing.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

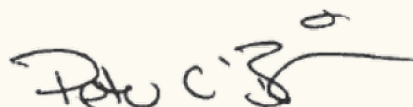
The data analysis indicates that the following groups are likely to benefit more from the development of Plot A, which will deliver 60 new Council homes for existing residents and an improved environment:

- Women
- Younger residents
- Black residents, particularly those who are African or Caribbean
- Disabled residents

This is both due to their overrepresentation amongst tenants on the Love Lane Estate and more widely in the local area of the Scheme, as well as their specific needs –

⁴² [Haringey \(mysociety.org\)](http://Haringey(mysociety.org))

⁴³ [Relationship between health and number of housing problems - The Health Foundation](#)



including housing which meets the requirements of their household and a safer, more welcoming environment to live in - which means they are more likely to benefit from the changes delivered by Plot A. There should also be broader benefits for residents of a lower socio-economic banding, as both the estate and the wider area represent some of the most deprived areas in the country.

There is potential for a short-term negative impact for clients of the Grace Organisation, who are predominantly elderly and/or have a disability. However, the Council has worked closely with the Grace Organisation to find a suitable alternative premises for their important community service in the local area. An equivalent sized space and facilities has been identified at the Irish Centre located less than 500 metres north of their current location, and refurbishment works are currently underway. This will minimise the short-term impact as far as possible and ensure that there is no longer-term impact on these groups.

The profile of the area suggests that parties who may have their property / land rights interfered due to the proposal includes a significant proportion of those with protected characteristics. However, it is not anticipated that the proposal will impact on those with protected characteristics disproportionately to others. Those third parties whose rights are affected may be entitled to statutory compensation. This would be calculated in the same way regardless of whether they share a protected characteristic or not, and all owners would be treated equally. Any impacts will be monitored through ongoing communication with those who may be affected.

5b. Intersectionality

The data indicates that single, black mothers may particularly benefit from the proposal. As well as the data highlighting this is as an intersection of protected characteristics within the demographics on the Love Lane Estate and in the local area of the Scheme, there are also clear benefits evident for this group. Single black mothers are more likely to occupy a lower socio-economic banding, feel unsafe in their local neighbourhood, have barriers to accessing employment opportunities, and have a need for access to childcare, schooling and healthcare facilities. The provision of 60 new Council homes with associated landscaping (including opportunities for play for children) will help respond to these needs. These needs will also be responded to through the wider delivery of Phase A of the scheme, which Plot A represents the start of, which will bring more community facilities, investment in socio-economic opportunities, and new public spaces.

5c. Data Gaps

The analysis has identified gaps in the available data on:

- The demographics of household members other than the lead tenant
- Sexual orientation
- Gender reassignment

A handwritten signature in black ink, appearing to read 'Peter C. [unclear]'. The signature is written in a cursive style.

In future consultation and engagement exercises on the Scheme, the Council will seek to identify any impacts on individuals related to this protected characteristic. Where information relates to residents on the Love Lane Estate, information may also be identified through ongoing housing need assessments. An updated EqIA for Phase A of the Scheme is planned to be produced in autumn 2022.

6. Overall impact of the policy for the Public Sector Equality Duty

The development of Plot A will contribute significantly to the social, economic and environmental wellbeing of the immediate and surrounding area. This is through the delivery of 60 new Council homes for existing residents on the Love Lane Estate, as well as associated landscaping which will improve the place-making of the local area. The delivery of Plot A will also help unlock subsequent plots within Phase A of the Scheme, by providing new homes for existing residents to move into.

The proposal will help overall to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not. The delivery of the first 60 new Council homes at Plot A should have positive impacts for individuals across a range of protected groups. Benefits will particularly be felt by, but not be limited to, protected groups overrepresented in lower socioeconomic groups, including residents from a minority background, women (including single mothers), and residents with limiting health conditions or disabilities.

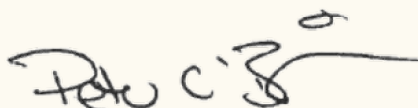
The proposal will help to foster good relations between groups who share a relevant protected characteristic and those who do not, by supporting the delivery of a safe and welcoming neighbourhood. Residents will continue to be engaged and consulted on the details of their new homes and the Plot A development, ensuring they can participate in this process.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them Y

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality.

A handwritten signature in black ink, appearing to read "Det C. B." followed by a flourish.

Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **N**

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **N**

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action:

The Council will continue to work with residents on the details for the Plot A development to ensure that it furthers the aims of the Equality Duty, that any potential negative impact is mitigated or removed, and that the overall positive impacts of the development are enhanced.

The Council will maintain communication with any affected parties who may have property rights interfered with as a result of appropriating the land in Plot A for planning purposes and the subsequent development of the site. If any impacts are identified which disproportionately affected those with protected characteristics, then this will be considered and further mitigation measures will be developed.

The Council will continue to progress work to support the Grace Organisation to move to suitable alternative accommodation and ensure that any negative impact on its clients is minimised.

Lead officer: **Scott Mundy**

Timescale: **Development of Plot A anticipated to take place over a period of 2-3 years**

7. Ongoing monitoring

The High Road West team will be responsible for ongoing monitoring of the equalities impact of the proposal. This includes through engagement with residents who will be moving to Plot A and those living nearby the development, and through contact with any affected parties who may have rights interfered with as a result of appropriating the land in Plot A for planning purposes and the subsequent development of the site.



Date of EQIA monitoring review: Autumn 2022

8. Authorisation

EQIA approved by (Assistant Director/ Director)

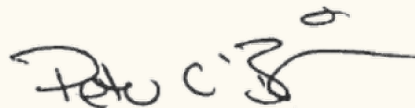
Date

07/07/2022

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Peter O'Brien - Assistant Director – Regeneration & Economic Development - Date: 08/07/2022

Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

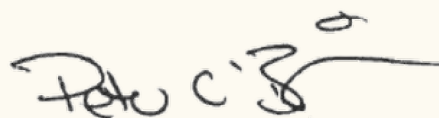
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

1. Responsibility for the Equality Impact Assessment

Name of proposal:	High Road West Scheme – Consultation with secure tenants on the Love Lane Estate on the use of Ground 10a powers
Service Area:	Placemaking and Housing
Officer Completing Assessment:	Scott Mundy
Equalities Advisor:	Elliot Sinnhuber
Cabinet meeting date (if applicable):	19 th July 2022
Director/Assistant Director	Peter O'Brien



2. Executive summary

Proposal

The proposal is relevant to Phase A of the High Road West regeneration scheme in north Tottenham, which includes the redevelopment of the Love Lane Estate, and will deliver 500 new council homes for existing and new residents, jobs and employment spaces, community uses, and enhanced green and open spaces.

The Council has a Love Lane Landlord Offer in place to residents on the estate, which includes the guarantee of a new Council home in the scheme which meets the need of their household. The Council has a dedicated Rehousing team in place to support residents through each stage of the move process.

Following previous rounds of consultation, Cabinet is being asked to agree to the commencement of statutory consultation with secure tenants on the Love Lane Estate, regarding a proposal to seek the Secretary of State's approval of the redevelopment scheme for the purpose of Ground 10A of Part II of Schedule 2 of the Housing Act 1985 ("Ground 10A").

Ground 10A is one of the statutory grounds under which possession of a secure tenancy may be ordered by a court if it is seeking to end the tenancy, on the grounds that suitable accommodation is available. If pursued, this would ensure that the Council has the ability to obtain vacant possession of a property on the Love Lane Estate which is required for demolition, and which is subject to a secure tenancy, should a tenant not be willing to leave a property even once suitable alternative accommodation had been offered as part of the rehousing process.

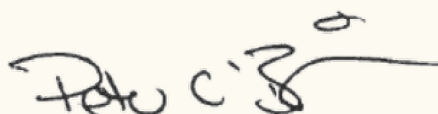
The ability to use of Ground 10A is a means to enable delivery of Phase A of the scheme and bring about the benefits described above. If these powers were not in place, there a risk that Phase A of the scheme could not be delivered.

In considering the impact, the benefits of Phase A of the scheme have been considered against the impact on secure tenant households who share a protected characteristic due to the requirement to be rehoused from their current home. The impact of the proposal is mitigated by the provisions in the Council's Landlord Offer, which ensures that residents will be offered suitable alternative accommodation, including within the new scheme.

As of July 2022, there are 38 secure tenant households on the Love Lane Estate who would be affected by the proposal and whose views would be sought through the statutory consultation.

Outcome of the analysis

The analysis has found that there may be certain demographics who are disproportionately impacted by the rehousing process due to their specific needs. This includes older and disabled residents. There are also demographics who may

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be disproportionately impacted due to overrepresentation amongst secure tenants on the Love Lane Estate compared to the borough average, including black residents, particularly those who are African or Caribbean.

The Council has mitigation measures in place to ensure any impact on residents due to the need to be rehoused is kept to a minimum. Through the Landlord Offer, residents are guaranteed an offer of a new Council home in their existing community, which will ensure that they can maintain their existing support networks. The Rehousing team will also work with households on a one-to-one basis and respond to their specific needs during the move process.

In addition, the aim of the Council is that most residents will be able to make one move to their new property, achieved by the phased approach to the development. Any residents who need to move temporarily will have the highest priority for the new homes as soon as they are ready, and the aim of the Council is that any temporary moves are kept within the Love Lane Estate or as close as possible. These measures will also help to minimise any impacts on those who share protected characteristics.

The proposal will overall help the Council to meet its obligations under the Public Sector Equality Duty by providing certainty on the delivery of Phase A of the High Road West scheme, which will include 500 new Council homes. This will create positive impacts for individuals across a range of protected groups by increasing the provision of affordable housing, particularly beneficial for those who occupy a lower-socio-economic banding. This will help advance equality of opportunity for residents and help to foster good relations between groups who share a relevant protected characteristic and those who do not.

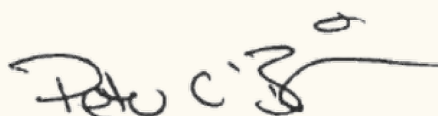
Next steps

If Cabinet agrees to commence statutory consultation on the proposal, then this is expected to take place in autumn 2022. The responses to the consultation will be considered and reported back to Cabinet following completion of the consultation. This EqIA would be refreshed at that time, incorporating any additional data received through the consultation process.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

This proposal follows a number of statutory consultations with secure tenants on the Love Lane Estate since 2012, around proposals including the redevelopment of the estate and their housing offer, see below:

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- Section 105 consultation on the redevelopment proposals and Secure Tenant Guide ([link](#) to Cabinet report, November 2014)
- Section 105 consultation on the ownership and management of the replacement homes ([link](#) to Cabinet report, September 2017)
- Consultation on the High Road West Local Lettings Policy ([link](#) to Cabinet report, July 2021).

It also follows the positive resident ballot in summer 2021, where the majority of participating residents voted in favour of the redevelopment of the estate as part of the scheme, on the basis of their Landlord Offer.

The proposal put forward will support the Council in ensuring that it has certainty of delivery of Phase A of the scheme. This will therefore support the Council to honour its commitments to residents, by delivering the new Council homes as well as the wider scheme, the plans for which have been developed with the community over many years.

In undertaking consultation, the Council will be taking steps to ensure that all secure tenants are able to respond and take part. This includes providing translated versions of the consultation materials in the relevant languages identified. Alongside providing the written consultation material to all secure tenant households by post, engagement activities will include drop-in sessions in the local area, door knocking, and offers of one-to-one meetings with an interpreter present if required.

The consultation materials will include an equality monitoring form to enable the Council to understand the profile of respondents and fully understand any equalities-related issues that may arise from the proposal. This will be particularly important for members of the household who are not the lead tenant (see section 4).

The responses to the consultation will be considered and reported back to Cabinet following completion of the consultation, to inform whether this proposal is pursued.


3b. Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

This section will be completed following the consultation.

4. Data and Impact Analysis

Overview of data sources

The borough-wide data used in this assessment is taken from Haringey Council's 'State of the Borough' review, which can be found at the following link: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>, and the 2011 Census.



The data on the target population, that is Council secure tenants on the Love Lane Estate, is taken from in-house housing data retrieved in June 2022. The housing register is updated on a regular basis and therefore this data is deemed to be an accurate representation of the makeup of tenants at this time. It should be noted that the above dataset primarily relates to lead tenants and includes limited information for other members of the same household.

Secure tenants on the estate are a fixed group of residents, in respect that there will not be 'new' individuals affected by these proposals. As a result, the demographics of this group including protected characteristics are unlikely to change significantly over the coming years during the period in which the proposal is implemented (if pursued following consultation, a further decision by Cabinet, and approval by the Secretary of State).

4a. Age

Data

Borough Profile ¹	Target Population Profile
56,718: 0-17 (21%)	The data indicates that secure tenant households are almost entirely 45+, with the 45-54, 55-64, and 65+ age brackets consisting of around a third each. There is a very small proportion of residents aged below 45.
72,807: 18-34 (27%)	
68,257: 35-49 (25%)	
44,807: 50-64 (17%)	
28,632: 65+ (11%)	

Summary

The data shows that there is a higher proportion of adults over the age of 45 amongst secure tenant households, in comparison to the wider borough profile, particularly those in the 65+ age group (around a third compared to 11%). As older people are overrepresented amongst this group, it is possible that they may be disproportionately affected by the proposal.

Data from housing need assessments undertaken by the Rehousing team indicates that less than 5 households within the target population have children under the age of 18. However, children and young people have specific needs which means they could be disproportionately impacted, and as this has been considered in the mitigation measures.

Potential Impacts

¹ Source: State of the Borough



The rehousing process may potentially have a short-term negative impact for residents who share this protected characteristic. Elderly residents are likely to experience relocation stress, having felt more settled in their home and environment. The moving process could disrupt their routines, rituals and surroundings. In addition, they may not be as equipped to handle the requirements of the move process, such as physically moving furniture or making arrangements for disconnections / reconnections.

The impact on this group is mitigated by the commitments in the Council’s Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate). Most residents will make one move to their new home. These commitments will ensure that the existing community is kept together. It will also prevent any impact from occurring as a result of a household being forced to leave their existing support network (including schools, social groups and access to healthcare) which may have heightened impact on older and younger people.

The Council has a dedicated Rehousing Team, who will help residents through every step of the rehousing process. This includes planning and facilitating removals, disconnecting and reconnecting appliances, and packing/unpacking. The team will always ensure that it responds to the needs of elderly residents. As described in the Landlord Offer, secure tenants will receive compensation for the inconvenience of needing to move home.

Over the longer-term, the rehousing process should have a positive impact, by rehousing residents to a new Council home that meets the needs of their household. The needs of each household will be identified by a housing need assessment undertaken by the Rehousing team. For elderly residents, this includes ensuring that homes are accessible and that any suitable adaptations are undertaken in the new home prior to moving in.

4b. Disability²

Data

Borough Profile ³	Target Population Profile
4,500 people have a serious physical disability in Haringey. 19,500 aged 16-64 have a physical disability this equates to approximately 10% of the population aged 16-64. 1,090 people living with a learning disability in Haringey.	For over half of secure tenant households on the Love Lane Estate, it is recorded that a member of the household has a disability. The nature of this data does not confirm whether this relates to a physical or mental condition.

² In the Equality Act a disability means a physical or a mental condition which has a substantial and long-term impact on your ability to do normal day to day activities.

³ Source: State of the Borough



4,400 people have been diagnosed with severe mental illness in Haringey.	
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Summary

The data shows that there is a high proportion of secure tenants who have a physical impairment or mental health condition. This group may therefore be disproportionately impacted by the proposal. Depending on the nature of their disability, this group may also be impacted more significantly by the disruption caused as a result of the need to move home.

Potential Impacts

The rehousing process may potentially have a short-term negative impact for disabled residents. These residents may have connections with local care or support services which could be uprooted through a move. Their existing home may also be adapted to meet their needs (although this may not be the case in all circumstances, particularly for those living in temporary accommodation). If a resident has a mental health condition, then this could be worsened by the change in surroundings.

The impact on these residents is mitigated by the commitments in the Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate). Most residents will be able to move direct to the new home, and any temporary moves will be kept within the estate or as close as possible. These measures will ensure that residents can maintain their links to local support services. It should be noted that there may be instances where a resident would be better suited to move to specialised accommodation elsewhere (e.g. sheltered housing), which would be identified through a housing need assessment and developed as an option with the household for their consideration.

The Rehousing team will support residents through the move process, with special measures taken for residents with disabilities. The team will arrange for an Occupational Therapist assessment to take place, to identify any special adaptations (e.g. grab rails, a wheelchair accessible kitchen) and ensure these take place before the move to the new home. The team will also engage with the relevant support services to minimise any impacts on residents with a mental condition through the move process and achieve the best outcome for their individual needs.

Over the longer-term, the rehousing process should have a positive impact for residents, by rehousing residents to a new Council home that meets the needs of their household. This includes any adaptations for residents with a disability, which in many cases is likely to offer an improved environment over their current situation.



4c. Gender Reassignment⁴

Data

Borough Profile ⁵	Target Population Profile
<p>There is no robust data at Borough level on our Trans population, however the central government estimates that there are approximately 200,000-500,000 Trans people in the UK. Assuming an average representation, this would mean between 800 and 2,000 Haringey residents are Trans.⁶</p>	<p>No data is held on this protected characteristic for the target population.</p>

Summary & Potential Impacts

The Council does not have data based on this protected characteristic. The Council does not envisage that the proposal will have a disproportionate impact on this particular protected characteristic.

The consultation on the proposal will enable the Council to identify any specific impacts on individuals who share this protected characteristic and the EqIA that follows the consultation will note these if they are identified.

4d. Marriage and Civil Partnership

Data


Borough Profile ⁷	Target Population Profile
<p>Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%) In a registered same-sex civil partnership: (0.6%) Married: (33.3%)</p>	<p>Married (21%) Single (73%) Unknown or Other (6%)</p>

⁴ Under the legal definition, a transgender person has the protected characteristic of gender reassignment if they are undergoing, have undergone, or are proposing to undergo gender reassignment. To be protected from gender reassignment discrimination, an individual does not need to have undergone any specific treatment or surgery to change from one's birth sex to one's preferred gender. This is because changing one's physiological or other gender attributes is a personal process rather than a medical one.

⁵ Source: State of the Borough

⁶ Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

⁷ Source: State of the Borough



Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%) Single (never married or never registered a same-sex civil partnership): (50.0%) Widowed or surviving partner from a same-sex civil partnership: (3.9%)	
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Summary

Available data indicated that there is a higher proportion of single people amongst secure tenant households on the Love Lane Estate in comparison to the borough average.

Potential Impacts

The Council does not envisage that the proposal will have a disproportionate impact on residents who share this particular protected characteristic. Households will be treated the same through the rehousing process regardless of their marital / civil partnership status. Housing need assessments will be undertaken by the Rehousing team to ensure that the new homes reflect the need of those living in the property.

4e. Pregnancy and Maternity


Data

Borough Profile ⁸ Live Births in Haringey 2019: 3,646	Target Population Profile No data is held on this protected characteristic for the target population. However as discussed in section 4h. ('Sex'), there are a high proportion of women in the target population.
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Summary

The Council does not hold data on this protected characteristic for the target population. The consultation on the proposal will help the Council to better

⁸ Births by Borough (ONS)



understand the demographics on the estate in relation to this protected characteristic.

Potential Impacts

The rehousing process may potentially have a short-term negative impact for residents who are pregnant. The residents may have a support network in their local area or connection to support / childcare services.

This impact is mitigated through the commitments in the Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate). Most residents will be able to move direct to the new home, and any temporary moves will be kept within the estate or as close as possible. For residents who are pregnant or have young children, this will ensure that they can maintain existing links including for childcare, schooling, pregnancy/maternity groups, or healthcare.

The Rehousing team will support residents through the move process to minimise disruption. Special measures taken for residents who are pregnant.

Over the longer-term, the rehousing process should have a positive impact for residents, by rehousing residents to a new Council home that meets the needs of their household, including the right number of bedrooms. This may be more beneficial for residents who are pregnant or have young children.

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person’s current nationality.⁹

Data

<p>Borough Profile ¹⁰</p> <p><u>Arab</u>: 0.9%</p> <p>Any other ethnic group: 3.9%</p> <p><u>Asian</u>: 9.5%</p> <p>Bangladeshi: 1.7%</p> <p>Chinese: 1.5%</p> <p>Indian: 2.3%</p> <p>Pakistani: 0.8%</p> <p>Other Asian: 3.2%</p> <p><u>Black</u>: 18.7%</p>	<p>Target Population Profile</p> <p><u>Asian</u>: 8%</p> <p><u>Black</u>: 37%</p> <p><u>White</u>: 32%</p> <p><u>Any other Ethnic Group</u>: 18%</p> <p><u>Unknown</u>: 5%</p>
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⁹ [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](http://Race%20discrimination%20|%20Equality%20and%20Human%20Rights%20Commission%20(equalityhumanrights.com))

¹⁰ Source: 2011 Census



<p>African: 9.0% Caribbean: 7.1% Other Black: 2.6%</p> <p><u>Mixed: 6.5%</u> White and Asian: 1.5% White and Black African: 1.0% White and Black Caribbean: 1.9% Other Mixed: 2.1%</p> <p><u>White: 60.5% in total</u> English/Welsh/Scottish/Norther Irish/British: 34.7% Irish: 2.7% Gypsy or Irish Traveller: 0.1% Other White: 23%</p>	
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Summary

The data shows that there a higher proportion of black residents amongst secure households on the Love Lane Estate in comparison to the borough average, particularly those who are African or Caribbean. The proposal is therefore likely to impact on this community disproportionately.

Potential Impact

There may be a higher short-term impact on black residents as a result of the rehousing process given their overrepresentation within the target demographic. This will be mitigated through the work of the Rehousing team, who will get to know each household on a one-to-one basis and ensure that their individual needs, including any cultural considerations of the relevant demographics, are taken into account in the move process. Translation and interpreter services will also be provided to ensure that residents are fully informed and engaged and can put their requirements and preferences forward.

The Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate) will ensure that the community is kept together through the rehousing process. Most residents will be able to move direct to the new home, and any temporary moves will be kept within the estate or as close as possible. This particularly important for Black households and other minority groups who are likely to have established links in their local area related to this protected characteristic.



Over the longer-term, the rehousing process should have a positive impact for residents, by rehousing residents to a new Council home that meets the needs of their household. The new homes have also been developed with residents to respond to cultural preferences, e.g. providing serving space and a range of living room / kitchen layouts.

4g. Religion or belief

Data

Borough Profile ¹¹	Target Population Profile
Christian: 45%	Christian: 21%
Buddhist: 1.1%	Muslim: 16%
Hindu: 1.9%	Unknown, other or no religion: 63%
Jewish: 3%	
Muslim: 14.2%	
No religion: 25.2%	
Other religion: 0.5%	
Religion not stated: 8.9%	
Sikh: 0.3%	

Available data indicates that the demographics of secure tenants on the Love Lane Estate in relation to religion is broadly similar to the wider borough profile. The data does however show a lower proportion of residents who identify as Christian, and a higher proportion of residents as 'unknown'.

The consultation on the proposal will help the Council to better understand the demographics on the estate in relation to this protected characteristic.

Potential Impacts

The rehousing process may potentially have a short-term negative impact on residents who share this protected characteristic, as they are more likely to have established links in their local area to places of worship or other religious communities. These residents may also have cultural needs that make moving home more challenging.

This impact will be mitigated through the work of the Rehousing team, who will get to know each household on a one-to-one basis and ensure that their individual needs, including any cultural considerations of the relevant demographics, are taken into account in the move process.

¹¹ Source: 2011 Census



The Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate) will ensure that the community is kept together through the rehousing process. Most residents will be able to move direct to the new home, and any temporary moves will be kept within the estate or as close as possible. This will ensure that the links to religious communities in the local area can be maintained.

Over the longer-term, the rehousing process should have a positive impact for residents, by rehousing residents to a new Council home that meets the needs of their household in their existing community.

4h. Sex

Data

Borough profile ¹²	Target Population Profile
Females: (50.5%)	Females: (61%)
Males: (49.5%)	Males: (39%)

Summary

The data indicates that there is a higher proportion of women amongst lead secure tenants on the Love Lane Estate in comparison to the borough average. This group are therefore likely to be disproportionately impacted by the proposal.

Potential Impacts

The rehousing process may potentially have a short-term negative impact for residents who share this protected characteristic. This is mitigated by the commitments in the Council's Landlord Offer, which includes the guarantee of a new Council home in the scheme (in the area of the existing estate), keeping the community together. This prevents any impact from occurring as a result of a household being forced to leave their existing support network, which may have heightened impact on women.

Over the longer-term, the rehousing process should have a positive impact for residents, by rehousing residents to a new Council home that meets the needs of their household. The needs of each household will be identified by a housing need assessment undertaken by the Rehousing team.

4i. Sexual Orientation

Data

¹² Source: 2011 Census



<p>Borough profile ¹³</p> <p>3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 6,491 residents.</p>	<p>Target Population Profile</p> <p>No data is held on this protected characteristic for the target population.</p>
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Summary & Potential Impacts

The Council does not have data based on this protected characteristic. The Council does not envisage that the proposal will have a disproportionate impact on this particular protected characteristic.

Households will be treated the same through the rehousing process regardless of their sexual orientation.

The consultation on the proposal will enable the Council to identify any specific impacts on individuals related to this protected characteristic and the EqIA that follows the consultation will note these if they are identified.

4j. Socioeconomic Status (local)

Data

<p>Borough profile</p> <p>Income</p> <p>8.3% of the population in Haringey were claiming unemployment benefit on 9 December 2021.¹⁴</p> <p>20.8% of the population in Haringey were claiming Universal Credit on 9 December 2021.¹⁵</p> <p>29% of employee jobs in the borough are paid less than the London Living Wage.¹⁶</p> <p>Educational Attainment</p> <p>While Haringey's proportion of students attaining grade 5 or above in English</p>	<p>Target Population Profile</p> <p>Income</p> <p>Northumberland Park has:²¹</p> <ul style="list-style-type: none"> • Highest percentage of households in the borough in receipt of benefits (72%) and earning less than London Living Wage (21%) • Highest percentage of residents in borough who have been worried that their household would not have enough food (20%) • Lower percentage of households who could pay an unexpected
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¹³ Source: ONS Integrated Household Survey

¹⁴ [ONS Claimant Count](#)

¹⁵ [LG Inform](#)

¹⁶ ONS

²¹ Source: Residents Survey 2021



<p>and Mathematics GCSEs is higher than the national average, it is below the London average.¹⁷</p> <p>4.4% of Haringey's working age populations had no qualifications in 2020.¹⁸ 4.8% were qualified to level one only.¹⁹</p> <p>Area Deprivation</p> <p>Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country.²⁰</p>	<p>expense of £100 in comparison to borough average (62% compared to 68%)</p> <p>Educational Attainment</p> <ul style="list-style-type: none"> • Northumberland has the joint highest percentage of residents stating that they did not speak English well (5% compared to borough average of 3%)²² • Around 53% students Northumberland Park achieve Grade 9-4 in English and Maths, the fourth lowest in the borough <p>Area Deprivation</p> <p>The Scheme is located in LSOAs which fall in the 20% most deprived in the country, with parts of the Love Lane Estate in the 10% most deprived, as measured by the IMD score 2019.²³</p>
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Summary

The ward-level data shows that residents in the local area, including secure tenants on the Love Lane Estate are more likely to occupy a lower socio-economic banding.

Potential Impacts

The proposal should have a positive impact on those who occupy a lower socio-economic banding. Evidence has shown that the provision of secure and affordable housing provides the foundation for better health.²⁴ The commitment through the Landlord Offer to providing new Council homes which meets the needs of each household will help alleviate issues such as overcrowding. The new homes are also being designed to be more energy efficient than the existing homes, which should

¹⁷ Source: Annual Population Survey 2019 (via nomis)

¹⁸ [LG Inform - qualifications](#)


¹⁹ [LG Inform – level one](#)

²⁰ [State of the Borough](#) (p.21)

²² Source: Residents Survey 2021

²³ [Haringey \(mysociety.org\)](#)

²⁴ [Relationship between health and number of housing problems - The Health Foundation](#)



reduce the impact on household finances. Such factors often prevent barriers to obtaining and maintaining stable employment.

More widely, the delivery of 500 Council homes as part of the scheme (which the proposal will help unlock) will also provide more opportunities for households on the wider housing register in Haringey to access the most affordable type of housing. The Neighbourhood Moves Scheme in place will prioritise allocation of the remainder of the new Council homes to residents living nearby the scheme, which is likely to benefit those of a similar socio-economic background.

Any short-term negative impact relating to household finances as a result of moving home is considered to be responded to through the Landlord Offer, which provides compensation for affected households. This includes a Home Loss payment and disturbance payments to cover the costs of moving. The Rehousing Team will work with households to ensure that payments are made in a timely manner.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The data analysis of secure tenants on the Love Lane Estate, in comparison to the wider borough profile, has found that the proposal is likely to have a disproportionate impact on the following groups:

- Older residents (particularly 65+)
- Residents with a disability
- Black households, particularly those who are African or Caribbean

The data analysis has also found that secure tenants are likely to occupy a lower socio-economic banding.


This assessment has found that, while there may be certain demographics who are disproportionately impacted by the proposal due to overrepresentation or their specific needs, it is not anticipated that this will result in any direct or indirect discrimination for any such group that shares the relevant protected characteristics.

Any short-term negative impact will be mitigated as far as possible through close engagement with individual households, to ensure that specific needs are responded to during the rehousing process. The Love Lane Landlord Offer in place commits the Council to ensuring these objectives are delivered.

5b. Intersectionality

The data indicates that single, black women may be disproportionately impacted by the proposal, given the intersections between the demographics.

This means that while the proposal should have an overall long-term positive impact by ensuring that the new Council homes can be delivered for residents, the short-

A handwritten signature in black ink, appearing to read "John C. [unclear]".

term negative impacts may be more pronounced. The mitigation measures in place, including the Rehousing team working with households on an individual basis to understand and respond to their needs, will need to include a particular focus on this group. This will need to be monitored, and further measures taken where relevant to ensure the rehousing process takes place smoothly and that disruption is kept to a minimum.

5c. Data Gaps

The analysis has identified gaps in the available data on:

- The demographics of household members other than the lead tenant
- Religion and belief
- Sexual orientation
- Gender reassignment

The proposed consultation on the proposal will seek to help the Council identify non-lead tenants with protected characteristics, to better inform the impact assessment. It will also seek to better understand the impacts more broadly on the three protected characteristics set out above. This data will also be obtained where possible through the housing need assessments which are ongoing.

6. Overall impact of the policy for the Public Sector Equality Duty

The proposal will help overall to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not. This is by providing certainty of delivery for the Council of Phase A of the High Road West scheme, which includes the delivery of 500 new Council homes, for existing and new residents. The community will be kept together through this process through the prioritisation of secure tenants (and non-secure tenants) for the new Council homes, which is confirmed in the Council's High Road West Local Lettings Policy.

The delivery of the 500 Council homes should have positive impacts for individuals across a range of protected groups by increasing the provision of affordable housing. Benefits will particularly be felt by, but not be limited to, protected groups overrepresented in lower socioeconomic groups, including residents from a minority background, women (including single mothers), and residents with limiting health conditions or disabilities.

The proposal will help to foster good relations between groups who share a relevant protected characteristic and those who do not, by supporting the delivery of a new neighbourhood through the scheme for both existing and new residents. As well as the new homes, the design of new public spaces and community uses will be developed with the community, with promoting community cohesion being one of the key objectives of the scheme.

A handwritten signature in black ink, appearing to read "Peter C. B." followed by a stylized flourish.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them Y

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below N

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. N

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action:

Through consultation on the proposal, the Council will seek to better understand if the proposal is likely to disproportionately impact any group with a protected characteristic, and the types of impacts these may include. If such impacts are identified, then further mitigation measures will be developed and built into the rehousing process to minimise these as far as possible. Such findings will be incorporated into the EqIA that accompanies the future report where the results of the consultation are reported back to Cabinet.

Lead officer: **Scott Mundy**

Timescale: **Subject to Cabinet approval, it is anticipated that consultation will take place in Autumn 2022, with this EqIA to be updated as part of that process.**



7. Ongoing monitoring

Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented.

The High Road West team will be responsible for ongoing monitoring of the equalities impact of the proposal, through the rehousing and engagement process. The team are working with individual households on a one-to-one basis and ensure that any impacts related to moving home are mitigated, through a flexible and sensitive approach.

As well as proactive dialogue with individual households, there are also regular Rehousing surgeries taking place on the estate at The Grange community hub, 32 White Hart Lane. These provide an opportunity for residents to make any concerns known, with relevant action then taken.

The equalities data on the residents impacted by the proposal primarily comes from the Council's housing data, which is subject to frequent review. The HRW team will also supplement this dataset with any additional equalities information accumulated through housing need assessments and general engagement.

Date of EQIA monitoring review: Expected Autumn 2022

8. Authorisation

EQIA approved by (Assistant Director/ Director)

Date

07/07/2022

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy.

Please contact the Policy & Strategy Team for any feedback on the EQIA process.



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MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 5th July, 2022, 4pm

PRESENT:

Councillors: Julie Davies – Cabinet Member for Communities and Civic Life

ALSO ATTENDING: Sarah Jones, Daniel Wales, Ayshe Simsek

4. APOLOGIES FOR ABSENCE

There were no apologies for absence.

5. DECLARATIONS OF INTEREST

There were no declarations of interest.

6. PARK HIRE APPLICATIONS MADE BY COGGER NATIONWIDE AMUSEMENT TO HOST FUNFAIRS IN WHITE HART LANE RECREATION GROUND AND DOWN LANE PARK IN 2022

The Cabinet Member for Communities and Civic Life considered the attached report which sought determination of two applications made by Cogger Nationwide Amusement funfair operators, to hire (1) White Hart Lane Recreation Ground between 11 July and 25 July 2022 and (2) Down Lane Park between 25 July and 8 August 2022 for funfair events.

The applications were required to be determined pursuant to the Council's Outdoor Events Policy (the Policy), which was approved by Cabinet on 17 December 2013, and implemented on 7 January 2014.

The Cabinet Member noted that these were annual events, held over the last 4 years. The applications contained no deviation from previous year's space allocations and both parks would remain accessible to the public during the events. There were no concerns received in the consultation held in response to the event notification and the income from the events would be spent on these specific parks.

Further to considering the exempt information,

RESOLVED

1. To note that no comments were received from any of the recognised stakeholders of both White Hart Lane Recreation Ground and Down Lane Park

in response to the event notification being sent as part of the decision-making process (as set out at Appendix 1 to the report).

2. To authorise the (Interim) Director of Environment and Neighbourhoods, to approve conditional in-principle agreement to hire White Hart Lane Rec and Down Lane Park to the funfair operator for the events detailed in this report as set out in paragraph 6.5, subject to:
 - a. the events being permissible under any then prevailing government legislation and guidance in relation to the Covid-19 pandemic, and
 - b. with the agreement of the Council's Director of Public Health.
3. To authorise the (Interim) Director of Environment & Neighbourhoods to enter into agreements and or to grant permissions to hire White Hart Lane Rec and Down Lane Park to the funfair operator (for the events detailed in this report as set out in paragraph 6.5) provided that the (Interim) Director of Environment and Neighbourhoods is satisfied with the terms of any proposed agreements and permissions.

Reasons for decision

Under the terms of the Policy, applications of the type detailed in this report are required to be determined with the prior agreement of the Cabinet Member.

If authority is given, then officers will give in-principle agreement to the Applicant for the event applications to progress. The events will then be subject to discussions between the Applicant and the Council before final agreement is given.

The rejection of the applications would have implications for the Parks & Leisure Service budget and reduce the opportunity for reinvestment into both parks. It would also mean that the wider cultural and economic benefits to the borough were lost.

The 2022 Labour Group Manifesto states that the Council will:

- a) Set up regular local food festivals in key areas in the borough (such as Green Lanes); and
 - b) Host or support more music festivals and events
- so, the application is in keeping with those aspirations.

Alternative options considered

In adopting the Policy, the Council established its commitment to using parks for a limited number of funfairs and circuses each year. Accordingly, the only other alternative option which could be considered would be to reject the applications. That option was rejected, on the grounds that the events did not fall within any of the grounds set out in paragraph 5.3 of the Policy for automatic refusal.

7. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

To consider exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

8. PARK HIRE APPLICATIONS MADE BY COGGER NATIONWIDE AMUSEMENT TO HOST FUNFAIRS IN WHITE HART LANE RECREATION GROUND AND DOWN LANE PARK IN 2022

As per item 6.

CHAIR:

Signed by Chair

Date

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MINUTES OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 5TH JULY, 2022, 4:30PM – 5:00PM

PRESENT: Councillor Ruth Gordon, Cabinet Member for Council Housebuilding, Placemaking and Development

In attendance: David Sherrington, Programme Director for Broadwater Farm and Nazyer Choudhury, Principal Committee Co-Ordinator.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. DECISION ON DESIGN AND BUILD CONTRACT, BROADWATER FARM

The report sought approval for the award of a contract to the winning bidder Tenderer A for a Pre-Construction Services Agreement (PCSA) for the sum referred to in Part B (exempt section) of this report. Cabinet approval is required to approve any tender exceeding £500,000 under Contract Standing Order (CSO) 9.07 (d).

Since taking the decision to demolish the Tangmere and Northolt blocks on Broadwater Farm Estate in 2018 due to structural faults, the Council has been working in partnership with residents and wider stakeholders on designs for 294 replacement and new council homes.

To deliver this ambitious scheme, officers have been undertaking a procurement process via the London Construction Programme (LCP) Major Works Framework to identify a contractor to deliver the works.

Once works set out through the PCSA have been concluded, a further Cabinet report will be submitted to seek and obtain approval prior to entering into the full construction contract.

The part of the title of the report which stated 'pre-contract' should say 'pre construction'.

The meeting heard that the risk allocation within the tender report was considered to be industry standard and did not raise any issues.

In relation to inflation, there is a mechanism within the contract to increase pricing in line with an agreed national measure of inflation.

In relation to the management of contract, professional advisors would be employed to oversee contract as a professional team. The clienting of the contracts would sit within the Broadwater Farm team but there would be a joint project team between the Broadwater Farm team which included members from Housing Delivery and Regeneration team.

The Cabinet Member RESOLVED

1. That Pursuant to Contract Standing Order (CSO) 9.07 1 (d), to approve the award of a contract to Tenderer A (identified in Part B of the report), for a Pre-Construction Services Agreement (as described in the report) for the sum as stated in Part B of the report.
2. To authorise the Director of Placemaking and Housing to sign, execute and enter into the PCSA contract.
3. To delegate to the Director of Placemaking and Housing a client side budget of up to (identified in Part B of this report) to award contracts for enabling works and surveys and to authorise the Director Placemaking and Housing, to approve a client side contingency of up to (identified in exempt section of this report).
4. To note a further report will be presented to Cabinet at a later date in respect of the award of the main construction works contract (stage 2).

Reasons for decision

The reason for the decision to award the PCSA to Tenderer A, is that following a robust evaluation process Tenderer A received the highest overall score for quality and price. The evaluation process was undertaken by the Evaluation Panel, consisting of and overseen by the Head of Procurement.

Awarding the PCSA is an important next step to delivering the homes and improvements set out in the Landlord offer. It will allow the Council to progress to the Pre-contract services phase, which will allow the contractor and the Council to fully design, cost and establish a programme for the proposed construction.

Officers have taken professional advice to choose the route to market either via single stage or two stage design and build tender. The single stage design and build tender was market tested and deemed to be unsuitable for BWF due to level of risk the market would need to consider in respect of inflation of materials, labour, and the impact of operating at such low profit margins. Due to the volatility of the current market conditions and the time the scheme will take to complete, a single stage design and build approach would have been too much for the market to absorb without adding significant risk into their pricing submissions.

A two-stage tender process has been adopted following feedback from professional advisors, LB Haringey Strategic Procurement Team and the soft market testing with the framework contractors. By adopting a two-stage process, it allows the Council to split the process into two phases:

Pre-Construction Services Agreement (PCSA) – This phase allows the contractor and the Council to fully design, cost and establish a programme for the proposed construction.

Construction Phase – This phase is the commencement of the works in accordance with the PCSA outcomes. It should be noted, whilst it is currently anticipated that the contractor is retained for the delivery of the works following the completion of the PCSA, the Council is not obliged to use the same contractor for this phase. This provides scope for the Council to consider an alternate contractor (subject to a new procurement process) to deliver the scheme should costs substantially escalate or other considerations arise preventing the Council from awarding the main works to Contractor A stated in this report.

Once the PCSA is complete at the conclusion of Stage 1 the council will have ownership of the design, specification and full visibility of the costs of the scheme and the benefit of any enabling works. Following a further cabinet approval the council would enter into a main construction contract for the Stage 2 works.

If the Stage 2 contract is not awarded to Tenderer A the Council would need to undertake a further procurement to award Stage 2; however would have the benefit of the PCSA outcomes to inform the procurement.

Alternative options considered

Undertake a single stage decision and build tender

This option was considered, however, responses to the soft market engagement prior to tender indicated that several contractors regarded the risk associated with the New Homes scheme so high that it meant they would be unwilling to tender on a single stage basis. LBH professional advisors also counselled that a single stage tender would result in significant risk being priced into the tender. Tenderers indicated a large variance in inflationary assumptions if adopting a single stage design and build approach. This brings significant complexities to evaluating tenders and complying with the Procurement Regulations.

Do nothing

This option was considered and discounted due to a number of factors.

The Council has balloted residents who have overwhelmingly voted in favour of the new homes proposals which is a once in a generation opportunity to transform the community, its homes, health care and work and employment opportunities. Failure to build the new homes would represent a breach of promises made and would leave empty sites (as Tangmere and Northolt would still be demolished due to structural problems) on the estate and a net loss of social rented homes.

The GLA has awarded the Council a grant for replacement homes. This funding is only available in the current grant funding round.

4. EXCLUSION OF THE PRESS AND PUBLIC

Item 5 was subject to a motion to exclude the press and public be from the meeting as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

5. EXEMPT: DECISION ON DESIGN AND BUILD CONTRACT, BROADWATER FARM

The Cabinet Member considered exempt information relating to item 5 of the agenda.

CABINET MEMBER: Cllr Ruth Gordon

Signed by Chair

Date6 July 2022.....

MINUTES OF MEETING Urgent Decisions HELD ON Tuesday, 28th June, 2022, 1.15pm

PRESENT:

Councillors: Seema Chandwani – Cabinet Member for Cabinet Member for Tackling Inequality and Resident Services

ALSO ATTENDING: Thomas Skeen, Poppy Thomas, Ayshe Simsek

6. APOLOGIES FOR ABSENCE

None

7. DECLARATIONS OF INTEREST

None

8. HOUSEHOLD SUPPORT FUND IN HARINGEY

The Cabinet Member for Tackling Inequality and Resident Services considered the attached report which was seeking approval to the expenditure of the remaining £2,256,671.72 of the allocation for the Household Support fund in Haringey. This funding has been allocated to Councils from the government between April and September and is received in tranches. Therefore, an urgent decision was required for the administration of the funding to meet the needs of households that require urgent support, including experiencing income and financial insecurity.

To note that the funding would enable the Council to provide support to families with children, other vulnerable households, and individuals. The Household Support Fund will further allow the Council to extend and expand its support to households in food or fuel poverty.

Further to considering the report,

RESOLVED

1. To approve the expenditure of the remaining sum of the Household Support Fund allocation from the Government of £2,256,671.72 for the period April – September 2022.
2. To approve the Household Support Fund Scheme Policy: June 2022 which sets out the Council's arrangement for administering part of the additional funding and is attached at Appendix 1.

3. To delegate authority to the Director for Adults, Health and Communities, in consultation with the Cabinet Member for Tackling Inequality and Resident Services, to amend this policy to give effect to changes in legislation, statutory or non-statutory guidance, or directives or instructions of a similar character issued by Government.

4. To agree that this policy is subject to the availability of government funding and will terminate on 30th September 2022 unless terminated earlier.

Reasons for decision

The Government through the Department of Works and Pensions (DWP) has provided funding to local authorities to administer the Household Support Fund. It is acknowledged that local authorities have the local ties and knowledge and are best placed to allocate funding according to local need.

The Guidance for the Scheme provides for local authorities to determine eligibility in their area and target support to those most in need but within the scope of conditions set by DWP. This report and the policy at Appendix 1 sets out how the Council will target and deliver support to residents. This spend is targeted to those that are most in need and is in accordance with the Scheme.

The Household Support Fund payments are expected to support households over the grant period and for funding to be spent between 1st April 2022 and 30th September 2022. There is a need for an urgent decision to be taken on the recommendation in order to ensure that the payments are made to support vulnerable people within the allotted time and in particular where funding will be used in the summer holiday periods in support for families with children who access free school meals in term time, as directly provided free school meals are not available at this time.

Alternative options considered

The alternative option considered was not to develop a Household Support Fund Policy. This was discounted as it would not have made use of potential support to Haringey residents and would have necessitated a return of the funds to central government.

CHAIR:

Signed by Chair

Date

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of the Local Government Act 1972.

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