

## NOTICE OF MEETING

# CABINET

**Tuesday, 16th July, 2024, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting [Here](#) and watch the recording [here](#))**

**Councillors:** Ajda Ovat, Peray Ahmet (Chair), Mike Hakata, Emily Arkell, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Ruth Gordon 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 23 below. New items of exempt business will be dealt with at Item 27 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 24: 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 - 32)**

To confirm and sign the minutes of the meeting held on 12 March 2024 as a correct record.

#### **7. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

None

**9. CORPORATE DELIVERY PLAN (PAGES 33 - 96)**

Report of the Director of Culture, Strategy, and Engagement. To be introduced by the Leader of the Council.

The current Corporate Delivery Plan runs to the end of the 2023/24 financial year. A new Corporate Delivery Plan describes the council's priorities and activities for the next two years.

**10. 2023/24 FINANCE UPDATE AND PROVISIONAL OUTTURN (PAGES 97 - 144)**

Report of the Director for Finance. To be introduced by the Cabinet Member for Finance and Corporate Services.

This report sets out the 2023/24 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.

**11. WORKFORCE STRATEGY (PAGES 145 - 168)**

Report of the Director of Culture, Strategy, and Engagement. To be introduced by the Cabinet Member for Finance and Corporate Services.

Strategy to grow and build our workforce to deliver the best possible services to local residents by building a strong, collaborative, and community-focused workplace culture.

**12. STRATEGIC ASSET MANAGEMENT & PROPERTY IMPROVEMENT PLAN (SAMPIP) ACTION PLAN UPDATE FOR YEAR 1 PRIORITIES (PAGES 169 - 240)**

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Placemaking & Local Economy.

Further to the approval of the SAMPIP at Cabinet on the 18th April 2023 an annual update on the action plan progress is required.

**13. PARKING STRATEGY AND POLICY/CHARGES REVIEW (PAGES 241 - 328)**

Report of the Director of Environment and Resident Experience. To be introduced by Cabinet Member for Resident Services and Tackling Inequality.

To seek approval of Parking Strategy and changes to parking policy/permits and charges, and where appropriate authority to proceed to statutory consultation on proposals.

**14. PROPOSED EXTENSION TO THE HIGHWAY MAINTENANCE AND MINOR WORKS CONTRACT (PAGES 329 - 358)**

Report of the Director for Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Resident Services and Tackling Inequality.

Approval is sought to extend the existing contract by a further 2 year in accordance with the terms of the contract.

**15. BUILDING SAFETY STRATEGY (PAGES 359 - 384)**

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing & Planning (Deputy Leader).

This document sets out the Council's Building Safety Strategy for its High-Rise Residential Buildings (HRRBs), and details how we will ensure that buildings that are in the scope of the Building Safety Act in 2022, are effectively managed, and our residents kept safe.

**16. ADOPTING A VULNERABLE COUNCIL TENANTS AND LEASEHOLDERS POLICY AND A SAFEGUARDING POLICY (PAGES 385 - 488)**

Report of the Director of Placemaking and Housing. To be introduced by the Cabinet Member for Housing & Planning (Deputy Leader).

Considering two new policies for adoption across the Council's landlord services: the Vulnerable Council Tenants and Leaseholders Policy and the Safeguarding Policy.

**17. HARINGEY RESIDENT FEEDBACK POLICY (PAGES 489 - 500)**

Report of the Director of Culture, Strategy, and Engagement. To be introduced by the Cabinet Member for Resident Services Tackling Inequality.

This policy outlines our commitment to effectively handle complaints, in line with the current Ombudsman guidance, and additionally addresses how we will handle compliments and suggestions.



**18. PROCUREMENT OF THE COUNCIL'S NON-DOMESTIC WATER, WASTEWATER AND ANCILLARY SERVICES CONTRACTS (PAGES 501 - 514)**

Report of the Director for Finance. To be introduced by the Cabinet Member for Finance and Corporate Services.

This report will seek a decision on the award of the new non-domestic water contract from 1 October 2024 to 30 September 2028 with an option to extend by one year to 30 September 2029, for the non-domestic buildings in the Council's Corporate and Housing portfolios and Schools that choose to opt-in.

**19. MUSIC HUB LEAD ORGANISATION FOR NORTH LONDON (PAGES 515 - 526)**

Report of the Director for Children's Services. To be introduced by the Cabinet member for Children, Schools and Families.

This report recommends Haringey Music Service as the Hub Lead Organisation for North London as part of the Arts Council England Music Hub Investment Programme.

**20. MODIFICATION OF THE PARKING MANAGEMENT IT SYSTEM (PMIS) CONTRACT (PAGES 527 - 534)**

Report of the Director for Director of Environment and Resident Experience. To be introduced by the Cabinet Member for Resident Services and Tackling Inequality.

Modification to uplift the value of the PMIS contract to allow the continued enforcement against parking and moving vehicle offences in the Borough.

**21. MINUTES OF OTHER BODIES (PAGES 535 - 684)**

To note the minutes of the following:

Cabinet Member Signing

12 March 2024	11 June 2024
12 <sup>th</sup> March 2024 10am	13 June 2024
12 <sup>th</sup> March 2.30pm	18 <sup>th</sup> June 2024
18 <sup>th</sup> March 2024	18 <sup>th</sup> of June 10.30 2024
19 <sup>th</sup> of March 2024	18 <sup>th</sup> June 4pm 2024
21 March 2024	19 June 2024
21 March 11am	20 June 2024
25 March 2024	2 July 2024
28 March 2024	CPAC 27 <sup>th</sup> Feb 2024
8 April 2024	

11 April 2024  
12 April 2024  
16 April 2024  
22 April 2024  
9 May 2024  
15 May 2024  
16 May 2024  
22 May 2024  
28 May 2024  
5 June 2024  
6 June 2024  
10 June 2024

**22. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 685 - 686)**

To note the delegated decisions taken by Directors.

**23. NEW ITEMS OF URGENT BUSINESS**

As per item 3.

**24. EXCLUSION OF THE PRESS AND PUBLIC**

Note from the Democratic Services and Scrutiny Manager

Items 25 and 26 allow for consideration of exempt information in relation to items 20&6.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 25-26 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.

**25. EXEMPT - MODIFICATION OF THE PARKING MANAGEMENT IT SYSTEM (PMIS) CONTRACT (PAGES 687 - 694)**

As per item 20.

**26. EXEMPT - MINUTES (PAGES 695 - 698)**

To confirm and sign the exempt minutes of the meeting held on 12<sup>th</sup> of March 2024 as a correct record.

**27. NEW ITEMS OF EXEMPT URGENT BUSINESS**

As per item 3.

Ayshe Simsek, Democratic Services and Scrutiny Manager

Tel – 020 8489 2929

Fax – 020 8881 5218

Email: [ayshe.simsek@haringey.gov.uk](mailto:ayshe.simsek@haringey.gov.uk)

Fiona Alderman

Assistant Director for Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 08 July 2024

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## **MINUTES OF MEETING Cabinet HELD ON Tuesday, 12th March, 2024, 6.30pm – 8.01pm**

### **PRESENT:**

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

**ALSO ATTENDING: Cllr Cawley- Harrison, Cllr White and Cllr Worrell - Online**

### **109. FILMING AT MEETINGS**

The Leader of the Council referred to the filming of meetings notice and members noted this information.

### **110. APOLOGIES**

There were no apologies for absence

### **111. URGENT BUSINESS**

There were no items of urgent business.

### **112. DECLARATIONS OF INTEREST**

Cllr das Neves declared an interest in accordance with paragraph 6.1 of Section A, Member Code of Conduct, in relation to items 20 and 27, Community Asset Policy, and would recuse herself from the meeting when these items were considered.

Cllr Chandwani declared an interest in accordance with Section A of the Member Code of Conduct and paragraph 4.1. This was noted to be a disclosable pecuniary interest in items 20 and 27 and she would recuse herself for these items in accordance with paragraph 4.2 of the code.

Cllr Hakata and Cllr Jogee declared personal, non-prejudicial, interests in item 13, Flood Management Plan.

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

None

### **114. MINUTES**

**RESOLVED**

1. To approve as a correct record the minutes of the Cabinet meeting held on the 6 February 2024.
2. To approve minor amendment to the minutes of the 7<sup>th</sup> of November 2023.

**115. DEPUTATIONS/PETITIONS/QUESTIONS**

None

**116. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

This was set out at item 117.

**117. RESPONSE TO THE SCRUTINY REVIEW - LANDLORD LICENSING IN THE PRIVATE RENTED SECTOR - NON KEY**

The Leader invited the Chair of the Housing, Planning and Development Scrutiny Panel to introduce her Scrutiny review report on Landlord Licensing in the Private Rented Sector.

The meeting noted that the recommendations reflected strong support for the work of the Council's private sector housing team and a desire to see its capacity and impact grow with an even greater emphasis on how the Council can support private renters.

Cllr Worrell was pleased that most of the recommendations had been accepted and continued to focus her presentation on responding to the recommendations that had not been accepted or partially agreed.

- Although it was noted that Stroud, Green and Hornsey wards, at the time of evidence gathering, were not able to meet the same criteria that the east of the borough met for the selective scheme, it was still felt that the evidence base in these wards and possibly others should be revisited. In particular, the criteria for poor property conditions or antisocial behaviour. Therefore, it was felt that a separate scheme could be created so that more households could benefit from a landlord licencing scheme and further hoped that this could be taken forward in the future.
- In relation to response to recommendations two and six, further information was sought about the Council's legal interpretation of the use of resources being limited to enforcement of compliance with the scheme and whether the Council could assist tenants to pursue rent repayment orders similar to other Council's use resources for this purpose. Also, lobbying the government for there to be more flexibility, which the Panel have also recommended.
- On the response to recommendation three, Cllr Worrell welcomed the refreshed and updated private sector housing team web pages and queried

why the response stopped short of adopting a private renters charter and asked that this be reconsidered given the positive message to renters and advocacy organisations about our priorities.

- With regards to private renters engaging with housing needs offices if they are deemed at risk of homelessness, Cllr Worrell, on behalf of the Scrutiny Panel, felt that tenancy relations officers could help deescalate challenging situations for private renters at an earlier stage and would wish to know more about why this role was felt to achieve limited outcomes and why the current approach was favoured.
- On the responses to recommendation seven, in relation to waiting times for inspections, further consideration was asked to be given to the current level of resource as more staff could result in more fee income and enforcement activity to fund the work.
- Referring to the response to recommendation 8, the importance of having genuinely random spot cheques on properties before a licence was granted, and not just on those suspected as being non-compliant. The reasoning for the recommendation was further outlined and explained that this could drive up standards as a whole before people come to apply for a licence or during the process if there is a perceived possibility that any property could first be inspected.
- Referring to the response to recommendation 12, Cllr Worrell welcomed some more information about the web pages content and particularly the anonymous reporting function. There was also a need to ensure that tenants' rights were being regularly promoted via the Council's communications channels.

Cllr Worrell concluded by remarking positively about the Council's increased focus on private renters in Haringey and scrutiny were keen to continue working with Cabinet to make this as effective as possible.

The Cabinet Member for Housing Services, Private Renters and Planning responded as follows:

- Cabinet had accepted the vast majority of the recommendations and recommendation 1 would be something that was looked into in the next cycle of selective property licensing review. There may be a misunderstanding between the inspections which the Council carried out which were at random but were not in person.
- Recommendation 2, regarding the provision of support for tenants around rent repayment orders, had been agreed, but the Council was hoping to procure a partnering arrangement with one of the advocacy organisations who would support tenants with their rent repayment orders. Part of the legislation was that tenants were able to claim back the rent repayment orders. The Council felt that within the licensing fee, it was something that worth the expense. Most of the advocacy services operated akin to a 'no win no fee' system. It was still important to be able to refer tenants to the advocacy service and being able to

track how particular tenants had progressed through the rent repayment order. They would also then be able to take rent repayment order claims on behalf of the local authority. Cases where there was Universal Credit being paid as rent would be taken on as well.

- The web pages had been updated since the original scrutiny review and were continually under review and updates are ongoing. There was a new format, a renter's page and a specific landlord's page. There are also generic pages. An attempt had been made to link to the voluntary sector or third-party organisations to provide advice and guidance where possible. They were also in line with gov.uk web pages wherever possible, so the advice was consistent.
- In relation to the inspection programs, the Council performed random spot checks, The IT system put in place since 2019 allowed the Council to highlight a series of random addresses and ask landlords to supply, for example, up-to-date energy performance certificates, gas certificates or electrical safety certificates. This was also an objective within the actual selective property licensing scheme.
- The random spot checks were done as part of physical inspections, some of these were complaint led or they were ones where when the application was received by the licence applicant or if there were concerns over the information that had been provided as part of that application. It was noted that rather than just issuing the licence, the Council would arrange to visit the property so that it could be matched against the application. Quite often, those licences would then be issued with a specific schedule of works that the landlord had to carry out as part of the licensing process with a date and time given.
- The random spot checks were specifically written in as part of the objectives of the selective property licensing scheme as a requirement of the Department for Levelling Up.
- There had been problems with recruitment. The Council had since recruited three more Compliance Inspecting Officers and was on track to complete all of the compliance inspections prior to the existing scheme ending so all the properties would have had an inspection. The Council managed 246 compliance inspections last month which was an improvement compared to previous years.
- The Council were also looking at how it could recruit more Compliance Officers by doing in-house training. There were also two apprenticeship posts to train for Environmental Health Officer positions.
- There had been a backlog of inspections due to the coronavirus period and this was subsequently followed by recruitment issues. However, if the new team was put in place as expected, there should be a good team in place for compliance inspection processes.



- The web pages were still a work in progress and their importance as a communications channel recognised as the private rented sector was an important type of accommodation partly because 40% of residents lived in the private rented sector.

## **RESOLVED**

1. To consider the recommendations agreed by the Overview and Scrutiny Committee attached at Appendix 1.
2. To agree the response to these recommendations attached at Appendix 2.

## **Reasons for decision**

Under the agreed terms of reference, the Overview and Scrutiny Committee (OSC) can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement.

The Committee may:

- (a) Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- (b) Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits.
- (c) Make reports and recommendations, on issues affecting the authority's area, or its inhabitants, to Full Council, its committees or Sub-Committees, the Executive, or to other appropriate external bodies.

The Housing, Planning & Development Scrutiny Panel agreed to review and scrutinise the Council's approach to licensing in the private rented sector, in order to understand how effective this was. On 28th November 2022, the committee agreed the terms of reference for this project. Evidence gathering to fulfil this review took place between February and September 2023.

On 27th November 2023, the committee agreed a set of recommendations on service development or improvement in respect of landlord licensing, private renters and general matters relating to the private rented sector, for the consideration of Cabinet. (appendix 2)

## **Alternative options considered.**

None.

- 118. CONSIDER THE EVIDENCE AND OUTCOME OF CONSULTATION AND WHETHER TO DESIGNATE AN ADDITIONAL LICENSING SCHEME FOR HOUSES IN MULTIPLE OCCUPATION (HMO'S) 2024 -2029**

The Cabinet Member for Housing Services, Private Renters and Planning introduced the report which updated the Cabinet on the key findings of the statutory consultation for a proposed new additional licensing scheme for HMO accommodation. The report further sought a decision from Cabinet to consider whether to authorise the designation of the whole of Haringey borough as subject to additional HMO licensing (when considering the consultation outcomes, evidence, and prescribed criteria within Part 2 of the Housing Act 2004).

In response to questions from Cllr Luke Cawley – Harrison the following information was provided:

- The Council had a two-pronged approach to inspecting premises that were potentially unlicensed or premises the Council believed should be licensed. This was through considering the originally completed evidence base for the scheme that used information was taken from different Council held records and also information from Experian records. The information was overlaid, and it gave the Council an opportunity to identify properties that were likely to have high turnover of occupation. The address list was then compared with addresses of licences that had been received. Door-to-checks were done after the coronavirus crisis. The time during the crisis was used to write to property owners identify property owners to inform them that they may have a HMO that was not licensed with the local authority. The Council also continued to use intelligence from different sources, and they can be health professionals, the internal service officers or waste officers (who were good identifiers of HMO accommodation).
- The process of sending warning letters was no longer an option and the Council was now pursuing landlords for failing to license (once evidence of this had been obtained). Landlords also got a reduced licence period for being a non-compliant landlord. This allowed the Council to review their properties and their licence applications within one or two years. Part of the penalty was that they paid for the relicensing within a shorter period of time.
- Noted that over the last two years, the Council had been issuing civil penalty notices for landlords who had failed to license. The Council was continuing with that process. The process was evidence based, so tenants who did not want to provide the Council with witness statements or would not be part of the process, it became more difficult in evidencing that a property had been operating as a house of multiple occupation. It was also very easy for people to say they were living as one family.
- With newly appointed and more experienced officers now having been appointed, the team was growing and had recently completed a round of recruitment, there were officers who had experience in doing their own licensing scheme. This would help on build on the Council's enforcement activity.
- The Council was working more closely with the Police, Waste and Antisocial Behaviour officers to try and target and prove that certain properties were operating either as selective, but mainly as multiple occupation properties.

- The consultation results were disappointing in relation to the private rented sector. The Council got more owner / occupiers willing to participate than private rented sector tenants.
- Tenants were asked to participate when the Council was undertaking the compliance inspections. Leaflets, the use of a QR code and other methods were offered.
- This would be the fourth additional HMO licensing scheme that the Council had taken, so it was possible that the consultation was too close to the selective licensing consultation and residents, particularly private rented sector tenants, felt that they had already participated.
- One of the benefits of having an additional HMO licensing scheme was that the Council could start to better understand where the HMOs were in the borough and the condition of those properties as compliance inspections were performed.
- The base evidence was used to show what the Council already knew about the known HMO population. This had not existed in the past. The selective property licensing scheme had started to highlight properties with landlords who thought they might get away from having to license under the additional scheme.

### **RESOLVED**

1. To consider the evidence that a significant proportion of the HMOs (that will be subject to the proposed designation) are being managed sufficiently ineffectively as to give rise, or likely to give rise, to problems either for those occupying the HMOs or for members of the public as detailed in Appendix 3.
2. To consider the outcome of the consultation and the Council's consideration of those findings as in Appendices 4 and 5.
3. To consider the Council's strategic approach linking the proposed additional HMO licensing scheme with the Council's wider strategic approach to the private rented sector as set out in paragraph 7 to 8 in this report.
4. To approve the designation for all wards within Haringey borough, as delineated in the map at Appendix 1 and as set out in the Draft Designation Notice (Appendix 2) as subject to additional HMO licensing pursuant to Part 2 of the Housing Act 2004, which is expected to come into force on 17 June 2024.
5. To approve the proposed licence conditions applying to any HMO licence at Appendix 6.
6. To approve the proposed fee structure for any HMO licence applications made to the Council at Appendix 7.

7. To approve that the “policy on determining the appropriate level of civil penalty for offences under the Housing Act 2004” which was approved by Cabinet in February 2019, shall continue in force and shall also apply for the duration of the new scheme unless amended or a replacement policy is adopted prior to 16 June 2029.
8. To authorise the Director for Environment and Resident Experience, following consultation with the Cabinet Member for Housing Services, Private Renters and Planning, to:
  - (i) Ensure compliance in all respects with all relevant procedures and formalities applicable to the authorisation of such schemes.
  - (ii) Keep the proposed scheme under review during the designation lifetime and agree any minor changes to the proposed implementation and delivery, including administration, fees and conditions and give all necessary statutory notifications.
  - (iii) Ensure that all statutory notifications are carried out in the prescribed manner for the designation and to take all necessary steps to provide for the operational delivery of any licensing schemes agreed by Cabinet.

### **Reasons for decision**

The current borough wide additional HMO licensing scheme is due to end on 26th May 2024.

The majority of the HMO accommodation in our borough is occupied by less than 5 persons and therefore falls under the additional HMO licensing criteria. Additional HMO licences accounted for 65% (3140) of the total number of HMO properties, licensed by the Council between 2019 and August 2023.

Evidence concludes that a significant proportion of these HMOs continue to be managed ineffectively across the borough, resulting in problems for either those occupying the HMOs or for members of the public. Complaints made by tenants and others to Haringey Council regarding poor property conditions and inadequate property management are a direct indicator of low quality and poorly managed HMOs. The Council recorded 492 complaints from tenants and others linked to HMOs over a 5-year period (April 2018 – March 2023). Of those complaints 265 have been linked to Additional HMOs.

Additional HMO licensing requires HMO managers to comply with licence conditions and HMO Management Regulations. These include space standards, repairing obligations, fire precautions and testing, waste, and tenancy management. (Appendix 6 contains the proposed additional HMO licence conditions).

Not having the further powers provided by this type of licensing scheme, would mean the Council having only limited options available to protect private tenants and ensure landlord behave responsibly. As the scheme is financed by the licence fee income it can deliver interventions on a greater scale and more economically.

Renewing the additional HMO licensing scheme across our borough, will ensure that the health, safety, and welfare of the tenants that occupy this type of HMO remains protected.

**Alternative options considered.**

Do nothing and rely on a reactive complaint's procedure. Doing nothing is not considered a viable option due to the significant scale of poor housing conditions and the poor management of HMOs in the borough as outlined in the evidence report in Appendix.

To do nothing would mean relying on a reactive property inspection programme, which depends heavily upon complaints being made by tenants as the means of identifying poor HMO standards. Without HMO licensing, our human resources to do this as well as powers to achieve compliance would be limited. Doing nothing would also mean an inability to continue to work in the way that has been established through having the existing additional HMO licensing regime. The amount of operational partnership working that we are developing would also reduce.

Do nothing and rely on the use of Part 1 of the Housing Act 2004. The Council could rely on the enforcement powers listed in Part 1 of the Housing Act 2004 alone. Those powers include issuing Improvement Notices, Hazard Awareness Notices or Prohibition Orders to improve living conditions or remove hazards, among other things. This formal action however is slow, with appeal provisions against most types of notices served, which can significantly delay the time period for compliance. In addition, the Council's powers under Part 1 do not enable it to regulate the management of property as licensing schemes do. The Part 1 provisions are currently available to the Council but despite our best efforts to exercise these powers they have not provided the necessary large-scale improvements in the sector. All the above options are time consuming, resource intensive and not feasible on a large scale.

Voluntary Regulation. The Council could rely on voluntary accreditation schemes such as the London Landlord Accreditation Scheme (LLAS) or landlord membership organisations, such as the National Residential Landlords Association (NRLA). These can help to support and improve a professional approach by landlords, and we have encouraged this by promoting voluntary regulation through voluntary accreditation schemes, but this does not give the Council any additional powers to ensure compliance. In addition, voluntary regulation is not likely to capture non-compliant or poor landlords.

Planned Government Reform. The government has announced that they want to provide more protection for private tenants and national registration for landlords. However, the details of any legal reforms affecting private rented housing are still unknown and without a clear timetable.

Opting for a smaller designation within the borough. The data analysis and evidence gathering (Appendix 3) has highlighted that HMOs exist across all wards in Haringey. It also indicates that there are varying levels of compliance across all wards in

Haringey. There is no current evidence to suggest that where compliance has been achieved, it has been maintained. We also know that there are likely to be un-licensed HMO properties remaining within some wards that should have been licensed under the Council's current scheme. At present it is therefore proposed that HMO licensing continues to be required borough wide.

#### **119. 2023/24 FINANCE UPDATE QUARTER 3**

The Cabinet Member for Finance and Local investment introduced the report which set out the position at Quarter 3 (Period 9) of the 2023/24 financial year including General Fund (GF) Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focused on significant budget variances including those arising from the forecast non-achievement of approved MTFS savings.

In response to questions from Cllr Cawley- Harrison, the following was noted:

- The Director for Placemaking and Housing would provide a written response on the reasons for the significant increase in debt write offs for rents in the HRA showing for quarter 3. This was highlighted as previous quarterly updates had shown lower increases.
- In relation to voids, the trajectory was facing downwards. There were some fluctuations especially as new housing coming in that needed to be let. Overall, the Council was confident that it had dealt with a large backlog and had a close monitoring eye on the underlying new voids coming into the system.
- In relation to Tottenham Hotspur and the paying for the litter and clean-up, it should be noted that this was only an issue with football matches. For the non-football major events there had been payments to cover the cost. There were regular meetings between the Council and Tottenham Hotspur to consider this issue and negotiate a solution. Negotiations were still ongoing and good progress being made and an update could be provided to Cabinet in the coming months.

#### **RESOLVED**

1. To note the forecast total revenue outturn variance for the General Fund of £20.8m comprising £18.0m base budget and £2.8m (savings delivery challenges) and note that Directors are working on actions to bring the forecast down further before the end of the year. (Section 6, Table 1, Table 2 and Appendices 1 & 3). Note the net DSG forecast of £2.5m overspend. (Section 6 and Appendix 1).
2. To note the net Housing Revenue Account (HRA) forecast is £3.1m lower than the budgeted surplus. (Section 6 and Appendices 1 and 2).

3. To note the forecast GF and HRA Capital expenditure of £287.3m in 2023/24 (including enabling budgets) which equates to 58% of the revised capital budget (Section 8 and Appendix 4).
4. To note the debt write-offs approved in Quarter 3 2023/24 (Appendix 7a).
5. To approve the revenue budget virements and receipt of grants as set out in Appendix 6.
6. Approve the proposed capital virements and receipt of grants as set out in Appendix 6.
7. To note the impact of the historic funding of Private Finance Initiative (PFI) related capital works and the implications for the PFI reserve balances as set out in Sections 8.3 – 8.5 of the report.
8. To delegate to the s151 officer authority to finalise future payments to academy schools covered by the PFI suspension agreement to cover the period from starting their academy status to the end of the PFI suspension agreement should it be determined that a liability exists (Section 8.5); and
9. To authorise the s151 officer, prior to making such payments, to enter into satisfactory agreement(s) with the Academy Trust(s) and/or the Academy schools for the purpose of regulating the use of such monies; and to note that some or all such sums paid to schools may be in excess of £500k.

### **Reasons for decision**

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. This is made more critically important than ever because of the uncertainties surrounding the wider economic outlook.

### **Alternative options considered**

The report of the management of the Council's financial resources is a key part of the role of the Director of Finance (Section 151 Officer) in helping members to exercise their role and no other options have therefore been considered.

## **120. CORPORATE PERFORMANCE UPDATE - NON KEY**

The Leader of the Council provided an update on corporate performance, which built upon the Cabinet's previous review of the Corporate Delivery Plan from January 2023 that implemented manifesto objectives. The performance update highlighted key challenges, progress to date, and future direction to put into effect the vision for a fairer, greener Haringey.

Despite a challenging economic environment, the report highlighted some genuine progress across all 8 themes of the Corporate Delivery Plan. Work was underway to develop the next corporate delivery plan, and this would come to Cabinet in June 2024.

The Leader was pleased to announce the Council's award as the Borough of Culture for 2027, and thanked officers for their significant work on this successful bid.

The following information was provided in response to questions from Cllr Cawley-Harrison.

- Recycling rates across North London had dropped and this was also attributed partly to issues with the NLWA waste disposal contract, which was being addressed. Other factors, across London such as changes in resident's working patterns and packaging trends, had also contributed to the drop in rates. The Council were being judged on weight of recycling not quantity also impacting the figures.
- Efforts were underway to compile recycling Action Plan, which would be informed by last year's engagement exercise, which had garnered 27,000 responses from across the borough to understand how to improve recycling. Significant changes had been made in terms of food waste collection, especially around estates, to enhance recycling options. These initiatives were also being pursued by the North London Waste Authority. Additionally, work was underway to facilitate recycling of small electrical waste items, including batteries, through curb side collections and designated locations such as libraries, which have seen increased usage since their launch. These endeavours were anticipated to have a positive impact on recycling rates in the future.
- New government codes concerning complaint handling were expected to come into effect on April 1<sup>st</sup>, 2024. These regulations were anticipated to provide an entirely restructured the approach to handling complaints, and all local authorities nationwide would need to follow the same structure. There had been an offer to share improvement plans for complaints with the Overview and Scrutiny Committee and these could also be shared with Cllr Cawley – Harrison.
- Clarification was provided for the drop in performance relating to inclusive ways for residents to participate in and influence decisions that matter to them, noting that there were two RAG ratings in the document, one for activities and another for outcomes. Specifically, regarding the relaunch of the Citizens Panel, it was intentionally delayed in order to prioritise other elements of the Haringey Deal and participation agenda. Additionally, it aimed to establish firm foundations and assess the suitability of the citizens panel approach. The launch of the new Haringay engagement hub was prioritised as a one-stop-shop for consultation and engagement activities. The decrease in the rating for this aspect was due to missing the timeline set for the Citizens Panel relaunch by the end of



December, as the update was provided in January. This specific decrease did not reflect the overall participation and engagement agenda, where there are positive developments across various projects.

## **RESOLVED**

To note the high-level progress made against the delivery of the commitments as set out in the Corporate Delivery Plan as at the end of December 2023.

### **Reasons for decision**

Not applicable

### **Alternative options considered.**

Not reporting: This would not allow us to track progress against outcomes that we are committed to in our Corporate Delivery Plan as outlined in section 7

## **121. FLOOD WATER MANAGEMENT INVESTMENT PLAN**

The Cabinet Member for Resident Services and Tackling Inequality introduced the report which sought approval for the Council's flood water management schemes and programmes to be delivered across the borough in the next financial year (2024/25).

Following questions from Cllr Hakata, Cllr Brabazon and Cllr Cawley – Harrison the following information was noted:

- That Haringey had some of the most intensive SuDS implementation among the London boroughs, and in relation to planning system prioritising and supporting SuDS, it was noted that planning efforts were aimed at strengthening and updating policies to align with the latest Council policies and regional initiatives. The Planning team played a pivotal role in ensuring that new developments did not exacerbate flooding but instead contributed to improving drainage systems.
- With regards to progress in multi-agency collaboration, particularly with Thames Water, there was noted to be improved relations with Thames Water, addressing bursts in Crouch Hill and issues in Muswell Hill. Their proactive involvement before implementing SuDS schemes aided in flood mitigation. There was confidence in developing relationships to ensure collaboration despite competition among boroughs for Thames Water's attention. There were partnerships with the GLA and the Environmental Agency, which supported SuDS projects. There was focus was on improving relations with local businesses to mitigate flood damage.
- On the Turnpike Lane potential SuDS scheme, this was at an early stage of development and noted the frequent need for drain cleaning necessitated

considering engineering solutions. Noted that one option was to utilise Ducketts Common to address the issues naturally, acting as a soakaway without compromising its status as a park. Efforts were underway to assess the feasibility of this approach, collaborating with TfL, the Environmental Agency, and businesses to determine the potential scheme.

- The focus of grant funding for SuDS schemes, for the next 10 years, was informed by Section 19 reports in both the East and West of the borough. With awareness of issues such as culverted waterways, the funding opportunities sought were to best address these challenges. Regarding the Highways SuDS scheme and residents' potential involvement, the suitability of the space was crucial and involved technical considerations. For example, on Turnpike Lane, adding more gullies had had a positive impact on managing water flow. Noted that different roads in the same area might have required different solutions, indicating that a SuDS scheme might not always have been the sole solution.

## **RESOLVED**

1. To approve the Flood Water Management Investment Plan for the 2024/25 financial year as set out in the attached Appendix 1.
2. To delegate decisions relating to flood water management scheme design and implementation to the Head of Highways and Parking subject to any decisions which are key decisions being taken by Cabinet.
3. To authorise the Head of Highways and Parking to (a) carry out any required consultation in accordance with Appendix 2; and, having had due regard to all consultation responses submitted as part of the statutory consultation process, and having considered whether the Council should cause a public inquiry to be held, (b) to make any necessary traffic management orders, to give effect to the schemes identified in Appendix 1, subject to any decisions regarding the making of traffic orders which constitute key decisions shall be taken by Cabinet.

## **Reasons for Decision**

The FWMIP sets out the Council's flood water management and highways drainage resilience projects for the coming financial year and how these projects align with the Council's strategic objectives.

This report provides detail of the funding arrangements, seeks authority to proceed with the development and delivery of these projects. Some of those projects detailed in this report will be subject to appropriate consultation in accordance with Appendix 2.

## **Alternative options considered.**

No other alternative options were considered as the Council has a statutory obligation to maintain the public highway network which includes keeping it reasonably clear of surface water. In addition, the Council, as the borough's Lead Local Flood Authority, is responsible for taking the lead in managing flood risk from surface water, groundwater, and in some instances culverted watercourses. This

2024/25 investment plan has been informed by the Council's Local Flood Risk Management Strategy, Highways Asset Management Strategy, and Highways Asset Plans. The proposed projects are those that have been identified as our priorities to further reduce the risk of future flooding in the borough.

The funding for the proposed projects comes from Council resources approved by the Cabinet as part of the capital and revenue programmes of work and excludes any external grants or contributions that the Council may receive throughout the year.

## **122. PLANNING SERVICE PEER CHALLENGE REPORT & ACTION PLAN - NON KEY**

The Cabinet Member for Housing Services, Private Renters, and Planning introduced the report which set out the Council's response to the recommendations from the Planning Service Peer Challenge that took place in October 2023, looking at the Planning service functions.

The following information was provided in response to questions from Cllr Hakata and Cllr Cawley – Harrison.

- In relation to the integration of the new approach for the Haringey Deal into the service, the peer review found that while officers were aware of the Haringey Deal, further embedding was needed. The Council had received awards for engagement on the local plan, indicating good awareness of the Haringey Deal but more work was required for full integration. Efforts had already begun to implement the Haringey Deal comprehensively.
- The need for examination of the distribution of CIL to ensure that this was accessed by the community as this was a manifesto commitment involving participatory budgeting.
- Regarding publishing the Local Plan and the 2025 deadline set by the government, there was no specific penalty associated with missing the deadline and there was a necessity to adapt the Local Plan to the upcoming planning system reforms by the government. The importance of being responsive to these reforms and ensuring that the Local Plan remained future-proof was highlighted. The action plan outlined the steps to expedite this progress.
- With regards to performance metrics, such as response time, there had been a slight decline, reflecting a national trend of planning application backlogs in several authorities. This issue had been recognised nationally by the government and efforts were being made to address it. The Council had successfully secured special funding of £75,000 to tackle the backlog, in line with recommendations from the peer review. The target was set to complete the backlog by April or May, indicating that the issue would soon be resolved, and performance figures would return to previous levels.

**RESOLVED**

1. To note that Strategic Planning Committee at its meeting on Monday 19 February 2024 agreed to refer this report and appended documents to Cabinet with the recommendation to endorse the Peer Challenge report and approve the Action Plan.
2. To endorse the recommendations in the Peer Challenge report (Appendix A) and approve its publication on the Council's website.
3. To approve the Action Plan (Appendix B) which responds to each of the 10 recommendations in the Planning Service Peer Challenge report.

### **Reasons for decision**

There is an expectation that all Councils undertaking a Planning Service Peer Challenge will publish the feedback report and produce an action plan which responds to the recommendations in the report.

Implementing those recommendations are important as it will help the Planning Service improve, including building stronger relationships with the residents, businesses and partners in Haringey and provide a better, more efficient service.

The Action Plan (Appendix B) sets out what the Council's Planning Service intends to do in response to these recommendations, including specific actions, when they will be delivered, and who will be responsible for delivering them.

### **Alternative options considered**

The option not to respond to the Peer Challenge recommendations with a formal report was considered. That option was not considered appropriate as publishing the peer team's report, and the Council's response to it, ensures that the Council is transparent in respect of its improvement plans for the Planning Service.

## **123. PARKING INVESTMENT PLAN**

The Cabinet Member for Tackling Inequality and Resident Service introduced the report which set out the capital investment plan for 2024/25 for the areas covered in this report. It was noted that there may be changes to the schemes identified as priorities or funding allocations change. The draft funding arrangements and associated schemes or programmes were provided in Appendix 1.

Cabinet welcomed the report, especially the work on the policy which involved work on reducing congestion, improving road safety and encouraging sustainable travel. This was a good foundation on which to build a kerbside strategy.

In response to questions from Cllr Cawley- Harrison the following information was provided.

- Table two of the agenda papers, contained information on the Alexandra Park event day CPZ and this was the indicative budget for the borough parking plan 2024/25.
- There was a lag between CPZ reviews and the outcomes. This was because the process needed to carefully consider responses and an example was provided of the review of the Wood Green CPZ that had been responded to by thousands of residents with differing views. When the staff received the data, they went through it as a quantitative and qualitative exercise. This also meant that officers had to go visit some of the areas to understand the issues referred to in the consultation responses.
- In relation to pavement parking, in the policy that was issued last spring, all 102 roads that had pavement parking on it had been taken into account and they were RAG (red, amber and green) rated. The green ones were completed easily, the amber rated ones would have technical issues and the red rated ones may not be progressed. The red and amber rated roads were risky, because if cars were put back onto the pavement, especially where there was a double decker bus route, then assumptions had to be made and work had to be done with TfL. There had been some forward progress as some pavement parking had been removed. However, some of the progress was taking more time.

## **RESOLVED**

1. To agree the Parking Investment Plan for 2024/25 as set out in Appendix 1.
2. Subject to key decisions being determined by Cabinet, to authorise the Head of Highways and Parking to make decisions relating to scheme design and implementation in respect of the parking schemes set out in the Parking Investment Plan; and
  - To carry out consultations in accordance with the Parking Investment Plan Consultation attached as Appendix 2 to this report; and
  - To make traffic management orders and where there were objections received during the statutory consultations, consider those objections and whether to cause a public inquiry to be held, and consult with the Cabinet Member for Tackling Inequality and Resident Service prior to determining whether the traffic management orders shall be made.

## **Reasons for decisions**

This report seeks approval for the 2024/25 Parking Investment Plan which sets out the priorities and funding levels for the coming year. The Council has a statutory obligation to manage its road network, and parking plays a key role in congestion reduction and improving road safety. It can also encourage healthier travel options, while making best use of limited kerb space.

## **Alternative options considered.**

A 'do-nothing' option was considered and rejected as this would not allow the Council to deliver changes to parking controls necessary to meet Council policies, address resident and business concerns and requests. It would also not allow schemes approved in the 2023/24 Parking Investment Plan to be progressed to delivery in 2024/25.

#### **124. HIGHWAYS AND STREET LIGHTING INVESTMENT PLAN**

The Cabinet Member for Resident Services & Tackling Inequality introduced the report which made recommendations for investment in highway infrastructure in 2024/25 and particularly covered footways, carriageways, and street lighting assets as set out in Appendices 1 and 2 of this report. Those appendices also set out expected funding streams for 2024/25 for those various work streams.

In response to questions from Cllr Cawley- Harrison the following information was provided.

- With regards to adding more lighting to Oliver Tambo recreation ground, this was more complicated than putting it on streets, mainly because of animal rights regulations. There were more laws that needed to be observed in relation to it.
- The team had been working with contractors to try and replace the CMS nodes through the contract for some time. There had been issues with some of the replacements being faulty and there being a quality issue from the manufacturer which had delayed how quickly the problem could be resolved. Contractors were being held to account.
- The original timeline could not be met as planned. There had been an expectation to complete the light replacement programme by the end of March 2024 and Cabinet would be kept informed of the progress.

#### **RESOLVED**

1. To approve the Highways and Street Lighting Investment Plan for 2024/25 of £6.176m for highway assets as set out in Appendix 1 of this report.
2. To approve the Highways and Street Lighting Investment Plan which includes investment of £1m in lighting assets for 2024/25, as set out in Appendix 2 of this report.
3. To approve the update to the Highways Asset Management Strategy and the Street Lighting Strategy, as set out in Appendices 4 and 5 of this report.
4. To note the draft update to the Streetscape Design Guide as set out in Appendix 6 of this report and the associated consultation process, and delegates authority to the Director of Environment and Resident Experience,

following consultation with the Cabinet Member for Tackling Inequality and Resident Services, to approve the final document.

5. To delegate decisions relating to highways infrastructure asset maintenance schemes to the Head of Highways and Parking, subject to key decisions being reported to Cabinet.
6. To authorise the Head of Highways and Parking to (a) carry out any required consultation in accordance with Appendix 3; and, having had due regard to all consultation responses submitted as part of the statutory consultation process, and having considered whether the Council should cause a public inquiry to be held, (b) to make any necessary traffic management orders, to give effect to the schemes in Appendix 1 and 2, subject to key decisions being considered by Cabinet.

### **Reasons for Decision**

This report sets out the 2024/25 investment in the Council's local highways infrastructure. It provides detail of the funding arrangements and seeks authority to proceed with the development and delivery of these projects, subject to appropriate consultation.

### **Alternative options considered.**

No other options are considered. The Council has a statutory duty to maintain the public highways network.

## **125. ROAD DANGER REDUCTION INVESTMENT PLAN FOR 2024-25**

The Cabinet Member for Resident Services & Tackling Inequality introduced the report which recommended investment in the road danger reduction programme for 2024/25 and identified the progress made against the Road Danger Reduction Action Plan approved in March 2022.

The following information was noted in response to questions from Cllr Cawley – Harrison.

- The data about deprivation and road safety had emanated from a Trust for London report. A link could be provided for this. However, the report should be read with caution as where there was population density there were more roads and higher rates of accidents.
- The Road Safety team and the Strategic Transport team consisted of the same officers. Joint projects, such as the introduction of a new cycle lane, would also be subject to road safety measures and vice versa.

- The report highlighted where the funding for Vision Zero was being spent and in areas where there were no immediate plans to implement a wider infrastructure.
- In relation to crash for cash incidents, it would not be appropriate to attribute the rise of the issues happening with power two wheelers with the crash for cash phenomenon. There was no evidence yet to connect the two occurrences. However, there had been an increase in collisions mainly due to more moped drivers and food delivery drivers in the borough. They did not have a Trade Union recognised union but had a grassroots level union which the Council engaged with. The Council was doing co-production work with some of the motorcyclist community. They were not as well established as cyclists but were present.
- The Council used the same collision data that the Greater London Authority (GLA) used, mainly taken from the Metropolitan Police. Unless it was reported, there was sometimes no way of knowing about an occurrence of an accident, so the data was taken cautiously. However, the data did show hotspot areas. There was no real way of completely recording this data accurately. The Council was looking at using different analytics software packages that looked at a whole range of different data sets, not just the killed and seriously injured statistics from the Police, but anything they could effectively use in order to use algorithms to help predict where accidents might occur. From the presentations seen so far, it looked very effective.
- In relation to two-wheel vehicles, powered or non-powered, it was one of the key ambitions around Vision Zero to put in additional protection, particularly where people were most vulnerable around those types of transportation. This was being addressed under the Road Danger Reduction Action Plan.

## **RESOLVED**

1. To note the progress of the Road Danger Reduction Action Plan approved by Cabinet on 8 March 2022, as set out in Appendix A.
2. To approve the Road Danger Reduction Investment Plan for 2024/25, as set out in Appendix B, subject to Cabinet agreeing the carry forward of resources (as specified in paragraph 7.30 and 7.31).
3. To delegate decisions relating to scheme design and implementation to the Head of Highways and Parking subject to decisions being reported to Cabinet where a key decision.
4. To authorise the Head of Highways and Parking to carry out any required consultation in accordance with Appendix C and to make any necessary traffic orders, having had due regard to all consultation responses, to give effect to



the schemes in Appendix B, subject to key decisions being considered by Cabinet.

### **Reasons for decision**

The Council has a statutory duty under section 39 of the Road Traffic Act 1988 to prepare and carry out a programme of measures designed to promote road safety including “taking measures to prevent accidents”. It must also prepare and carry out a programme of measures designed to promote road safety.

This report recommends the investment for 2024/25, as well as setting out the Council’s progress against the March 2022 Action Plan.

### **Alternative options considered.**

None. The authority has a statutory duty as set out in paragraph 4.1.

## **126. TO SEEK CABINET APPROVAL FOR THE COMMUNITY SAFETY STRATEGY AND HATE CRIME STRATEGY**

The Cabinet Member for Community Safety and Cohesion presented the report which set out the outcome of the consultation on the Community Safety and Hate Crime Strategy requested approval to present the Community Safety Strategy to Full Council on 14th March 2024. There had been extensive consultation on the strategies and all members of the Council had a responsibility to make progress in the achieving the aims and objectives of the strategy.

In response to questions from Cllr Cawley- Harrison, the following was noted.

- In relation to gang violence, there were number of schemes and support provided by the Violence Reduction Unit who had taken an interest in Haringey partly because of the partnership approach that the Council had taken, but also a commitment from the Mayor of London to tackle many of the issues. It would be useful to provide the Council with another opportunity to be briefed in detail about what some of the work would entail. It was a priority to keep young people safe and have opportunities created for young people which the Cabinet Member for Children, Schools and Families was taking forward.
- In relation to reporting hate crime, it was important to get people to feel comfortable and safe and providing the vehicle for which they could safely report these crimes.
- The Police had signed up as co-signatories to the strategies, and would help facilitate meeting actions of the community safety strategy. This would involve continued conversations and documents and strategies like the ones outlined in the report provided a framework for partnership working , but they were also adaptable in a way in a way to ensure that they were relevant.
- The Council had sought the view of various seldom engaged communities. For example, multifaith, older people's groups and young people's groups. The Council approached the voluntary sector groups through the Bridge Renewal

Trust as a way of getting some of the surveys out to the wider community, but the main focus of engagement was talking to people and getting their lived experience. That provided some rich data.

- Page 818 of the agenda papers provided a helpful picture of the number of people that were engaged with and the community outlets used to facilitate engagement.

## **RESOLVED**

1. To take note of the contents of the evaluation report which provides an overview of the responses and the headline findings from the Community Safety and Hate Crime Strategy engagement consultations.
2. To recommend that Full Council approve the Community Safety Strategy as part of the Council's Policy Framework.
3. To approve the London Borough of Haringey's Hate Crime Strategy (2024-2027).
4. To delegate authority to the Assistant Director of Safer Stronger Communities, after consultation with the Cabinet Member for Community Safety and Cohesion to make any minor amendments to the documents and to agree and publish an annual action plan.
5. To notes that the Assistant Director of Safer Stronger Communities will bring a report to Cabinet to make any necessary amendments to the Hate Crime Strategy in the event that Full Council approves the Community Safety Strategy in a form that is incompatible with the Hate Crime Strategy as currently drafted.
6. To note that the Climate Community Safety and Culture scrutiny Panel have no changes to the Community safety strategy and recommend Cabinet note their comments set out below at paragraph 13 in accordance with Part four Section E paragraph 2.2 of the Council's Constitution.

## **Reasons for decision**

The Crime and Disorder Act 1998, requires that the Council establish a Community Safety Strategy. As a collaborative document outlined in the Constitution and integrated into the Council's Policy Framework, the Crime and Disorder Reduction (community safety) Strategy, hereafter referred to as the "Community Safety Strategy," is reserved for ultimate approval by the full Council, subject to a recommendation made by the Cabinet. The co-creation of a Hate Crime Strategy for Haringey aligns seamlessly with the Council's unwavering commitment to a zero-tolerance stance against any manifestation of hate and discrimination. Additionally, the issue of hate crime has been incorporated as a prominent theme within Haringey's Corporate Delivery Plan for 2023-2024. The Community Safety Strategy will serve as the overarching framework encompassing key priorities in community safety, harmonised with vital Council strategies and action plans including the Corporate Delivery Plan for 2023-2024, the Young People at Risk strategy for 2019-2029, and the proposed Hate Crime Strategy for 2024-2027. Both the Hate Crime Strategy and the Community Safety Strategy are scheduled for publication in 2024.

## **Alternative options considered.**

- Not developing a Community Safety Strategy is not an option, as it is a legal requirement as highlighted in 4.1.
- With regard to the development of the Hate Crime Strategy, the alternative option would be not to have a strategy. This is not recommended as it is recognised the most effective way to coordinate this work is to deliver an agreed set of ambitions under a structured partnership strategy with an adjoining annual action plan. In response to both strategies, without any agreed responsibility or monitoring by officers, including any formal Governance, would significantly increase the risk of the work dissipating and would not allow for the effective protection of victims.

**127. THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) AND INVESTIGATORY POWERS ACT 2016: USE OF POWERS BY THE COUNCIL IN 2023**

The Leader of the Council introduced the report which informed Cabinet about issues relevant to the use of investigatory powers under the Regulation of Investigatory Powers Act (RIPA) 2000.

**RESOLVED**

To note the use of RIPA by the Council.

**Reasons for decision**

The RIPA codes of practice state that members should review the Council's use of investigatory powers at least annually. Therefore, although the powers under RIPA have not been used in recent years, it is nevertheless important for members to be aware of the extent of usage.

**Alternative options considered.**

The alternative would be not to bring the information on usage of the powers to Cabinet. If the Council's use of investigatory powers was not noted, the Council would not be complying with the codes of practice and so this alternative has not been considered.

**128. COMMUNITY ASSETS POLICY**

Cllr das Neves and Cllr Chandwani left the meeting room.

The Cabinet Member for Culture, Communities & Leisure introduced the report which set out proposals to develop a new policy which will allow Council officers to determine subsidy levels on leases for Voluntary and Community Sector (VCS) organisations operating out of Council buildings.

In response to questions from Cllr Cawley- Harrison, the following information was noted.

- Regarding the engagement for the social value policy framework and particularly residents being involved in the development of this, in accordance with the Haringey Deal, the plan was to consult as widely as possible.
- An up-to-date list of leases for voluntary and community organisations operating out of Council buildings had been compiled and the details of that were contained in the exempt papers. The current listing situation was not ideal but the Council were working on compiling these up to dates lists which help manage the portfolio going forward in the future.

Following consideration of exempt information at item 27,

## **RESOLVED**

1. To approve a process of engagement with the Voluntary and Community Sector (VCS), as set out in paragraph 4.5, to co-produce a social value policy framework to guide determinations as to how and when subsidies may be applied to leases held for Council properties by Voluntary and Community Sector (VCS) organisations, as set out in paragraphs 6.7 and 6.8.
2. To note and agree that Living Under One Sun and the Selby Centre should be treated separately in advance of a final policy, given the advanced status of these projects as set out in paragraph 4.7 of this report.
3. To note that a further Cabinet report will be delivered in late 2024, which will present a full policy on community assets for Cabinet approval.

## **Reasons for Recommendations**

The Council is proud of the support it provides to the Voluntary and Community Sector (VCS) to provide vital support to Haringey's communities, particularly the most vulnerable. We do this in a variety of ways, whether by commissioning them directly to provide services, building their capacity and sustainability through the work of the capacity building partner and bringing external funding into the borough, or by providing them with affordable premises for offices or other spaces from which to carry out their activities. This report sets out the principles for a new approach to provide greater clarity around how we manage and deliver this last type of support.

At the time of writing, there are a diversity of leases in the Council's VCS property portfolio. That includes leases from zero or peppercorn to something closer to market rent. Many of these leases have expired and there is no formal policy or framework for determining the basis on which VCS organisations should occupy Council-owned buildings, resulting in inconsistencies and a variety of historical arrangements and leading to the potential for accusations of unfairness of treatment, or at least a lack of transparency. This also leads to a lack of clarity regarding responsibilities for building maintenance, and a number of the properties are in a poor state of repair which needs to be addressed.

The Chris Buss authored Property Independent Review found, with respect to Voluntary and Community Sector leases, that the Council had failed to maintain 'a proper landlord and tenant relationship that is ensuring that both parties (Landlord and tenant) had fulfilled their mutual obligations under the lease agreement.' This report and its recommendations were accepted in full by Cabinet in April 2023. The recommendations, including recommendations related to the VCS sector, are being delivered through the Council's Strategic Asset Management and Property Improvement Plan (SAMPIP). This was developed partly in response to the Chris Buss authored report.

The SAMPIP includes a Property Review Process. In accordance with this and our wider Property Governance procedures, all leases that have expired should go through this review process. 25 properties have been identified as Community Centres within the 88 VCS classified buildings. 23 of these Community Centres fall within the category of having expired leases, which are proposed to be prioritised through this policy when it is finalised.

Based on the experience of other Councils, we propose to develop a social value matrix which will enable VCS organisations to operate from our buildings with subsidised leases which will be determined by objective criteria. This matrix, the criteria it contains, and the way organisations will utilise it, will be developed in coming months through engagement with the VCS. We will undertake this engagement in collaboration with Public Voice and MIND in Haringey, our new VCS Strategic partner. The new policy will allow the VCS to continue to deliver socially impactful work in a way which also supports the Council's corporate objectives as set out in the Haringey Deal and our Corporate Delivery Plan 2022-24 to build a fairer, greener Haringey.

The lease policy, once agreed, will additionally provide clarity to both VCS organisations and to the Council about where responsibility lies for building repairs and maintenance.

There are two organisations – The Selby Centre and Living Under One Sun – with whom the Council is at an advanced stage of entering into a long-term partnership based around area regeneration programmes with external funding streams and where there is a property lease arrangement involved. The Council will need to conclude agreements with these organisations in the next few months, and they are sufficiently unique as partnerships to warrant their own, bespoke, agreements that should not be considered as precedents for any subsequent leases.

The final policy will return to Cabinet in the autumn of 2024 for sign off when a full policy and approach has been developed alongside the VCS. That policy will also benefit from any learning achieved through early adopters of this process. The Council's preferred approach is that an agreed subsidy will be subtracted from the rental invoice issued to organisations, and that this mechanism for the delivery of a subsidy will be worked up in detail with the VCS, working closely with Public Voice and MIND in Haringey, as the new capacity-building partner for the sector.

During engagement with the VCS Sector and Public Voice, the Council intends to identify an early adopter from the 23 organisations identified in the Council's existing

VCS portfolio as occupying community centres with currently expired leases, to identify practical lessons to inform the final policy.

### **Alternative options considered**

Do nothing. If the Council asked its Property and VCS team to manage the portfolio without a new policy, this would mean there would be no policy basis other than renewing the many lapsed leases at market rent for these properties which would be unaffordable for many VCS organisations. There would also be no policy rationale for letting Council properties to new VCS groups and could potentially leave the Council vulnerable to allegations of arbitrary, inconsistent, or preferential treatment of its different VCS tenants. This is not a viable alternative.

Circular Grant. An alternative methodology to applying a rental discount is for the organisation to be charged full market rent and for the Council to provide a grant in arrears for the value of the agreed level of subsidy, subject to the organisation delivering agreed outcomes under an SLA. The same social value calculation can be used as in the discounted lease approach. The circular grant method requires another part of the Council to have their own budget lines for these grants, or for part of the rent received to be attributed to those budget lines.

The circular grant approach is rejected on the basis that many organisations in the VCS sector will have insufficient cashflow to cover initial payments of market rent. There is also an organisational ambition to move away from circular grants, and a recognition that while it may be 'cleaner' from a property management point of view to adopt this approach, it requires significantly more administration and complexity of management for both the VCS and Council, which we need to minimise at a time when all budgets are under pressure.

## **129. PROCUREMENT OF THE COUNCIL ENERGY CONTRACTS - NON KEY**

Cllr Chandwani and Cllr das Neves returned to the room.

The Cabinet Member for Finance and Local Investment introduced the report which sought approval from Cabinet to access LASER Framework Agreements and to use these to call off and procure contracts for the supply of electricity and gas to the Council for the four-year period - 1 April 2025 to 31 March 2029.

The following was noted in response to a question from Cllr Cawley Harrison:

Officers were looking at the business cases for increasing the solar portfolio onto all buildings. That would be based on roof space availability and the long-term plans for the Council. There was a case a few months ago about the solar panels on Hornsey Library not operating correctly, that had since been under review. An assessment of the solar panels across the portfolio was now being managed and maintained to ensure that they were operating. Officers were working towards the long-term maintenance of those systems to ensure that they were fully functional for the summer

period. In terms of the demand technology and building energy management systems, it was an ongoing programme that was currently being worked through.

Further to considering exempt information at item 28,

**RESOLVED**

1. To consider the outcome of consultation with leaseholders set out at paragraphs 6.44 to 6.51 of this report.
2. To approve that the Council enters into an access agreement with Kent County Council, trading as LASER so the Council can access framework agreements for Electricity (Flex 2024 – 2028, Framework Number: Y22009) and Gas (Flex 2024 – 2028 Framework Number: Y22008), as permitted under CSO 7.01 b) (selecting one or more contractors from a Framework).
3. To approve the award of an electricity supply contract under LASER framework agreement Y22009, to Npower Commercial Gas Limited (Npower) for the period of four years commencing on 1 April 2025 and expiring on 31 March 2029, with an estimated value of £36.68m in accordance with CSO 9.07.1 d) (Contracts value at £500,000 or more can only be awarded by Cabinet).
4. To approve the award of a gas supply contract under LASER framework agreement Y22008 to Corona Energy Retail 4 Ltd (Corona) for the period of four years commencing on 1 April 2025 and expiring on 31 March 2029, with an estimated value of £19.76m in accordance with 9.07.1 d) (Contracts value at £500,000 or more can only be awarded by Cabinet).
5. To approve the use of LASER's 'Price Certainty' energy buying strategy for both electricity and gas.
6. To approve the use of LASER's 'Procurement Only Service Option' (POSO) as opposed to the 'Fully Managed' (FM) service.
7. To agree that the annual and forthcoming year's estimated expenditure, will be reported to the Director of Finance and Cabinet Member for Finance. Where the estimated expenditure exceeds those stated in 3.3 and 3.4 above, Cabinet delegates the authority to the Director of Finance after consultation with the Cabinet Member for Finance, the approval to vary the contracts and increase the values to cover the additional expenditure within the original term of the contracts; and any expected spend above a 10% increase set out in this report, shall be reported to Cabinet.
8. To note that, in alignment with the Council's commitment to net zero by 2027, Haringey is engaged with London Councils' Renewable Power for London workstream. This aims to develop an opportunity for London Boroughs to purchase renewable electricity directly from a renewable energy generation asset such as a solar farm, through a collective Power Purchase Agreement (PPA). This opportunity may become available during the term of the electricity

contract and the terms of the LASER framework contract allows for electricity volume purchased through a PPA to be transferred-in (known as sleeving in).

### **Reasons for decision**

The Council considers it necessary to enter into these two Contracts to provide an uninterrupted energy supply to the Council's buildings and services, including corporate buildings; streetlighting; housing communal areas, shared services, communal heating systems, hostels and non-domestic buildings; and schools that choose to opt-in. The Council needs to be able to supply electricity and gas to ensure Council services can operate; that common parts at residential properties have continuous service of lighting, lifts, security and electrical equipment; that residential shared heating systems continue to operate and that schools opting-in have continuous electricity and gas supply.

Energy prices have fluctuated significantly in recent years. To allow for any future fluctuations in prices, delegated authority is being sought to approve contract variations to allow for continuous supply of energy to the Council and its partners.

The decision is not a key decision in accordance with CSO 9.0.7.1 (f) that states "In accordance with Part 5 Section C of the Constitution, the award of spot contracts for care packages and contracts for the supply of energy to the Council are not "key decisions".

### **Alternative options considered.**

Short term, spot buy (fixed duration, fixed price contracts) This is where the Council would buy short-term contracts for a fixed price over the time period, directly with suppliers. Although it is possible that lower prices could be achieved, the opposite is also true. This is a high-risk strategy and the Council would be significantly more exposed to the vagaries of the wholesale market (a price for the supply period is fixed on a single day). The Council also risks paying higher off1contract prices until appropriate new contract(s) are in place. The approach is not compliant with either Procurement Standing Orders (PSOs) or public procurement legislation. Further, the Pan Government Energy Project (now part of the Cabinet Office) recommendation is that all public sector organisations adopt aggregated, flexible and risk-managed energy procurement. This has been ruled out due to the risk of price volatility and lack of in-house expertise.

Procure the Council's energy by direct tender - This option would involve the Council running a standalone compliant tender process to secure contracts with the selected energy provider(s) (or via a broker see option 5.3). This approach is unlikely to produce the best results due to the relatively small scale of the Council's energy requirement compared to that of most large purchasing organisations. By contrast, a Public Sector Buying Organisation can obtain good wholesale prices through aggregating the demand of many public sector organisations. In addition, a direct tender would require us to engage additional resources (skilled energy traders and additional staff for contract management) and provide greater risk of exposure to energy price fluctuations. This option is therefore deemed unviable.



Procure through a Private Sector based provider - The Council would require a tender for a private sector Third Party Intermediary (TPI) to procure energy supply (as option 5.2 above), but it would need to be sure that we would be getting best value through a truly aggregated, flexible contract. Full price transparency of all costs, including TPI fees and any commission paid by suppliers to the TPI would be needed. By aggregating our volumes, the TPI could access the wholesale market on our behalf, but we may only receive prices based on the supplier's view of the market. A compliant tender process would be required to engage with such a provider with all the associated resource and time implications that would be entailed. Due to this level of complexity and lack of in-house resources to deliver this, this option has been ruled out.

Do nothing. Due to the value of the Council's annual electricity and gas spend, it is required to have a contract in place. If a contract is not put in place, the Council may default onto more expensive out of contract rates that would not provide value for money, so doing nothing is not an option.

**130. REMINGTON ROAD - UPDATE ON THE CONSTRUCTION OF 46 NEW COUNCIL HOMES**

The Cabinet Member for Council House building, Placemaking, and Local Economy introduced the report which sought approval of additional funds in accordance with Contract Standing Order (CSO) 10.02.1(b) to complete the construction of 46 new Council homes on land adjoining Remington Road and Pulford Road, N15 6SR ("Remington Road"). The total amount of additional funding sought was set out in Part B of this report.

Cllr Hakata Cabinet Member for Climate Action, Environment, and Transport welcomed the scheme which included 13 homes with 3 to 4 bedrooms and would address and aid any overcrowding issues.

Further to considering the exempt recommendations and exempt information at item 29,

**RESOLVED**

1. To approve a variation to the contract in respect of the additional expenditure, as set out in Part B, to ensure the completion of the construction of 46 new homes at Remington Road and thereby allowing the Council to take possession (Spring 2024) of these much need high quality homes.
2. To note the revised Total Scheme Cost as contained in Part B.
3. To note the homes at Remington Road will be let at London Affordable Rent.
4. To note the approval of these funds is in accordance with CSO 10.02.1(b).

5. To note the revised appraisal contained in Part B for the project which reflects the revised Total Scheme Cost and the homes being let to residents at London Affordable Rent.

### **Reasons for decision**

The approval of additional funding will ensure the timely completion of the construction of 46 new Council homes at Remington Road. Once these works are completed, the Council can take possession of these homes which will help to address the overwhelming need for affordable homes within the Borough and the homes are expected to be well received by future residents.

The construction of the homes (and associated external areas) is now well advanced with completion anticipated for Spring 2024. During the construction works, a number of instructions were issued by the Employer's Agent and it is anticipated future instructions will now be necessary to ensure completion.

Furthermore, it is necessary the Council fulfils its contractual obligations under the terms of the building contract. Where additional works are necessary, the Employer's Agent is required to issue an instruction to the Contractor to undertake these works and, once the instruction is made, the Council is obligated to fund the costs associated with the additional works.

### **Alternative options considered**

Do not seek additional funding. This option would result in the scheme not being completed as additional works could not be instructed without the necessary Funds being available to the Council to meet its contractual obligations. The Council would also face the risk of a claim for breach of contract as additional Funds are required to fund those instructions already issued by the Employer's Agent.

## **131. MINUTES OF OTHER BODIES**

### **RESOLVED**

To note the minutes of the following:

Cabinet Member Signings

1.02.2024  
5.02.2024  
06.02.2024  
12.02.2024  
29.02.2024  
29.02.2024

**132. SIGNIFICANT AND DELEGATED ACTIONS**

**RESOLVED**

To note the delegated decisions taken by directors in February 2024.

**133. NEW ITEMS OF URGENT BUSINESS**

None

**134. EXCLUSION OF THE PRESS AND PUBLIC**

That the press and public be excluded from the remainder of the meeting as items 25 to 31 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.

**135. EXEMPT COMMUNITY ASSETS POLICY**

Cllr das Neves and Cllr Chandwani recused themselves for this item.  
Cabinet considered the exempt information and agreed the recommendations as set out in item CAB128.

**136. EXEMPT PROCUREMENT OF THE COUNCIL ENERGY CONTRACTS - NON KEY EXEMPT**

Cabinet considered the exempt information and agreed the recommendations as set out at item CAB129.

**137. EXEMPT REMINGTON ROAD - UPDATE ON THE CONSTRUCTION OF 46 NEW COUNCIL HOMES**

Cabinet considered the exempt information and agreed the exempt recommendations and also continued to agree the recommendations as set out at CAB item 130.

**138. EXEMPT - MINUTES**

**RESOLVED**

To approve the exempt minutes of the meeting held on the 6<sup>th</sup> of February 2024.

**139. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None

CHAIR: Councillor Peray Ahmet

Signed by Chair .....

Date .....

**Report for:** Cabinet, July 16<sup>th</sup> 2024

**Title:** Corporate Delivery Plan 2024-2026

**Report authorised by :** Jess Crowe, Director Culture, Strategy and Engagement

**Lead Officer:** Elliot Sinnhuber, Policy and Equalities Officer,  
Elliot2.Sinnhuber@haringey.gov.uk

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

1.1 This report introduces Haringey Council's Corporate Delivery Plan for 2024-26, which succeeds the current Corporate Delivery Plan 2022-24.

1.2 The new plan sets out the Council's core priorities and what it will deliver up to April 2026.

**2. Cabinet Member Introduction**

2.1 Our Corporate Delivery Plan is an ambitious plan for making life better for residents in Haringey.

2.2 As a council like all public services across our borough we have had to do more for less. Residents are also facing a Cost-of-Living crisis and in this context local services are a vital lifeline and we have been focused on delivery.

2.3 We have put our values into action and are delivering for residents to make our borough an even better place to live, work and visit.

2.4 We've made good progress in these areas:

- My colleagues and I have committed to our council listening to residents and we are co-producing through engagements like Tottenham Voices and Wood Green Voices.
- We've been taking action to respond to the climate emergency to make our borough a cleaner and more pleasant place to live through ambitious targets on planting trees and rolling out school streets across the borough.
- We're committed to giving our children and young people the best start in life and I'm proud of the fact our Children's Services were rated Good and SEND

(Special educational needs and disabilities) services got the 'highest possible rating' by OFSTED.

- The council is taking action to improve public health and deliver better outcomes for residents to address the gap in life expectancy between the East and West of the borough.
- We are delivering homes for the future making real progress in delivering our ambitious 3,000 council homes as well as investing in our existing council homes. We are also delivering on our Housing Improvement plan bringing our existing stock up to a decent standard.
- We are working hard to deliver a safer borough and taking action to tackle hate crime and do innovative work on stop and search to improve relations between our community and police.
- We are a culturally rich Borough and have been awarded London Borough of Culture for 2027.
- We know that good jobs and opportunities are key and we are working hard to deliver places people want to work and visit. Through initiatives like Haringey Works we are getting residents into work.

2.5 Haringey is a special place with a proud heritage of being a Rebel Borough which embraces diversity and stands up for fairness.

2.6 I'm proud of the fact that we are delivering for residents and this report highlights the progress we have made. This ambitious plan for the next 2 years sets out how we will continue to deliver for residents in Haringey.

### **3. Recommendations**

3.1 Cabinet is asked to agree the Corporate Delivery Plan for 2022-2024 as attached at Appendix 1.

### **4. Reasons for decision**

4.1 The role of this Corporate Delivery Plan is to set out what we will deliver and the outcomes we hope to achieve up to April 2026.

4.2 The Council's current Corporate Delivery Plan 2022-2024 runs until April 2024 and therefore a new plan needs to be produced to ensure the Council has a clear set of priorities, outcomes, activities, milestones and metrics.

4.3 We are at the halfway stage in the local electoral cycle. The new Corporate Delivery Plan sets out the priorities for the second half of this administration and ensures alignment between political priorities and Council activity.

### **5. Alternative options considered**

5.1 The Council could choose not to renew the Corporate Delivery Plan but this is not considered feasible, as this would mean that the organisation would not have a

single articulation of the outcomes it is working towards and how it will finish delivering on the current administrations manifesto commitments.

## **6. Background information**

6.1 The Council's current Corporate Delivery Plan was published in January 2023 and sets out the Council's core priorities and deliverables up to April 2024.

6.2 This new Corporate Delivery Plan is part of a programme of corporate planning that also includes service plans that were developed earlier this year and the future development of a ten-year Borough Vision. The Corporate Delivery Plan sits between these two other pieces and highlights our cross-cutting strategic priorities, outcomes, activities, milestones and metrics.

6.3 The financial context in which the Council is working is uncertain and challenging, and at the same time, we are experiencing increased demand, and complexity of demand, across many of our statutory services. The Corporate Delivery Plan has been developed to reflect our high aspirations for the borough's residents, whilst ensuring that activity forecast in the Corporate Delivery Plan is affordable within existing resource and deliverable alongside pre-existing savings commitments.

6.4 The Corporate Delivery Plan focuses on activity that the council will lead on in the final two years of the current political cycle.

6.5 The new CDP identifies Key Metrics for each theme (approximately one per outcome) that will support the council in understanding whether these activities are having the intended effect. Reviewing these measures will enable the council to interrogate whether it is going in the right direction and, if not, provoke curiosity about the reasons why.

6.6 To ensure we are able to effectively monitor delivery of this plan, reporting will take place on a quarterly (three month) basis for the life of the plan to the Council Leadership Team and Cabinet. There will also be formal reporting twice a year to Cabinet in the public committee meeting and twice a year to the Overview and Scrutiny Committee.

## **7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?**

7.1 This is a renewed Corporate Delivery Plan and therefore replaces the 2022-2024 version. In some cases, the outcomes remain the same but in other they have changed to reflect the Council's changing priorities.

## **8. Carbon and Climate Change**

8.1 Haringey Council's commitment to be a carbon neutral council by 2027 is a core priority and is reflected in the new Corporate Delivery Plan, with one of the eight themes titled and dedicated to responding to the climate emergency.

**9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)**

**9.1 Finance**

9.1.1 The Corporate Delivery Plan sets out a wide range of activities and specific outcomes. As set out clearly in paragraph 6.3 above, the Plan also recognises the uncertain and challenging financial context that the authority is working within and is clear about the expectation that the proposed activities will be contained within existing resources.

**9.2 Procurement**

9.2.1 Strategic Procurement has been consulted in the preparation of this report and notes the contents herein.

**9.3 Head of Legal & Governance [Name and title of Officer completing these comments]**

9.3.1 The legal implications of any decisions to be taken by the executive in implementing the corporate delivery plan will be set out within the relevant decision report.

**9.4 Equality**

9.4.1 The council has a Public Sector Equality Duty (PSED) 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.

9.4.2 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.

9.4.3 The Corporate Delivery Plan makes a commitment to tackling inequality being treated as a cross cutting strategic objective. This includes, but is not limited to, discharging the council's duties under the Equality Act.

9.4.4 Where specific policy proposals arise, the council will undertake appropriate Equality Impact Assessments to identify and address any potential equality implications of individual decisions.



**10. Use of Appendices**

10.1 Appendix 1 – London Borough of Haringey Corporate Delivery Plan 2024-26

**11. Background papers**

11.1 London Borough of Haringey Service Plans 2024/25

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# Corporate Delivery Plan

2024 – 2026



## Corporate Delivery Plan 2024 – 2026

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## Leader's introduction

Our Corporate Delivery Plan is an ambitious plan for making life better for residents in Haringey.

As a council like all public services across our borough we have had to do more for less. Residents are also facing a Cost-of-Living crisis and in this context local services are a vital lifeline and we have been focused on delivery.

We have put our values into action and are delivering for residents to make our borough an even better place to live, work and visit.

We've made good progress in these areas:

- My colleagues and I have committed to our council listening to residents and we are co-producing through engagements like Tottenham Voices and Wood Green Voices.
- We've been taking action to respond to the climate emergency to make our borough a cleaner and more pleasant place to live through ambitious targets on planting trees and rolling out school streets across the borough.
- We're committed to giving our children and young people the best start in life and I'm proud of the fact our Children's Services were rated Good and SEND (Special educational needs and disabilities) services got the 'highest possible rating' by OFSTED.
- The council is taking action to improve public health and deliver better outcomes for residents to address the gap in life expectancy between the East and West of the borough.
- We are delivering homes for the future making real progress in delivering our ambitious 3,000 council homes as well as investing in our existing council homes. We are also delivering on our Housing Improvement plan bringing our existing stock up to a decent standard.
- We are working hard to deliver a safer borough and taking action to tackle hate crime and do innovative work on stop and search to improve relations between our community and police.
- We are a culturally rich Borough and have been awarded London Borough of Culture for 2027.
- We know that good jobs and opportunities are key and we are working hard to deliver places people want to work and visit. Through initiatives like Haringey Works we are getting residents into work.

Haringey is a special place with a proud heritage of being a Rebel Borough which embraces diversity and stands up for fairness.

I'm proud of the fact that we are delivering for residents and this report highlights the progress we have made. This ambitious plan for the next 2 years sets out how we will continue to deliver for residents in Haringey.

## Introduction

In January 2023, the Council published a Corporate Delivery Plan for the first half of this electoral cycle (2022/26). This Corporate Delivery Plan covers the activity the Council will focus on delivering during the second half of the cycle between April 2024 and April 2026, before the local elections that are set to take place in May 2026.

The Corporate Delivery Plan outlines our strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough.

Our plan is set out in eight separate themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Culturally rich borough
- Place and economy.

These themes demonstrate how we are focussed on working collaboratively, in line with the Haringey Deal, with residents, businesses and partners to tackle the biggest issues affecting our communities. .

### *Our cross-cutting priorities*

Our commitment to fairness and equality run through everything we do. In all our work we seek to **reduce inequality and promote equity of access, experience and outcomes**. Through this we create a fairer borough.

We believe residents deserve and flourish in **safe, clean and green neighbourhoods**. By taking steps to **reduce carbon emissions** in the borough, we play our part in safeguarding the future of the planet at the same time as promoting longer, healthier lives for the residents of today.

We know that **the experiences residents have of interacting with the Council and our services** influence how we are perceived as an organisation, and the trust people have in us. Access to, and experience of, services can also contribute to important outcomes for residents – for example, having the right care or education, or living in a secure and decent home. We are committed to making the necessary changes so that all

residents have a consistently good experience when interacting with the Council. We want residents to feel listened to and cared for and for the information and support we provide to make residents' lives easier, not harder.

The [Haringey Deal](#) is 'how' we do things. We are changing the way we work. This starts with our foundational principles of Knowing Our Communities and Getting the Basics Right. Across all our services we are striving to build stronger relationships with residents and hear more from those often overlooked; build on the borough's incredible strengths, and work in partnership to solve challenges.

### *How we will measure progress*

We are committed to doing what works to improve the lives of our residents. For this reason, we have identified Key Metrics for each theme that will support us in understanding whether our activities are having the intended effect. Reviewing these measures will enable us to interrogate whether we are going in the right direction and, if not, provoke curiosity about the reasons why. This may be because across our themes, we do not hold all the power and influence. Residents, businesses, community groups, landlords, developers, investors and our public sector partners like schools, the NHS and Metropolitan Police all have a role to play. However, there will also be times when we recognise that we aren't doing enough of the most impactful activity and this data will help keep us honest about this.

### *A new vision for our borough*

During 2024, a new partnership-led ten-year strategic vision for Haringey will be developed and launched (currently called the Borough Vision). Once published, this will provide the overarching framework for our joint-working in the years to come.

## Resident experience and enabling success.

### Outcome Areas

- Excellent resident experience
- Opportunities for residents to participate in decision-making.
- A supported and enabled workforce

Central to the success of the Haringey Deal is building mutual trust and confidence through positive interactions with residents, from getting the basics right to involving residents more deeply in Council decision-making.

This theme is focused on how we will ensure residents have an excellent experience when accessing our services and how we will develop inclusive public participation, where residents have genuine opportunities to have a say in decisions that affect them. This theme also captures significant enabling work happening behind the scenes to ensure all Council officers have the support, tools and infrastructure they need to work effectively and provide residents with a high-quality service.

### How we will measure progress

- Percentage of council services delivered right first time.
- Percentage of all transactions completed by residents via self-service.
- Number of complaints upheld by the Local Government and Housing Ombudsman per 10,000 population.
- Percentage of people who report feeling able to influence local decisions.
- Number of staff who report feeling Supported.

Outcome Areas	Activity	Senior Responsible Officer (SRO) (Officer/Cabinet)	Deadline/ Significant Milestones
<b>Excellent resident experience</b>	Remodel / Restructure Customer Services to be fit for purpose and able to deliver within base revenue budget and Medium-Term Financial Strategy (MTFS) commitments.	Assistant Director (AD) for Corporate and Customer Services	March 2025



		Cabinet Member for Resident Services and Tackling Inequality	
	Reduce demand to Customer Services in the core service areas (Housing, Parking, Benefits and Council Tax).	AD for Corporate and Customer Services  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Baseline failure demand – September 2024</li> <li>• Understand what is driving failure demand / avoidable contact - October 2024</li> <li>• Produce action plan to reduce failure demand/avoidable contact with specialist services – November 2024</li> </ul>
	Carry out an options appraisal of delivery models for the 'Out of Hours' (OOH) offer, followed by a fuller review of scope and specification engaging with all service areas	AD for Corporate and Customer Services  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Delivery model options appraisal by end September 2024</li> <li>• Fuller service review by end December 2024</li> </ul>
	Implement a revised Feedback Improvement Plan.	AD for Strategy, Communications and Collaboration  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Project Plan developed with clear milestones - June 2024</li> <li>• New Feedback case management system ready for 'go live' - December 2024</li> </ul>
	Implement the new joint Ombudsman Complaints code.	AD for Strategy, Communications and Collaboration  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• A new complaints policy will be presented to Cabinet - July 2024</li> <li>• New practice guidance will be issued to responding officers to support implementation. This will be put in place in the autumn to coincide with the implementation of a new Feedback case management system – Autumn 2024</li> </ul>
	Website improvement project improving user experience for visitors to <a href="https://haringey.gov.uk">haringey.gov.uk</a> .	Chief Digital and Innovation Officer	August 2024

		Cabinet Member for Resident Services and Tackling Inequality	
	Deliver years one and two of the Resident Experience change workstream.	Chief Digital and Innovation Officer  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Roadmap of how we will better alignment and cohesion of all customers digital access points - July 2024</li> <li>• Development of resident experience principles to guide our interactions with residents –October 2024</li> <li>• Resident experience performance dashboard - December 2024</li> </ul>
	Develop internal and external digital skills and inclusion strategy and action plan in partnership with NHS/ICB.	Chief Digital and Innovation Officer  Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> <li>• First Draft - August 2024.</li> <li>• Implementation - January 2025</li> </ul>
<b>Opportunities for residents to participate in decision-making</b>	Roll out and whole organisational take-up of Digital Engagement Hub for consultation and wider online engagement activities.	AD for Strategy, Communications and Collaboration  Leader of the Council	October 2024
	Development and launch of an online participation knowledge hub, including internal case studies to support communication and embedding of participation skills and knowledge.	AD for Strategy, Communications and Collaboration  Leader of the Council	December 2024
	Supporting continued development of fully inclusive engagement practice to ensure digital and physical engagement is representative of Haringey's population.	AD for Strategy, Communications and Collaboration  Leader of the Council	April 2026

	Delivery of participatory budgeting pilot.	AD for Strategy, Communications and Collaboration & AD for Planning, Building Standards and Sustainability  Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Launch pilot - October 2024</li> <li>• Conclude delivery - April 2026</li> </ul>
	Development of Community Assemblies model.	AD for Strategy, Communications and Collaboration  Leader of the Council	<ul style="list-style-type: none"> <li>• Agree an approach to a Community Assembly in Haringey - June 2024</li> <li>• Run a pilot Community Assembly in Haringey - March 2025</li> </ul>
	Create a Young People Extra Ordinary Council.	AD for Legal and Governance  Cabinet Member for Children, Schools and Families	October 2024
	Increasing opportunities for children and young people's (CYP) voice to be heard.	AD for Early Help and Prevention  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Establish a borough-wide Youth Forum - September 2024</li> <li>• Establish Haringey Youth Parliament – April 2026</li> </ul>
	Continuing development of Knowing Our Communities work.	Chief Digital and Innovation Officer  Leader of the Council	<ul style="list-style-type: none"> <li>• Community Profile dashboard launch - July 2024</li> <li>• Update ward profiles data - September 2024</li> <li>• Include link to Resident Experience Dashboard - Dec 2024</li> </ul>

			<ul style="list-style-type: none"> <li>• Publish analysis and report from 2024 Resident survey - when data is available in 2025</li> </ul>
	Deliver the Borough's Climate Action Partnership.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment and Transport	Conference in summer 2024
<b>A supported and enabled workforce</b>	Publish a Borough Vision.	AD for Strategy, Communications and Collaboration  Leader of the Council	September 2024
	Work towards successful delivery of new civic centre.	AD for Capital Projects and Property  Cabinet Member for Placemaking and Local Economy	April 2026
	Implementation of the Corporate Property Model (CPM), which aims to centralise all operational property assets and premises related budgets into a Capital Projects and Property (CPP) central team.	AD for Capital Projects and Property  Cabinet Member for Finance and Corporate Services	Full Business Case - May 2024
	Implement the Council's Data Strategy, building up a first-class data function and platform that can be utilised by all.	Chief Digital and Innovation Officer	First platform use case in place - December 2024

		Cabinet Member for Finance and Corporate Services	
	Develop a Digital Strategy to outline the principles and guidelines governing the use of digital technologies.	Chief Digital and Innovation Officer  Cabinet Member for Finance and Corporate Services	Implementation - September 2024
	Develop an Enterprise Infrastructure Strategy that aligns technological solutions with organisational objectives to enhance performance, facilitate informed decision-making, optimise IT investments, and enable adaptability to market changes.	Chief Digital and Innovation Officer  Cabinet Member for Finance and Corporate Services	March 2025
	Improve Halo platform to enable more automation, self-service and performance monitoring.	Chief Digital and Innovation Officer  Cabinet Member for Finance and Corporate Services	April 2025
	Redesign mandatory eLearning to have a bespoke Haringey focus.	Chief People Officer  Cabinet Member for Finance and Corporate Services	January 2025
	Deliver Equality, Diversity and Inclusion (EDI) Action Plan.	Chief People Officer  Cabinet Member for Finance and Corporate Services	December 2025

	Implementation of the Procurement Modernisation Programme (PMP).	Head of Strategic Procurement  Cabinet Member for Finance and Corporate Services	October 2024
	Provide legal self-help guides, training and access to training and legal updates to empower service areas to help themselves.	AD for Legal and Governance  Cabinet Member for Finance and Corporate Services	September 2025

## Responding to the climate emergency

### *Outcome Areas*

- A cleaner, low waste Haringey
- A greener Haringey
- A zero carbon and climate resilient Haringey
- Expanding active travel
- Better air quality in Haringey

Haringey is committed to becoming a net-zero carbon borough by 2041 and the steps we will take to achieve this are outlined in our 2021 Climate Change Action Plan. We are committed to ensuring a just transition, where the shift towards a more sustainable and low-carbon economy is fair and equitable for all. This theme sets out the work to be delivered or started in the next two years that will reduce carbon consumption, improve our climate resilience, and improve the quality of air that we breathe.

We also know our residents want a clean and green borough that is easier to travel around by walking or cycling. This theme sets out our work to reduce waste and green our neighbourhoods, as well as expand active travel.

### *How we will measure progress*

- Level of recycling in the borough.
- Incidents of fly-tipping per 1,000 population.
- Number of trees planted in the borough per year.
- Average EPC energy rating of domestic buildings in the borough/carbon emissions of core council buildings
- Levels of fuel poverty in the borough
- TFL estimates of total travel and mode share.
- Air quality levels in the borough (Number of areas in the borough that exceed UK air quality standards)

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>A cleaner, low waste Haringey</b>	Increase recycling in the borough, implementing the Reduction and Recycling Plan (RRP).	AD for Stronger and Safer Communities  Cabinet Member for Climate Action, Environment and Transport	March 2025
	Work with a community sector partner to implement a reuse and repair hub within the borough.	AD for Stronger and Safer Communities  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Feasibility Plan developed - May 2024</li> <li>• Further milestones to be developed after plan makes clear what is possible</li> </ul>
	Reduce single-use plastics in the Council and wider borough.	AD for Stronger and Safer Communities  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Single Use Plastic policy updated - Summer 2024.</li> <li>• Further work will be combined with North London Waste Authority's (NLWA) cross-borough strategy - Adoptions end of 2024.</li> </ul>
	Enhanced environmental enforcement, including targeted deployment (Monday – Sunday) of proactive litter & waste enforcement patrols in Town Centres and hot spot locations across the borough.	AD for Stronger and Safer Communities  Cabinet Member for Communities	Targeted deployments begin - August 2024
<b>A greener Haringey</b>	Plant 10,000 trees by 2030.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Initial Urban Forest Plan – June 2024</li> <li>• Plant 1250 new trees each year</li> </ul>



	Create three new nature reserves by 2026 and introduce Sites of Importance for Nature Conservation (SINC).	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Paddock Local Nature Reserve (LNR) designation - March 2025</li> <li>• New SINC designated - Winter 2025</li> <li>• Two further LNRs to be identified and designated - March 2026</li> </ul>
	Develop and deliver community involvement in maintaining and updating existing roadside verges, planters and pocket parks and, where feasible, create new pocket parks, parklets and planter locations that are maintained by local communities.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	Establishing and supporting at least twelve groups to begin new community gardening schemes - April 2026.
	Introduction of a tree pits greening/rewilding scheme	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	Commence a pilot for community led rewilding and beautification of the boroughs tree pits - March 2025
<b>A zero carbon and climate resilient Haringey</b>	Improvements in energy management across the Council's estate, raising all buildings to at least EPC C and net zero carbon schools.	AD for Capital Projects and Property  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Selection of prospective bids for Public Sector Decarbonisation Scheme (PSDS) wave 4 application - July 2024.</li> <li>• Anticipated start date for PSDS applications - September 2024.</li> <li>• Development of next phase of projects for future PSDS wave (5) - July 2025.</li> <li>• End date for investment through PSDS - March 2026.</li> </ul>
	Support the development of an electric vehicle (EV) charging infrastructure strategy.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Publish an EV strategy that recognises the importance of external agencies, in the establishment of boroughwide infrastructure. - April 2025</li> </ul>

	Increase access to car clubs.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Procure new car club providers/operators - April 2026</li> <li>• Increase the number of car club bays from 80 to 160 over a three-year period from award of contract</li> </ul>
	Make Haringey more resilient to flooding through investment in drainage infrastructure and delivery of flood protection schemes.	AD Direct Services  Cabinet Member for Resident Services and Tackling Inequality	Delivery of the Flood Water Management Investment Plans for 2024/25 and 2025/26 - April 2026
	Continue to support low carbon community-led projects through the Haringey Community Carbon Fund (HCCF).	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment and Transport	<ul style="list-style-type: none"> <li>• Round 4 of the HCCF delivered - Spring 2025</li> <li>• New HCCF Programme Launch - Summer 2025</li> </ul>
	Deliver a business case for a Power Purchase Agreement for the corporate estate.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment and Transport	Autumn 2024
	Increase the number of renewable installations on the Council's buildings and community buildings.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action,	Identification of buildings and projects, with a business case to deliver - Spring 2025

		Environment and Transport	
	Deliver an action plan to electrify the Council's fleet.	AD for Capital Projects and Property  Cabinet Member for Climate Action, Environment and Transport	Spring 2025
	Deliver a borough Action Plan to manage overheating risk.	Director of Public Health  Cabinet Member for Climate Action, Environment and Transport	Spring 2025
	Develop strategy for green skills and jobs linked to Fast Followers programme for retrofit.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Placemaking and Local Economy	Autumn 2025
	Make a decision regarding next steps for Decentralised Energy Network Full Business Case	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment and Transport	Spring 2025
<b>Expanding active travel</b>	Improve access to secure cycle parking across the borough.	AD Direct Services	<ul style="list-style-type: none"> <li>• Deliver around 100 hangars - 2024/25</li> <li>• Deliver a further 100 hangars - 2025/26</li> </ul>

		Cabinet Member for Climate Action, Environment and Transport	
	Expand dockless cycle parking locations to maximise use of dockless cycles.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	New provision based on response to demand rather than setting milestones
	Enhance the current cycling network within Haringey.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	Introduce new protected cycle routes on A and B roads – April 2026
	Prepare a draft Kerbside Strategy and publish for consultation.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	March 2025
	Improve walking environment. Engagement, consultation, and delivery of several projects to improve pedestrian safety and accessibility, e.g., carriage way resurfacing, removal of footway parking, improvement of the footway's conditions, accessibility for disabled people, and street lighting.	AD Direct Services  Cabinet Member for Resident Services and Tackling Inequality	Delivery of the 2024/25 and 2025/26 Highways and Street Lighting Investment Plans and Parking Investment Plans
	Work towards Vision Zero targets by: Implementing new 20mph speed limits on Haringey-controlled roads; speed reduction measures; additional pedestrian crossings; and deliver measures to better safeguard powered two-wheeler users.	AD Direct Services  Cabinet Member for Resident Services and Tackling Inequality /	<ul style="list-style-type: none"> <li>Road Danger Reduction Action Plan measures will be identified in 2024/25 and 2025/26.</li> </ul> To be delivered - April 2026

		Cabinet Member for Climate Action, Environment and Transport	
<b>Better air quality in Haringey</b>	Delivery of School Streets, reducing access to motor vehicles during drop off and pick up times.	AD Direct Services  Cabinet Member for Climate Action, Environment and Transport	Deliver six school streets - 2024/25
	Develop a new Air Quality Action Plan.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment and Transport	November 2024
	Develop a Borough Idling Plan.	AD for Planning, Building Standards and Sustainability /AD for Stronger and Safer Communities  Cabinet member for Climate Action, Environment, and Transport	January 2025
	Introduce Healthy School Zones.	AD for Planning, Building Standards and Sustainability	Four schools identified and measures delivered - Summer 2025

		Cabinet member for Climate Action, Environment, and Transport	
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## Children and young people

### Outcome Areas

- Best start in life
- Happy childhoods
- Successful futures

Our vision for Haringey is that all children and young people are equipped, supported and able to achieve their full potential. For the Council, this means providing high-quality, joined-up services that provide children, young people and families with holistic care and support, all the way through their childhood and adolescence.

Since the publication of the previous Corporate Delivery Plan, we have achieved our first 'good' Ofsted rating for the services we provide to children and young people. We have also started to plan for the upcoming expansion in free Early Learning places for families, made significant progress on the Safety Valve programme and received the highest rating for delivering services for young people with Special Educational Needs and Disabilities (SEND) following a joint area inspection by Ofsted and the Care Quality Commission (CQC).

Here, we renew our aims in this context, which now include the delivery of the Family Hubs programme, continuing to holistically improve services for children and young people with SEND, and ensuring that all children and young people have access to a high-quality education and positive activities which set them up for the future.

### How we will measure progress

- Percentage of children reaching 'Good Level of Development'.
- Percentage of new Education Health and Care plans issued with 20 weeks is above the average of statistical neighbours.
- Percentage pupils achieving the expected standard at Key Stage 2.
- Number of first-time entrants into the Youth Justice System.
- Number of recorded incidents of Teen Violence
- Percentage of pupils achieving 5 or more GCSE (or equiv.) passes grade 9-4 incl. English and Maths.
- Percentage of pupils (Children looked after) achieving 5 or more GCSE (or equiv.) passes grade 9-4 incl. English and Maths.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>Best start in life</b>	Increase the number of childcare places and increase families' take up of their free entitlement to childcare.	AD for Schools and Learning  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Annual Childcare Sufficiency Report - Autumn 2025</li> <li>• Annual Childcare Sufficiency Report - Autumn 2026</li> </ul>
	Increase the number of primary school places for children with autism and social emotional and mental health (SEMH) needs, and increase the number of school places in specialist schools for children with complex needs.	AD for Children's Commissioning and Programmes/ AD for Capital Projects and Property  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• 15 new places in specialist schools for children with autism - financial years between 2024 and 2027</li> <li>• Ten primary school places for children with SEMH needs – between September 2025 and 2028</li> <li>• 25 school places in specials schools for children with complex needs - between September 2025 and 2027</li> </ul>
<b>Happy childhoods</b>	Co-ordinating a single youth offer across the borough, which has a focus on educational and recreational leisure-time activities for young people.	AD for Early Help and Prevention / AD for Schools and Learning  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Bruce Grove refurbishment, and development of partnerships for both youth spaces that attract funding - March 2025</li> <li>• Needs assessment of the local youth offer - June 2024</li> <li>• Development of a Youth Strategy - October 2024</li> <li>• HAF Programme of activities in place in majority of school holidays and catering for all children, particularly the most vulnerable - Summer 2024, Autumn 2024, Spring 2025, Summer 2025, Autumn 2025, Spring 2026</li> </ul>
	Increase the number of secondary school places for children with autism and social and emotional mental health needs.	AD for Capital Projects and Property	<ul style="list-style-type: none"> <li>• 34 additional secondary specialist resourced school places for autistic children - between September 2026 and 2028</li> </ul>



		Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• 34 secondary school placements for children with social emotional and mental health needs - between September 2025 and 2028</li> </ul>
	Deliver two further Family Hubs: identify sites, agree service delivery model which has a close alignment with Localities and Community Hubs.	AD for Early Help and Prevention  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Site 3 Launch - March 2025</li> <li>• Site 4 Launch - March 2025</li> </ul>
	Deliver SEND and Inclusion Partnership Plan.	AD for Early Help and Prevention  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Improve the quality of Educational Health and Care Plans (EHCPs) through co-production - September 2024</li> <li>• Improved communication with families through SEN Panel - September 2024</li> <li>• Young people post-16 have clearly articulated EHCPs in place to prepare them for adulthood – September 2024</li> <li>• Increase co-production across SEN services through staff training – December 2024</li> </ul>
	Public health programmes to promote the health and wellbeing of children and young people: <ul style="list-style-type: none"> <li>• Oral Health Promotion</li> <li>• National Child Measurement Programme (NCMP)</li> <li>• Anchor Approach – implement across ages, phases and sectors to improve mental health and wellbeing.</li> <li>• Integrating public health services in Family Hubs.</li> </ul>	Director of Public Health  Cabinet Member for Health, Social Care, and Wellbeing / Cabinet Member for Children, Schools, and Families	<ul style="list-style-type: none"> <li>• Promote oral health through main contract and increase capacity with additional North Central London Integrated Care Board (NCL ICB) funding - April 2025</li> <li>• Complete the annual NCMP and integrate the findings into the implementation of the Healthy Weight Strategy - March 2025</li> <li>• Family hub provider annual contracts up for review – 2024/25</li> </ul>

	Continued progress on reducing youth violence through the Young People at Risk Partnership Network under the Young People at Risk Strategy 2019-2029	AD for Early Help and Prevention  Cabinet Member for Children, Schools, and Families	September 2024 – Publish first Young People at Risk Annual Impact Report September 2025 – Publish second Young People at Risk Annual Impact Report January 2026 – Begin review of second Action Plan and initiate development of third Action Plan 2027-2029
<b>Successful futures</b>	<p>Transition Programme to ensure cross cutting early identification of young people (14-25) from the following cohorts of need.</p> <ol style="list-style-type: none"> <li>1. Those known to have a Special Educational Need and Disability, (SEND)</li> <li>2. Those with a Learning Difficulty</li> <li>3. Children with neurodivergent and other Mental Health Support needs</li> <li>4. Children in care and Care leavers.</li> <li>5. Vulnerable young adults who may not meet Adults statutory thresholds but qualify for support under - the Transitional Safeguarding Protocol</li> </ol> <p>Who are preparing for adulthood receive timely information about life choices and transitional multi agency support.</p>	AD for Adult Social Services / AD for Social Care  Cabinet Member for Children, Schools, and Families / Cabinet Member for Health, Social Care and Wellbeing	New approach embedded – March 2025
	Improve educational outcomes for children who are looked after, with a focus on better attendance and better support through well-written Personal Education Plans (PEP).	AD for Schools and Learning  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Implement an approach where the Education Improvement Consultant will at the start of the new academic year remain with their child or young person - September 2024</li> <li>• Monitor attendance and educational outcomes for children looked after – annually September 2024 to 2026</li> </ul>

	Embed a whole family approach, as well as CYP and parent/carer voice in Youth Justice Services (YJS).	AD for Early Help and Prevention  Cabinet Member for Children, Schools and Families / Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Quarterly participation events with CYP - from September 2024</li> <li>• Ensure Inclusion of Children in YJS interview panels – September 2024</li> <li>• Establish and embed parents’ coffee morning with management team – September 2024</li> <li>• Team “around the family” approach embedded within practice in the Prevention Team - March 2025</li> </ul>
	Develop Education Strategy to close the gaps in attainment between pupils.	AD for Schools and Learning  Cabinet Member for Children, Schools and Families	January 2025
	Develop an action plan related to unaccompanied asylum-seeking children (UASC), ensuring that they receive a specialised social work service, including appropriate accommodation.	AD for Social Care  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• To be reviewed - June 2024</li> <li>• Ensuring the statutory functions become business as usual beyond 2026.</li> </ul>
	Develop a plan related to supporting the financial stability of young people leaving care.	AD for Social Care  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Plan in place - June 2024</li> <li>• Mechanism to be reviewed annually</li> </ul>
	John La Rose Award to continue ensuring that young people from lower-income backgrounds have the resources to enable them to study at university.	AD for Schools and Learning  Cabinet Member for Children, Schools and Families	<ul style="list-style-type: none"> <li>• Identify additional sponsors to support the programme to 2030</li> <li>• Fourth cohort of students to begin university - Autumn 2024</li> <li>• First cohort due to graduate - Summer 2024</li> </ul>

## Adults, health and welfare

### Outcome Areas

- A healthy and active population
- A welcoming borough with a vibrant voluntary and community sector (VCS)
- Residents connected with the right support at the right time in their neighbourhoods.
- Secure and resilient lives
- Vulnerable adults are supported and thriving.

In Haringey, we're all about looking out for each other. This part of our Corporate Delivery Plan is about making sure that every adult in our community gets the support they need to live a good life, no matter what challenges they may face.

From staying healthy to getting the help residents need when times get tough, our services are here to support all. Our goal is to create a community where every adult feels valued, supported, and empowered to reach their full potential. Critical to this is taking an equitable approach, working hard to understand barriers and striving to address inequalities of access, experience and outcome.

Whether it's access to good quality leisure services or support and advice during the cost-of-living crisis, Haringey is committed to making sure that everyone can live their life to the fullest.

### How we will measure progress

- Percentage of physically active adults.
- Percentage of residents reporting that they feel they belong in their area.
- Total income maximisation financial benefit claimed by Haringey residents via targeted interventions and benefit and budgeting calculator.
- Percentage of people in adult social care extremely or very satisfied with the service/ support they receive.
- Percentage of adult social care clients reporting to have a good quality of life.
- Percentage of carers of people in adult social care reporting to have a good quality of life.
- Result of CQC Assurance of Adult Social Care – the council is aiming for an outcome of “Good”.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>A healthy and active population</b>	Finalise and sign off Haringey Health and Wellbeing Strategy.	Director of Public Health  Cabinet Member for Health, Social Care and Well-being	<ul style="list-style-type: none"> <li>• Sign off - September 2024</li> <li>• Progress report - Early 2026</li> </ul>
	Finalise and sign off the Tobacco Control Action Plan.	Director of Public Health  Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> <li>• Sign off plan - December 2024</li> <li>• Expand capacity of smoking cessation - May 2025</li> </ul>
	Finalise and sign off the Alcohol Strategy.	Director of Public Health  Cabinet Member for Health, Social Care, and Wellbeing	December 2024
	Finalise and sign off the Haringey Sexual Health Strategy.	Director of Public Health  Cabinet Member for Health, Social Care and Well-being	September 2024
	Work with the Haringey Suicide Prevention Group to develop a Haringey Suicide Prevention Strategy.	Director of Public Health  Cabinet Member for Health, Social Care and Well-being	October 2024
	Reduce Gambling Harms by commencing the community awareness-raising campaign.	Director of Public Health	<ul style="list-style-type: none"> <li>• Campaign Begins - Summer 2024</li> <li>• Progress report - 2025</li> </ul>

		Cabinet Member for Health, Social Care and Wellbeing	
	Leisure centres and outdoor fitness offer – reopening, designing, and upgrading.	AD Direct Services Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• Reopening under new Council direct management - 2024/25</li> <li>• Upgrading of the leisure offer across the borough - 2025/26</li> </ul>
	Producing a Physical Activity and Sports Strategy.	AD Direct Services Cabinet Member for Culture and Leisure	Co-produce a new strategy for Cabinet adoption – before end of 2025/26
	Establish initial Wellbeing Model offer to inform the operation of the borough's leisure centre facilities and encourage use of parks and green spaces.	AD Direct Services Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• Initial offer launched with new website, and engagement with practitioners - 2024/25.</li> <li>• Identifying new financial provision to fund further outreach into priority communities - 2025/26</li> </ul>
<b>A welcoming borough with a vibrant VCS</b>	Development and implement an anti-racism partnership action plan.	AD for Partnerships and Communities Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Publication of joint statement – September 2024</li> <li>• Plan delivered - November 2024</li> </ul>
	Refresh the Welcome Strategy.	AD for Partnerships and Communities Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Annual report delivered - September 2024</li> <li>• Refresh the strategy and plan - November 2024</li> <li>• Development of voluntary service to support employment opportunities - September 2024</li> <li>• Recruitment to assist in delivering activities to support health,</li> </ul>

			wellbeing and social integration - Sept 2024 • Collaborative project with Migrants Organise and the Haringey Migration Support Centre to review impact of government policies - April 2025 • Developing a No Recourse to Public Funds (NRPF) toolkit and supporting colleagues to support residents with NRPF - December 2024
	Develop a new VCS Strategy alongside our strategic partner.	AD for Culture and Creativity  Cabinet Member for Communities	June 2025
	Develop a VCS engagement framework	AD for Culture and Creativity  Cabinet Member for Communities	November 2024
<b>Residents connected with the right support at the right time in their neighbourhoods</b>	Implement the Localities Programme, including projects that support the integration of health and social care, to deliver the right support at the right time to targeted residents and reduce the impact of health inequalities.	AD for Partnerships and Communities  Cabinet Member for Health, Social Care, and Wellbeing	• Neighbourhood Resource Centre (NRC) business case sign off - Cabinet approval in July 2024. • NRC Refurbishment: <ul style="list-style-type: none"> <li>○ Phase 1 construction March 2025.</li> <li>○ Phase 2 August 2025.</li> </ul> • Develop new service delivery model at key locations across the borough - August 2024 with implementation by April 2025 • Implementation of year two of phased healthy

			neighbourhood/inequalities programme - April 2025 <ul style="list-style-type: none"> <li>• Evaluation of Community Chest Pilot - May 2024</li> <li>• Further development of the Community Advice offers within health settings, to support improvements in wider determinants of health and support discharge planning - April 2025</li> </ul>
	Developing online resources to ensure information about localities is accessible to all.	AD for Partnerships and Communities  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Development and delivery of Padlet directory for pilot across each locality - July 2024</li> <li>• Draft business case for Directory of Service digital solution - July 2024</li> </ul>
	Taking a council-wide approach to embed financial inclusion and resilience support approaches for residents, including the income maximisation.	AD for Corporate and Customer Services  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Development of financial inclusion community of practice - September 2024</li> <li>• Project plan for proactive income maximisation and winter campaigns – September 2024</li> <li>• Develop a project plan to support residents through Universal Credit migration - September 2024</li> <li>• Review of ways of working to support financial inclusion and resilience for residents - October 2024</li> <li>• Review in April – June 25</li> </ul>



<b>Secure and resilient lives</b>	Improve collection of Corporate Debt.	AD for Corporate and Customer Services  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• Adult Social Care (ASC) debt task and finish - October 2025</li> <li>• Reduce overall debt levels - April 2026</li> </ul>
	Review and update Ethical Debt Collection policy.	AD for Corporate and Customer Services  Cabinet Member for Resident Services and Tackling Inequality	<ul style="list-style-type: none"> <li>• April 2026</li> </ul>
	Create a co-produced Carers Offer and Forum.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Review and update the Carers' Strategy.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Implement the Carer and Hospital Discharge Toolkit.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Develop an approach for greater alignment with Young Carers activity.	AD for Adult Social Services	March 2025

		Cabinet Member for Health, Social Care and Wellbeing	
	Development and implementation of the Period Dignity Coordination Group to lead on tackling period poverty across Haringey.	AD for Partnerships and Communities  Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> <li>• Completing data review - September 2024</li> <li>• Comms to promote provision - December 2024</li> </ul> Secure funding - December 2024
<b>Vulnerable adults are supported and thriving</b>	Services will be redesigned to deliver localities model to improve connections and understanding with the local community, designed with resident participation and incorporating Assistive Technology.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Implementation of a strength-based approach to assessments and review, which recognises residents' and carers' unique qualities throughout services.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	March 2025
	Work with disabled people to explore changes in charging policy for people requiring independent living support.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	April 2026
	Review and improve the Direct Payments offer.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	Create a contractual commitment with voluntary sector groups (Disability Action Haringey [DAH]) for officers, which will be embedded into the locality footprint – two-year contract to 2026

	Improve financial outcomes for residents by ensuring funding arrangements for care are sourced and allocated from the correct funding stream.	AD for Adult Social Services  Cabinet Member for Health, Social Care and Wellbeing	Dedicated CHC project improvement of workforce, skills - December 2024
	Refurbishment of the Canning Crescent clinic to create a new Adult Mental Health Facility.	AD for Capital Project and Property  Cabinet Member for Health, Social Care, and Wellbeing	March 2025
	Working in partnership to reduce health inequalities to meet our ambition of equitable access, experience and outcomes.	Director of Public Health / AD for Partnerships and Communities  Cabinet Member for Health, Social Care, and Wellbeing	<ul style="list-style-type: none"> <li>• Develop programme and forward plan for the partnership Health Inclusion board - August 2024</li> <li>• Developing data, information and insights approach to identify health inequalities - October 2024</li> <li>• Working with the community networks and community action researchers to identify health inequities and barriers to access and co-produce community-based interventions – Ongoing</li> <li>• Develop and deliver community-based interventions to target health inequalities in conjunction with Health partners and the VCS. This includes the Thriving Community Zone, Healthy Neighbourhoods Programme and Community chest – Ongoing</li> </ul>
	Improvements in transitions for younger adults. Promoting wellbeing and independence and finding	AD for Adult Social Services	March 2025

	innovative solutions to meet their needs and enhance their autonomy. This may be through education, volunteering opportunities and paid employment.	Cabinet Member for Health, Social Care and Wellbeing / Cabinet Member for Children, Schools and Families	
	Preparing for CQC Assurance inspection, with the aim of achieving an outcome of “Good”	Service Director ASC  Cabinet Member for Health, Social Care and Wellbeing.	March 2025

## Homes for the future

### *Outcome Areas*

- Building high-quality, sustainable homes
- Improving social housing and the private rented sector
- Reliable, customer-focused resident housing services
- A reduction in temporary accommodation
- Preventing and reducing homelessness and rough sleeping.

Our vision is to create a borough where everyone has a safe, sustainable, stable, and affordable home. We prioritise housing and recognise that quality and availability have far-reaching consequences for residents' health, well-being, safety, and financial stability. Housing also presents one of the Council's most significant levers for responding to climate emergencies, supporting residents during the cost-of-living crisis, addressing inequality, and building strong communities.

This theme outlines how we aim to achieve this vision and deliver Haringey the homes of the future, by focusing on increasing the number of high-quality and sustainable homes in the borough, improving the quality of our social housing and landlord services, working with other social providers and private landlords to improve the quality of their homes, and decreasing the number of homeless households and those presenting as homeless, including those who sleep rough.

### *How we will measure progress*

- Number of starts on site for new council house building.
- Number of new council houses with planning permission.
- Percentage/Number of homes made decent.
- Repairs fixed right first time.
- Number of households in temporary accommodation.
- Number of homelessness prevention/relief for single adults.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>Building high-quality, sustainable homes</b>	Adopt a New Local Plan.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Publish draft Local Plan for consultation - Summer/Autumn 2024</li> <li>• Submit Local Plan for examination - Summer 2025</li> <li>• Adopt New Local Plan - Winter 2025</li> </ul>
	Meeting our housing target by granting planning permissions in accordance with our policies and quality standards, through our Development Management and Building Control services.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Housing and Planning	Annual target of 1592 houses, including affordable, in Haringey
	Building new council homes.	AD for Housing  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• 500 delivered and handed over. Start on site for 300. Planning permission for 300 – April 2025</li> <li>• We will have a total of 2,600 homes with planning permission. 2,500 will have started on Site and 950 new homes will have handed over – April 2026</li> </ul>
	Develop Housing Delivery Strategy and priorities for 2032 and beyond.	AD for Housing  Cabinet Member for Housing and Planning	Complete suite of new targets for post 2031 delivery completed – Q4 2025/26
	Commission a new strategy to guide the delivery of new supported housing.	AD for Housing  Cabinet Member for Housing and Planning	Q4 2025/26
	Prepare a strategy on the future needs of housing for older people in Haringey,	AD for Housing  Cabinet Member for Housing and Planning	Q2 2025/26

<b>Improving social housing and the private rented sector</b>	Complete void works to existing and newly acquired properties to bring up to a lettable standard.	Operational Director (OD) of Housing Services and Building Safety  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Complete annual programme of 400 voids per annum – 2024/25 -2025/26</li> </ul>
	Deliver retrofit improvements in our housing stock, improving energy performance and reducing Fuel Poverty.	OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Delivery of Coldfall Project - March 2026</li> <li>• Delivery of Capital Works Programme (2024/25) which includes Energy Improvement Works – March 2025</li> <li>• Delivery of Capital Works Programme (2025/26) which includes Energy Improvement Works – March 2026</li> <li>• Ensure our housing stock has an average EPC B rating - 2035</li> </ul>
	Deliver Council Housing Energy Action Plan.	AD for Planning, Building Standards and Sustainability / OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Bid for Social Housing Decarbonisation Fund (SHDF) Funding Wave 3 – Autumn 2025</li> <li>• Delivery of 173 retrofitted properties on the Coldfall Estate – March 2026</li> </ul>
	Deliver an Affordable Energy Strategy.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Climate Action, Environment, and Transport	Strategy completed - Summer 2025

	Deliver our Decent Homes programme.	OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• 700 homes made decent - March 2025</li> <li>• 100% of homes made decent - 2028</li> </ul>
	Improve quality of Property Redress Scheme (PRS) through the Council's property licensing schemes by ensuring standards are met at application stage through compliance inspections.	AD for Stronger and Safer Communities  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Number of compliant Selective and HMO Licenses issued. <ul style="list-style-type: none"> <li>○ 4000 - 2024/25</li> <li>○ 4000 - 2025/26</li> </ul> </li> <li>• Number of Compliance inspections undertaken <ul style="list-style-type: none"> <li>○ 3000 - 2024/25</li> <li>○ 4000 - 2025/26</li> </ul> </li> </ul>
<b>Reliable, customer-focused resident housing services</b>	Undertake a full review of all policies relating to our tenants and leaseholders in our role as their landlord.	AD for Housing  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Full review of priority policies – Q3 2024/25</li> <li>• All policies to have been reviewed - Q4 2025/26</li> </ul>
	Deliver our Housing Improvement Plan.	OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• First plan runs - March 2025</li> <li>• Deliver updated plan subject to available resources - 2026</li> </ul>
	Implement the new consumer standards across our services to meet our obligations under the new social housing regulation regime.	OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	Inspection – Q3 2024/25
	Reduce rent arrears and boost income collection rates.	AD for Housing Management	<ul style="list-style-type: none"> <li>• Collect 97.5% - 2024/25</li> <li>• Collect 98% - 2025/26</li> </ul>



		Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Embed automations to managed Universal Credit housing cost verifications - December 2024</li> </ul>
	Provide more accessible housing management services.	AD for Housing Management  Cabinet Member for Housing and Planning	October 2024
	Collect household profile information and use resident data to shape and deliver excellent housing management services.	AD for Housing Management  Cabinet Member for Housing and Planning	December 2024
<b>A reduction in temporary accommodation</b>	Acquire 150 new homes to use as high-quality temporary accommodation or other non-secure housing.	AD for Housing  Cabinet Member for Housing and Planning	Q4 2025/26
	Refresh temporary accommodation (TA) placements policy and PRS discharge policy.	AD for Housing  Cabinet Member for Housing and Planning	Q3 2024/25
	Improve standards in TA by increasing the number of tenancy audits and improving void turnaround time.	AD for Housing Demand  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Review and revise inspection programme - 2024/25.</li> <li>• System specification/enhancement to be completed – Q1 2024/25</li> </ul>
	Reduce the use of bed and breakfast (B&B) and move those in B&B to alternative TA or Permanent Accommodation	AD for Housing Demand  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Reduce the average stay in B&amp;B to 4 weeks - June 2024</li> <li>• Reduce by half the number of households in B&amp;B - September 2024.</li> <li>• Reduce the average stay in B&amp;B to 1 week - December 2024</li> <li>• End the use of B&amp;B - March 2025</li> </ul>

	Provide better support for single homeless households with complex needs. Identify suitable support for vulnerable adults placed in TA.	AD for Housing Demand  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Move on plans and support plans in place for all single vulnerable residents in TA - September 2024</li> <li>• Joint working arrangements/protocol in place with ASC to support the most vulnerable residents in TA - October 2024.</li> <li>• Completion of supported housing review - October 2024</li> </ul>
	Improve our access to private rented sector accommodation as a long-term housing solution by improving our offer to landlords and working with landlords raising their awareness of our offer.	AD for Housing Demand  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Benchmark landlord offers against other authorities – Q2 2024/25</li> <li>• Promote offers through social media channels – Q2 2024/25</li> </ul>
<b>Preventing and reducing homelessness and rough sleeping</b>	Develop a new Housing Allocations Policy.	AD for Housing  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Final draft – Q2 2024/25</li> <li>• Final policy – Q4 2024/25</li> </ul>
	Co-produce a new Homelessness Strategy with partners in the borough.	AD for Housing  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Final draft - Q2 2024/25</li> <li>• Final policy - Q4 2024/25</li> </ul>
	Improve data collection to ensure rapid accommodation options are available for people who are rough sleeping.	AD for Housing Demand  Cabinet Member for Housing and Planning	Finalise Homeless Reduction Dashboard - June 2025
	Bid for available revenue and capital funding to build more accommodation for people rough sleeping.	AD for Housing Demand  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Rough Sleeping Initiative submission - April 2025</li> <li>• All capital and revenue grant funding will be considered - April 2026</li> </ul>

	Improve move-on rates into the private rented sector for people affected by rough sleeping, through dedicated and skilled private rented sector (PRS) acquisitions officer roles, encourage move-on as a priority for all services and better understand barriers.	AD for Housing Demand  Cabinet Member for Housing and Planning	Repurpose move-on funding into centralised team - April 2025
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## Safer Haringey

### Outcome Areas

- Secure and supported communities
- A reduction in violence against women and girls (VAWG)
- A reduction in hate crime

Our vision for Haringey is a borough safe for all its residents. We recognise experiences of crime and perception of safety feels different for residents depending on where they live, and on personal characteristics like sex and ethnicity. Through the activities below we are focussed on increasing safety and security for the borough's most vulnerable groups.

Our work with partners will be crucial to this, who include enforcement agencies, organisations from the voluntary and community sector and Haringey's own residents. Key focuses in this section include building trusting relationships between communities and enforcement agencies, and providing accessible, reliable support services, which provide agency to victims, residents and communities.

### How we will measure progress

- MOPAC Public Attitude Survey to measure trust in enforcement agencies.
- Total count of criminal offences per 1000 population.
- Levels of Antisocial behaviour per 1000 population.
- Levels of nondomestic abuse violence with injury per 1000 population.
- Percentage of residents reporting that they feel safe (during the day and after dark).
- Domestic abuse offenses per 1000 population.
- Hate crime offenses per 1000 population.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>Secure and supported communities</b>	Raising awareness of adult and child exploitation and modern slavery making information about exploitation more accessible through the Council's website, media campaigns and local engagement.	AD for Stronger and Safer Communities  Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Modern Slavery Action Plan – runs until April 2026</li> <li>• Review action plan – April 2025</li> </ul>
	Increasing trust and confidence in the local authority and policing with communication and visibility activities like engagement events, community forums, and weeks of action (WOA) where activity is focused on a specific area.	AD for Stronger and Safer Communities  Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Seven WOAs planned - 2024/25.</li> <li>• A further series of bi-monthly WOAs will then be planned – 2025/2026</li> </ul>
	Invest in street lighting, changing streetlights to LED and installing additional lighting in areas where residents don't feel safe.	AD Direct Services  Cabinet Member for Resident Services and Tackling Inequality	Deliver the 2024/25 and 2025/26 Street Lighting Investment Plans that include lighting column replacement, redistribution and new provision
	Designing crime prevention interventions and tackling crime and anti-social behaviour (ASB) issues generally as part of Shaping Tottenham (including work in Bruce Grove, Seven Sisters and Northumberland Park as priority areas) and Shaping Wood Green.	AD for Regeneration and Economic Development  Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Your Bruce Grove - October 2024</li> <li>• Seven Sisters - December 2024</li> <li>• Northumberland Park - August 2024</li> </ul>
<b>A reduction in violence against women and girls</b>	Continue to develop and pilot work on a Safer Parks for Women and Girls Network.	AD Direct Services  Cabinet Member for Health, Social Care and Wellbeing	<ul style="list-style-type: none"> <li>• Focused work on women and girls sport - 2024/25</li> <li>• Visual tool and Signage - 2024/25</li> <li>• Develop parks young women network - 2025/26.</li> </ul>

			• Use of space training - 2025/26
	Increase the number of safe havens in local businesses for women to use at night.	Director of Public Health  Cabinet Member for Health, Social Care and Wellbeing	15 new havens - January 2025
	Develop a new training offer to raise awareness and support professionals and residents in accessing the diverse VAWG services available, ensuring victims are signposted to the correct support in a timely manner, supporting prevention, and promoting earlier intervention.	Director of Public Health  Cabinet Member for Health, Social Care and Wellbeing	Training will be rolled out – 2025.
	Coordinate and introduce a VAWG residents association, and a training offer for residents.	AD for Housing Demand  Cabinet Member for Health, Social Care and Wellbeing	January 2025
	Create a VAWG and housing pathway that supports all teams in both internal housing and external domestic abuse services.	AD for Housing Demand  Cabinet Member for Health, Social Care and Wellbeing	December 2024
	Hearthstone to collaborate with Haringey Repairs Team to develop an improved service offer and process for the Sanctuary scheme.	AD for Housing Demand	<ul style="list-style-type: none"> <li>• Main deadline - March 2024</li> <li>• Toolbox Talk Training to begin - August 2024</li> </ul>

		Cabinet Member for Housing and Planning	
	Continue to improve our housing response to domestic abuse by working towards Domestic Abuse Housing Accreditation (DAHA) within Housing Demand and Placemaking and Housing.	OD of Housing Services and Building Safety  Cabinet Member for Housing and Planning	April 2026
<b>A reduction in hate crime</b>	Providing hate crime awareness training and briefing sessions to front line organisations, including Council staff and schools.	AD for Stronger and Safer Communities  Cabinet Member for Communities	<ul style="list-style-type: none"> <li>• Training rolled out - 2024.</li> <li>• Six training/briefing sessions per year.</li> </ul>
	<p>Create and distribute resources to support the Hate Crime Strategy, that raise awareness of hate crime, its definition and how we can prevent it, as well as organising community meetings, to provide spaces for victims' feedback to be heard.</p> <p>This will include:</p> <ol style="list-style-type: none"> <li>1. Materials which clarify what constitutes hate crime, and the definitions adopted by the Council.</li> <li>2. Materials which promote and celebrate diversity and foster a sense of community in all educational settings.</li> <li>3. Guidance on the prosecution process for hate crime, to help victims better understand their rights.</li> </ol>	AD for Stronger and Safer Communities  Cabinet Member for Communities	<ol style="list-style-type: none"> <li>1. December 2024</li> <li>2. September 2024</li> <li>3. April 2025</li> <li>4. Roll out in 2024/25, with an aim of 4 sessions per year.</li> <li>5. October 2024</li> </ol>

	<p>4. Community sessions which make space for victims to be heard and give feedback on their experiences.</p> <p>5. Community participation in National Hate Crime Awareness Week.</p>		
	<p>Provide multiple avenues for reporting by collaborating with community organisations and third-party reporting services, to enhance reporting processes including:</p> <ul style="list-style-type: none"> <li>• Collaboration with Haringey Multi-Faith Forum to explore third party reporting in faith settings.</li> <li>• Work with the Metropolitan Police Hate Crime team and LGBTQ+ Community Liaison Officers to identify ways to make reporting more accessible</li> </ul>	<p>AD for Stronger and Safer Communities</p> <p>Cabinet Member for Communities</p>	<ul style="list-style-type: none"> <li>• Establish third party reporting process for faith settings - 2024/25.</li> <li>• Roll out to other strands of hate crime - 2025/26.</li> </ul>



## Culturally rich borough

### Outcome Areas

- A thriving arts and culture sector supported by the Council's collaborative approach.
- Promoting an ambitious culture programme for Haringey
- An engaged and inclusive approach to cultural participation
- A cultural infrastructure to be proud of.

Haringey is home to a thriving cultural sector. Our borough has long been a haven for creatives and visionaries, providing a platform for voices that challenge, provoke, and inspire. Whether it's through groundbreaking theatre productions, boundary-pushing exhibitions, or grassroots community projects, Haringey's arts scene embodies the rebellious ethos that defines our identity.

As we look forward to becoming the London Borough of Culture (LBoC) for 2027, we will be ramping up our cultural activities and programming, promoting our diverse arts and culture sector and involving our communities in decision making. At the core of this is our commitment to upholding the principles of social justice, equality, and freedom of expression.

Our history of resistance serves as a powerful reminder of the transformative potential of collective action and the enduring legacy of those who dared to defy the status quo. In Haringey, rebellion isn't just a moment—it's a culture, driving us to imagine, innovate, and create a brighter, more equitable future for all— it is who we are.

### How we will measure progress

- Participation engagement with cultural events and civic calendar.
- Number of events delivered.
- Library footfall numbers.
- Number of organisations hiring space in libraries for external events.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b><i>A thriving arts and culture sector supported by the council's collaborative approach, ready to co-create LBoC in 2027</i></b>	Work with the local culture sector and VCS to establish a LBoC Delivery Plan.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>Establish highly engaged, representative external and internal creative networks and steering groups -Q4 2024/25</li> <li>Coproduced LBoC Delivery Plan – Q1 2025/26</li> </ul>
	Increase opportunities to showcase local creativity and heritage through an Arts & Culture Events programme, including Rebel Borough themes.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>Simplify processes for community-led event delivery – Q4 2024/25</li> <li>Ensure Rebel Borough theme is embedded through programmes, resources and walking trails highlighting the rich cultural heritage and stories of innovation and creativity in our borough – Q4 2025/26</li> <li>Review and implement a new approach to Arts &amp; Culture Events – Q1 2025/26</li> </ul>
<b><i>Promoting an ambitious arts &amp; culture programme for Haringey, leading to LBoC 2027</i></b>	In preparation for LBoC, develop and support a borough wide tourism offer in Haringey.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>Develop a Destination Haringey Plan and associated marketing campaign – Q4 2024/25</li> <li>Implement and monitor Destination Haringey marketing campaign in alignment with LBoC – Q4 2025/26</li> </ul>
	Promote and elevate arts and culture initiatives and borough wide programmes	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>Working collaboratively to develop a dedicated Haringey Arts &amp; Culture visual identity, marketing strategy - Q2 2024/25</li> </ul>

			<ul style="list-style-type: none"> <li>• Implement strategy and Visual Identity and build comms channels – Q4 2025/26</li> </ul>
<b>An inclusive approach to arts &amp; culture participation</b>	Ensure participation in arts and culture events is reflective of our borough's communities.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• Understand barriers to participation – Q3 2024/25</li> <li>• Develop an inclusive approach to ensuring arts &amp; culture opportunities are reaching communities – Q1 2025/26</li> </ul>
	Ensure youth voice is integral to the council's arts & culture decision making, planning and programming, particularly in preparation for LBoC.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• Creative youth network established – Q3 2024/25</li> <li>• Future Curator's programme established – Q4 2025/26</li> </ul>
	Develop a creative volunteering / champions programme in collaboration with our cultural venues, VCS and other relevant partners.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	Creative Volunteering programme developed – Q4 2024/26
	Develop creative education programmes in collaboration with the borough's local Cultural Education Partnership, in response to Rebel Borough theme.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• In collaboration with Haringey Creates develop a Creative Education Activity Plan – Q2 2024/25</li> <li>• Deliver Cultural Education Activity Plan - Q3 2024/25</li> </ul>
<b>A cultural infrastructure to be proud of</b>	Adopt a more strategic approach to investment in the borough's arts & culture assets	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	Map external funding plans and support applications where appropriate - Q4 2024/25
	Deliver an Arts & Cultural Strategy with clear, shared priorities	AD for Culture and Creativity	Cultural Strategy adopted – Q2 2024/25

		Cabinet Member for Culture and Leisure	
	Working alongside key partners develop a Libraries Strategy	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	Library Strategy developed - Q3 2024/25
	Successfully deliver existing capital programmes in the borough's culture assets- Libraries and Bruce Castle Museum.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	Deliver existing capital programme of works in libraries and BCM – Q4 2024/25
<b><i>A highly engaged, responsive and collaborative VCS</i></b>	Working collaboratively with the strategic partner to ensure Haringey's VCS is thriving and actively engaged in borough initiatives.	AD for Culture and Creativity  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• VCS strategic partner in place – Q1 2024/25</li> <li>• Launch capacity building partnership – Q4 2024/2</li> <li>• Develop monitoring framework in line with VCS needs – Q4 2024/25</li> </ul>

## Place and economy

### Outcome Areas

- Building an inclusive economy
- Shaping Tottenham
- Shaping Wood Green
- Planning and infrastructure.

Haringey is a place of opportunities and potential. Our unique positioning between central and outer London provides plentiful green spaces and excellent transport links, making Haringey a great place to live, work and play.

We are fast becoming a celebrated destination with Alexandra Palace, Finsbury Park and the Tottenham Hotspur Stadium attracting visitors from across the world to see music and sport. Our town centres and high streets are bustling. Wood Green is North London's major shopping destination and Green Lanes hosts London's main hub for Turkish and Kurdish food.

In this theme, we are taking action to enable a thriving economy and a pleasant place. Our vision is for an inclusive, more resilient local economy that can better withstand economic shocks and where our businesses can grow and thrive. We believe in a regional economy that works for residents, where everyone can find access to rewarding work that pays a living wage. We are committed to working in partnership with residents to improve the local area, and through the programmes Shaping Wood Green and Tottenham, we have created a vision for short-, medium- and long-term transformation rooted in what residents, businesses and visitors have recently told us. This theme highlights the critical activity we will take over the next two years to deliver on these visions.

### How we will measure progress

- Employment rate of 16–64-years-olds.
- Gross median weekly pay.
- Birth of new enterprises and number of high growth enterprises.
- Resident reporting satisfaction with local area as a place to live (relevant wards in Tottenham and Wood Green).
- Percentage of non-major planning applications decided on time.

Outcome Areas	Activity	SRO (Officer/Cabinet)	Deadline/ Significant Milestones
<b>Building an inclusive economy</b>	Continue to enhance our hub and spoke model for Haringey Works and Haringey Learns working in areas of greatest need and aligning with the Council's emerging Community Hubs and preventative approach.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	March 2025
	Employer-focused training provision.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	October 2024
	Adopt a Social Value Policy.	Head of Strategic Procurement  Cabinet Member for Finance and Corporate Services	September 2024
	Develop and deliver new sector work plans focusing on growth employment sectors including Green, Construction, Health and Social Care and Creative industries.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Sector Plans produced - December 2024</li> <li>• Fast Followers programme completed - March 2025</li> </ul>
	Produce evening and night economy plans for our key regeneration areas, with an initial focus on Wood Green.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	December 2024
	Supporting high streets, town centres, local businesses, and industrial estates as destinations	AD for Regeneration and Economic Development	Approve market strategy - May 2024 (Subject to above delivery plan implemented in May 2025)

	to flourish through business support, advice and access to funding.	Cabinet Member for Placemaking and Local Economy	
	Deliver our affordable workspace ambitions through Opportunity Haringey Workspace fund award(s) and the Workspace Design Guide (embedded as a supplementary document in our Local Plan) and updating of our workspace providers list.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Award workspace Fund - June 2024</li> <li>• Workspace Design Guide adopted - Autumn 2024</li> <li>• Stage 1 Delivered - November 2025</li> <li>• Stage 2 Delivered - March 2026</li> </ul>
	Creating and supporting a new Haringey Business Forum and local business forums and networks.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Phase 1 - November 2024</li> <li>• Phase 2 - Summer 2025</li> </ul>
	Develop a clear approach for attracting new investment into borough for our key sites and spaces.	AD for Regeneration and Economic Development  Cabinet Member for Finance and Corporate Services	<ul style="list-style-type: none"> <li>• Attendance at London Real Estate Forum (LREF) - September 2024 and 2025</li> <li>• Attendance at the UK Real Estate Investment and Infrastructure Forum (UKREiiF) - May 2024 and 2025</li> </ul>
	Delivery of an Enterprise Hub in Wood Green as a new workspace for subject-matter experts (SME).	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	Spring 2025
<b>Shaping Tottenham</b>	Deliver Your Bruce Grove Placemaking Delivery Programme.	AD for Regeneration and Economic Development	<ul style="list-style-type: none"> <li>• Pride in Bruce Grove completed - March 2024</li> <li>• Bruce Grove Public Convenience Completed - March 2024</li> </ul>

		Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Bruce Grove Forecourts completed - Spring 2024</li> <li>• High Streets Heritage Action Zone Shopfronts and Forecourts Improvements - Summer 2024</li> <li>• Delivery Programme for Holcombe Market and Streets and Spaces improvements agreed with Highways - March 2025</li> <li>• St Marks Shopfronts, public realm and heritage conservation works completed - March 2025</li> </ul>
	Delivery of the Northumberland Park Community Placemaking Plan.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Finalise community engagement of Northumberland Park Homes and Spaces Plan - December 2024</li> <li>• Housing public realm improvements - March 2025</li> <li>• Approval of the Homes and Spaces Plan - March 2025</li> <li>• Approval of Sites for Housing Delivery - March 2025</li> </ul>
	Deliver a new neighbourhood at Selby Urban Village.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Submission of codesigned planning applications for the scheme - August 2024</li> <li>• Start on site of phase one, community centre - June 2025</li> <li>• Start on site for phase two, housing - March 2026</li> </ul>
	Delivery of a new residential neighbourhood and local centre in North Tottenham (High Road West).	AD for Regeneration and Economic Development	<ul style="list-style-type: none"> <li>• Progression of works for 61 Council homes at Phase 1A - July 2024</li> <li>• Approval of the detailed application for remaining social housing in Phases 2 and 3 - July 2025</li> </ul>



		Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Start on site for the community square - April 2028</li> <li>• Review of vision and brief for the Library and Learning Centre - July 2025</li> <li>• Approval of the High Road West socio-economic strategy update and delivery plan - August 2024</li> </ul>
	Deliver the Your Seven Sisters Placemaking Programme.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Temporary Seven Sisters Market and Tottenham Green Spring Festivals completed, SMART Map of Culture Launched 'Tottenham Tales', contract in place for delivery of Seven Sisters Station lift scheme, launch of Liveable Seven Sisters engagement – Spring 2024</li> <li>• Tottenham Green Summer Festival launched – Summer 2024</li> <li>• New Council-led delivery approach to Wards Corner agreed – Summer 2024</li> <li>• Business case for new Council-led delivery approach to Wards Corner approved by Cabinet – Winter 2024</li> <li>• Liveable Seven Sisters 'Quick Wins' delivered, contract in place for public realm improvements – Winter 2024</li> <li>• Improvements to Page Green Common delivered – Spring 2025</li> </ul>
	Deliver Tottenham Hale Placemaking Programme – Current Phases.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Down Lane Park: Completion of all phases - March 2027</li> <li>• The Paddock – March 2025.</li> <li>• Park View Underpass – March 2025</li> <li>• Tottenham Hale Streets and Spaces - March 2025</li> </ul>

			<ul style="list-style-type: none"> <li>• TH Housing Zone: All remaining Housing Zone funding for Streets and Spaces delivery to be drawn down - March 2025</li> </ul>
	Development of Shaping Tottenham strategy and work programme, building on Tottenham Voices engagement.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	Summer 2024
<b>Shaping Wood Green</b>	Eat Wood Green community-led growing at Wood Green Library.	AD for Regeneration and Economic Development  Cabinet Member for Culture and Leisure	<ul style="list-style-type: none"> <li>• Construction complete - June 2024</li> <li>• Activation project complete - Summer 2025</li> </ul>
	Deliver an Enterprise Hub at 40 Cumberland Road.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	<ul style="list-style-type: none"> <li>• Construction complete - April 2025</li> <li>• Launch - Summer 2025</li> </ul>
	Improvements to Wood Green Common and Barratt Gardens.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	End of 2025
	Delivery of public realm improvements to Penstock Tunnel.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	Autumn 2026

	Library Forecourt Taskforce to collaborate on the delivery of public realm improvements to the library forecourt.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	Summer 2025
	Wood Green Central strategy for transformation of Council assets.	AD for Regeneration and Economic Development  Cabinet Member for Placemaking and Local Economy	Autumn 2025
<b>Planning and Infrastructure</b>	Adopt new Local Plan.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Housing and Planning	<ul style="list-style-type: none"> <li>• Publish draft Local Plan for consultation - Summer/Autumn 2024</li> <li>• Submit Local Plan for examination - Summer 2025</li> <li>• Adopt New Local Plan - Winter 2025</li> </ul>
	Reduce the planning application backlog.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Housing and Planning	Summer 2024
	Implement the Planning Service Peer Challenge Action Plan, including on commerciality.	AD for Planning, Building Standards and Sustainability  Cabinet Member for Housing and Planning	Autumn 2024
	Allocate funding received from developers through Neighbourhood Community Infrastructure Levy (NCIL) to enable delivery of	AD for Planning, Building Standards and Sustainability	Winter 2024

	local infrastructure projects, potentially through a participatory budgeting approach.	Cabinet Member for Finance and Corporate Services	
	Develop Haringey strategy on publicly accessible toilets.	Director of Public Health  Cabinet Member for Health, Social Care, and Wellbeing	April 2025

/Report for: Cabinet 16 July 2024

Title: 2023-24 Provisional Financial Outturn

Report  
authorised by: Taryn Eves, 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

**1. Describe the issue under consideration**

- 1.1 This report sets out the provisional outturn for 2023/24 for the General Fund, HRA, DSG and the Capital Programme compared to the original budget agreed by Council in March 2023. It provides explanations of significant under/overspends and also includes proposed transfers to/from reserves to enable a balanced budget, the 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 2024 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 on the accounts.
- 1.3 The deadline to publish the unaudited accounts is 31 May 2024 with the deadline of 30 September 2024 for the completion of the audit. The draft accounts were published on 28 June 2024 and the external audit by KPMG is due to take place during July and August 2024. In response to the significant outstanding historical audit opinions across the sector, the Department for Levelling Up, Housing and Communities (DHLUC) has undertaken consultation on how this issue is addressed. As part of this they are considering changing the date for publishing the 2023/24 audited accounts to 31 May 2025 (previously 30 September 2024). Haringey has unaudited accounts for the years 2020/21 – 2022/23.

**2023-24 Provisional Outturn Position**

**General Fund (GF)**

- 1.4 It is a matter of concern to report that the outturn for the Council's General Fund was a £19.2m overspend. Although this represents a small (£1.6m) improvement to the Quarter 3 forecast, it will still require a considerable **unplanned** drawdown from reserve balances over and above the budgeted £3.5m.

- 1.5 The Directorate budgets as a whole have seen a worsening in net spend of close to £8m since Quarter3. Of this, £4.3m related to Children's Services, £5.4m for Environment and Resident Experience (E&RE). These have been offset by overall improvements of £1.9m across the remaining Directorates. The majority of the E&RE adverse movement was driven by pressures against the Housing Benefit (HB) account totalling £3.3m. The pressures within the HB account was highlighted in Quarter 3 but since the actual figure could not be determined at that time, a holding allowance of £4m was included against a corporate code pending the final outturn figures. The £4.3m adverse movement in Children's was not forecast at Quarter 3 and relates to an increase in placement spend and a transfer of costs from the DSG to the GF. It is likely that the majority of this will continue into 2024/25 adding additional, unbudgeted pressure in the new financial year and will need to be considered as part of developing the 2025/26 draft budget.
- 1.6 The corporate budgets ended the year with an under spend of £2.7m. This was largely due to forecast underspends across treasury and capital financing budgets as interest rates continue to be high and consistently above 5% during the year and a strong focus on reducing the capital programme spend and reducing borrowing costs. These together with the £8m corporate contingency budget have been used to offset services pressures and redundancy costs which previously would have been funded through the use of capital receipts flexibilities but is no longer allowed under a change in guidance. The Council also received some additional external income through grants and business rates which is also mitigating the overall overspend.
- 1.7 Without these considerable corporate contributions, the final outturn would have been significantly worse. Although the 2024/25 budget and financial plans for future years contain a general corporate contingency of £7.4m, other one off underspends and additional income received in 2023/24 are not expected to continue into 2024/25 and early indications show that at least £5.2m of the 2023/24 overspend pressures will continue into 2024/25. These are predominantly within Children's (£3.3m placement pressures; £700,000 Early Help, Prevention and SEND) along with around £1.2m in Housing Demand. Additional budget was built into both of these services as part of 2024/25 financial planning process however, based on these provisional outturn figures, these look likely to have been insufficient.
- 1.8 More positively, the agreed 2023/24 savings programme has delivered 77% (84% Quarter 3). This continues the trend of recovery following a dip in the delivery of savings during the Covid19 pandemic and overall the forecasting of delivery across the whole Council has remained consistent. This has been more challenging for the Adult Health and Communities Directorate in the context of the ongoing increase in demand for these services. This performance is important as it shows a council wide understanding and ownership of savings delivery. Continuing this approach will be crucial during 2024/25 where the agreed savings programme totals £20m.
- 1.9 Although, the economic outlook looks more positive across the new financial year with CPI inflation at 2.3% in April 2024 (8.7% April 2023), this reduction in the increase in prices does not always translate across to council services.

However, the lack of real growth in wages since the beginning of austerity more than 12 years ago is still likely to place pressure on residents' ability to meet outgoings potentially increasing arrears levels for the Council. The competition for employees in key sectors such as social care, are likely to keep placement costs high and scarcity of housing supply is expected to maintain pressure in remaining within agreed budgets.

- 1.10 In summary, overall, the General Fund closed £19.2m over budget despite considerable corporate contributions. Full details are set out in Appendix 1. This has required an unbudgeted drawdown from reserve balances which were already within the lowest quartile in London. The General Fund balance has been maintained at the opening level of £15.1m however, earmarked reserves now stand at only £52.2m and many of these have associated commitments. Going forward, these reserve balances will need to increase to support the management of the risks and uncertainties facing the Council and maintain its financial sustainability.
- 1.11 In summary, this means that the Council starts the 2024/25 financial year under budgetary pressure and with significantly reduced reserves balances, any on going use of reserves is not sustainable. Work has already progressed on developing the 2025/26 draft budget and all services are working to address the financial challenge facing Haringey over the next few years. The Council is in a position to develop a long term sustainable plan and remain in control of its financial position and all services will be reviewing all its spend to ensure every £1 is offering value for money and being delivered as efficiently as possible to deliver the outcomes in the Corporate Delivery Plan.

## Capital

- 1.12 The 2023/24 General Fund capital programme outturn was a spend of £71.6m, excluding the Enabling budgets<sup>1</sup> which equates to spend of only 56% of the approved budget and £18.5m less spend than was forecast at Quarter 3. The movement between Quarter 3 and the end of the year relates primarily to the Placemaking and Housing programmes (£34.0m) - the Future High Street project due to the delays in acquiring property and with the delays caused by the uncertainty of the extent of Reinforced Aerated Autoclave Concrete in the Children's programme. Full details are set out in Appendix 3.
- 1.13 The HRA spent £158.8m (57%) of its £279.7m revised capital budget. This represents an underspend of 43% against the budgeted sum. A conscious decision was taken in year to pause and delay schemes where possible to avoid the impact of increased material and construction costs as well as the on-going high interest rate levels, all of which were adversely affecting schemes' viability.

## Dedicated Schools Grant (DSG)

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<sup>1</sup> Enabling Budgets are put in place to provide the capacity to proceed with major property schemes with less certainty on expenditure profiling.

- 1.14 The final outturn for the Dedicated Schools Grant (DSG) was a net £1.9m overspend. The High Needs Block (HNB) overspend of £2.9m continues to be driven by the high number of Education Health and Social Care Plans but was largely in line with the plan as set out within the Safety Valve Programme.
- 1.15 The final position for the Early Years block is an £849,000 underspend. Every year the Department for Education (DfE) allocates indicative funding based on two actual Spring Census counts of pupil numbers and one based on estimates. Following a review of actual pupil numbers for the 2023/24 Spring term, the DfE then recoup money through a clawback adjustment. Any money not clawed back is then ringfenced in a reserve for future spending.
- 1.16 At an individual school level, the number of schools in deficit on 31st March 2024 has increased from 24 to 33 with only 12 schools returning an in year surplus. Overall school balances fell from an overall £4.7m surplus to £200,000 deficit by 31st March 2024 continuing the trend over the past 3 years. Haringey like most London boroughs is seeing a significant decline in primary school rolls, as a result of population trends of declining numbers of school age children.

### **Housing Revenue Account (HRA)**

- 1.17 The HRA outturn was a surplus of £5.528m compared to the budgeted surplus of £8.238m and therefore the HRA reports an end of year outturn variance of £2.710m. This is a small improvement compared to that reported at Quarter 3 (3.082m) but the financial position on the HRA remains challenging and work will shortly start on developing the draft budget for 2025/26 and review the 30-year Business Plan.
- 1.18 The main drivers of the variance continue to be the costs associated with legal disrepair cases, underachievement of rental income and the increase in need for health and safety compliance works resulting from changing regulations.
- 1.19 This final outturn position includes a £4.922m drawdown from the HRA reserves, of which £3.6m is for Legal Disrepair, £980,000 for fire stopping and bin chutes works and £300,000 for the continuation of the Tenants Hardship Fund. The additional funding is targeted at reducing the backlog of disrepair cases and carrying out repairs and voids works to minimise the budget pressures in future years. Full details are set out in Appendix 2.

## **2. Cabinet Member Introduction**

- 2.1 Haringey, like many other local authorities, has seen an unsustainable rise in the cost of children's care, adult social care and temporary accommodation for homeless households. This is reflected very clearly in our outturn for 2023/24.



- 2.2 An overspend is disappointing and needs to be addressed. We took significant measures within the 2023/24 financial year to help mitigate rising costs, such as the deliberate reduction of our capital programme, but it is recognised that we need to replenish our reserves and deliver the wider savings plans that have been put forward. The budget process for 2025/26 and the MTFS are already underway.
- 2.3 Much of the budget pressure was consistently reported throughout the year and our 2024/25 budget planning sought to address this. However, this report now highlights a c.£5m additional un-forecast spend pressure that is highly likely to continue into the new financial year, mainly around children's placement costs and temporary accommodation.
- 2.4 The national economic outlook looks to be stabilising, with inflation rates now close to the 2% target and interest rates forecast to start falling across the year. However, the lack of real growth in wages since the beginning of austerity more than 12 years ago is still likely to place pressure on residents' ability to meet outgoings. Although wages in Haringey now match the London average, there are a larger number of JSA (Jobseekers Allowance) and ESA (Employment & Support Allowance) claimants than the London average and Haringey has the fourth largest proportion of residents earning below the London Living Wage of all London boroughs.
- 2.5 These factors will continue to add financial challenges for our residents, which in turn may increase the need for support from council services. In the last year, we delivered 77% of our agreed savings programme, which is positive, however the agreed target for this year is £20m and in the face of the financial challenges outlined above, it is imperative that we collectively work together to ensure that these are delivered as planned.
- 2.6 Last year's capital programme for the GF (General Fund) and HRA (Housing Revenue Account) were both well underspent. In part this is due to a conscious decision to avoid incurring high debt repayment costs by delaying spending, but we will need to continually review the programme and look to reduce on the GF revenue budget.
- 2.7 We face an extremely challenging year ahead and we must all work to take the appropriate action to mitigate the budgetary pressures as far as possible, ensure the savings programme is delivered and focus on careful and transparent financial planning for the next iteration of the MTFS, which is already well underway.

### **3. Recommendations**

- 3.1 Cabinet is recommended to:
  - a) Note the provisional revenue and capital outturn for 2023/24 as detailed in the report;
  - b) Approve the capital carry forwards as set out in Appendix 3;
  - c) Approve the transfers to/from reserves as set out in Appendix 4;
  - d) Approve the budget transfers as set out in Appendix 5;

- e) Note the debt write-offs approved by officers in Quarter 4 of 2023/24 as set out in Appendix 6;

**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 review the use of reserves and balances in light of the financial position 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 Corporate Delivery 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 2023-24**

- 6.1. Table 1 shows the provisional revenue outturn figures for 2023/24 by Directorate, including the impact of proposed movements to/from reserves on the final position and the movement from the outturn forecast at Quarter 3 (Period 9).

**Table 1 – Revenue Budget Monitoring Provisional Outturn 2023-24**

Management Area	Revised 2023/24 Budget £'000	Outturn Before Reserve Transfers £'000	Net Revenue Transfers To/(From) Reserves £'000	Revised Outturn £'000	Revised Outturn to Budget Variance £'000	Qtr.3 Forecast to Budget Variance £'000	Forecast Variance Movement Between Q3 and Outturn £000
Children's Services	74,620	79,297	404	79,701	5,081	716	4,365
Adults, Health and Communities	118,281	135,892	(2,506)	133,386	15,105	16,149	(1,044)
Environment and Resident Experience	28,143	32,239	914	33,153	5,011	(463)	5,474
Placemaking & Housing	7,624	6,749	982	7,731	107	0	107
Culture Strategy & Engagement	9,553	8,753	127	8,880	(673)	(160)	(513)
Corporate Budget Service	3,836	4,067	(302)	3,765	(71)	409	(480)
<b>Directorate Service Total</b>	<b>242,057</b>	<b>266,997</b>	<b>(381)</b>	<b>266,616</b>	<b>24,560</b>	<b>16,651</b>	<b>7,909</b>
Corporate Budgets - Non Service	37,750	35,041	0	35,041	(2,709)	4,150	6,859
<b>General Fund - Directorate Service &amp; Non Service</b>	<b>279,807</b>	<b>302,038</b>	<b>(381)</b>	<b>301,657</b>	<b>21,851</b>	<b>20,801</b>	<b>14,768</b>
External Finance	(279,807)	(282,410)	0	(282,410)	(2,603)	0	(2,603)
<b>General Revenue Total</b>	<b>0</b>	<b>19,629</b>	<b>(381)</b>	<b>19,248</b>	<b>19,248</b>	<b>20,800</b>	<b>(1,553)</b>
DSG	0	1,885	0	1,885	1,885	2,498	(614)
HRA	0	2,710	0	2,710	2,710	3,082	(372)
<b>Haringey Total</b>	<b>0</b>	<b>24,223</b>	<b>(381)</b>	<b>23,843</b>	<b>23,842</b>	<b>26,381</b>	<b>(2,538)</b>

- 6.2. More detailed commentary on these final positions, the drivers of any variations and any significant movements since the last report to Cabinet in March (Quarter 3) can be found in Appendix 1.
- 6.3. The overspend on services is £24.6m largely as a result of placement cost pressures within Adults and Children's Social Care and demand and scarcity of supply within Housing Demand. Additionally, within Environment and Resident Services, higher than forecast bad debt provision was required in parking and housing benefit alongside reduced housing benefit subsidy payments received from Government. Corporate budgets which include investment income, borrowing costs and the corporate contingency of £8m have underspent by £2.709m and additional income through grants and the Collection Fund (business rates and Council Tax) means that overall, the General Fund finished the year with a £19.2m overspend. This overspend will need to be met by an unplanned drawdown from earmarked reserves.
- 6.4. Indications are that a number of the service pressures will continue into 2024/25 and corrective action will need to be identified, agreed and implemented for the authority to retain spending within the 2024/25 budgets agreed by Full Council on 3 March 2024. An update will be reported to Cabinet in September 2024 as part of the Quarter 1 report.

### Outturn 2023/24 Savings

- 6.5. Table 2 shows the overall delivery of agreed 2023/24 savings by Directorate. Overall, £13.562m (77%) has been delivered against the target figure which is a slight deterioration of £1.166m compared to the forecast of £14.728m (84%) delivered that was reported in Quarter 3.

**Table 2 – 2023/24 MTFS Saving Delivery**

Management Area	2023/24 Savings Target £'000	Full Year Savings £'000	Net Variance £'000	Non Delivery £'000	Amber Non Delivery £'000	Red Non Delivery £'000
Children's Services	1,630	1,630	0	0	0	0
Adults, Health and Communities	6,848	4,149	(2,699)	(2,699)	0	(2,699)
Environment and Resident Experience	7,629	7,057	(572)	(572)	(352)	(220)
Placemaking & Housing	470	370	(100)	(100)	0	(100)
Culture Strategy & Engagement	434	356	(78)	(78)	(78)	0
Cross-Cutting	500	0	(500)	(500)	(500)	0
<b>Total</b>	<b>17,511</b>	<b>13,562</b>	<b>(3,949)</b>	<b>(3,949)</b>	<b>(930)</b>	<b>(3,019)</b>

- 6.6. Following a review of assumed savings as part of setting the 2024/25 budget, £2.015m of the non-achieved savings were considered no longer achievable, largely within Adults social care and have been removed from the budget. Some of these were stretch targets, deemed unachievable and some found to be a reduction in debt levels which do not result in cashable savings that can be removed from budget lines. The remainder are expected to deliver in full during 2024/25.

**7. Dedicated Schools Grant (DSG) and Schools Budget – overspend of £1.885m (Qtr3 £2.498m)**

- 7.1 The DSG consists of four blocks – high needs, early years, schools and central services. The overall closing position on 31 March 2024 is an overspend of £1.885m.
- 7.2 The overspend on the High Needs Block of £2.9m but this is largely in line with the plan within the Safety Valve Programme that is in place between 2023 and 31<sup>st</sup> March 2028.
- 7.3 The final position for the Early Years block is that £849,000 is being transferred to earmarked reserves pending confirmation from the DfE on monies to be repaid. Every year the DfE allocates indicative funding based on two actual Spring Census counts and one based on estimates. Following a review of actual 2023/24 Spring term pupil numbers in July 2024, the DfE are expected to recoup money through a clawback adjustment.
- 7.4 The number of schools in the borough in deficit on 31st March 2024 has increased from 24 to 33 with only 12 schools returning an in-year surplus. Overall school balances reduced from a £4.7m surplus to £200,000 deficit by 31st March 2024 continuing the trend over the past 3 years. Haringey like

most London boroughs is seeing a significant decline in primary school rolls, following reducing population trends of school age children.

**Table 3 - DSG Reserve Position at Outturn 2023-24**

Blocks	DSG Balance at 01/04/23 £m	Budget 2023/24 £m	Block Transfer £m	Outturn 2023/24 £m	Outturn Variance 2023/24 £m	Safety Valve 2023/24 £m	In Year Movement 2023/24 £m	Closing Balance 31/03/24 £m
<b>Schools Block</b>	0.000	137.004	(1.098)	135.906	0.000	0.000	0.000	0.000
<b>Central Service Block</b>	0.000	2.710	0.000	2.710	0.000	0.000	0.000	0.000
<b>High Needs Block</b>	11.866	54.476	1.098	58.496	2.922	(4.070)	(1.148)	10.718
<b>Early Year Block</b>	(0.317)	21.218	0.000	20.369	(0.849)	0.000	(0.849)	(1.166)
<b>Total</b>	<b>11.549</b>	<b>215.408</b>	<b>0.000</b>	<b>217.481</b>	<b>2.073</b>	<b>(4.070)</b>	<b>(1.997)</b>	<b>9.552</b>

- 7.5 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 also 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.
- 7.6 As a result of the high level of deficit on the HNB, intervention support ([Safety Valve](#)) was agreed with the DfE to reduce the cumulative deficit and reach a positive position by 2027/28. To deliver the required improvement over the next five years the Council has developed a DSG Management Plan which is being coproduced with various stakeholders. The plan has been approved by DfE and as a result financial support of £29.9m is being provided. In 2023/24 the Council received £4.07m of the funding. The cumulative High Needs Block (HNB) DSG deficit at 31st March 2024 is £10.718m.

## 8. 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.

### Council Tax

- 8.2 The 2023/24 in year council tax collection performance was 95.31% (target 96.5%). The Council tax surplus/deficit is distributed between the Council (78.2%) and its preceptor the GLA (21.8%) based on respective shares. There is an estimated surplus of £2.61m for 2023/24, which compares to a deficit of

£140,000 in 2022/23. The latter is recognised in the 2023/24 outturn figures whilst the 2023/24 actual surplus will be recognised in 2024/25.

### **Business Rates**

- 8.3 The 2023/24 in year business rates collection performance was 93.6% (target 96.0%). Under the Business Rates Retention Scheme the business rates collected by the Council are distributed across the Council (30%), DHLUC (33%) and the GLA (37%).
- 8.4 There is an estimated surplus of £2.12m in 2023/24, which compares to a deficit of £940,000 in 2022/23. The latter is recognised in the 2023/24 outturn figures whilst the 2023/24 actual surplus will be recognised in 2024/25.

## **9. Capital Programme Outturn**

- 9.1. The overall capital budget can and does change through the year from that agreed by Council at its budget setting meeting. A range of factors contribute to this movement: the incorporation of the previous year's brought forwards into the budget, new grants being received mid-year, and live budgeting which realigns and reprofiles resources in the light of scheme progress.
- 9.2. The approved capital programme is composed of schemes that have varying levels of predictability to their spend profiles. Capital maintenance programmes such as borough roads, street lighting and the disabled facilities grant works have a rhythm and regularity to them that makes forecasting the outturn accurately a relatively easy process.
- 9.3. Construction schemes are less predictable because they have many individual interdependent components, each of which can be impacted by external factors that can prolong the delivery process beyond that envisaged at the start. These include:
- Extensive stakeholder engagement which can result in amendments to the original design and timescales
  - Some schemes require planning permission that can entail scheme design or delivery changes
  - The tendering processes may not always deliver a contractor on time or an acceptable price due to market conditions
  - The actual construction timetable itself is subject to external events such as the weather.
  - In recent years, there have also been significant issues with delays to materials availability across the construction industry.
- 9.4. In addition, there are some schemes within the capital programme that rely on third parties completing tasks or agreeing to actions over which the Council has limited or no control. These budgets are known as Enabling budgets and their spend profile is extremely unpredictable. Table 4 below shows movement in the approved capital programme from the original budget to the final revised budget at Quarter 4. Appendix 3 also sets out the requested carry forwards from service areas with reasons supporting the request.



- 9.5. In total the General Fund capital programme (excluding enabling budgets) spent £71.6m against a budget of £127m, 56.4%.

**Table 4 – Approved Capital Programme**

Priority	2023/24 Revised Budget Qtr.1 £'000	2023/24 Revised Budget Qtr.2 £'000	2023/24 Revised Budget Qtr.3 £'000	2023/24 Revised Budget Qtr.4 £'000	2023/24 Final Outturn £'000	Variance Btw Outturn & Revised Budget Qtr.4 £'000
Children's Services	34,664	16,952	16,952	16,952	12,551	(4,401)
Adults, Health & Communities	18,505	10,454	10,454	10,454	9,374	(1,080)
Environment & Resident Experience	33,551	20,470	20,563	21,422	16,995	(4,427)
Placemaking & Housing	93,811	56,602	59,262	58,885	24,737	(34,148)
Culture, Strategy & Engagement	28,283	19,209	19,322	19,322	7,909	(11,413)
<b>Total GF Capital Budget (Excluding Enabling Budgets)</b>	<b>208,813</b>	<b>123,686</b>	<b>126,553</b>	<b>127,035</b>	<b>71,566</b>	<b>(55,469)</b>
Placemaking & Housing (Enabling Budgets only)	135,138	86,578	113,278	87,503	2,575	(84,928)
Housing Revenue Account (HRA)	279,726	279,726	279,726	279,726	158,783	(120,943)
<b>Total GF Capital Budget (Enabling Budgets only)</b>	<b>414,864</b>	<b>366,304</b>	<b>393,004</b>	<b>367,229</b>	<b>161,358</b>	<b>(205,871)</b>
<b>Total Capital Budget</b>	<b>623,677</b>	<b>489,990</b>	<b>519,557</b>	<b>494,264</b>	<b>232,923</b>	<b>(261,340)</b>

- 9.6. As has been reported elsewhere, the Council faces severe financial challenges, and the cost of the capital programme is a significant contributor to the ongoing financial challenge. There are two proposed changes to the treatment of the outturn on the capital programme. Firstly, the historic practise of rolling forward unspent budgets without challenge is no longer sustainable. It is proposed that the carry forwards set out in Appendix 3 are agreed but that they are reviewed again as part of the wider annual review of the capital programme. Secondly, it is proposed that all overspends in 2023/24 will need to be offset from budgets in 2024/25, and only on an exceptional basis from budgets in 2025/26. The following paragraphs provide a high-level commentary on each service area.

**9.7. Children's Services: Budget £16.952m: Outturn £12.51m: Variance £4.4m underspend.**

- 9.8. Overall, the Children's Services capital programme spent 74% of the budget allocated. There are three schemes with significant variances:

- Primary School Repairs and maintenance underspend was £1.335m. The scheme was adversely affected by delays to the preparation of

tenders in 2023/24 so there was limited spend. These projects are now in procurement and expected to be delivered in 2024/25.

- Primary School Modernisation and Enhancements underspend was £1.424m. A number of schemes were delayed when some capital schemes were paused to reassess affordability.
- Secondary School Modernisation and Enhancement underspend was £2.080m. A focus on delivering the works required to remediate the RAAC found in schools has resulted in some other schemes being delayed.

**9.9. Adults, Health & Communities: Budget £10.454m: Outturn £9.374m Variance £1.08m.**

9.10. Overall, the Adults, Health and Communities capital programme spent 90% of the budget allocated. There are three schemes with significant variances:

- Aids, Adaptations and Assistive Technology and the capitalisation of Local Authority community equipment budgets need to be considered together as they are both funded through the disabled facilities grant. Taken together there is a combined underspend of £538,000. This unspent grant will be carried forward into 2024/25.
- Assistive Technology budget underspent by £525,000 due to difficulties with its supply chain's ability to deliver equipment.
- Canning Crescent project underspent by £900,000 in 2023/24. This is due to the need to procure a new contractor when the originally appointed contractor went into administration.

**9.11. Environment & Resident Experience: Budget £21.422m: Outturn £16.995m: Variance £4.427m.**

9.12. Overall, the Environment and Resident Experience capital programme spent 79% of the budget allocated. There are 27 schemes in this directorate's capital programme and there are comments against all the schemes in Appendix 3. The single largest variance relates to the Streetspace Plan that covers a range of interventions and which is funded by Strategic Community Infrastructure Levy.

**9.13. Placemaking & Housing: Budget £58.55m: Outturn: £24.737m: Variance £34.148m.**

9.14. Overall, the Placemaking and Housing capital programme (excluding enabling budgets) has spent 42% of the budget allocated. There are 33 schemes in this directorate's capital programme and there are comments against all the schemes in Appendix 3. There are eleven schemes significant variances:



- Tottenham Green Spaces & Tottenham Hale Streets should be taken together. The schemes have a total underspend of £4.3m which has arisen due to a variety of delays mainly around securing 3<sup>rd</sup> party agreement. These schemes are now largely committed.
- The Good Economy Recovery Plan is carrying forward mainly unspent grant.
- The Future High Street Fund is underspent by £7.887m. The Council, with DHLUC agreement prioritised the spending of the grant element of the programme and the carry forward is the Council's agreed match funding.
- Strategic Investment Pot (SIP) is a 100% (£1.2m) grant programme that need to be carried forward. The underspend is due to the programme being refocussed on work place provision.
- Enterprising Tottenham High Road (£1.123m) is grant funded scheme and committed to the Tampery scheme that has been delayed due to a range of factors, including negotiations with the GLA.
- Liveable Seven Sisters' (£1.0m) delivery time has been extended due to extensive local consultation (Shaping Tottenham) that has allowed the consultation to feed into the programme.
- Small and Medium Enterprise Workspace Intensification (£1.739m) programme procurement has been delayed as a result of the review in scope of the scheme.
- Wood Green District Energy Network is currently under review
- Selby Urban Village project (£3.788m) has been through a number of design reviews in order to bring the scheme within the budget envelope that has delayed delivery.
- Asset Management of Council Buildings (£3.247m). There are number of contractual commitments that will need to be honoured but currently there are requirements on the budget for urgent health and safety works

**9.15. Culture, Strategy & Engagement: Budget £19.3m: Spend £7.91m: Variance £11.4m.**

9.16. Overall, the CSE programme has spent 40% of the budget allocated. There are five schemes with significant variances.

- Corporate IT Board (£2.662m) has been largely committed but is being reprofiled.
- Financial Management System Replacement (£1.277m) has been largely committed and is being reprofiled.
- Libraries IT & Building Upgrade has been committed to Muswell Hill Library and spend is expected in 2024/25.
- Wood Green Library (£1.5m) – Delays in the wider Libraries upgrade have meant that the Wood green project has also had to be reprofiled
- Civic Centre Works (£1.786m). A change in the procurement approach will result in a reprofiling of this scheme.

**9.17. Enabling Budgets: Budget £87.5m: Outturn £2.575m: Variance £84.928m.**

9.18. Overall, the enabling budgets spent 3% of the budget allocated. This level of spend is not surprising as budgets are largely dependent on the actions of third parties and therefore the incidence and timing of spend is very difficult to forecast. Details are set out in Appendix 3.

**9.19. Housing Revenue Account: Budget £279.7m: Outturn £158.8m: Variance £120.943m.**

9.20. Overall, the HRA spent 56.7% of the budget allocated and therefore an underspend of £120m on its capital programme. In comparison to prior years, this variation is high and is mainly due to delays in schemes and pausing of schemes. This was driven by the rises in cost of materials and high interest rates, impacting on viability of many schemes. It is expected that most of these schemes will progress in 2024/25 as inflation starts to reduce.

9.21. Of the total GF 2023/24 budget variances of £140.4m, £139.4m has been requested to be carried forward as detailed in Appendix 3.

**Capital Programme Financing Outturn**

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

9.23. 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 to 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.

- 9.24. 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. Should the level of budgeted in-year capital spend not be achieved this will impact on the actual level of capital financing costs incurred.
- 9.25. The General Fund capital programme and the HRA capital programme are funded differently so they have been separated out in Table 5.

**Table 5 – Sources of Capital Funding**

<b>General Fund Funding (Excluding Enabling Budgets)</b>			
<b>Source of Funding</b>	<b>2023/24 Revised Budget £'000</b>	<b>2023/24 Actual £'000</b>	<b>2023/24 Variance £'000</b>
External	51,245	29,990	(21,255)
Borrowing - LBH	64,256	37,699	(26,557)
Borrowing - LBH Self-Financing	11,532	3,877	(7,655)
<b>Total</b>	<b>127,033</b>	<b>71,566</b>	<b>(55,468)</b>
<b>General Fund Funding (Enabling Budgets only)</b>			
External	75,800	1,742	(74,058)
Borrowing - LBH	3,698	587	(3,112)
Borrowing - LBH Self-Financing	8,005	247	(7,758)
<b>Total</b>	<b>87,503</b>	<b>2,575</b>	<b>(84,928)</b>
<b>HRA Funding</b>			
Grants (GLA + Other Grants)	62,411	55,309	(7,102)
Major Repairs Reserves	21,457	22,901	1,444
Revenue Contributions	8,238	0	(8,238)
RTB Capital Receipts	9,556	7,050	(2,506)
Leaseholder Contributions to Major Works	7,979	1,268	(6,711)
S.106 Contributions	3,500	0	(3,500)
New Homes Sales Receipts	0	0	0
Buy Back Contribution	0	483	483
Borrowing	166,585	71,772	(94,813)
<b>Total</b>	<b>279,726</b>	<b>158,783</b>	<b>(120,943)</b>
<b>Overall Total</b>	<b>494,262</b>	<b>232,923</b>	<b>(261,339)</b>

**Flexible Use of Capital Receipts Outturn**

- 9.26. Capital receipts are usually 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 for some revenue expenditure (this flexibility does 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 2023 set a strategy for the flexible use of capital receipts. The table below highlights the use of the flexibility. During 2023/24, £13.1m of new capital receipts were received and £5.3m were used. Significant spend was incurred for demand management in care services (£700,000), Waste strategy review (£485,000) and Corporate support to improvement/change programmes (£1.8m).

Table 6 - Flexible Use of Capital Receipts.

	Actual 2023/24 £'000
<b>Capital Receipts</b>	
Capital receipts brought forward	6,503
Capital receipts in year	13,109
<b>Total</b>	<b>19,612</b>
Use of capital receipts in year	(5,327)
<b>Capital receipts carried forward</b>	<b>14,286</b>

## 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 totalling £6.461m written off in Quarter 4 and the summary for the full year. None of the individual debts were above £50,000 and therefore have been approved for write off by the Director of Finance under their delegated authority. All debts have been adequately provided for in the Council's bad debt provisions.

## 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.
- 11.2 The Council is required to annually review the adequacy of its reserves which was last reported in March 2024 as part of the 2024/25 Budget and 2024/2029 MTFS report. That report confirmed the maintenance of a General Fund un-earmarked reserve of £15.1m and this balance has been retained at the end of the year.
- 11.3 However, as reported in Section 1 of the report, the significant General Fund overspend for the 2023/24 financial year has required an **unplanned** drawdown from earmarked reserves of £19.248m. This is over and above the planned drawdown of £3.5m that was reported when the budget was set in March 2023 and therefore a total of £22.8m of reserves has been utilised to balance the budget for 2023/24.

- 11.4 Members have previously been advised of the relatively low reserve balances held by the authority compared to other similar authorities. Even before the end of the 2023/24 financial year Haringey was in the lower quartile of London Boroughs and this latest drawdown is likely to mean that the Council's relative position has deteriorated. The balance as at 1 April 2024 is £52.3m. Of this, a significant level has associated commitments, including a further £5.01m is already committed to balance the 2024/25 financial year when the budget was set in March 2024. This level of reserve balances significantly increases the authority's risk profile and hampers its ability to invest in innovation and transformation, both of which are even more important in the current challenging financial climate facing the whole local government sector.
- 11.5 The financial planning process for 2025/26 and across the medium term is already underway and the Council is facing at least a £30m budget gap for the next four years, of which at least £17m is in 2025/26. Ongoing use of reserves to balance the budget is no longer sustainable and therefore positive and timely progress on identifying deliverable budget solutions is critical. Part of the financial planning strategy must include a plan to re-build reserve balances.
- 11.6 Finally, it should be noted that, due to the fact that the Council currently has three years unaudited accounts (2020/21 – 2022/23), there is risk that the currently reported reserve balances may change when the 2023/24 accounts are signed off by the Council's external auditor.
- 11.6 A summary of the purpose of each reserve along with all the proposed in year movements to/from all reserves and final balances as at 31 March 2024 are shown in Appendix 4. These are not expected to change materially however, the reserve position will not be finalised until the completion of the External Audit of the 2023/24 accounts.
- 12 **Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes**
- 12.1 The Council's budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes. Going forward, the alignment of financial plans with the Corporate Delivery Plan will be further strengthened.
- 13 **Carbon and Climate Change**
- 13.1 There are no direct implications on the Carbon and Climate Change agenda included in this report.
- 14 **Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

## Finance

- 14.1. This is a report by the Chief Finance Officer (CFO) and the financial implications arising have been highlighted throughout the report.
- 14.2. Although the development of the 2023/24 budget was robust and based on a set of assumptions underpinned by data and evidence known at that time, the provisional outturn figures presented in this report demonstrate that the underlying pressures increased during the course of the year. Some of these pressures are one-off, largely related to non-delivery of savings and increased demand for services which have been addressed in the 2024/25 budget but there remains a risk that pressures will be over and above that which was assumed. Work is underway as part of the Quarter 1 monitoring process to understand any ongoing impact.
- 14.3. Furthermore, the impact of inflation persisting significantly above the 2% target and not falling at the rate forecast by Government when the 2024/25 Budget was set, suggests that additional price pressures are likely to be seen across **all** Directorates, not just the care services. It is also likely that the trend of increasing debt arrears will grow as residents and business also continue to be impacted by the high cost of living. The cost implications of meeting the additional demand for temporary housing and increasing interest rates, as the Bank of England seeks to reduce prevailing inflation rates, will have implications for financing our capital programme.
- 14.4. These pressures are being experienced across the sector and many London boroughs are also seeing this level of overspend and are highlighting overspends across one or more of Adults or Children's social care and temporary accommodation.
- 14.5. All of these factors means that the financial position remains challenging. Work has already progressed on developing the 2025/26 draft budget and all services are working to address the financial challenge facing Haringey over the next few years. The Council is in a position to develop a long term sustainable plan and remain in control of its financial position and all services will be reviewing all its spend to ensure every £1 is offering value for money and being delivered as efficiently as possible to deliver the outcomes in the Corporate Delivery Plan.

#### **Strategic Procurement**

- 14.6. Strategic Procurement notes the contents of this report and will continue to work with services to enable cost reductions through a review of contract spend and market management activities.

#### **Legal**

- 14.7. The Head of Legal & Governance has been consulted in the preparation of this report and makes the following comments.
- 14.8. 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. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

- 14.9. 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.

### **Equality**

- 14.10. 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.
- 14.11. 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.
- 14.12. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 14.13. This report sets out the provisional outturn for 2023/24 for the General Fund, HRA, DSG and the Capital Programme compared to budget which was set in March 2023. 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 Council's saving programme for 2023/24 was subject an equality impact assessment (EQiA) before being approved and the recommendations in the report are not anticipated to have a negative impact on any groups with protected characteristics.

## **15 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

## **16 Background Papers**

None



## Appendix 1 – Revenue Directorate Level Outturn

Directorate Level Outturn 2023/24						Appendix 1
Management Area	Revised 2023/24 Budget Less Depreciation	Outturn Less Depreciation	Net Revenue Transfers To / (From) Reserves	Outturn to Budget Variance (incl reserves)	Q3 Forecast to Budget Variance	Movement in Forecast Variance
<b>CORPORATE BUDGETS - NON SERVICE</b>	<b>37,750,162</b>	<b>35,041,246</b>	<b>0</b>	<b>-2,708,916</b>	<b>4,149,520</b>	<b>-6,858,436</b>
<b>CORPORATE BUDGETS - SERVICE</b>	<b>3,836,036</b>	<b>4,066,765</b>	<b>-301,838</b>	<b>-71,109</b>	<b>409,035</b>	<b>-480,144</b>
Legal & Governance	3,660,737	3,892,690	0	231,953	372,300	-140,347
Chief Executive	332,000	277,218	0	-54,782	0	-54,782
Corporate Finance	-156,701	-103,143	-301,838	-248,280	36,735	-285,015
<b>DIRECTOR OF CULTURE, STRATEGY &amp; ENGAGEMENT</b>	<b>9,553,302</b>	<b>8,753,327</b>	<b>126,961</b>	<b>-673,014</b>	<b>-160,160</b>	<b>-512,854</b>
Strategy & Communication	287,652	397,649	48,300	158,297	6,550	151,747
Human Resources	1,720,386	893,793	0	-826,593	51,058	-877,651
Digital Services	1,799,077	1,318,437	54,184	-426,456	-397,531	-28,925
Transformation & Resources	495,840	690,466	0	194,626	70,000	124,626
Libraries	4,392,577	4,558,481	0	165,904	80,128	85,776
Culture, Museums & Archives	857,770	894,500	24,477	61,207	29,634	31,573
<b>DIRECTOR OF ENVIRONMENT &amp; RESIDENT EXPERIENCE</b>	<b>28,142,543</b>	<b>32,239,295</b>	<b>914,266</b>	<b>5,011,018</b>	<b>-463,240</b>	<b>5,474,258</b>
Parking & Highways	-4,182,340	-3,302,496	0	879,844	-883,278	1,763,122
Community Safety, Waste & Enforcement	22,347,761	21,001,933	870,118	-475,710	-211,130	-264,580
E&N Management & Support	1,853,018	1,963,357	0	116,339	98,214	18,125
Parks & Leisure	2,818,840	3,305,292	44,148	530,600	394,761	135,839
Operational Facilities Management	339,490	768,911	0	429,421	297,801	131,620
Corporate & Customer Services	4,965,774	8,496,298	0	3,530,524	-159,609	3,690,132
<b>DIRECTOR OF ADULT, HEALTH &amp; COMMUNITIES</b>	<b>118,280,705</b>	<b>135,892,487</b>	<b>-2,506,404</b>	<b>15,105,378</b>	<b>16,149,301</b>	<b>-1,043,923</b>
Director of Adult & Social Services	73,250,459	85,385,467	-544,108	11,590,901	12,842,065	-1,251,164
Housing Demand	10,768,243	15,383,885	-1,106,133	3,509,509	2,908,891	600,618
Director of Public Health	19,325,469	19,100,432	198,012	-27,025	0	-27,025
Assistant Director for Commissioning	14,936,534	16,022,702	-1,054,175	31,993	398,346	-366,352
<b>DIRECTOR OF CHILDREN'S SERVICES</b>	<b>74,620,025</b>	<b>79,297,047</b>	<b>403,590</b>	<b>5,080,612</b>	<b>715,905</b>	<b>4,364,707</b>
Director of Children Services	2,526,742	2,361,606	62,996	-102,140	-101,430	-710
Commissioning	1,939,887	2,414,665	-661,240	-186,462	-13,751	-172,711
Prevention & Early Intervention	19,000,453	20,049,930	633,172	1,682,649	248,910	1,433,739
Children & Families	47,177,180	51,122,160	12,631	3,957,611	891,342	3,066,269
Assistant Director for Schools	3,975,764	3,348,687	356,031	-271,046	-309,166	38,120
<b>PLACEMAKING &amp; HOUSING</b>	<b>7,623,978</b>	<b>6,749,000</b>	<b>982,430</b>	<b>107,452</b>	<b>0</b>	<b>107,452</b>
Director of Housing_Regen_Place	298,056	35,173	0	262,883	-10,996	6,757,693
Capital Projects and Property	-1,408,323	-2,097,546	932,939	-243,716	29,358	214,358
Planning_Building Standards & Sustainability	3,424,827	3,655,961	-88,516	-142,619	-18,363	160,981
Regeneration & Economic Development	5,309,419	5,155,412	138,007	16,000	0	-15,999
<b>MANAGEMENT TOTAL</b>	<b>279,806,752</b>	<b>302,039,167</b>	<b>-380,995</b>	<b>21,851,421</b>	<b>20,800,361</b>	<b>1,051,060</b>

### Corporate Budgets: Non-Service Under Budget £2.709m (Qtr3 Over Budget £4.150m)

At Quarter 3, an additional budget pressure assumption of £4m was added to the corporate budget line. This was to recognise a number of potential additional costs that could materialise in year but at that time remained uncertain. These included:

- On-going uncertainty over the impact of inflation and high cost of living on service areas;
- A number of services were highlighting pressures related to income collection which at the year end was likely to lead to an increase in the bad debt provision;
- Complexity and complications being highlighted in the authority's housing benefit subsidy entitlements.

These pressures did materialise at the year end and through increased overspend in Directorates, particularly in relation to the Housing Benefit account (£3.3m) and bad debts provision (£1.7m).

The provisional outturn is a £2.709m underspend on the Corporate Budgets (Non Service line). The main variations include:

- £8m unapplied contingency budget;
- £4.2m underspend across treasury and capital financing budgets due to high interest rates (5%+) and higher than anticipated investment income and a strong focus on reducing the capital programme spend which reduced borrowing costs;
- £900,000 of additional external income and a review of historic balances no longer needed to be held.

These underspends have been offset by a number of overspends, including:

- Redundancy costs and an increase in the corporate bad debt provision top up (£1.8m);
- Increased bank charges, the apprenticeship levy and external audit fees (£550,000), all of which have been addressed in the 2024/25 budget; and Additional provisions in relation to property related claims, previously reported as a contingent liability.

## **External Finance**

### **Under Budget £2.6m (Qtr3 Balanced)**

The variation from budget since the last quarter is a result of:

- Late notification of grant funding from Government and some unexpected payments relating to the Business Rates Retention Scheme (£700,000).
- The higher than anticipated income for Council Tax and Business Rates compared to when setting the budget.

## **Corporate Budgets – Services**

### **Under Budget £71,000 (Qtr3 Over Budget £409,000)**

The £486,000 improvement in the Corporate budgets (services) line was predominately driven by an increase of £458,000 in the Strategic Procurement underspend to £586,000 at the year end. This was due to a change in funding source for the London Construction Programme (LCP) framework project which utilised flexible capital receipts and a high level of vacancies being held in Procurement Operations awaiting implementation of the restructure.

The financial position of Legal and Governance improved by £140,000 and was distributed across all the Service areas (Local Democracy, Legal Services, Coroners and Registrars) and the Chief Executive Officer budget underspent by £55,000. However, these underspends were offset by an increase in the overspend in Finance to £338,000 due to the increased cost of agency staff required to fill key roles at the Business Partner and Principal Accountant levels. Permanent recruitment is underway.

## **CULTURE, STRATEGY AND ENGAGEMENT**

### **Under Budget £673,000 (Qtr3 Under Budget £0.160m)**

The Culture Strategy and Engagement outturn underspend of £675,000 represents an improvement of £513,000 against the reported position at Quarter 3.

The main movement was within Human Resources (£896,000) where there was a combination of lower than anticipated levels of externally commissioned training and recruitment advertising spend and higher than anticipated vacancies in the Employment and Reward Team. This offset pressures in Strategy, Communications and Collaboration where staffing and running costs (£152,000), legal expenditure (£64,000) and Libraries energy costs (£72,000) were all higher than anticipated.

### **Environment & Resident Experience**

**Over Budget £5.011m (Qtr3 Under Budget -£463,000)**

Following a series of principle accounting adjustments the outturn position for the Directorate was an overspend of just over £5m. Given the diverse nature of the services, the financial position on the different services are set out separately below.

#### **OPS02 Parking & Highways**

**Over Budget £880,000 (Qtr3 Under Budget £880,000)**

The net overspend of £880,000 is mainly a result of the increase in the bad debt provision on Penalty Charge Notices (£1.610.000) and a required accounting change in respect of parking permit income (£1.800.000). Significant over achievement of income and holding vacancies in the CCTV, processing and compliance teams mitigated the majority of the impacts of these changes alongside offsetting increased salary costs, unbudgeted costs for energy inflation in respect of street lighting and unbudgeted rental costs.

Salary costs in the Business Hub and street lighting inflation costs are expected to continue into 2024/25.

#### **OPS03 Community Safety, Waste & Enforcement**

**Under Budget £478,000 (Qtr3 Under Budget -£200,000)**

The underspend of £478k in OPS03 Community Safety, Waste & Enforcement is mainly attributable to a £397k underspend in waste management client from higher income achieved, a £357k underspend in ASB & Enforcement Team due to lower staffing costs, a £120k underspend in Street Trading due to lower staffing costs, offset by an overspend of £230k in Waste Enforcement Team due to higher staffing costs and an overspend of £99k in Street Trading due to lower than budgeted for rent income.

#### **OPS07 Parks & Leisure**

**Over Budget of £531,000 (Qtr3 Over Budget £396,000)**

The overspend of £531k in OPS07 Parks & Leisure is mainly attributable to a £346k overspend in New River from a shortfall in leisure centre income and higher NNDR costs than budgeted for, a £148k overspend in Finsbury Park due to security costs, a £121k overspend in Bereavement Services due to a shortfall in income and a

£121k overspend in Events due to an income shortfall, offset by other minor underspends within the service.

### **OPS08 Operational Facilities Management**

#### **Over Budget £429,000 (Qtr3 Over Budget £298,000)**

The overspend of £429,000 is mainly a result of increased staffing and security costs and an increase in the cost of materials against an original budget pressure resulting from an error in budget profiling. These pressures are very likely to roll forward into 2024/25 but a recharge on the basis of full cost recovery will be explored to ensure the true cost of internal OFM services are reflected and accounted for.

### **OPS09 Corporate & Customer Services**

#### **Over Budget £3.582m (Qtr3 Over Budget -£160,000)**

The movement of the financial position since Quarter 3 is a result of pressures in Housing Benefit (HB) which accounts for £3.3m of the final variance. This pressure had been held corporately and therefore does not represent a material change to the financial position between Q3 and Outturn, however as the service do hold a budget for this stream it has created a variance in the service position quarter on quarter.

This overspend is due to the need to increase the existing provision for bad debts those clients still receiving incorrect benefits (£1.6m) plus the impact of reduced subsidy mainly driven by local authority error overpayments. The service has initiated reviews of the main drivers of the errors in particular and strategies to recover any arrears as soon as possible.

The pressure was anticipated at Quarter 3 but there remained uncertainty on the actual figure.

## **CHILDREN'S SERVICES**

#### **Over Budget £5.081m (Qtr3 Over Budget £716,000)**

Overall, the Directorate overspent by £5.081m, an adverse movement of £5.1m since Q3. The main reasons for the variations are set out below.

#### **Children and Families**

(Final budget £47.2m, Draft Outturn £51.1m, adverse variance of £3.9m, an adverse movement of £3.1m from Q3). A reported forecast pressure of £900,000 on placements and staffing had been reported at Quarter 3. The increased costs across placements identified during February and March 2024 (£2.3m) not previously forecast were as a result of data quality issues following the migration to Liquidlogic from Mosaic. In addition, following discussions on joint funding of some placements has resulted in additional costs (£460,000) being borne by the Council and higher than expected costs for intentionally homeless families and those with no recourse to public funds.

#### **Prevention & Early Intervention**

(Final Budget £19.0m, Draft Outturn £20.7m, adverse variance of £1.7m, an adverse movement of £1.4m from Q3)

Across the financial year the forecast overspend had been reported consistently at around £300,000. However, at the end of the year two further issues emerged increase the overspend to £1.7m.

Clarification was received from the Education and Skills Funding Agency that recharges to the Dedicated Schools Grant (DSG) for Education Psychology Services were not permissible which resulted in £647,000 of costs now being borne by the General Fund. In addition, in reviewing expenditure for Special Educational Needs Transport it was discovered that no accrual had been made for March 2023 expenditure in the 2022/23 accounts and therefore these additional costs of £600,000 fell in 2023/24, to make the correction it resulted in 13 months expenditure being incurred in 2023/24.

### **Children's Commissioning**

Overall, the children's commissioning function had a small overspend at the year as a result of positive contract management discussions with providers that has resulted in some reduced costs.

Schools General Fund (Final Budget £4.0m, Draft Outturn £3.7m, positive variance of £300,000, no change from Q3)

## **ADULTS, HEALTH AND COMMUNITIES**

### **Over Budget £15.105m (Qtr3 Over Budget £16.149m)**

Overall, the Directorate overspent by £15.105m, a £1.0m improvement compared to Qtr3. The main reasons for the variations are set out below.

**Adult Social Services** ended £11.6m overspent which was a £1m improvement from Qtr3. The financial pressure on the adult social care placements budgets remained throughout the financial year and this has been addressed as part of the 2024/25 budget growth approved by the Council in March 2024. The price of care packages has remained in line with neighbouring authorities but the pressure on the budget is being driven by increased numbers and increased complexity of need.

**Housing Demand** (Final Budget £10.8m, Draft Outturn £14.3m, adverse variance £3.5m, £600,000 adverse movement since Q3)

The pressures on temporary accommodation (TA) budgets have remained throughout the financial year, where the increase reported at outturn reflects those ongoing pressures as numbers continue to increase and supply of suitable accommodation remains challenging. Rent income collection levels reached 91% at year end but remains below the target of 96.78%. The income collection levels in TA have been affected by capacity income collection team. Steps have been made to address capacity by recruiting to vacant posts.

Public Health (Final Budget £19.3m, Draft Outturn £19.3m, balanced budget as reported at Q3), balance on public health grant transferred to PH reserve, £243,000.

## **PLACEMAKING & HOUSING**

**Over Budget £107,000(Qtr3 Balanced)**

### **Director Of housing Regeneration & Place £0.263m underspend.**

The underspend is a result of a £33,000 increase in the recharge the Council could make to the NLWA for the provision of support services. and the release of some of the bad debt provision.

### **Capital Projects & Property £214,000 overspend.**

There was an increase in the bad debt provision in Strategic Property of £184,000 and due to the reductions in the overall level of capital expenditure it was not possible to recharge all costs being incurred to schemes leading to an under recovery of cost. This has been addressed through a lower cost base in 2024/25 to reflect a lower capital programme.

### **Planning Building Standards, & Sustainability over spend of £161,000**

In 2022/23 income was incorrectly credited to this area and in 2023/24 it was reversed out causing an overspend £161,000.

## **Dedicated Schools Grant (DSG) & Schools**

**Over Budget £1.885M (Qtr3 Over Budget £2.498m)**

- DSG
  - On overall funding of £215.4m, total expenditure incurred was £217.3m. The overspend on the High Needs Block of £2.9m was largely in line with the plan within the Safety Valve. The final position for the Early Years block is that £849K is being transferred to earmarked reserves as it is subject to a clawback adjustment. Every year the DfE allocates indicative funding based on two actual Spring Census counts and one estimated. Following a review of actual 23/24 Spring term by July, the DfE recoup money through a clawback adjustment and any money not clawed back is then ringfenced in a reserve for the Early Years Working Group to allocate.
- Schools
  - At a school level the number of schools in deficit on 31<sup>st</sup> March has increased from 24 to 33 with only 12 schools returning an in year surplus. Overall school balances fell from £4.7m surplus to £200,000 deficit by 31<sup>st</sup> March 2024 continuing the trend over the past 3 years. Haringey like most London boroughs is seeing a significant decline in primary school rolls, following population trends of school age children.

## **Housing Revenue Account (HRA) Over Budget £2.710m (Qtr3 Over Budget £3.082m)**



The Housing Revenue Account end of year position is an overspend of £2.710m meaning a surplus of only £5.528m compared to an expected surplus of £8.238m which is a slight improvement of £372,000 compared to that reported in Quarter 3. One of the main reasons is the high cost incurred in the use of external solicitors to deal with disrepairs cases, which increased tremendously in 2023/24. There are also associated cost for tenant's compensation and payments for the works. In addition, there was an underachievement of budgeted income due to voids and an underachievement of income due to delay in completion of Walter Tull House new build scheme. This scheme was expected to complete mid-year 2023/24 delivering 131 units. The scheme was not completed at year end. There are also additional costs due to unplanned investment in existing stock aimed at tackling the issue of damp & mould, and other health and safety compliance works because of our self-referral to the housing regulator

The end of year position includes a £4.922m of HRA Reserve drawdowns which was in 3 tranches - £3.6m for Legal Disrepair, £980,000 for Fire Stopping and bin chutes works & £300,000 for the Tenants Hardship Fund.

The additional funding is targeted at reducing the backlog of disrepair cases and carrying out repairs and voids works to minimise the pressures going forward.

<b>HRA BUDGET 2023/24 - EOY Outturn</b>	<b>2023/24 Budget</b>	<b>EOY 2023/24 Actual Outturn</b>	<b>EOY 2023/24 Variance to Budget</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Housing Revenue Account (HRA) - Income	(126,680)	(124,142)	2,539
Housing Revenue Account (HRA) - Expenditure	118,442	118,613	172
<b>HRA Net Income</b>	<b>(8,238)</b>	<b>(5,528)</b>	<b>2,710</b>
<b>Housing Revenue Account Projected Surplus</b>	<b>(8,238)</b>	<b>(5,528)</b>	<b>2,710</b>
<b>Balance of HRA Account</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Appendix 2 – HRA Outturn

<b>HRA BUDGET 2023/24 - EOY Outturn</b>	<b>2023/24 Budget</b>	<b>EOY 2023/24 Actual Outturn</b>	<b>EOY 2023/24 Variance to Budget</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Service Charge Income - Hostels	(270)	(541)	(271)
Rent - Hostels	(1,522)	(1,808)	(286)
Rent - Dwellings	(93,987)	(90,551)	3,436
Rent - Garages	(744)	(756)	(12)
Rent - Commercial	(1,096)	(661)	435
CBS - Lease Rental Income	(2,691)	(3,172)	(481)
Income - Heating	(1,997)	(1,169)	828
Income - Light and Power	(2,491)	(2,105)	386
Service Charge Income - Leasehold	(7,881)	(8,219)	(338)
Serv ChgInc SuppHousg	(1,667)	(1,629)	38
Service Charge Income - Concierge	(1,680)	(1,637)	43
Grounds Maintenance	(2,347)	(2,346)	1
Caretaking	(2,117)	(2,093)	24
Street Sweeping	(2,550)	(2,533)	17
HRA budget release from Reserve	(3,641)	(4,922)	(1,281)
<b>HRA Income</b>	<b>(126,680)</b>	<b>(124,142)</b>	<b>2,539</b>
Supported Housing Central	652	745	93
Housing Management WG	25	10	(15)
Housing Management NT	29	62	33
Housing Management Hornsey	-	29	29
TA Hostels	262	646	384
Housing Management ST	10	-	(10)
Housing Management BWF	12	1	(11)
Rent Accounts		289	289
Accountancy		1	1
Under Occupation	177	59	(118)
Repairs - Central Recharges	2	5	3
Responsive Repairs - Hostels	403	549	146
Water Rates Payable	32	5	(27)
HousMgmntRechg Cent	4,501	4,421	(80)
Other RentCollection	144	142	(2)
HousMgmntRechg Energ	3,140	3,467	327
Special Services Cleaning	4,008	4,064	56
Special Services Ground Maint	1,981	1,916	(65)
HRA Pest Control	321	241	(80)
Estate Controlled Parking	151	12	(139)
Supporting People Payments	1,398	1,399	1
Bad Debt Provision - Dwellings	2,930	3,342	412
Bad Debt Provision - Leaseholders	189	(473)	(662)
Bad Debt Prov - HRA Commercial Properties	-	(25)	(25)
Bad Debt Provisions - Hostels	70	(63)	(133)
HRA- Council Tax	428	1,011	583
Housing Strategy Team	481	416	(65)
Housing Delivery Team	-	91	91
Anti Social Behaviour Service	654	563	(91)
Interest Receivable	(200)	(3,407)	(3,207)
Corporate democratic Core	644	567	(77)
Leasehold Payments	-	80	80
Landlords Insurance - Tenanted	360	458	98
Landlords - NNDR	115	111	(4)
Landlords Insurance - Leasehold	1,361	1,875	514
Capital Financing Costs	18,585	17,244	(1,341)
Depreciation - Dwellings	21,457	22,886	1,429
Community Benefit Society	-	106	106
GF to HRA Recharges	2,536	2,889	353
Estate Renewal	1,204	1,247	43
Regeneration Team	-	300	300
Operational Dir Housing Serv & Buil	7,735	6,849	(886)
Housing Management	13,501	13,894	393
Property Services	27,219	29,500	2,281
Housing Improvement Plan (HIP)	1,700	863	(837)
<b>HRA Expenditure</b>	<b>118,442</b>	<b>118,613</b>	<b>172</b>
<b>HRA Net Income</b>	<b>(8,238)</b>	<b>(5,528)</b>	<b>2,710</b>
<b>Housing Revenue Account Projected Surplus</b>	<b>(8,238)</b>	<b>(5,528)</b>	<b>2,710</b>
<b>Balance of HRA Account</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Appendix 3 - Capital Outturn, Carry Forward Requests and Financing



This appendix provides the detail of the Capital Programme on a scheme by scheme basis – comparing the outturn position to the Quarter 4 budget.

The appendix also sets out the requested carry forwards with reasons supporting the request. This is followed by a high-level commentary on each service area. Of the total General Fund underspend of £140.4m, £139.4m has been requested to be carried forward.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
101	Primary Sch - repairs & maintenance	5,270	3,166	(2,103)	1,337	E	5 new sets of works were in the process of being tendered and awarded at the end of the 23/24 financial year. The costs of these works were intended to be taken from the budget for that year and there is no room in the budget for the 24/25 financial year to accommodate the essential works to these local authority maintained school sites.
102	Primary Sch - mod & enhance (Inc SEN)	9,197	5,693	(3,504)	3,504	H & E	Fewer projects were delivered in the last FY than originally planned due to the need to review council finances in year. A number of scheme have, therefore, been carried forward into this FY, so that the carry forward will be used to fund their delivery, as well as new schemes due to commence in this FY. These projects address significant health and safety issues that fall to the LA to address, and other condition needs that would put the respective schools at risk of closure if not resolved.
110	Devolved Sch Capital	531	506	(25)		E	This capital grant is passed through to schools
114	Secondary Sch - mod & enhance (Inc SEN)	583	2,662	2,080	(2,080)	H & E	This overspend will be funded by DfE grant to cover the RAAC cost
117	Children Safeguarding & Social Care	26		(26)		H	carry forward not required as spend was charged against the revenue budget
121	Pendarren House	546	150	(396)	28	H	The financial commitment to complete works to the Annex (Phase 2) is circa £28k.
123	Wood Green Youth Hub		8	8		H	Scheme completed
124	In-Borough Residential Care Facility	300	70	(230)	230	S	Carry forward required to enable scheme to continue
125	Safety Valve	500	296	(204)	204	E	This is part of the Safety Valve Programme ( funding from the DfE and LBH) for the delivery of School Resource Provisions over a three year programme. The slippage relates to the delayed start in the schools due to the extended consultation process adopted to engage Schools to deliver Resource Provisions. However work is now underway of which with Schools and contracts are in place with Providers to commence work on
<b>Children's Services</b>		<b>16,952</b>	<b>12,551</b>	<b>(4,401)</b>	<b>3,223</b>		

Primary School Repairs and maintenance underspend was £2.103m. The scheme was adversely affected by delays to the preparation of tenders in 2023/24 so there was limited spend. These projects Primary School Modernisation & Enhancements underspend was £3.504m. A number of schemes were delayed when the capital programme was paused to reassess its affordability.

Spend on Secondary School Modernisation & Enhancement exceeded budget by £2.080m, which can be largely attributed to the RAAC works in FY 2023/24. A focus on delivering the works requires to remediate the RAAC found in schools meant that some other schemes have been delayed.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend / Overspend) (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
201	Aids, Adap's & Assistive Tech -Home Owners (DFG)	2,678	1,761	(918)	918	E	This underspend is fully offset by overspend on scheme 210
209	Assistive Technology	962	447	(515)	515	H	The A2D programme is underway. Red Alert is the installation provider that has been commissioned and Careium and Chiptec are our preferred suppliers. There has still been issues with NRS providing equipment and we are sourcing alternative routes to procure. Although there are issues with providers as a result as so many organisations are ensuring meeting the 2025 deadline for switch over. We have installed 423 (209 by Red Alert) and approximately 977 are remaining. This remains critical as the analogue switch off is imminent, but the programme is on track to meet the required timelines
210	Capitalisation of LA Community Equipment's	0	1,456	1,456	(1,456)	E	This overspend is going to be funded by the DFG grant
211	Community Alarm Service	177	177			H	Not applicable
213	Canning Crescent Assisted Living	1,109	209	(900)	900	H	The carry forward is required to meet contractual commitments.
214	Osborne Grove Nursing Home	267	257	(10)		H	There is no current financial commitment for works at Osborne Grove.
217	Burgoyne Road (Refuge Adaptations)	0	(1)	(1)		E & S	Nil spend. Credit balance is insignificant and relates to GRIR reversal
221	Social Care System Implementation	1,983	1,911	(72)	72	H	There are contractual commitments in place, hence the need for a carry forward
223	Welbourne Health Centre	3,152	3,152			E	Not applicable
225	Locality Hub	126	7	(119)	119	H	Works have been delayed and this money remains committed. Full programme on Forward Plan for Sept Cabinet sign off.
<b>Adults, Health &amp; Communities</b>		<b>10,454</b>	<b>9,374</b>	<b>(1,080)</b>	<b>1,068</b>		

Overall, the AHC capital programme spent 90% of the budget allocated. There are 4 significant variances: Aids, Adaptations & Assistive Technology and the Capitalisation of LA community Equipment budgets need to be taken together as they are both funded via the disabled facilities grant. Taken together there is a combined overspend of £0.538m, which will be funded by DfG grant allocation. Assistive Technology budget underspent by £0.515m due to difficulties with its supply chain's ability to deliver equipment. Canning Crescent project which had an underspend of £0.9m. This is due to the need to procure a new contractor when the originally appointed contract went into administration.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
301	Street Lighting	839	845	6	(6)	H	To be offset in future years budgets
302	Borough Roads	7,727	7,812	85	(85)	H & E	To be offset in future years budgets
303	Structures (Highways)	50	420	370	(370)	H	To be offset in future years budgets
304	Flood Water Management	670	646	(24)	24	H	Ongoing resident engagement process as part of the co-production commitments to complete collaborated project work has delayed elements of the work
305	Borough Parking Plan	407	222	(184)	184	H	Ongoing resident engagement process as part of the co-production commitments to complete collaborated project work has delayed elements of the work
307	CCTV	471	342	(129)	129	H	This capital slippages is required to meet contractual commitments
309	Local Implementation Plan(LIP )	1,502	1,591	88	(88)	E	Overspend to be offset from 2024/25 LIP grant award
310	Developer S106 / S278	250	129	(122)	0	E	Scheme currently under implementation and is externally funded
311	Parks Asset Management:	692	772	80	(80)	H	To be offset in future years budgets

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
313	Active Life in Parks:	1,107	723	(384)	384	H & E	Full carry forward required to meet commitments for NCIL funded Schemes. Some grants haven't been applied against works undertaken in 23/24 which has reduced carry forward position but will need to be used to fund
314	Parkland Walk Bridges	350	491	141	(141)	H	The overspend will need to be funded from future years budget.
322	Finsbury Park	300	274	(26)		S	Capital funded from events income so no request to carry forward.
323	Parking Strategy	0	(2)	(2)		H	Nil spend. Credit balance is insignificant and relates to GRIR reversal
325	Parks Vehicles	360	46	(314)	314	S	Balance to be carried forward in order to fund vehicle purchase subject to identifying revenue savings.
328	Street & Greenspace Greening Programme	78	319	241		H & E	This is being funded by additional grant not recognised in the 2023/24 budget
329	Park Building Carbon Reduction and Improvement Programme	0	(12)	(12)		S	Nil spend. Credit balance is insignificant and relates to GRIR reversal
331	Updating the boroughs street lighting with energy efficient LED Lamps	77	93	16		H	The overspend will need to be funded from future years budget.
332	Disabled Bay/Blue Badge	311	153	(157)	157	H	Ongoing resident engagement process as part of the co-production commitments to complete collaborated project work. This scheme is required to meet Councils objectives and improve the disabled's ability to stay connected to the community and stay involved and active.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend / Overspend) (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
333	Waste Management	262	162	(100)	100	H	Continuation of recycling-on-the-go litter bin rollout as part of Destination 50% manifesto pledge. This sum is committed under an ESPO procurement framework contract
334	Parks Depot Reconfiguration	0	6	6	(6)	H	£6k against a post budget pause projection of £50k. Can be offset against underspend on scheme 329.
336	New River Sports & Fitness	30	184	154		H E S	During Budget Pause and in subsequent quarter reporting it has been indicated that spend would be required to maintain the leisure centre in a safe condition and meet revenue income targets. This spend includes £60k of grant funded works.
335	Streetspace Plan	3,773	315	(3,458)	3,458	E	The £5.1 SCIL has been allocated to a number of schemes over a 5 year period, the schemes are to be implemented between 2024-2026 full spend is expected.
338	Road Danger Reduction	1,097	1,014	(83)	83	H	A commitment has been made for this funding; purchase orders raised to the contractor, construction commenced in 23-24 and will be completed in 24-25.
339	Wildflower Meadow Planting	0	33	33		H	The overspend will need to be funded from future years budget.
340	Wolves Lane: Market Garden City	160	160			H	Project completed.
119	School Streets	660	221	(438)	438	H & E	capital slippage request to continue with the programme
444	Marsh Lane	251	38	(214)	214	H	Budget to be transferred to contingency
<b>Environment &amp; Resident Experience</b>		<b>21,422</b>	<b>16,995</b>	<b>(4,427)</b>	<b>4,709</b>		
Overall, the E&RE capital programme spent 79% of the budget allocated. There are a range of variances set out above with only 1 significant variance in the Streetspace Plan budget. This programme has a number of interventions all of which require extensive consultation which can make profiling expenditure uncertain.							

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
401	Tottenham Hale Green Space	2,356	444	(1,912)	1,912	H & E	Cabinet decision for Landscape contractor for £1.3m the Paddock was approved in May 24. Programme has been delayed on the Paddock and is due to start in July 24. Park View Underpass works to the value of £600k due to start on site in Aug 24. Both projects have been delayed due to extended negotiations with Thames Water and Network rail regarding property matters and permissions to work on their assets.
402	Tottenham Hale Streets	4,678	2,241	(2,437)	2,437	H & E	This programme of works is committed and in delivery currently and includes Ashley Road, Burddock Road, Park View Road and Chesnut Road. Works were delayed to accommodate the alignment with DEN Enabling Works. This caused a delay to start of works on-site and also extended the programme.
404	Good Economy Recovery plan	2,890	158	(2,732)	2,732	H & E	This carry forward is composed of two elements: £1.888m of LBH borrowing and £0.884m of grant. It is proposed to move £1.0m of the LBH borrowing to the approved capital contingency in Q1 with the balance being carried forward to the scheme
406	Opportunity Investment Fund	251	188	(63)	63	H	A continuing loans to business offer, also funded by loan repayments
408	Down Lane Park	1,604	1,366	(237)	237	H & E	Works are on-site and progressing well. Underspend is due to delays on-site caused by periods of heavy rainfall through the spring during the earth works.
411	Tottenham Heritage Action Zone (HAZ)	3,775	2,249	(1,526)	1,526	H & E	The HAZ programme is funded by Historic England as part of the grant agreement approved at Cabinet in July 2020. Programme has been delayed by a series of unforeseen circumstances, including the length time required to secure planning permission and relevant legal agreements, and the need to identify cost saving measures, revise the scope of works and/or identify additional sources of funding to address increasing construction costs. Contractual commitments with contractors to spend the moneys are being finalised. All Historic England funding has been spent first and claimed at the end of March 24.
415	North Tott Heritage Initiative	348	0	(348)	348	H	This needs to be moved/virement to scheme 474. Please note that a scheme consolidation exercise is underway to ensure that budget are finalised in areas of delivery.
452	Low Carbon Zones	150	21	(129)	129	E	This funding is Carbon Offsetting funding which has been allocated to address fuel poverty. The funding was to be used to top-up GLA funding. There have been issues with this process and we have redesigned our approach and the
457	Future High Street Project	14,456	6,569	(7,887)	7,887	H & E	The programme is funded by DLHC/FHSF grant as per grant agreement signed in June 2021. We have spent all FHSF grant first as of March 2024. The remaining spend is committed LBH capital match funding that has been reprofiled into future years to ensure that external funding spend requirements were met. The slippage will support delivery of the programme.
458	SIP - Northumberland PK BB & Workspace/Biz Support	1,525	292	(1,233)	1,233	E	A continuing external funded programme of work on broadband provision, workspace provision at the Wood Green Enterprise Hub and the NRC and SIP funded business support
459	Wood Green Regen Sites	157	323	166	0	H & E	This scheme includes the ongoing Turnpike Lane Improvement Plan and Wood Green Central projects. - The Turnpike Lane Public Realm and Shopfront improvements will include the completion of the design phases (RIBA stage 3-4) and the commencement in January 2025 of construction works for the Shopfront and Public Realm improvements. - Wood Green Central is currently out to tender for the multidisciplinary team to deliver the Wood Green Central Delivery Plan. Work on this to commence Summer 2024 and should conclude in Autumn 2025. Scheme 459 overspend is to be met by schemes 480 which underspent in FY23/24 (all schemes to be merged into one this FY so can, in effect now be considered as one scheme)



Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
465	District Energy Network (DEN)	300	322	22	(22)	S & E	Funding required to complete next phase of the project
471	Tailoring Academy Project	15	9	(6)		E	Final payments for the Fashion Academy
473	Enterprising Tottenham High Road (ETHR)	1,334	211	(1,123)	1,123	H & E	The delivery on the Trampery - 639 will complete Summer 2024 and the slippage is committed to support delivery.
474	Tottenham High Road Strategy	603		(603)	602	H	Match funding to support FHSF primary focus and HAZ as per Cabinet decision on BGPC budget extension in addition to Tottenham Green Market infrastructure to be installed in Summer 2024.
475	Heart of Tottenham (HOT)	0	1	1		H	The project has concluded and the overspend is to be offset by scheme 474. Please note this outstanding from a request in Oct 2020.
478	Wood Green Good Growth Fund	1,017	820	(197)	197	H & E	This scheme includes the ongoing Enterprise Hub and School Streets projects as well as the Nighttime Economy Strategy. - Enterprise Hub - Process of getting into contract with supplier completed
479	54 Muswell Hill Health Centre	100	0	(100)		H	This budget is no longer required as project is no longer going ahead
480	Wood Green Regen (2)	924	356	(567)	401	H & E	This Scheme includes the ongoing Wood Green Common, Penstock Tunnel and Eat Wood Green projects. - Wood Green Common first phase of works commencing on site summer
483	Productive Valley Fund (SIP)	879	317	(562)	562	E	A continuing loans to business offer, also funded by loan repayments
488	Liveable Seven Sisters (LSS)	1,019		(1,019)	1,019	H	Programme has been delayed due to the requirement to undertake a major strategic engagement piece (Shaping Tottenham) before progressing this strand of work. Allowing Shaping Tottenham has fed into the multi-
493	Bruce Grove Yards (BGY)	218		(218)	218	H	Match funding to support FHSF primarily Your Bruce Grove.
4001	Maintenance of Tottenham Green Workshops	1	1	0		H	Not applicable



Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
4002	Northumberland Park estate area public realm	928	539	(389)	389	E	Public realm improvement works are near complete for phase one the of the project. REDB approved a PID for Phase 2 works in March 2024 with a target completion date of March 2025
4005	SME Works pace Intensification	1,911	162	(1,749)	1,749	H & E	Budget for the Opportunity Haringey Workspace Fund with expectations to offer workspace funds to successful projects this year
4007	Tottenham Hale Decentralised Energy Network (DEN)	1,500	1,504	4	0	S & E	Funding required to complete next phase of the project
4008	Wood Green Decentralised Energy Network (DEN)	1,800	481	(1,319)	1,319	S & E	Funding required to complete next phase of the project
4010	Selby Urban Village Project	4,406	618	(3,788)	3,788	S & E	The required cost optimisation and redesign at RIBA Stage 2 to bring down costs meant the budget for 2023/24 to cover design and planning fees was underspent as these activities were delayed by a year. There has also been an a longer approval process for GF and HRA elements of the scheme. This has extended the RIBA 3 design and planning application programme to 2024/25 financial year. The RIBA 2 cost optimisation exercise is now complete and a multidiscipline design team has been instructed to progress with RIBA 3 design and submission of three planning applications which cover the masterplan area. A Gateway 2 report will be submitted for approval ahead of a planning submission this summer.
4011	Commercial Property Remediation	500	28	(472)	472	H	This capital slippage will be transferred to the capital contingency
4014	Walking and Cycling Action Plan (WCAP) LTN delivery	1,200	1,098	(102)	102	E	Ongoing scheme, funding required to make LTN permanent
4015	Walking and Cycling Action Plan (WCAP) Strategic cycle route delivery	642	265	(377)	377	E	ongoing schemes design completed scheme currently at consultation stage funding required to implement the schemes.
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) delivery	200	200	0	0	E	ongoing schemes design completed scheme currently at consultation stage funding required to implement the schemes.
316	Asset Management of Council Buildings	7,197	3,950	(3,247)	3,247	H	Contractual commitments and on going demand for expenditure on the estate require that a carry forward is requested.
<b>Placemaking &amp; Housing</b>		<b>58,885</b>	<b>24,737</b>	<b>(34,148)</b>	<b>34,047</b>		

Tottenham Green Spaces & Tottenham Hale Streets should be taken together. The schemes have a total underspend of £4.3m which has arisen due to a variety of delays mainly centred around getting 3<sup>rd</sup> party agreement. These schemes are now largely committed. The Good Economy Recovery Plan is carrying forward mainly unspent grant. The Future High Street Fund is underspent by £7.887m. The Council, with DLUHC agreement prioritised the spending of the grant element of the programme and the carry forward is the Council's agreed match funding. SIP is a 100% (£1.2m) grant programme that need to be carried forward. Enterprising Tottenham High Road (£1.123m) is grant funded and committed to the Tampere scheme that has been delayed due to a range of factors. Liveable Seven Sisters' (£1.0m) delivery time has been extended due to extensive local consultation (Shaping Tottenham) that has allowed the consultation to feed into the programme. Small & Medium Enterprise Workspace Intensification (£1.739m) programme procurement has been delayed since the focus was changed recently. Wood Green DEN has been the subject of a review that has elongated the programme. Selby Urban Village project (£3.788) has been through a number of design reviews in order to bring the scheme within the budget envelope that has delayed delivery. Asset Management of Council Buildings (£3.247m). There are number of contractual commitments that will need to be honoured and there are continuing calls this budget for urgent health and safety works

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
602	Corporate IT Board	3,879	1,217	(2,662)	2,662	H	Committed. There is 500k allocated to 607 in 24/25 for Financial Mgt system replacement; and committed Support for Corporate IT projects; Web, Data Driven Council, AI workflow, RPA, Automation for residents, Web-bots, SIP/PCI-DSS secure Payment platforms, SAP enhancements, Call recording; Incident mgt, Lic and asset mgt platform. The underspend against the fund is due to the nature of the projects being associated with investment over more than one-year, multiple years.
604	Continuous Improvement	794	696	(98)	98	H	Continuous improvement has projects that will span more than one year. There has always been agreement that carry over will happen as this is used to continue to fund current projects or fund new ones. No limited to firewall replacement, Upgrade and replacement of the 2 Factor authentication, and upgrade/replacement Adaptive Security appliance are in progress.
605	Customer Services (Digital Transformation)	448	452	4	0	H	This scheme is closed, No further charges are anticipated against this.
607	Financial Management System Replacement	1,613	337	(1,277)	1,277	H	Source to Pay (S2P); Contract has been awarded; and the project is in delivery. Additional budget pressure will be met through additional funding in 24/25 that has been identified. 500k additional funding was secured and placed in scheme 602. The Budget is Fully committed.
621	Libraries IT and Buildings upgrade	2,303	1,277	(1,026)	1,026	H	This budget is contractually committed
623	Wood Green Library	1,498	0	(1,498)	1,498	H	This budget is contractually committed
624	Digital Together	406	138	(268)	268	H	The budget is committed to enable the delivery of the £2.8m Think Haringey First savings - with additional support from FUCR (which has caused a budget pressure 24/25 - due to the loss of FCR 23/24, and end of year financial adjustment due to the overall council out-turn).
653	Capital Support for IT Projects	534	340	(194)	194	H	This is fully committed, with a residual budget pressure as a result of financial adjustments in closure of 23/24; which will need further consideration 24/25 and provides the support required for delivery of BAU Digital IT projects. E.g. Sdwan, Broadband and SIP. - Due to industry changes in delivery of Voice and Data services.
655	Data Centre Move	910	156	(754)	754	H	The Budget is committed with a Key decision being presented for cabinet approval; having undertaken a procurement activity to enable the release savings and the closure of Riverpark House. Additional financial support in 24/25 will provide the budget required by the programme.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
656	BT Big Switch Off	1,000	157	(843)	843	H	This is fully committed, Legislative changes – retirement of Copper PSTN services Dec 2025.... Requiring Capital and revenue commitment to remediate the Councils affected services. A significant commitment is required by the council, which is underway, along with new Contractual commitments with Suppliers (likes of Virgin media and BT, 3rd Party to enablement).
657	Corporate Laptop Refresh	400		(400)	400	H	Planning has started re the Windows 11 upgrade and a large number of laptops will need to be replaced. This work was re-profiled, ensuring value for the council and Workforce planning is in place; Capital was re-profiled through Budget fortnight and Capital review taking place in budget setting. Digital Services have under taken market engagement with Procurement to determine the route to Market (Tactical urgency around failing devices in need of replacement (Additional growth in the Council) and the longer term requirement); to enable delivery of Windows 11 and the New corporate offer. The Council have circ 4100 employees.
658	ERP - Full Replacement (Investigation Only)	200	46	(154)	154	H	EA and ERP Board have committed their support, seeking review and discovery phase to develop or re-platforming of the Council finance Platform SAP. The council have agreed to further work and an award of contract to aid the current investigation and review to present the Full business case – with current estimates unbudgeted of £15-20m; as the Councils current platform approaches End of Life and deemed no longer fit for purpose.
659	M365 Additional Functionality	800	131	(669)	669	H	Carry forward required as spend on this project is contractually committed
447	Alexandra Palace - Maintenance	470	470			H	This is a capital grant to the palace for capital maintenance
464	Bruce Castle	50	261	211	(211)	S	This overspend will be offset from future years budget
330	Civic Centre Works	4,016	2,230	(1,786)	1,786	S	The slippage/understand is because the previous forecast project spend, was based on an earlier programme and procurement route than that has been taken, and the current forecast was unable to be updated in time to be reflected in 2023/24's budget. The previous forecast assumed a main contractor appointment would've been in place before the end of the 2023/24 financial year. The change in programme was following the completion of the RIBA Stage 2 design, where an extended value engineering process and re-design was required to bring the project within budget. The carry forward of the slippage is required to fulfil the commitments to the consultancy fees contracts and the future building contract.

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend) / Overspend (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
421	HRW Acquisition	75,800	1,742	(74,058)	74,058	E	A compulsory purchase order (CPO) was confirmed for HRW Phase A in February 2024. All slippage from 23/24 should be carried forward to cover the costs of future acquisitions. The council is indemnified against these costs by agreement with Lendlease and the same agreement also obliges the council to make these acquisitions.
429	Site Acq (Tott & Wood Green)	0	182	182	0	S	Overspend to be offset in scheme 430 to cover Wards Corner costs.
430	Wards Corner Development	5,332	65	(5,267)	5,085	S	Capital slippage is required, as acquisition of third party property and site surveys are continuing. There is a commitment to deliver on the Cabinet decision of July 2022 for a Council-led approach to the site. Slippage is due to the fact that it is not possible to put a definitive timetable on third party negotiations/acquisitions. Please note there are overspend in scheme 429 (£181,684) relating to Wards Corner.
509	CPO - Empty Homes	2,673	0	(2,673)	2,673	S	Of the 5 properties that were put to Cabinet for CPO in 2023/24 only one remains not brought back into use. This case has been presented to Secretary of State and the owner has appealed. The case is likely to go to public enquiry. The Capital budget is required to evidence to Sof S that the Council has the means to purchase should a positive decision be upheld in our favour. This carry over is therefore required to support this case and any further CPO proposals in 2024/2025 that are presented to cabinet.
699	P6 - Approved Capital Programme Contingency	3,698	587	(3,112)	3,112	H	It is recommended that the contingency is carried forward into 2024/25
<b>Enabling Budgets</b>		<b>87,503</b>	<b>2,575</b>	<b>(84,928)</b>	<b>84,928</b>		
Overall, the enabling budgets spent only 3% of the budget allocated. This level of spend is not surprising as the budget are largely dependent on the actions of third parties. So the incidence and timing of spend is very difficult to forecast.							
<b>TOTAL GF CAPITAL PROGRAMME (Excl. Enabling Budgets)</b>		<b>127,035</b>	<b>71,566</b>	<b>(55,469)</b>	<b>54,465</b>		
<b>TOTAL GF CAPITAL PROGRAMME (Incl. Enabling Budgets)</b>		<b>214,538</b>	<b>74,141</b>	<b>(140,397)</b>	<b>139,393</b>		

Scheme Ref. No.	Scheme Name	23/24 Full year Revised Budget (£'000)	23/24 Final Outturn (Draft) (£'000)	23/24 Variance (Underspend / Overspend) (£'000)	23/24 Capital Slippage (C/F) (£'000)	Funding Source	Reason for carry forward request
202	HRA - P2 Aids, Adap's & Assist Tech - Council	1,139	1,505	366	0		Overspend to be offset from future years budget
550	New Homes Acquisition	45,306	33,294	(12,012)	0		No carry forward required
551	Existing Home Acquisitions - TA	22,698	14,817	(7,881)	7,250		The majority of this underspend relates to delays to start and completion of void works. The properties have been purchased and void works scheduled to be undertaken.
552	HRA – P5 Carbon Reduction	14,579	262	(14,317)	0		No carry forward required
553	HRA – P5 Fire Safety	9,470	9,520	50	0		Insignificant overspend
554	Broadwater Farm Project	28,288	7,369	(20,919)	0		No carry forward required
590	HRA - P5 Homes for Haringey (HFH)	37,443	22,410	(15,033)	0		No carry forward required we have decided not to submit a carry forward request, we have revisited our forecasts from earlier this year and the gap between our forecast spend and budget has narrowed considerably due to slippage on some of our projects. There also a degree of uncertainty around what the final Noel Park pods cost will be and what we will be able to achieve on the project this year.
599	New Homes Build Programme	120,803	69,606	(51,197)	0		No carry forward required
<b>TOTAL HRA CAPITAL PROGRAMME</b>		<b>279,726</b>	<b>158,783</b>	<b>(120,943)</b>	<b>7,250</b>		
<b>OVERALL TOTAL (Excl. Enabling Budgets)</b>		<b>406,761</b>	<b>230,348</b>	<b>(176,412)</b>	<b>61,715</b>		
<b>OVERALL TOTAL (Incl. Enabling Budgets)</b>		<b>494,264</b>	<b>232,923</b>	<b>(261,340)</b>	<b>146,643</b>		

The HRA reports a full year capital spend of £158.8m against a revised budget of £279.7m. The end of year underspend of £120.9m.

# Appendix 4 – Appropriations to / from Reserves

## APPENDIX 4

RESERVES TABLE	ACTUAL MOVEMENTS				FORECAST MOVEMENTS	
	Balance at 31/03/23	Transfer In 2023-24	Transfer Out 2023-24	Balance at 31/03/24	Forecast Transfers In / Out 2024-25	Balance at 31/03/25
	£'000	£'000	£'000	£'000		
<b>General Fund Reserve</b>	(15,141)	(29)	0	(15,170)	0	(15,170)
<b>Risks and Uncertainties</b>						
Transformation reserve	(8,117)	0	3,081	(5,037)	3,000	(2,037)
Services reserve	(11,196)	(2,332)	1,831	(11,697)		(11,697)
Unspent grants reserve	(11,465)	(3,086)	1,844	(12,706)		(12,706)
Labour market growth resilience reserve	(373)	0	100	(273)		(273)
Strategic Budget Planning Reserve	(6,727)	(15,037)	16,668	(5,096)	5,096	(0)
Collection Fund Smoothing reserve	(1,231)			(1,231)		(1,231)
Resilience reserve	(7,303)	0	7,303	0		0
<b>Total Risks and Uncertainties</b>	<b>(46,412)</b>	<b>(20,455)</b>	<b>30,827</b>	<b>(36,040)</b>	<b>8,096</b>	<b>(27,944)</b>
<b>Contracts and Commitments</b>						
Insurance reserve	(7,535)	0	302	(7,234)		(7,234)
Schools reserve	(7,847)	(1,116)	6,562	(2,400)	1,000	(1,400)
PFI lifecycle reserve	(19,226)	(1,345)	15,037	(5,533)		(5,533)
Debt repayment reserve	(1,073)	0	1	(1,072)		(1,072)
<b>Total Contracts and Commitments</b>	<b>(35,681)</b>	<b>(2,461)</b>	<b>21,903</b>	<b>(16,240)</b>	<b>1,000</b>	<b>(15,240)</b>
<b>Total General Fund Usable Reserves</b>	<b>(97,234)</b>	<b>(22,945)</b>	<b>52,730</b>	<b>(67,449)</b>	<b>9,096</b>	<b>(58,353)</b>
<b>DSG Deficit -Unusable Reserves</b>	<b>11,550</b>	<b>(4,919)</b>	<b>2,922</b>	<b>9,553</b>	<b>0</b>	<b>9,553</b>
<b>Housing Revenue Account</b>						
<b>Housing Revenue Account</b>	<b>(20,520)</b>	<b>(5,753)</b>	<b>5,137</b>	<b>(21,136)</b>	<b>0</b>	<b>(21,136)</b>
<b>Housing Revenue Account earmarked Reserves:</b>						
Haringey Community Benefit Society	(996)	(215)	0	(1,212)	0	(1,212)
Homes for Haringey	(50)	0	0	(50)	50	0
<b>HRA earmarked reserves</b>	<b>(1,047)</b>	<b>(215)</b>	<b>0</b>	<b>(1,262)</b>	<b>0</b>	<b>(1,262)</b>
<b>Total HRA Usable Reserves</b>	<b>(21,567)</b>	<b>(5,968)</b>	<b>5,137</b>	<b>(22,398)</b>	<b>0</b>	<b>(22,398)</b>



## Appendix 5 - Budget Virements

### Virements for Cabinet Approval

Appendix 5

#### Transfers from Reserves & Contingencies (2023/24) – for noting

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
9	Various	Various	Revenue	7,613,660	7,613,660	Transfer from Contingency	Draw down from Contingency to fund Pay Award 2023-24
9	Culture, Strategy & Engagement	Digital and Change	Revenue	397,968	397,968	Transfer from Contingency	Draw down from Contingency to cover inflation on Contracts in Digital Services 2023-24
9	Adults, Health and Communities	Director for Public Health	Revenue	1,149,000	1,149,000	Transfer from Contingency	Draw down from contingency to increase Public Health expenditure budgets to reflect growth in Public Health grant

#### Virements for Approval (2023/24)

8	Environment & Resident Experience	Concessionary Travel	Revenue		10,321,262	Budget Transfer	Transfer of Concessionary Travel budgets from the service to the corporate Non-Service Revenue cost centre
8	Housing Revenue Account	Operational Director of Housing Services	Revenue	1,294,030	1,294,030	Budget Realignment	Realignment of Housing Property Service budgets to better reflect actual performance
8	Housing Revenue Account	Housing Demand	Revenue	1,319,947	1,319,947	Budget Realignment	Realignment of Housing Demand budgets and Temporary Accommodation budgets to reflect actual performance
9	Director of Finance	Budgets and Accounting	Revenue	9,050,000	9,050,000	Budget Realignment	Realignment of Treasury Budgets (Leases and PFIs) to better reflect actual performance
9	Housing Revenue Account	Retained Services Expenditure	Revenue	476,550	476,550	Budget Realignment	Realignment of General Fund to HRA recharges following a detailed review to reflect actual performance
10	Children's Services	Prevention and Early Intervention	Revenue	558,158	558,158	Budget Realignment	Realignment of the SEN Transport Budget to better reflect actual performance
10	Adults, Health & Communities	Director of Public Health	Revenue	1,758,712	1,758,712	Grant allocation	Allocation of 2023-24 Public Health Grant

<b>Total 2023/24</b>
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<b>23,618,025</b>
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<b>33,939,287</b>
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Transfers from Reserves & Contingencies (2023/24) – for noting

Period	Directorate	Service/AD Area	Rev/ Cap	In year	Next year	Reason for budget changes	Description
12	Director of Adults, Health and Communities	Various	Revenue	14,852,165		Budget Realignment	Redistribution of expenditure budgets to better reflect growth re demographics, inflation and increase in grant budget
12	Director of Placemaking and Housing	Director of Housing Regeneration and Planning	Revenue	257,200		Budget Realignment	Re-alignment of legal budget to Assistant Director's code

Virements for Approval (2024/25)

2	Director of Finance	Non- service Revenue	Revenue	5,490,000	5,490,000	Budget Transfer	Transfer of Concessionary Fares budget from the service to the corporate Non Service Revenue cost centre
2	Culture, Strategy and Engagement	Human Resources	Revenue	575,034	575,034	Budget Realignment	Realignment of Human Resources budgets to better reflect actual expenditure

Total 2024/25

21,174,3996,065,034

## APPENDIX 6 – Debt Write off

### **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.

This quarterly report is for information purposes only, which details the debts that were submitted for write off for the Financial Period 1 January 2024 to 31 March 2024 **(Q4)**. These relate to accounts where all forms of recovery action had been fully 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. These sums have all been approved by the Director of Finance under their delegated authority and, where appropriate, the Lead Member for Finance. They have been adequately provided for in the Council's Bad Debt Provisions. A summary is shown in Table 7.

Table 7 – Quarter 4 write offs by service type, value and volume

Quarter 4 Write Off, Financial Period 1st Jan 2024 - 31st Mar 2024									
Service	Council Tax	NNDR (Business Rates)	HBOP (Housing Benefit Overpayments)	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
<b>Under £50k</b>	£24,321.44	£727,382.27	£94,552.21	£541,322.82	£0.00	£0.00	£151,879.78	£4,921,500.00	£6,460,958.52
<b>Volume</b>	35	72	60	184	0	0	197	0	548
<b>Over £50k</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
<b>Volume</b>	0	0	0	0	0	0	0	0	0
<b>Total Value</b>	<b>£24,321.44</b>	<b>£727,382.27</b>	<b>£94,552.21</b>	<b>£541,322.82</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£151,879.78</b>	<b>£4,921,500.00</b>	<b>£6,460,958.52</b>
<b>Total Volume</b>	<b>35</b>	<b>72</b>	<b>60</b>	<b>184</b>	<b>0</b>	<b>0</b>	<b>197</b>	<b>0</b>	<b>548</b>

There were write off submissions from all areas of the Council except commercial Rent in Quarter 4 with the highest levels being within the Parking Service. The reasons for write offs is shown in Table 8.

Table 8 – Debt Write Offs in Quarter 4 (January 2024 to March 2024)

Q4 2023-24	Write off reason	Leaseholder	Parking	HRA Rent	HBOP	Sundry Debt	Council Tax	NNDR
	Bankruptcy / 'Company Insolvent'				43%		34%	75%
	Debtor Deceased			1%	25%	6%	3%	2%
	Compassionate Grounds			1%				
	No trace / whereabouts unknown		100%	96%	3%		34%	19%
	Statute Barred			2%		4%	6%	3%
	Petty Amount				27%	88%	23%	1%
	Uneconomic to Pursue				2%	2%		
	Recommended by Legal							
	Total	0%	100%	100%	100%	100%	100%	100%

The cumulative write off totals for 2023-24 are set out in Table 9

Table 9 – Summary of total write offs 2023/24

Write Off Summary, Financial Year 1st April 2023 - 31st March 2024									
Service	Council Tax	NNDR (Business Rates)	HBOP (Housing Benefit Overpayments)	HRA Rent	Leaseholder	Commercial Rent	Sundry Debt	Parking	Total
<b>Under £50k</b>	£96,171.99	£1,294,833.17	£306,380.01	£4,908,866.16	£56,263.87	£0.00	£366,954.33	£11,323,878.00	£18,353,347.53
<b>Volume</b>	172	156	301	3208	43	0	481	25979	30340
<b>Over £50k</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£164,331.14	£0.00	£164,331.14
<b>Volume</b>	0	0	0	0	0	0	2	0	2
<b>Total Value</b>	£96,171.99	£1,294,833.17	£306,380.01	£4,908,866.16	£56,263.87	£0.00	£531,285.47	£11,323,878.00	£18,517,678.67
<b>Total Volume</b>	172	156	301	3208	43	0	483	25979	30342

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**Report for:** Cabinet 16 July 2024  
**Title:** Workforce Strategy  
**Report authorised by:** Jess Crowe, Director of Culture, Strategy and Engagement  
**Date:** 16 July 2024  
**Lead Officer:** Dan Paul, Chief People Officer  
**Ward(s) affected:** N/A  
**Report for Key/ Non-Key Decision:** Key

**1. Describe the issue under consideration**

This report asks Cabinet to approve the Council's updated Workforce Strategy. Having an up to date and relevant Workforce Strategy and action plan is crucial in the achievement of the Council's strategic plans.

**2. Cabinet Member Introduction**

Local Authorities face unprecedented challenges, and Haringey requires a robust and resilient workforce to match the pace of change and support the borough through tumultuous times. Factors like global instability, climate change, the cost-of-living crisis, demographic shifts, technological advancements, and increasing pressures on public services will reshape how the Council functions. This strategy outlines our aim to develop a workforce capable of delivering the best possible services to local residents by fostering a strong, collaborative, and community-focused workplace culture that contributes to our overall vision for the borough.

In addition to these external challenges, internal developments necessitate a fresh approach to developing our workforce. Currently, Haringey Council employs 3,300 individuals with an annual payroll of £190 million, recently expanded due to the insourcing of former Homes for Haringey employees (making our workforce over 50% larger than in 2019) and we onboard 450 new starters each year. Our workforce is aging; with an average age of 49 with 11 years of service, this provides the benefit of experience and organisational knowledge. However, this also means we have a low representation of 16-39 year olds, a demographic underrepresented compared to Haringey's overall population and other London Boroughs - posing challenges for diversity and succession.

This strategy is built around four key themes, each supported by two signature actions essential for their realisation. We are committed to innovation in recruitment, retention, and remuneration, seeking employees who align with our values as well as possess the necessary skills. Our workforce should reflect the diversity of our community and embody flexibility, adaptability, and resilience. We aim to offer competitive terms, robust learning and development opportunities, and a leading hybrid working environment. In return, we expect strong commitment and high performance from our staff.

This strategy is a collective effort, and part of a larger transformation in Haringey's corporate culture. Leaders and managers across the organization must take responsibility for its success.

### **3. Recommendations**

- 3.1 Cabinet approve the strategy at Appendix 1 and note the Officer action plan at Appendix 2, further noting that the action plan is a living document that will be regularly updated.

### **4. Reasons for decision**

- 4.1 To ensure that the Council has an up to date and relevant Workforce Strategy and that the strategic themes and signature actions within it contribute to the delivery of the Corporate Delivery Plan.

## **5 Alternative options considered**

- 5.1 Not to update the strategy. This was discounted as the previous strategy has now expired and without one, the strategic direction of the Council as regards its most important asset, employees, would be unclear.

## **6 Contribution to strategic outcomes**

Ensuring that the Council has an up to date and relevant workforce strategy contributes to all of the Council's strategic outcomes, strategies and plans.

## **7 Carbon and Climate Change**

There is no impact on Carbon and Climate Change of this report.

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

**9.1 Finance**

- 9.1.1 There are no direct financial implications arising from this report. The updated workforce strategy is a key document that will support the delivery of the Medium Term Financial Strategy and Corporate Delivery Plan. The local government sector is under extreme financial pressure currently which makes it even more crucial that the Council's strategy for managing its biggest resource can meet the challenges this presents.

It is expected that the cost of implementing it, through the signature actions set out in Appendix 2, will be met from existing HR and Corporate budgets. Nevertheless, the action plan is a living document and should potential additional costs emerge then a request for additional resources will be made at that time.

**9.2. Strategic Procurement**

Strategic Procurement have been consulted in the preparation of this report. Strategic Procurement note that the recommendation in section 3 is not a procurement related decision.

The updated workforce strategy is a key document that will support the delivery of the Medium Term Financial Strategy and Corporate Delivery Plan.

Strategic Procurement will support the delivery of the workforce strategy when procurement decisions are required.

**9.3. Legal**

The Assistant Director of Legal and Governance has been consulted in the preparation of this report.

There are no immediate legal implication in this report. The Workforce Strategy is a significant live document aligned to the Council's corporate values to affect the necessary changes and improvements outlined in it.

**10. Equalities**

- 10.1 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.

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.

The workforce strategy includes specific commitments and actions to advance equality, diversity and inclusion within the borough and should therefore have a positive impact upon equality.

## **11. Use of Appendices / background documents**

Appendix 1 – Workforce Strategy

Appendix 2 – Workforce Strategy Action Plan



## **Appendix 1**

### **Caring, Collaborative, Community-Focused, Courageous & Creative:**

#### **Building a Workforce that Delivers our Values**

##### **Foreword from the Chief Executive**

Local Government has never been more challenging. There will be significant change in our landscape during the life of this strategy. Global instability, the need to tackle climate change, the cost of living crisis, demographic change, technological advancements and increasingly struggling wider public services all have the potential to radically change the services the Council delivers and to require change in our workforce that delivers them. In Haringey we are determined to retain control over our own destiny and to respond to these challenges with energy, ambition and creativity. The Haringey Deal and Corporate Delivery plan show how we will lead Haringey into the future, and this strategy sets out how our changing workforce will contribute to that.

We know that over the next few years, the Council is likely to have to make significant financial savings; and that new technology and working practices have the potential to transform the way that we work and the jobs that we do. We will need a diverse range of skills, experience and thought from our employees. We want our workforce to be reflective of our local community; to be flexible, adaptable, resilient and to be committed to our new organisational values and behaviours.

To succeed, we will need to be innovative in our approaches to recruitment, retention and reward, and recruit for attitude as well as skill, ensuring employees share our values. We will need to be clear in our priorities – both for services and for our employees and have a clear focus on delivery. We are a major Haringey employer and offer great opportunities across an exciting and unrivalled range of careers; appealing to people from all walks of life. We'll offer competitive terms and conditions and great learning and development opportunities, and we'll deliver a brand new, state of the art corporate hybrid working environment and prioritise employee wellbeing and work/life balance. In return we'll expect strong commitment and high performance.

This is not a strategy for Human Resources to deliver, although they will play a significant part. It is owned by the organisation and all of our leaders and managers must take responsibility for delivery.

Andy Donald  
Chief Executive

## **Aim**

***To develop our workforce to deliver the best possible services to local residents by building a strong, collaborative, and community-focused workplace culture.***

This strategy sets out four key themes through which we will realise our aim, and under each one two “signature actions” which will be critical in delivery. In line with the findings of the Corporate Peer Review, we have deliberately avoided a long document full of facts and with an extensive list of actions, instead choosing to focus on key themes and the signature actions.

Haringey Council in 2024 has:

- 3,300 employees and a £190m annual paybill, recently significantly enlarged with the insourcing of former Homes for Haringey employees, a workforce over 50% larger than in 2019.
- 650 agency workers, currently spending £40m annually on the contingent workforce.
- 450 new starters every year.
- We continue to have an ageing workforce, with an average age of 49 and an average service length of 11 years.
- A low representation of 16-39 year old employees – much lower than the Haringey population as a whole and lower than most other London Boroughs; and other challenges with our workforce being representative of the people we serve.
- We continue to face recruitment challenges and these are becoming more widespread, routinely affecting more specialisms than in the past.
- A refurbished working environment – but we know we need to do more to ensure a sector leading approach to a hybrid working environment and offer.

**Review of the Workforce Development Strategy 2019-2023**

The Workforce Development Strategy 2019-2023 had four key themes – Focussing on what Matters, Building in Agility, Valuing Differences and Enabling People to Grow. Each theme contained a list of commitments. Despite the COVID-19 pandemic starting in early 2020, many of these actions have been delivered. Examples include:

- Developing our approach to employee wellbeing as we now have a dedicated wellbeing hub on the intranet.
- Replacing our outdated Learning and Development System.
- Delivering a smarter and more agile working environment – the pandemic helped us achieve this in a very short timescale.
- Expand the staff recognition scheme to include annual awards.
- Introduce a new suite of mandatory “Haringey Essentials” learning and development.
- Invest in Equality, Diversity and Inclusion with new dedicated resources.

- Expand our staff networks.
- Develop new policies to support those with protected characteristics – the Trans Policy and Reasonable Adjustment guidance being two examples.
- Hugely expanded our use of the apprentice levy to provide training and learning opportunities for existing employees.
- Invested in capacity to recruit 150 local people into Council temporary vacancies through Haringey Works since January 2022 – getting local people into work and saving the Council money through reducing agency fees.

However, we know there is more to do and there are some things that, whilst some progress has been made in some areas, were not fully achieved. For instance, improving our workforce data, delivering development for our managers, optimising our processes, developing workforce plans and succession planning and building change capability into our support functions. This strategy seeks to build on what we have achieved, take forward these elements and also deliver new initiatives.

### **Key Themes**

This strategy has four key themes:

- *Delivering Change;*
- *Embedding Inclusivity;*
- *Learning and Development; and*
- *Getting the Basics Right.*

The recent Corporate Peer Review identified that as a Council, we often have long lists of actions, and start things that we do not necessarily complete satisfactorily. Therefore, each key theme will focus on 2 strategic developments, termed “signature actions”, that we aim to deliver over the course of this Strategy.

#### **1. Delivering change**

Change is a constant at Haringey. Emerging from a turbulent few years of the COVID-19 pandemic, the Council finds itself very challenged financially and needing to deliver change and savings. We know that over the next few years, we will have less money. This theme is about tackling some of the big things that need to change and develop, whilst avoiding a “salami slice” approach to delivering change and budget reductions. The signature actions in this theme are the current areas of focus, and it is likely that more will develop over the coming years as these are completed. In particular, in 2026/27 we will move to a new corporate office base in the refurbished and extended Civic Centre and developments in technology such as Artificial Intelligence (AI) and automation have the potential to bring a step change in working practices and job roles. These and other changes will give each service a huge opportunity to redefine how and where they work, appropriate to the services that they deliver to residents in order to attract, recruit and retain the talented employees we need to deliver services in the

future. It will also drive positive change and modernisation in the working environment and working practices.

***Signature Action 1 – Work with Directors to design and implement workforce action plans for their areas***

Haringey delivers so many different and varied services; and we need a different and varied workforce to do so successfully. Whilst we have set out our overall aim for our workforce in this strategy, we need to ensure that the action we take is specific and deliverable for our varied workforce, with very different challenges. One size will not fit all.

A workforce action plan needs to mean something to our employees, and be granular enough that it is relevant and actionable. This is why we need these plans at a Directorate level and for Directors to take ownership of their delivery, supported by a virtual central team of support functions (HR, Finance, Digital) brought together to support services to deliver change. Over the course of 2024/25, working within the overall context set by this strategy, Directorates will set out their workforce and succession plans, focussing on the challenges and skills needed for future service delivery. The action plans resulting from these will set the priorities for the future. In partnership with our Trade Unions, we will also need to consider how we prepare our employees for change and support them into new roles where possible as existing roles change or become obsolete.

***Signature Action 2 – Reduce agency spend***

Haringey is a large Authority, delivering many services in-house. The median spend on agency workers across London Boroughs is c£24m and whilst we would expect to be higher than average based on our size and services delivered, we currently spend significantly over the median. Our agency workers are an important and valuable part of our workforce overall and we could not deliver services to residents without them, however our spend is too high.

A workforce made up of more directly employed staff will give the Council more stability and reliability and be a strong contributor to our core aim of building a strong, collaborative, and community-focused workplace culture. Retaining some agency workers will mean we have the flexibility we need to deliver change. Over the course of this strategy, we will reduce our agency spend substantially. We will focus initially on higher paid interim day rate workers and those agency workers who have been with us more than a year (recognising that there is little benefit in forcing turnover for the sake of turnover).

We already have some great examples of “growing our own” future talent in areas such as Planning and Finance, using professional association entry routes. However, we need to expand this approach. As part of workforce planning, Directors will consider whether agency workers could be replaced by apprentices and/or graduates. Where permanent

recruitment to roles is difficult, it may be appropriate to review role profiles to enable them to be effectively recruited to.

## **2. Embedding Inclusivity**

Equality, Diversity and Inclusion is a core part of the Haringey Deal and the Corporate Delivery Plan. This theme builds upon our earlier analysis work and includes concrete plans for delivering our equalities action plan as well as an action to ensure our workforce is more diverse, in thought as well as in other characteristics. We value our long serving, experienced workforce but also recognise that bringing in new employees and growing our own is important to ensure a sustainable Council in the long term. Local Government nationally is experiencing severe recruitment and retention challenges, and we will work with the LGA and London Councils on campaigns to promote Local Government as a career, as well as implementing our local plans.

### ***Signature Action 1 – Deliver our Equalities Action Plan***

During 2022 and 2023, we have invested heavily in analysis and understanding of our workforce and our priorities from an Equalities, Diversity and Inclusion (EDI) perspective. We have commissioned external experts to guide us in this work, and have completed a comprehensive staff census, gathering equalities data from our workforce to address what we knew were significant gaps in our data and our low disclosure rates. We also collected new categories of equalities data, and have been proud to be named in the Top 75 organisations in the Social Mobility awards in 2023.

As a result of our analysis work and staff census, our action plan is structured under six key themes – Leadership, Recruitment, Retention, Progression, Management and Communication.

### ***Signature Action 2 – Increase workforce diversity and “grow our own” talent***

We have much to celebrate – our workforce is already diverse and we know that being in work is really important to our residents. However, we recognise that we have some challenges in our workforce profile being representative of the Haringey community. Specifically, we are very underrepresented in the workforce at the 16-39 age group. We have changed our recruitment brand and approach to appeal to a younger cohort, branded “led by ideas” to focus on innovation and creativity and this is bearing fruit – more younger employees are joining the Council than are leaving. We also know that in order to increase diversity in its wider sense we will need to change the way we recruit; to recruit for attitude as well as for skills and experience, as well as to focus on growing our own future managers and leaders. We will be looking at our job descriptions and what we require in them to ensure that they enable us to attract the widest possible pool of talent for our roles.

We currently recruit only a small number of new start apprentices and we know that in order to make meaningful progress, we need to change that. These new employees will

be recruited for attitude, and we will train for skill. A significant expansion in new start apprentices will also help us balance out our workforce profile and encourage more applications from our local community, fostering the collaborative culture we want to build upon. So, working with Haringey Works, we will change our apprenticeship recruitment to a cohort approach, recruiting larger numbers at specific times of the year to align with the academic cycle, so that we have the best chance of recruiting employees at, for example, school and college careers fairs that we can then grow into our future managers and leaders. We'll hold vacancies where we can in order to be able to recruit new apprentices in this way and to have permanent posts to progress them into at the end of their apprenticeship.

As the Council changes and current employees leave, managers will consider whether an apprentice could be included within team structures in order to start to grow our own future managers and leaders.

We'll also develop and curate a talent pool for non-specialist roles in a phased approach, where prospective employees can tell us which pools they want to be added to from a selection provided if they can't find a job that suits them at that moment in time. This will allow the recruitment team to review the applications and ensure they are suitable for future roles when they appear so managers have a stream of talent that can be invited to apply.

### **3. Learning and Development**

During 2022 and 2023 we fixed a number of issues within our core Learning and Development systems and offer to all employees. However, in order to develop as an organisation, we know we need to invest much more in the learning and development of our employees as it is only through them that we will move on with a performance culture in the organisation, grounded in a well rounded set of skills and knowledge. This theme is concerned with providing the necessary learning and development interventions to our people so that they can effectively deliver, lead, develop and optimise their services. Whilst this will include people management, it isn't restricted to it and this will be a broad spectrum development programme focussing on finance, performance and people leadership and management.

***Signature Action 1 – Ensure all employees have the training they need to deliver the best services to residents and reach their full potential***

Over the course of the previous workforce development strategy, we invested heavily in our mandatory training offer for all employees and have recently launched a new set of organisational values and behaviours, alongside a relaunch of "My Conversation", our performance management process.

We know that our current mandatory training, whilst meeting core requirements, does not feel very "Haringey"; and we want our employees to be able to see the relevance of the training in their roles. We will be incrementally replacing most of the bought in content

with best in class, locally designed, bespoke training. We will work with our resident facing training organisation, Haringey Learns, so that they can adopt appropriate content in their courses for our residents.

In their regular My Conversation meetings, all employees have the opportunity to have a discussion with their manager about their personal development, aims and ambitions for the future. We know that local inductions and handovers are really important to get a good start in your career with the Council, and we will prioritise these within Directorates.

Whilst we have increased our use of the apprenticeship levy for staff development over the past two years, we want to accelerate progress and ensure that many more employees who want to take a qualification course have the opportunity to do so. We will emphasise this through the “My Conversation” process and Directorate workforce action plans. We will also continue to promote secondment opportunities as a way for employees to gain new skills and valuable experience.

***Signature Action 2 – Design and deliver a comprehensive learning and development programme for all of our people managers***

We recognise that we do not currently have a structured development offer for our people managers and our leaders. At the moment, we commission in various learning and development interventions as demand requires. The outcome of this signature action will be to define, design and deliver a comprehensive, blended learning programme of development for all of our people managers to enhance their skills and enable them to practice visible, authentic leadership. We will do most of this in-house, whilst recognising that some subjects are best delivered by subject matter experts and commissioned externally.

We know that the key measure of success is the confidence that managers have in managing performance, which can require difficult conversations and so as part of our work on a structured management and leadership development programme, we will prioritise work on managing performance and will continue to commission development interventions such as “crucial conversations” which equip our managers with the skills needed to have effective performance conversations.

This is a significant undertaking and will require substantial effort from across the Council. Organisational leaders will be required to deliver some aspects of the programme and experts will be brought in from services to design and deliver content that is appropriate to their area of work. Critically, the programme will be run mostly in person and will include a reflective practice element and be run in cohorts, designed not only to deliver structured learning but also to enable our managers to mix, build collaborative working relationships and share experiences and challenges. We will finish initial development in 2024 and run a pilot starting in Summer 2024, with a wider rollout to follow. It is likely to take some time for all of our people managers to go through the programme.

#### **4. Getting the basics right**

We know that our leaders and managers are sometimes frustrated by our systems and processes, and find them cumbersome and not interlinked as they should be. Data accuracy, availability and integration is a real challenge and without it, managers find themselves having to navigate several processes to complete one end to end task. This theme aims to address those issues in a programmed way, and will also look at our recruitment, reward and benefits packages to ensure we are as attractive an employer as we can be.

##### ***Signature Action 1 – Improve access and use of workforce data to drive efficiency and productivity***

We know that without access to accurate and up to date workforce data, we will not be able to make the best use of our people or our limited resources. We need to increase the available data for managers. We know that we have a lot of old and out of date people data in our core system, and managers and Human Resources will work to cleanse it so that when reports are provided, they are as accurate as they can be with our current technology. It will be key that our managers take responsibility to keep their people data up to date by ensuring they have access to our core Finance and HR system (SAP) and use the supporting guidance. This will improve our establishment data, vacancy rates and absence monitoring. Crucially, we want to have one source of the truth, ensuring that our HR data and our finance data match. We will complete the establishment cleanse during 2024.

We also know that timeliness is important. We'll invest in a new tool, Power BI, so that managers and organisational leaders have a people data dashboard that is updated in near real time, and can run reports themselves with up to date data to support their decision making.

A key element of workforce data that we are missing is intelligence and knowledge from the c.450 employees who leave the Council each year. We will develop and rollout an exit interview process and a system for sharing the learning across the organisation.

##### ***Signature Action 2 – Prepare for a new, modern HR system to replace SAP in 2027, and optimise the existing systems in the meantime***

We have had our core system, SAP, for a long time and it is nearing end of life. As part of a project to replace this system, we'll make sure that HR functionality, and crucially self service for employees and managers is built in at the start. We need to be able to support modern ways of working and we know that employees and managers need to reduce the time they spend on internal process so that they can maximise the time they spend delivering services to residents. This will be a core operating principle when specifying and implementing our new system (or suite of systems) to replace SAP. However, 2027 is some time away and in the meantime we will optimise our current system from an HR perspective, making best use of HALO and streamlining e-forms and processes, and reducing manual input wherever possible. We will also look to reduce the



number of different terms and conditions we have, where possible. This will put us in the best shape for when we move to a new ERP system.

**Links to other documents**

This strategy has referred to a number of other Council strategies and documents, and rather than repeat the contents, they are linked here for ease of reference:

*Haringey Deal*

*Corporate Delivery Plan*

*Values, behaviours and My Conversation intranet page*

*Workforce stats*

*Equality Action Plan*

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## Appendix 2

### **Caring, Collaborative, Community-Focused, Courageous & Creative:**

#### **Building a Workforce that Delivers our Values**

##### **Action Plan**

This action plan describes, at a high level, the key actions that are planned to be taken in the first two years of this new workforce strategy. It is intended to be a living document and so will be updated as actions are completed, and as new developments are agreed. The actions are grouped by theme and signature action, in the same way as the strategy itself.

#### **Theme 1 – Delivering Change**

##### ***Signature Action 1 – Work with Directors to design and implement workforce action plans for their areas***

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
This is the core action which will drive the other actions in the strategy in the first two years. During 2024/25, we will work with Directorates with a target of completing 80% of workforce action plans by July 2025. The remainder will be completed by December 2025. We will start with services who have volunteered themselves as early adopters, in Q2 2024/25. These workforce plans will contain core workforce data, what is needed to recruit and retain the workforce that is needed to deliver the Directorate service plans and the Corporate Delivery Plan, as well as succession planning; training and development needs; and key workforce risks and issues. HR will provide a template.	2024/25 and 2025/26, complete by December 2025	Directors.  Provision of template - HR
During 2025/26 and beyond, the focus will move to delivery of those workforce action plans and these will shape future versions of this action plan from 2025/26 onwards. A core part of this	2026/27	Civic Centre Programme Board

delivery will be the move to the Civic Centre in 2027 and the workforce and working practice changes that will needed to make that a success.		
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### ***Signature Action 2 – Reduce agency spend***

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
Keep agency spend within the current contract value approved by Cabinet. There will be specific focus on long term agency workers (over a year) and higher cost workers (over £500 per day), aiming to reduce both of these to an absolute minimum in order to significantly reduce our overall spend during 2024/25.	2024/25	Directors
Services will consider their future workforce needs in their development plans and work with HR to devise recruitment and retention strategies that minimise the need for agency staff. Constant monitoring of agency staff spend by Directors will continue through 2024/25 and 2025/26.	2025/26	Contract retender – Head of Strategic Procurement  Spend monitoring – Directors  Recruitment and retention strategies – Directors, in workforce action plans
Review our employee benefits to ensure that we are offering, within what we can afford, the best benefits available to maximise recruitment and retention.	2025/26	HR, Head of Employee Relations, Business Partnering and Reward

### **Theme 2 – Embedding Inclusivity**

**Signature Action 1 – Deliver our Equalities Action Plan**

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
Further invest in our networks by providing protected, paid time off for each network to plan and deliver their activities.	2024/25	HR, Head of Employee Relations, Business Partnering and Reward
As part of our work to insource mandatory training, our modules on EDI and unconscious bias will be fully reviewed and redesigned to ensure we are delivering best in class EDI learning and development.	2024/25	HR, Head of Resourcing, Learning and Development
Run a spotlight campaign amongst senior leaders, showcasing their successes and career path.	2024/25	Directors (facilitated by HR)
Establish a mentor programme between underrepresented groups and senior leaders, and also aim to collect more reliable data on internal progression	2025/26	HR, Head of Employee Relations, Business Partnering and Reward
Expand our diversity reporting to highlight ethnicity and disability pay gaps and strengthen our recruitment policy so that diverse panels are mandatory	2025/26	HR, Head of Employee Relations, Business Partnering and Reward
Implement a casework management system in HR which will enable us to measure outcomes of HR processes by protected characteristics.	2025/26	HR, Head of HR Support Services

**Signature Action 2 – Increase workforce diversity and “grow our own” talent**

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
Review job descriptions as roles change, to ensure that they are as attractive as possible to recruit to, and only specify essential criteria that are truly essential for the role. In this way, we aim to open up our jobs to a wider pool of candidates in a difficult recruitment market.	2024/25 and ongoing	Directors

We know we need to manage and curate our reputation, and so we will “own” our account on Glassdoor because we know this site is often used by candidates to look at posts from employees about their experience working for Haringey.	2024/25	HR, Head of Resourcing, Learning and Development
Review the recruitment website to ensure that we are showcasing ourselves and our achievements in the best possible light.	2024/25	HR, Head of Resourcing, Learning and Development
Identification and design of roles that could be carried out by apprentices, and ensuring apprentice roles are included within restructures. Directors will be asked to set targets for their areas of responsibility to recruit specified numbers of apprentices.	2024/25	Directors
Review the way we present our workforce diversity data to make it easier and simpler to understand.	2024/25	HR, Head of Employee Relations, Business Partnering and Reward
Review our approach to apprentice recruitment to significantly increase new start apprenticeships, and review our internal process to make this recruitment as quick and efficient as possible.	2025/26	Directors, facilitated by HR
Move to a cohort based approach to recruiting apprentices, matching the academic cycle to maximise our success. This will involve services specifying the apprentices they want to recruit from school/college leavers in Summer 2025 by February 2025, and working with the apprentice team in HR to design and deliver recruitment strategies, which will include visiting local schools and colleges and careers fairs.	2025/26	Directors, facilitated by HR
Launch a new talent pool for speculative applications to the Council, which the recruitment team and managers will be able to search when they advertise roles.	2025/26	HR, Head of Resourcing, Learning and Development

### **Theme 3 – Learning and Development**

***Signature Action 1 – Ensure all employees have the training they need to deliver the best services to residents and reach their full potential***

Action	Delivery year	Lead
Insource our mandatory training offer. This will mean that our mandatory training, required to be completed by all employees, will be bespoke to Haringey, more relevant and shorter. This will ensure that the our employees are better trained in a shorter time period, and have more time to devote to delivering services to residents. Our training offer will be externally accredited (where relevant) to demonstrate that the Council continue to be safe and legally compliant. The rollout will begin in Summer 2024 and be complete by May 2025.	2024/25 – 2025/26	HR, Head of Resourcing, Learning and Development
Ensure a well-planned and comprehensive local induction is in place within Directorates, so that all new employees have a good handover and are well placed to deliver in their roles. This will include consideration of which optional online training modules should be mandatory for specific roles and teams	2024/25	Directors
Review our Aspiring Managers programme to ensure it continues to meet the needs of our employees who want to progress within the organisation. We will also expand our management apprenticeship offering so that more of our employees who want to take a qualification course in management and leadership are able to do so.	2025/26	HR, Head of Resourcing, Learning and Development
Review the success of the personal development element of the My Conversation process to ensure that employees who want to gain new skills, training and learning are able to have a conversation with their manager about their personal ambitions.	2025/26	HR, Head of Resourcing, Learning and Development
Improve the overall completion rates of My Conversation so that all employees have a two-way focussed, relevant and effective performance and development management conversation regularly.	2024/25 – 2025/26	Directors

***Signature Action 2 – Design and deliver a comprehensive learning and development programme for all of our people managers***

Action	Delivery year	Lead
During 2024/25, we will finish the design of Year 1 of our new management and leadership development programme and run 2 pilot cohorts – one starting in Q2 and one starting in Q3. This will give us valuable feedback to refine the programme prior to wider rollout. We will also materially complete the design of Year 2 of the programme. The programme will be broad based,	2024/25 – 2025/26	HR, Head of Resourcing, Learning and Development

leading on values and behaviours and also covering managing people, finances and performance. Equality, diversity and inclusion will be threaded throughout the programme. It will be run in a mixed cohort approach to develop and enhance relationships between managers and directorates across the Council, and will run in hybrid fashion, with core in person days supplemented by online learning. Crucially, both years of the programme will include a module of reflective practice, where participants discuss real life examples and learn from each other's successes and challenges.		
In 2025/26, we will rollout Year 1 of the programme and run the pilot cohorts through year 2, again using feedback to refine the design before rollout in the later years of the strategy.	2025/26	HR, Head of Resourcing, Learning and Development

#### **Theme 4 – Getting the Basics Right**

##### ***Signature Action 1 – Improve access and use of workforce data to drive efficiency and productivity***

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
Further improve the e-forms and systems that services use to keep their workforce data up to date. This will include the partial automation of the existing annual leave card as well as the improvement of the Delegated Authority Form that services use to update Council systems with structure changes.	2024/25	HR, Head of HR Support Services
Focus on core management actions needed to maintain workforce data, particularly the need to complete leaver forms to prevent overpayments. Commence reporting on overpayments to Directors.	2024/25	HR, Head of HR Support Services
Move more workforce reports over to Power BI, automating production and making access to MI for managers simpler.	2024/25	HR, Head of HR Support Services
Introduce electronic document signing for employment contracts to further modernise our communications with candidates, and review the process for sending contracts to speed up onboarding and compliance for new starters.	2024/25	HR, Head of HR Support Services



Design and implement a system to centrally capture learning from exit interviews, that services can use to improve service delivery and employee experience. We will also improve various payroll processes and introduce automation of forms, such as for overtime.	2025/26	HR, Head of HR Support Services
Work with our recruitment system supplier to automate management information available from the system and to investigate further back end system integrations between the recruitment system and other systems that could improve data accuracy and increase efficiency.	2025/26	HR, Head of HR Support Services

***Signature Action 2 – Prepare for a new, modern HR system to replace SAP in 2027, and optimise the existing systems in the meantime***

<b>Action</b>	<b>Delivery year</b>	<b>Lead</b>
Review, and simplify where possible, the complex data HR data held in SAP.	2025/26	HR, Head of HR Support Services
Our core HR system is out of date and cannot provide the full capability we need. This is a cross Council project as SAP is embedded across all services, and Digital Services will lead a project to review our approach to our core systems in future, starting in 2024/25 and continuing into 2025/26 and beyond.	2027/28	Chief Digital and Innovation Officer

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**Version Control**

<b>Version number</b>	<b>Date</b>	<b>Author</b>
1	July 2024	Chief People Officer



**Report for:** Cabinet 16 July 2024

**Title:** Strategic Asset Management and Property Improvement Plan (SAMPIP) - Update on Progress of Action Plan Year 1 Priorities

**Report authorised by:** Jonathan Kirby, Assistant Director, Capital Projects and Property

**Date:** 16<sup>th</sup> July 2024

**Lead Officer:** Amanda Grosse, Head of Strategic Asset and Accommodation Management

**Ward(s) affected:** All

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

### **Describe the issue under consideration**

- 1.0. Cabinet approved the Council's Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 on the 18 April 2023, which incorporated the property governance recommendations from the external independent Property Review. A link to both reports can be found here: [\(Public Pack\)Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)
- 1.1. This report provides an annual update on the progress to date for the 10 objectives of the Strategic Asset Management and Property Improvement Plan 2023-28 (SAMPIP 2023-28). The roadmap for Year 2 Priorities and the associated action plans for each objective is set out in Appendix 2).

### **2.0. Cabinet member Introduction**

We are fortunate in Haringey that the Council holds a broad range of Council property assets. These include corporate properties that accommodate our staff and allow for service provision, our schools' estate, as well as commercial and retail units and industrial sites. With ownership comes responsibility and corporate assets can be the source of major cost outlays as well as a valued source of income, a component in service delivery and economic growth, and the provision of social-value amenities within the community. As a Council we must ensure that we are managing these assets to the highest standards on behalf of council taxpayers and for the benefit of all residents in the community.

The Strategic Asset Management and Property Improvement Plan (SAMPIP)

sets out the reasons why we hold these assets and how we care for them in line with statutory regulations, the needs of the services we provide and to the benefit of the communities we serve. The strategy provides the Council with a robust and transparent process that can show how and why decisions are made to maintain, invest, divest or repurpose assets.

This annual update provides Cabinet with a report on the progress made so far against our Year one objectives. I am pleased to report that there has been significant progress. However, we are constantly revising and renewing our approach and working alongside the appropriate scrutinising bodies to ensure we maintain the highest standards of strategic management and planning to protect the Council's property assets.

The Council has set ambitious Year 2 targets which align with our Haringey Deal commitment to 'getting the basics right', and our many property objectives in the Corporate Delivery Plan.

### **3.0. Recommendations**

#### **It is recommended that Cabinet:**

- 3.1 Note and comment on this annual update of the Council's previously approved Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023 – 2028 with specific reference on the progress made in Year 1 of the Action Plan. – this can be seen in detail in Appendix 2 of this report.
- 3.2 Agree that further Year 2 progress on SAMPIP will be brought back to Cabinet for annual review in April 2025.

### **4.0. Reasons for Decision**

- 4.1. Like many local authorities the Council has faced serious challenges in relation to the management of its property assets. This is largely due to limited resources and reduced budgets which impacted on the Council's capacity to manage effectively and efficiently the Council's property portfolios.
- 4.2. The independent external property review, instigated by the Council in 2019/20, recommended 46 areas for improvement, which the Council has been addressing. The progress for the three core areas for improvement, are outlined below:
  - People and Resources
  - Governance
  - Best Practise – Policies and Processes
- 4.3. **People and Resources:** the Council recruited a permanent Assistant Director for Capital Projects and Property (CPP) in April 2021. Following this appointment the creation of a restructured Capital Projects and Property (CPP) Team came into effect in May 2022. The appointment of a new Assistant

Director and the CPP team has seen a vastly improved capacity to pursue a strategic approach in the management of operational and investment property portfolios. . The new CPP restructured team now has the right level of resource which includes a Head of Property and a Head of Strategic Asset and Accommodation Management. (see below CPP high level organisation structure).



- 4.4. **Governance:** The Council's governance of property decisions was reviewed in 2020, and the revised changes led to improvements in policies and procedures that support the use of Council property in line with the priorities set out in the Corporate Delivery Plan (CDP). This review led to a restructure of Officer Boards that has delivered a more robust approach to business case-based decisions at a corporate level.
- 4.5. **Best Practice, Policies and Process:** Cabinet approved the Council's first Asset Management Plan 2020-25 on the 11 February 2020. This was in line with the Chartered Institute of Public Finance and Accountancy (CIPFA)'s Strategic Asset Management Framework of August 2018. This included an expectation that the Council prepares an Asset Management Plan alongside its Capital Strategies for the 2020/21 municipal year. That Asset Management Plan (AMP) sets out an overarching strategy for the use of Council property and land to support the delivery of the Council's Corporate Delivery Plan and Council services. It provided a baseline on property and land matters and supports the capital investment decisions identified in the Capital Strategy and the MTFS.
- 4.6. **Background context:** Cabinet approved the Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 on the 18 April 2023 which incorporated the external property review recommendations for improvement. The independent external Property Review, which was commissioned by the Council, highlighted the need to strengthen the existing property decision making governance processes to improve transparency and accountability in property transactional matters.
- 4.7. The SAMPIP identifies 10 key objectives, which are to be achieved within the next five years to ensure the Council's approach in the management of assets

and property related decisions is open and transparent. Actions have been set under each of the SAMPIP objectives; the actions and progress made under each objective can be seen in Appendix 2 – SAMPIP Action Plan.

- 4.8. The SAMPIP Action Plan details the progress on the implementation of the 46 recommendations from the property audits, across three core themed areas, Governance, Best Practise & People. The action plan incorporates recommendations made from the External Property Review, as well as wider activity as part of our continued journey of improvement in the management of our assets and property.
- 4.9. The updated SAMPIP 2023-2028 provides the following:
- An overarching strategy that sets out why the council holds property.
  - Strategic objectives that steer Council decision making and management of property.
  - A decision-making framework for evidence-based, open and transparent decisions relating to our asset and property transactions.
  - A set of action plans with measurable objectives and timescales, allowing for scrutiny of how the Council implements the SAMPIP objectives, improves the management of assets, and ensures robust decision-making on property-related matters.

## **5. Alternative options considered**

- 5.1. The purpose of the report is to provide an update to the previous Strategic Asset Management & Property Improvement Plan (SAMPIP 2023-2028), report that approved by Cabinet on the 18 April 2023, therefore, this section is not applicable.

## **6. Background information**

- 6.1. Cabinet approved the Strategic Asset Management Plan and Property Improvement Plan (SAMPIP) 2023-2028 on the 18 April 2023 and incorporated the recommendations from the external property review into the SAMPIP action plan. A link to both reports can be found here: [\(Public Pack\)Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)
- 6.2. The 10 SAMPIP objectives have a corresponding action plan, each action plan breaks down how the Council will implement, deliver, and measure performance. The action plan outlines Year 1 activities and proposes the direction for Years 2 to 5. This would be subject to further analysis of the progress made in preceding years and any reassessment of corporate objectives in the context of government, demographic and economic considerations.

- 6.3. The actions are measurable and will be taken through the property governance process to ensure transparency. Council Members will be fully informed of progress. This will also assist the Council when working with partners and other public sector bodies.
- 6.4. Although the SAMPIP actions will be owned by the Capital Projects and Property (CPP) team, the activities require joint working across the Council to ensure their successful delivery and the appropriate management of interdependencies.

### **Action Plan - Year 1 Key Achievements and Successes**

- 6.5. This section of the report summarises the progress of the Year 1 action plan for each of the 10 SAMPIP objectives, in particular the achievements and successes, this is detailed as follows:

***Objective 1: To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.***

- The baseline data has been compiled for all corporate property assets that are utilised for Council service delivery. This has enabled us to successfully carry out asset performance assessments (APA) with service areas in each council Directorate.
- The procurement activity has commenced to re-tender the supply chain for repairs, maintenance and statutory compliance to ensure the Council achieves value for money maintenance of its property assets.

***Objective 2: To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.***

- An internal working group has been established to develop a new leasing model for Voluntary and Community Sector (VCS) organisations occupying or seeking to occupy Council-owned buildings. There has been positive engagement with leaseholders, local communities and partner organisations to assist in the co-production of the Haringey VCS Leasing Model. The Cabinet signed off a process of engagement with the sector in March which is now in train, with the expectation that a full policy will be returned to Cabinet later this year.

**Education Funding and RAAC update:**

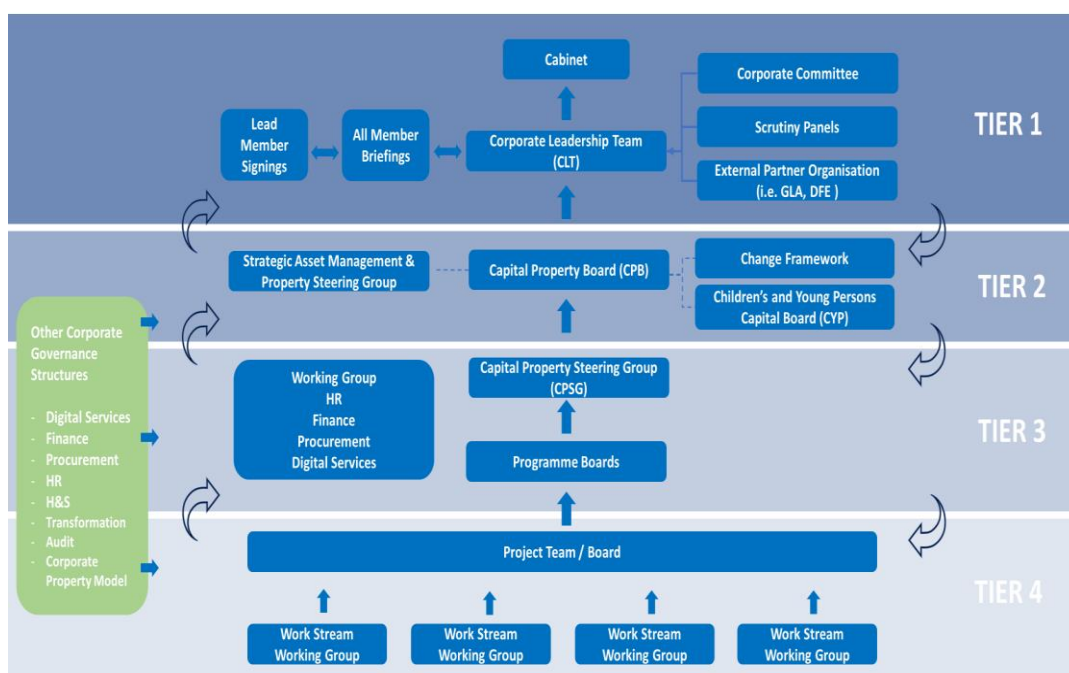
- Significant progress has been made with Children's Services on implementing the Safety Valve programme. The Safety Valve programme will deliver five units for approximately 118 pupils with special education needs to receive appropriate support in new or significantly remodelled facilities.
- The Council has been undertaking reinforced autoclaved aerated concrete (RAAC) remedial works, which was discovered in in three schools. RAAC was discovered in ceiling structures at Park View School, Hornsey School for Girls and Welbourne Primary School. The council worked collaboratively with each school to minimise the immediate disruption to learning and identified how areas could be used by installing structural supports to the RAAC ceilings.
- A suite of temporary classrooms was installed at Park View School, whilst classrooms have been restored to use at Hornsey School for Girls and Welbourne Primary School ensuring that the children's education is continued in a safe environment
- Hornsey School for Girls and Welbourne Primary have been included in the Department for Education's (DfE) School Rebuilding Programme (SRP) and are expected to receive investment in the next 4 to 6 years. Works to remove RAAC at Park View will be delivered by the council, funded by the DfE.
- Officers successfully lobbied the Department for Education (DfE) to reverse its decision that would have excluded Fortismere School from the SRP. The main teaching block that was the focus of the original application is now expected to be rebuilt within the next 4 to 5 years.
- The Children's Capital Programme will continue to prioritise works to address the condition needs of the council's schools' estate where the council is responsible for major improvements. These include roof and window replacements. However, central government funding meets less than half the cost of the annual programme.
- An Education Strategy Board has been established to include Headteachers and other key stakeholders for the development of an Engagement and Development Plan for our schools' estate.

***Objective 3: To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.***



- An Asset Review Process has been established to guide property decisions to either retain, invest, divest or re-purpose assets. Under the Council's updated Property Governance structure this process falls within the remit of the Officer led Strategic Asset Management and Property Steering Group (SAMP SG), where all property recommendations are made (see below flow chart).

Capital Projects &amp; Property Governance Structure – February 2024



**Objective 4: To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.**

- The Civic Centre Redevelopment project is moving forward. Planning permission was granted and validated in the Autumn of last year, and the project team are currently in the process of evaluating contractor tender returns with the intention to recommend a preferred contractor to members in coming weeks.
- The project has a successful engagement strategy which includes: a project website; staff communications/consultations; Members' Forum with councillors who oversee the development of the programme; pre and post planning engagement with schools, church, and community for the co-production of the garden. The engagement strategy also focuses on areas

such as sustainability (aiming for BREEAM standards), accessibility and inclusivity, and memorial/commemoration.

- A Civic Centre Programme Board, chaired by the Chief Executive, has been set up to provide governance and oversight for the interrelated projects identified to achieve the strategic aims and benefits underpinning the business case for the Civic Centre including transformation in ways of working, use of the existing estate to support income generation and regeneration. The projects within programme are BUILD, EQUIP, MOVE, ENLIVEN, ESTATE and ENGAGE and will link with other Corporate Delivery Plan (CDP) high priority projects - known as Category A projects.

***Objective 5: To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.***

- The Corporate Property Model (CPM) workshops have been delivered to all Council Directorates, Adult. Health & Communities, Children Services, Environment & Resident Experience and Culture, Strategy & Engagement.
- The initial data analysis work relating to the transfer from services of property related budgets and staff who deliver facilities management functions has been completed.
- The Asset Challenge and Assets Review Report for Adults, Health and Communities directorate has been undertaken, following the completion of all the service asset performance assessment (APA) reviews in the Adults, Health and Communities directorate. The APA process involved an assessment of every operational asset's suitability and service delivery looking at location, building size and configuration, technology, utilisation, social value, future suitability, and accessibility. A similar exercise was carried out by the Strategic Asset Management team to focus strategically at the suitability of each asset. This involved assessing each building based on building condition, potential for redevelopment/intensification, capacity, utilisation, carbon efficiency, capital expenditure requirements, social value and effectiveness of capital deployed. Where documentation was available such as condition surveys, EPC ratings, these were used to support the matrix scoring.
- The Asset challenge process for the remaining Directorates is on-going.
- Work is in progress to review how we deliver Facilities Management (FM) Services. This includes setting an overall Facilities Management (FM) Policy, a Premises Responsible Person (PRP) Policy to ensure clarity

about roles and responsibilities in managing our operational buildings. This will also include an FM Service Delivery Matrix that provides clarity on level of service delivery that will be provided for each operational and corporate asset under the Corporate Property Model (CPM).

**Objective 6: To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.**

- Cabinet has granted approval for the disposal of Shaftesbury Road Industrial Estate. The Property team are in the process of agreeing terms with the proposed Agents who will carry out the disposal of Shaftesbury Road on behalf of the Council.

**Objective 7: To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.**

- The Independent External Property review ("The Review") was commissioned so that lessons could be learnt from previous property transactions. The Review was commissioned by the Leader and the Chief Executive. The Terms of reference were agreed with the Leader of the Opposition party who also had the opportunity to meet the Independent Reviewer. External Property Review ([Public Pack](#)) [Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)
- A full review of the current governance, policy and processes had taken place prior to this review. The council is carrying out further improvements within all areas of Property and Asset Management, which will be brought to forthcoming Cabinet meetings, as part of our Strategic Asset Management and Property Strategy update.
- Terms of reference have been reviewed to clearly state that the Boards make recommendations as opposed to Decisions.
- Property Governance Boards now include a standing item to report on SAMPIP action plans update.
- Additional governance measures have been implemented in the form of the Strategic Asset Management & Property Steering Group (SAMP SG) which reports into the Capital Project Board and then Cabinet to ensure decision making transparency and rigour.
- Policies and procedures are under review and will be brought through to Cabinet for approval as part of the annual update.

**Objective 8: To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.**

- An asset performance assessment (APA) toolkit has been fully developed and is being used to assess performance of assets across the operational portfolio. This has assisted in the identification of service needs and the prioritisation of future capital works programmes.

**Objective 9: Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.**

- Refurbishment work is underway for the Neighbourhood Resource Centre (NRC) in Northumberland Park ward being provided with the budget for approved refurbishment works.
- The Communities and Partnerships service are moving into the next phase of the Community Hubs work, the purpose of which will be to develop a detailed business case and a target operating model.

**Objective 10 To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.**

- The initial data compilation and analysis of the EPC ratings for operational and commercial properties has been undertaken.
- We have recently applied for Salix funding for Phase 5 Public Sector Low Carbon Skills Fund (LCSF) for 16 Council owned for the purpose of building audits and feasibility works and occupied buildings (that includes five Schools and two Libraries). These 16 buildings have been chosen as they have works planned around heating and infrastructure (within the next three years) and this funding offers up savings around installation.
- The Civic Centre Redevelopment is aiming for BREEAM standards.
- The Councils newly appointed Renewable Energy Officer has been tasked with assessing and ensuring the Councils solar systems are operating to the deliver the maximum energy generation. Once this has been delivered, they will work on increasing the number of systems across our portfolio.

**7.0. Contribution to CDP strategic outcomes**

The Strategic Asset Management and Property Improvement Plan (SAMPIP) sets out an overarching strategy for why the council holds property and a decision-making framework for how we manage our assets to support the delivery of Council services and the Council's Corporate Delivery Plan.

The SAMPIP sets the vision and strategy for the property function and contains a detailed Action Plan for delivery, which includes the transition towards a Corporate Property Model (CPM) to facilitate this.

As a Category A Project the delivery of the SAMPIP objectives and the decision-making toolkits will support the delivery of the council's priorities as set out in the Corporate Delivery Plan (CDP).

## **8.0. Carbon and Climate Change**

The Energy Performance Certificate (EPC) is a key performance indicator in the CDP. Survey work to determine the EPC ratings for operational and commercial properties is progressing and we are identifying the next batch of properties with expired EPCs to be surveyed. This exercise will ensure that the Council has assessed whether all properties in the investment portfolio meet the Minimum Energy Efficiency Standards (MEES) regulations.

A rating of C will be required for new commercial property leases from April 2025, or 2027 in the case of existing leases, and an anticipated minimum of a B rating by 2030.

Utility information has been provided for the schools' estate and is currently being evaluated in preparation for the next round of the Mayor of London's Retrofit Accelerator – Workplace programme. The Children's Capital Programme of works is under review and as previously reported replacement works will prioritise improvements that reduce energy costs, such as improved insulation and/or the replacement of any remaining single pane glazing.

## **9.0. Statutory Officers comments (Chief Finance Officer (including procurement), Head of Legal and Governance, Equalities)**

### **9.1 Finance**

The Council's current General Fund property estate includes a wide range of land and buildings with a total value of £1.551 billion (for accounting purposes) as at 31st March 2023. Within the GF assets, nearly £1.201 billion worth of assets are used for service operational purposes and just over £0.113 billion are held for non-operational purposes (i.e. lettings to businesses and community groups). The remainder amounting to £0.238 billion is made up of community assets (parks, open spaces, transport infrastructure and plant

vehicles/equipment). The capital strategy agreed by Council at its budget setting meeting of the 4<sup>th</sup> March 2024 includes an approved General Fund capital programme of £583.5m 2024/25-28/29. This level of budgeted activity will require the application of a considerable project management resource to be achieved.

The inclusion of a scheme in the capital programme is not an immediate authority to spend. A large proportion of the capital programme requires the completion of a satisfactory business case prior to the release of capital funding. The business case serves to validate the high-level assumptions used in the compilation of the capital programme.

## **9.2. Strategic Procurement**

Strategic Procurement have been consulted in the preparation of this report. Strategic Procurement note the recommendations in section 3 of this report are not a procurement related decision.

Strategic Procurement see no procurement related reason why the report cannot be approved.

## **9.3. Legal**

The purpose of the SAMPIP is to ensure that the Council uses and manages its asset portfolio to meet its needs and objectives. It is good practice for the Council to have an asset management plan and recommended by CIPFA.

This report provides the first annual update on the progress made on the SAMPIP objectives. There are no legal issues contained in this report.

## **9.4. Equalities**

The council has a Public Sector Equality Duty (PSED) 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.

The updated Strategic Asset Management and Property Improvement Plan sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets to support the delivery of Council services and the Council's current Corporate Delivery Plan.

These objectives are designed to reduce existing inequalities, advance equality of opportunity, and foster good relations among Haringey's communities. To the extent that the Asset Management Plan supports the achievement of the Borough Plan objectives it will enable Haringey Council to meet its public sector equality duty.

Any subsequent new or revised policies that underpin the Strategic Asset Management and Property Improvement Plan will be subject to screening for equalities impact and equalities impact assessment where appropriate. The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

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## **10. Use of Appendices**

Appendix 1 – Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28

Appendix 2 – Year 1 - Action Plan updates

## **11. Background Papers**

Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023-28 ([Public Pack](#))[Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)

External Property Review ([Public Pack](#))[Agenda Document for Cabinet, 18/04/2023 18:30 \(haringey.gov.uk\)](#)



# Strategic Asset Management and Property Improvement Plan

2023 – 2028

Civic Centre (Proposed Design)



River Park House



Broadwaters Inclusive Learning  
Community



Osborne Grove Nursing Home  
(Proposed Design)



Heartlands High School



George Meehan House

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## **1. Lead Member Forward**

I am pleased to introduce the latest update to Haringey Council's Strategic Asset Management Plan. We are fortunate in Haringey to have a wide range of Council assets – from our own corporate property to commercial units and industrial sites. Our assets are valued at £2.8 billion: caring for these is a huge undertaking.

Since becoming Cabinet Member with responsibility for this area, my focus has been on ensuring we are using our assets to provide value for money – both for the Council and our residents. We are proud of the assets we hold and want to ensure they are benefiting the whole borough.

The Asset Management Plan sets out the assets we hold and how we intend to care for them in line with statutory regulations and the needs of the service. It helps services understand their responsibilities around their assets and the process by which Haringey Council can maintain quality, invest, divest or repurpose assets within the portfolio.

The Plan is part of our capital investment strategy, setting the context for major decisions and priorities around capital investment. These include the renovation of the Civic Centre in Wood Green, protecting its heritage and the legacy of the borough for generations to come.

Over the next year, we will be putting into place a new model for our corporate property. It will centralise our property operations and budgets, ensuring we are using our property strategically. We are also planning a review of our commercial property to make certain that it is being used to support our ambitions around community wealth building.

I know that in the past, we haven't always got it right. Following an independent report that identified some areas of improvement in our governance and practices, we have compiled the action plan attached to the end of this Plan that sets out how we intend to improve in the short and long-term. I am confident we now have the tools and people in place to make these improvements.

I would like to thank officers for their hard work in this complex and vital area for the Council. Cutting across all service areas, it is a particularly challenging topic to coordinate. There is still much to be done, but as this update shows, we are on the right path.

## **2. Introduction**

2.1 We cannot deliver great services to our residents without providing an excellent, fit for purpose and sustainable operational asset base.

2.2 This Strategic Asset Management and Property Improvement Plan 2023 – 2028 (SAMPIP) provides the framework for the council's approach to property and asset related activities. It will guide and shape service specific Asset Management Plans (AMP) such as the Housing Asset Management Plan and Parks and Leisure Asset Management Plan. Those service specific AMP's will identify how assets are operated on a day-to-day basis to meet legislative and specific service operational needs, but importantly in accordance with the objectives of this SAMPIP.

2.3 Property is one of the Council's major resources – valued at £2.774 billion on 31<sup>st</sup> March 2021, it is a major cost to the Council, a major source of income and a major component in service delivery and economic growth. The SAMPIP will provide a baseline on property and land matters and supports capital investment decisions.

2.4 The governance and decision-making toolkit within this strategy will be followed as part of a Corporate Property Model (CPM) when there is a service property requirement. This will ensure a joined up, open and transparent framework for the management of council property and assets.

2.5 This strategy aligns with the Medium-Term Financial Strategy 2023-28 and will inform the Council's Capital Strategy and Capital programme for 2021/22-2025/26; by providing data led approach to decision making.

2.6 In the past there have been mistakes regarding various property transactions that have come into the public domain and an Independent external property review was commissioned. This SAMPIP addresses the outcomes and recommendations from that review in the action plan section.

2.7 The external property review considered the governance arrangements at the time of these historic transactions and the current council governance arrangements; as well as political policy, structures, staffing and processes. Overall, the review found that improvements have been made within the Council

and Haringey's arrangements are now much stronger than the period under review.

2.8 However, there is always room for improvement and the review has made 12 recommendations that will help the Council further strengthen core areas, as part of our continued journey. The development and adoption of this SAMPIP, with its associated action plans, is a major next stage in that journey over the coming years.

2.9 The measurement of progress in the SAMPIP objective action plans will be provided through the council's property governance structure and Scrutiny Panels on a quarterly basis. This reflects the inherent open and transparent approach, relating to property, embedded within this SAMPIP.

2.10 We have created a new Capital Projects and Property team (CPP) within the council and are well under way to fully resourcing this team to ensure we have appropriate skills, resources and culture around our management of property and Assets. In addition to ensuring we have the right people; we are also reviewing, policy, governance, and implementing digital systems are part of these action plans. This will ensure, working with all Haringey council's services that the Council's assets are used as effectively and efficiently as possible to support our core objective of improving residents' lives.

2.11 The SAMPIP sets out an overarching strategy for the reason why the council holds property and a decision-making framework of how we manage our assets; Supporting the delivery of Council services and the Council's Corporate Delivery Plan 2022-24. This is SAMPIP builds upon the solid foundation provided by the previously adopted Asset Management Plan 2020-2025.

2.12 Finally, the SAMPIP sets the strategic framework for improving the energy performance of Haringey's property and assets, so that we meet our carbon net zero target as outlined in the Council's Zero Carbon Strategy (2019) Examples of this will be across our corporate estate, commercial portfolio, schools and housing stock.

### 3 Successful projects delivered to date.

3.1 We have successfully delivered a wide variety of projects across the Corporate Property portfolio in the past two years, that includes partnership working, as a result of our asset management and property processes.



#### Pendarren House Outdoor Education Centre

Pendarren is an outdoor activity centre situated in the Brecon Beacons National Park and has been operated by Haringey Council since 1975.

**Budget: £2m**

**Project Completed:**

December 2022

Works were divided into two phases, including urgent compliance works to the main house and the refurbishment of the Annex which will facilitate the use of the Centre by 2 schools simultaneously. Phase One comprised of fire compartmentalisation, roof repairs, mechanical ventilation, decorations, oil tank replacement, handrails, and minor electrical upgrades and was completed in April 2021. Phase 2 comprised of condition and compliance works to the Annex and reconfiguring of the internal spaces.

**Haringey**  
LONDON





## Lordship Lane Nursery

A newbuild reposition of the school's 2 class nursery including WCs, staff room, kitchenettes and ancillary spaces, due to its poor and end of life condition.

**Budget: £2m**

**Project Completed: September 2022**



**Haringey**  
LONDON



## Wood Green Youth Hub

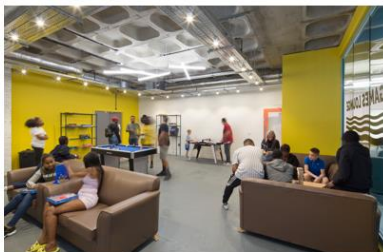
The Wood Green Youth Hub is situated on the pedestrianised area of Lymington Avenue just off the Wood Green High Street. It utilised a Co-Design process whereby the Wood Green Young Voices (a group of local young people) have been consulted through the design development stages and have had their key recommendations fed into the facility's design. The project was delivered to the approved programme and the facility is now operational. The project received positive feedback from the client team and the building users.

**Budget: £1.2m**

**Project Completed: July 2022**



**Haringey**  
LONDON



## Marsh Lane New Depot



Wholesale relocation of the depot operation from Ashley Rd Depot to 85 Marsh Lane including a Provision of new vehicle workshop, Admin accommodation and ancillary services.

**Budget: £19.5m**

**Project Completed: November 2021**



## 3.2 We are in the process of delivering the Civic Centre Refurbishment project.

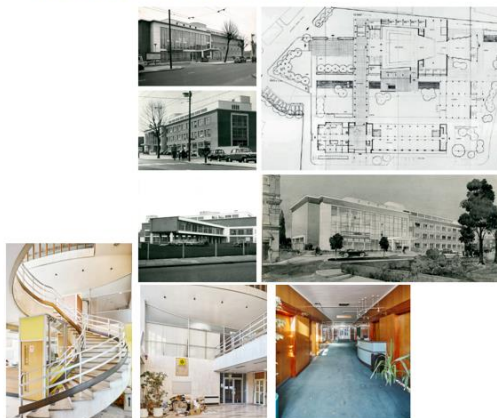
### Civic Centre Refurbishment Project

The Haringey Civic Centre was built in 1955-58 and was first Civic Centre designed after the War. Is a Grade II listed building, is within the Trinity Gardens Conservation Area and is steeped in local, social and political history.

The refurbished Civic Centre and new build Annex is to provide:

- The home of the Council's Democratic functions, with some shared public and community access;
- Flexible working, collaboration and meeting spaces that are open to all staff to help transform Council working culture; and
- A sustainably built environment

#### The Current Civic Centre



#### The Proposed Civic Centre





#### 4 Asset Management and Property Improvement Plan Objectives

4.1 This SAMPIP will assist in the delivery of the new corporate delivery plan (CDP) themes.

4.2 The corporate delivery plan replaced the Borough Plan, setting out the council's priorities for each of its service areas and the work it will undertake to improve the lives of our residents.

4.3 The CDP is split into eight themes as shown below. The objectives within this SAMPIP and the decision-making tool kits will be fundamental to ensuring the successful delivery of the CDP.



For further information please click on the link to the Corporate Delivery Plan.

[https://www.haringey.gov.uk/sites/haringeygovuk/files/final\\_corporate\\_delivery\\_plan.pdf](https://www.haringey.gov.uk/sites/haringeygovuk/files/final_corporate_delivery_plan.pdf)

4.4 The objectives of the Strategic Asset Management and Property Improvement Plan are outlined below. These reflect both the why we hold property and how we will manage our assets as part of a joint strategic plan.

#### Strategic Asset Management and Property Improvement Plan objectives.

- To ensure Council property **works** for the benefit of **residents** and achieves **value for money** for the Council while supporting financial **sustainability**.
- To ensure that our **property** meets our **service needs** across Adults, Health and communities, Placemaking and Housing, Children's Services,

*Environment and Resident Experience & Culture, Strategy and Engagement.*

- *To use our asset base to **enable** placemaking where the **need** and **opportunity is greatest** for people who live, work and visit the borough, ensuring the Borough's **diverse** communities are celebrated.*
- *To implement the **restoration** of the **Civic Centre** as part of an Accommodation Strategy that provides **high quality** sustainable workspace for **all staff** across the Borough.*
- *To establish a **Corporate Property Model** (CPM) that holds all non-residential property and budgets centrally, in accordance with **best practice**.*
- *To complete a **commercial portfolio review** which will inform our future approach to industrial, community and retail property portfolios to **maximise** income opportunities and **efficiency** of running costs across the council's property portfolio, including **investment** and **divestment** opportunities.*
- *To ensure **open** and **transparent** decision making, via a **robust** governance framework, updated policies & procedures and implementation of a **fully resourced** property team.*
- *To create a **strategic framework** informed by performance **data** that will support the **prioritisation** of capital investment decisions.*
- *Working with public sector **partner** organisations, to adopt a **One Public Estate** approach, where possible, which utilises assets for public **benefit**.*
- *To deliver **Zero** Carbon and **Low** Carbon Council Buildings, in line with the Climate Action Plan including **maximising** technological and **digital** solutions via **smart** buildings and **green** tech industries.*

## **5 How we will deliver the above objectives**

5.1 This SAMPIP contains action plans for each objective. These will be live documents that are reviewed regularly, as part of the council governance structure and updated annually to cabinet, which will set the direction for the subsequent years detailed action plans. Three Core focus areas we wish to highlight are that will fundamentally underpin the delivery of the above objectives are:

- Corporate Property Model,
- Commercial Property
- Property Improvement Plan

### **Corporate Property Model (Action Plan number 5)**

5.2 Corporate Property Model - To introduce a Corporate Property Model over the next 12-18 months that will develop a robust and transparent system that centralises property budgets, improve planned maintenance through efficiency savings and improve the utilisation of buildings with co-location and or meanwhile uses of empty property. This arrangement is a significant culture shift to a corporate approach that determines the best use of property assets and regularises standards. This will enable operational areas to concentrate on delivery of excellent services.

5.3 The Corporate Property Model once implemented will have a fundamental impact on the way property is managed in the future as all property related functions will be combined into one service, with centralised control of all property spend, space management, procurement, negotiations and capital programmes. This holistic approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings. The benefits include:

- open and transparent decision making embedded on a robust governance model.
- improved service environment for employees, service users and residents.
- Haringey Deal to involve communities in decisions about Council buildings.
- Social value impact.
- Customer focused service and management reporting – service able to focus on delivery.

- Improved statutory obligations and health and safety compliance
- Reduced running costs, back logged maintenance and transition to planned rather than reactive maintenance.

### **Commercial Property Review (Action Plan number 6)**

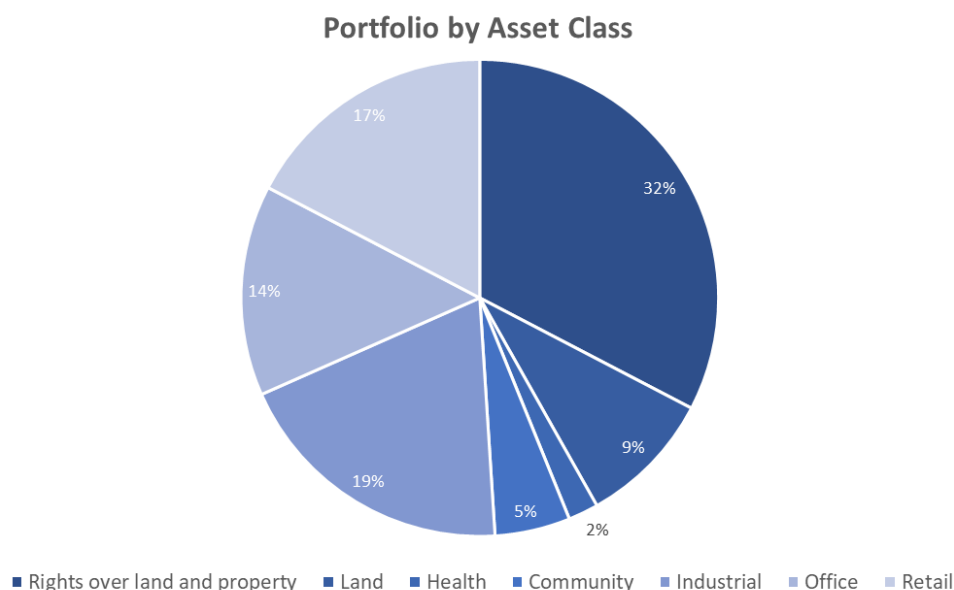
5.4 The Council's budget and the MTFS for future years has a dependency on commercial income from property. The commercial property strategy will identify commercial properties to retain, invest, divest, repurpose to meet council objectives and areas for future acquisition. This decision making will be done on the basis of the property's use for social and economic wellbeing or service delivery purposes.

### **Property Improvement Plan (Action Plan number 7)**

5.5 Haringey Council has gone through a property management improvement journey and has commissioned an independent property review into a number of its property transactions in May 2022. The review was asked to examine nine transactions or intended transactions which date back over several years and to examine them in the light of a series of questions set out in the terms of reference. In addition, the Council's current and previous processes for property transactions together with arrangements for the wider reporting of capital expenditure and scheme progress have been examined and reviewed. The action plan details implementation of the 46 recommendations from the Property Audits, across 3 core themed areas, Governance, Best Practise & People.

## **6 Property Portfolio**

6.1 There are currently 986 assets in the portfolio held across the commercial portfolio budget centre and various service budget cost centres at present including, offices, shops, industrial premises or land, community uses and clinics including a range of 431 sundry uses including advertising/telecoms/ cables, utilities/ wayleaves.



6.2 The aim of the Strategic Asset Management & Property Improvement Plan (SAMPIP) is to set out the Council's vision, aspirations and objectives for property portfolio and asset management. This strategic framework sets the core principles for the future use and management of the Council's assets to enable the successful delivery of council services.

6.3 The Corporate Delivery Plan sets out the Council's Priorities and the Strategic Asset Management sets out the programme for property delivery. This property strategy outlines the policy for why we own property and how our property ownership can be financially sustainable.

6.4 Council's Property ownership is diverse and would ideally be self-supporting, income from investment and commercial property contribute towards the delivery of the operational property needs.

6.5 Commercial property portfolio is valued for insurance purposes at circa £225m producing a current annual income of c£8.67m in normal circumstances (less during the pandemic). This comprises industrial, retail, office and various other assets located through the Borough. Retail property accounts for 44% by fixed asset register values, industrial 50% and offices 2.5%. In terms of annual rental income, retail property accounts for 34%, industrial 50% and offices 3.7% of the total portfolio income.

6.6 An analysis of the Council's commercial portfolio, assessing performance, management and market trends has led to more detailed review to assess the value of the properties to the Council's service delivery or social and economic well-being and to assess where it may be possible to improve income performance from commercial property. As well as looking at financial performance the review is looking at how the commercial portfolio can be used more effectively to support

Council service delivery properties of the Corporate Delivery Plan, as well as the Good Economy Recovery Plan, published September 2020 plus the Haringey Deal launched 7th November 2022. The includes looking at the industrial portfolio, to try to protect its role in supporting employment in the Borough and looking at how the retail portfolio links with the locality and community properties which can improve outcomes locally.

6.7 In addition, as part of the accommodation strategy and emerging action plan from the Council is looking at how best use can be made of any office accommodation that is released to support economic activity, potentially on a meanwhile use basis pending future redevelopment.

6.8 Haringey council's ambition is to move to be a more agile organisation, with staff working under a 'working flexibly' model, which will see working locations for staff split across some combination of office, community, and home. The ambition to move to this new working model will require LBH to provide a flexible and collaborative office working environment for its staff, which enhances the positive aspects of in-person interaction, enables work and activity that is harder to deliver remotely, and supports staff wellbeing.

6.9 As a result of the Civic centre project and 'working flexibly' model, the council has a significant opportunity to explore alternative uses for the existing council buildings in central Wood Green that will be freed up through effective consolidation of the Council's office accommodation needs.

6.10 The industrial portfolio is the strongest performing asset of the Council and makes a significant contribution to the Corporate Delivery Plan outcomes relating to economy and community wealth building.

6.11 The Industrial portfolio priority is to support economic growth rather than purely focussing on achieving income to help the Council meet its budget requirements.

6.12 There are several community-based tenancies in commercial units. These include charities, churches and similar organisations that are not commercial businesses and may receive funding from the public sector if not the Council. There are 25 community buildings, subject to separate policies and management arrangements, whereby community groups that occupy these assets have the benefit of discounted business rates, a lower level of rent as determined by usage limitations.

6.13 The Council is also trialling social value leases, where businesses are selected and achieve rental discounts based on social value achievements, including for example employment provision. A key action in the plan below is to review this trial and develop a formal VCS leasing policy in accordance with the themes and objectives of the CDP and Haringey Deal.

6.14 A cross-cutting review of property is taking place in 2023/24 to consider how to make better use of our property assets in the short, medium, and longer term. Haringey holds property to support service delivery, provide the Council income - to generate revenue and capital income and to promote growth and place shaping within the Borough.

6.15 The Property Review creates opportunities to review existing assets and land ownership to consider how this could best support future service delivery and the delivery of Borough Plan priorities. The review will consider how land or under used buildings could be repurposed to improve business and community spaces, provide new Jobs and homes or used for investment to achieve capital receipts. The Review will identify objectives for the Property Strategy which will support delivery of the Haringey Corporate Delivery Plan 23-28. The property review will explore key themes that influence the way Haringey uses its property assets.

6.16 The outcome of the Review will identify the scope to move towards a more strategic use of our property holdings and development of the Haringey Property Strategy. This may include changing the shape of our property holdings with longer term needs in mind. The review will also where Property could generate a capital receipt via disposal of freehold assets for reinvestment in the Property portfolio and how property can generate income in the short term if not required immediately for an operational purpose. The review will also touch upon the Council's investment strategy and how property can be used as an investment vehicle. The benefit of a Haringey Property Strategy will create transparency, consistency, and coherence to all our property decisions; provide focus for our property decisions on our place shaping role - working with partners, supporting communities and customers.

## **7 Financial links – Medium Term Financial Strategy (MTFS) and Capital Strategy**

7.1 The Council's Strategic Asset Management and Property Improvement Plan sits alongside the Medium Term Financial Strategy as a companion document and is a key document in supporting the Council's decision-making about investment in its land and property assets to deliver Council priorities and services.

7.2 The Strategic Asset Management and Property Improvement Plan informs the Council's capital programme. The Corporate Property Model is the strategic toolkit that will guide and inform future business decisions and assist the Council meeting the financial challenges that it continues to face. The SAMPIP reflects upon the Council's Capital Strategy in several ways by informing via Corporate Property Model approach:

- 7.2.1 which assets are planned to be retained to support service provision and will highlight the ongoing investment costs of maintaining and improving those assets to maintain business continuity and an agreed quality of provision.
- 7.2.2 decisions as to which assets are included in the Council's Place Making Approach and sets out the context for their inclusion and future.
- 7.2.3 Guides decisions as to which are assets considered surplus to requirements, and the divestment strategy or repurposing for housing, Placemaking or other purposes.
- 7.2.4 When a capital asset is no longer needed, a review takes place to see whether it could be repurposed or whether, if it meets the requirements of the disposals policy, it could be sold with the proceeds (capital receipts) being used to support the Council's budget including repayment of debt. Repayments of grants, loans and non-treasury investments also generate capital receipts. The Council was permitted to spend capital receipts to deliver cost reductions and/or transformation. This was known as the flexible use of capital receipts and this flexibility expires on the 31st of March 2025.
- 7.2.5 Capital receipts can be used to fund capital expenditure or repay debt. The budget assumption is that capital receipts will not fund capital expenditure or debt repayment. It is anticipated that the capital receipts received in the MTFS period covered by the flexibility (up to 31st March 2022) would be used to deliver cost reductions and/or transformation. There is a separate policy



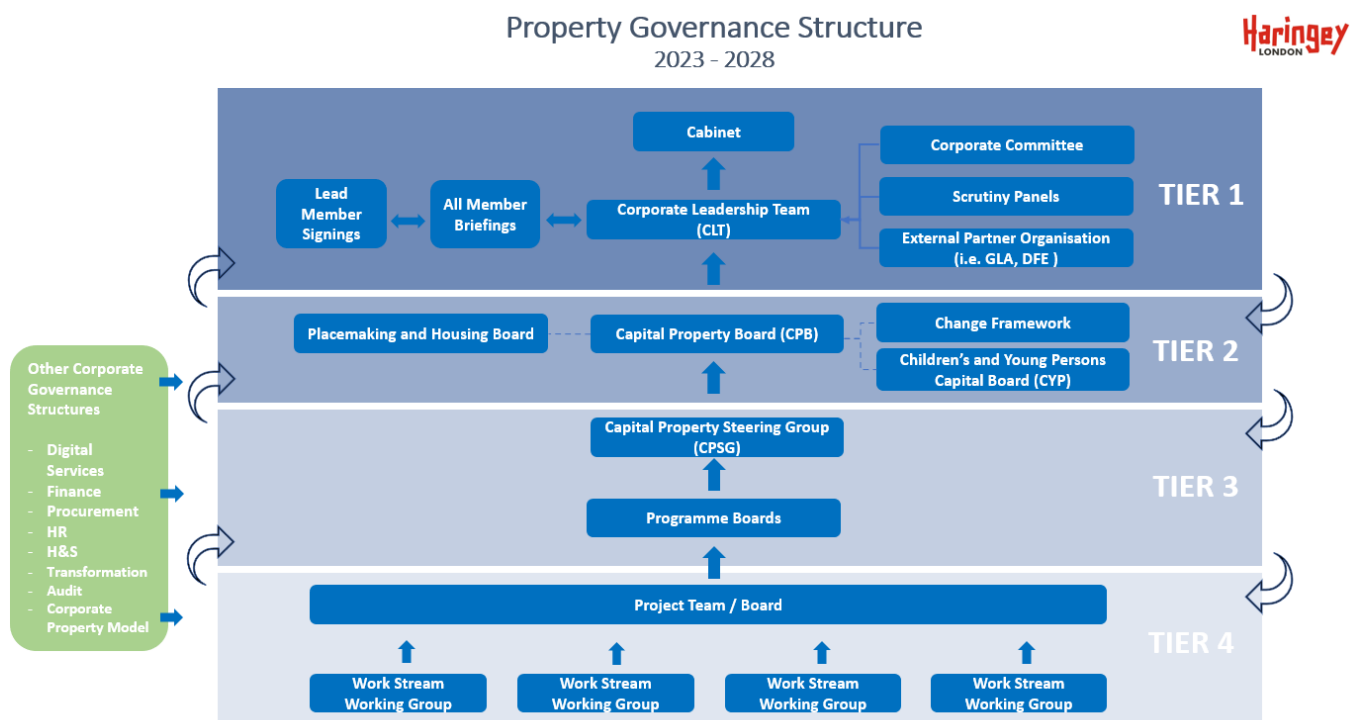
statement and schedule of proposed initiatives to utilise capital receipts flexibly.

## 8 Asset Management Processes and Decision-Making toolkit

**8.2 Governance** - Governance surrounding property decisions was reviewed in 2020 to improve policies and procedures and ensure that decisions around the use of Council property and land continue to support the delivery of the Corporate Delivery Plan and Council services. The outcome of this review implemented by a restructure of Officer Boards delivered a more robust approach to business case-based decisions at a corporate level.

**8.3 Governance arrangements** are subject to continuous scrutiny and review. One of the more pressing issues is to ensure that the Council can adopt an agile decision-making process that satisfies good governance needs. This will enable submission of bids for the purchase of assets (residential developments in particular), although not contractually binding can result in a loss of reputation if the Council subsequently withdraws.

**8.4 Health and Safety Forums** - There are three working groups that report on building safety and compliance by element on properties under the responsibility of the Corporate Landlord (corporate buildings, commercial buildings with



common areas and maintained schools). These are Fire, Asbestos, Water working groups. These operational groups report to the Property Compliance Board.

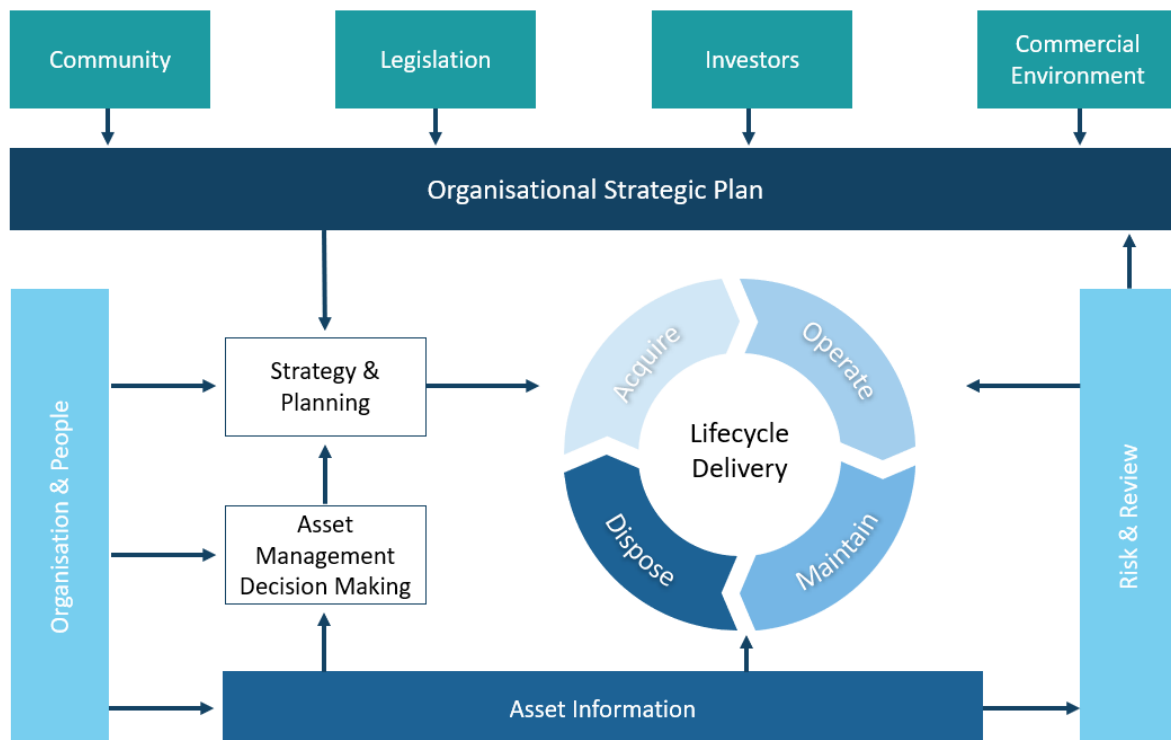
8.5 The Property Compliance Board oversees property compliance in the Council, including the revision and implementation of corporate procedures, detailed compliance reports by area (corporate buildings, commercial buildings with common areas, maintained schools and housing stock) on the 'big six' and the status of remedials and actions.

8.6 The Corporate Health, Safety and Wellbeing Board have a strategic general oversight of building compliance levels in the Council and approves H&S Procedures. Significant matters on building compliance are reported to the Board by exception. The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

8.7 The Corporate Health, Safety and Wellbeing Board have a strategic general oversight of building compliance levels in the Council and approves H&S Procedures. Significant matters on building compliance are reported to the Board by exception.

8.8 The Council Leadership Team composes the most senior members of Council staff and significant strategic matters are brought to the attention of the Team for direction and key decisions.

[Link to H&S Documents \(including Health, Safety and Wellbeing Policy and Strategy\)](#)



**8.9 Digital Transition** - Technology Forge (Tf), the Council's Asset Management database which was launched in October 2022. It will be the single repository for all property and Asset related records. It is utilised to hold all records for asbestos and compliance records. As of October 2022, there were 218 buildings with asbestos records of a total of 14,432 inspection records for the 'Big 6'. Tf is capable of generating rapid reports that when exported are converted to a real-time dashboard report. Over time all compliance records will be held within Tf so that a programme of checks is developed for all Council buildings and Schools with a calendar created that informs a task holder to arrange any required actions. Statutory compliance KPI's will be reported quarterly at CPSB.

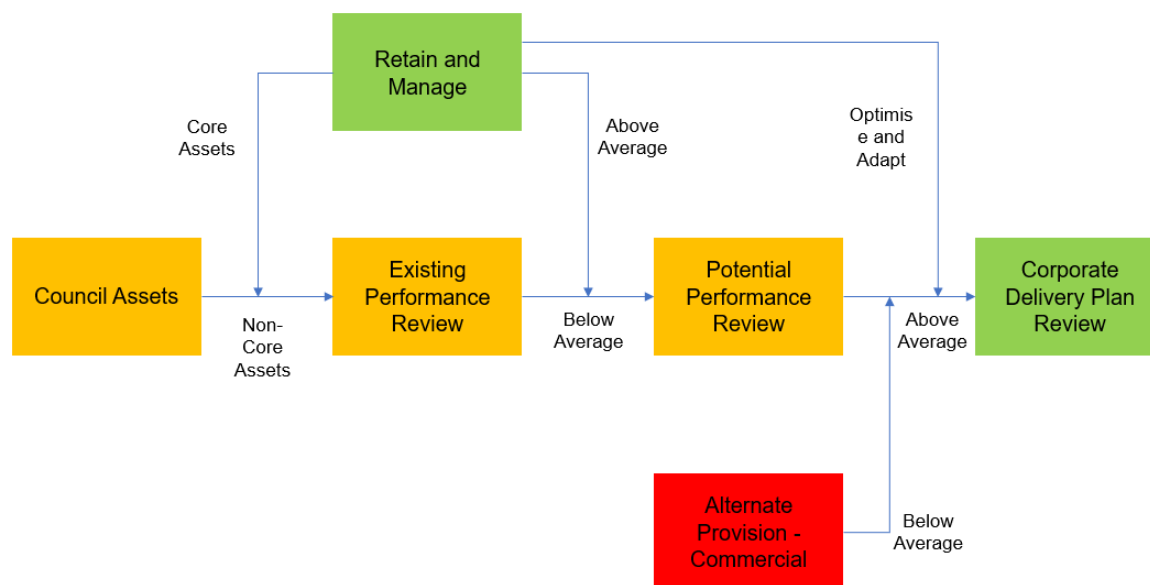
**8.10 Property Performance Matrix** - To assist with this decision-making process, a Property Performance Matrix is being developed that will change the way that property is assessed from an individual case-by-case basis to a Council wide standardised assessment matrix. On a rolling programme, depending on property review resource availability, assets will be analysed with firstly new acquisitions being assessed as part of the business case prior to a decision to acquire and concurrently proposed repurposing of existing sites will be evaluated as a part of the business case for capital investment, prior to any investment decision or recommendation for a change of use. Then a rolling programme will be run to evaluate all existing sites to be able to determine the Council's future strategy for retention or disposal of assets. The categories of analysis arise from the adopted Objectives within this Strategic Asset Management and Property Improvement Plan.

8.11 The below diagram provides a summary of the overall property performance matrix process. Behind this process sits the Corporate Property Model scoring matrix for existing and future asset performance and commercial criteria against strategic, operational and financial objectives, which is reported via a traffic light rating system.

8.12 The traffic light system of red, amber, and green reflects the combined weighting and scoring for the criteria. Importantly this rating is a joint effort across council departments for the strategic, operational, and financial criteria. This ensures that the most informed and balanced recommendations are made for subsequent decisions to be taken, in accordance with the council's constitution.

8.13 The RAG rating is based on numeric criteria agreed by the working group evaluating the asset or site. An evaluation is required for existing use and then to rerun the model for proposed uses. As the Matrix is an evaluation tool for usage the outcome may vary with alternative proposed uses.

### Property Review Process (PRP)



Red 0 – 39 = performance review

Amber 40 – 69 = performance review

Green 70 – 100 = retain and manage

## **9 Strategic Asset Management and Property Improvement Action Plan**

The ten SAMPIP objectives have a corresponding action plan. Each action plan breaks down how we are going to go about implementing, delivering, and measuring performance. Each action outlines year 1 activity and indicates a direction for years 2 – 5.

The actions are measurable and will be taken through the property governance process to ensure transparency and that members are fully informed of progress which will assist the Council when working with partners and other public sector bodies.

Although the actions will be owned by the Capital Projects and Property (CPP) the activities require joint working across the Council to ensure delivery and inter dependencies are met.

## 9.1 Strategic Asset Management and Property Improvement Action Plan

1. To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	Analyse baseline to inform property investment decisions.	Assistant Director Capital Projects and Property	Cllr Gordon  Cllr das Neves
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	Delivery of the lease holder action plan for rent arrears.		
1.c	Submit business case for integrating all FM services into a single team.	Commence contract procurement, as required, to support a single FM model.		

1.d	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	Delivery of the approved business cases relating to the underperforming high priority sites.		
1.e	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	Implement action plan from Property Review.		
	<p><b>Outcomes</b></p> <p>Agreed programmes for implementation as part of the MTFS, with profiled financial income and saving opportunities.</p> <p>Early indication of Capital Strategy requirements for future years.</p>	<p>Optimisation of property asset performance and suitability.</p> <p>Greater performance and financial returns within the commercial portfolio.</p> <p>Capital Strategy to reflect the Asset Management and Commercial portfolio requirements.</p> <p>Fully integrated single FM model.</p>		

2. To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Road Map	Lead Officer	Cabinet Member
2.a	Scoping the Accommodation Strategy to assist service delivery.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.	Assistant Director Capital Projects and Property	Cllr Gordon
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.		Cllr Hakata
2.c	Consult with community representatives as part of a review of the council's property portfolio.	Information gathered from consultations will be used to inform		Cllr Brabazon
				Cllr Gordon



		accommodation requirements for service delivery.		
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.		
2.e	<p>In the context of Children's Services, assist colleagues to develop the three main themes within their vision that have a significant capital component:</p> <ol style="list-style-type: none"> <li>1. Establish a programme of capital works to support the education strategy.</li> <li>2. Develop the capital element of the Safety Valve programme.</li> <li>3. Review opportunities to increase the in-borough offer for residential and short break placements to support vulnerable young people and their families in a local setting.</li> </ol>	Assess and refine the delivery strategies for the Children's Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service's vision. Engage closely with Children's Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council's Net Zero target.		
	<p><b>Outcomes</b></p> <p>In addressing the outputs that emerge from the themes above, officers will refer to the 'master plan' options appraisal process undertaken for a number of key education sites in 2022.</p>	<p><b>Outcomes</b></p> <p>Community ownership of decision making relating to asset and property related functions with the council, that impact upon their local communities.</p>		

	<p>In addition, we will continue to monitor the quality of outcomes achieved to ensure that investment in the schools' estate delivers effective, value for money outcomes.</p> <p>Increased community involvement in asset and property related functions to ensure community needs are met.</p>			
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3. To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

Activity and Output Year 1 Priority		Activity and Output Year 2-5 Roadmap	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2- 5 Roadmap	Lead Officer	Cabinet Member
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	Implement gateway review process to ensure property decisions align with CDP.	Head of Strategic Asset Management	Cllr Gordon
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	Review property impact of service AMPs and embed into SAMPIP.		Cllr Brabazon

3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well a business case sign off.	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.		
3.e	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.		
	<p><b>Outcomes</b></p> <p>Engagement with operational areas to agree programmes for development of service AMPs.</p> <p>Identify a support resource and capital funding to help operational departments to develop their visions and convert to a service AMP.</p> <p>Database of property cost centres from Fixed Asset Register verified to incorporate into service AMPs so to determine current utilisation and future needs of each asset.</p> <p>Operational Departments to finalise service policy, programme, and business cases and to obtain adoption by Cabinet.</p>	<p><b>Outcomes</b></p> <p>Scrutinise service AMPs to extract property implications into corporate AMP update Year 2 (Feb 2025)</p> <p>Compare service AMPs to all property to determine assets surplus to requirements to undertake a cross-cutting and corporate review of use for repurposing or regeneration prior to a disposal option to deliver capital investment or MTFS saving Year 2-3.</p> <p>Ongoing review and update for reporting to Cabinet on property performance Year 3 to 5.</p>		

	Update corporate AMP for February 2024 to incorporate strategic CDP property implications.			
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4. To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Years 2-5 Road map	Lead Officer	Cabinet member
4.a	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	<p>Develop business case; Obtain earmarked capital funding.</p> <p>Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.</p> <p>Produce Business Case and seek Cabinet ‘in principle’ approval of investment proposals.</p> <p>Develop tender documentation and seek tenders.</p> <p>Seek Cabinet authority to commit.</p>	Head of Strategic Asset Management	<p>Cllr Gordon</p> <p>Cllr das Neves</p> <p>Cllr Hakata</p>

		Commence programme of work to complete by April 2027.		
4.b	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	Embed into Accommodation Strategy.		
	<b>Outcomes</b>  Emerging Strategy for Wood Green Corner to develop agreed list of core buildings to include in the Accommodation Strategy.	<b>Outcomes</b>  Develop accommodation strategy.  Business case agreed for accommodation strategy.  Upgrade works to agreed core buildings completed April 2027 (Year 5).		

5. To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority.	Year 2-5 Roadmap.	Lead Officer	Cabinet Member
5.a	Stakeholder workshops to embed model across the Council.	Develop operational governance structures for CPM.	Head of Strategic Asset Management and the Head of building management, resilience and safety	Cllr Gordon
5.b	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Asset Management database ready.		
5.c	Baseline Approach and Data review.	Develop workstreams to centralised budgets.		
5.d	Develop CPM Implementation Plan.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.		
5.e	Populate asset management database including physical, legal and photographic data.	Develop Estate optimisation with Operational teams.		

	<p><b>Outcomes</b></p> <p>Complete stakeholder workshops.</p> <p>Comms plan activated to engage with internal stakeholders to implement culture and behaviour change.</p> <p>Property assets verified and recorded in Technology Forge.</p> <p>Captured all property related costs and maintenance backlog for assets to be transferred to the corporate property cost centre.</p>	<p><b>Outcomes</b></p> <p>Running cost database developed year 2 to 3.</p> <p>Corporate Property Model go-live year 2.</p> <p>Property reviews programmed in rolling five-year cycle.</p> <p>Establish MTFS targets for savings of running costs Year 3.</p> <p>Fully implement and embed Technology Forge as a Property Database.</p>		
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6. To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
6.a	Complete the Property review.	Capital projects, subject to Business case approval to begin.	Head of Property	Cllr Gordon
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	Programme of investment and divestment aligned with the MTFS.		
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	Changes to operating models, policies and procedures as required.  Ongoing delivery of the Commercial portfolio Action Plan.		
	<b>Outcomes</b>  A clearly defined programme of priorities to achieve a high performing property portfolio.	<b>Outcomes</b>  High performing commercial portfolio which contributes to the MTFS and delivers borough priorities.		



	A detailed action plan for improving the Property holding.			
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7. To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise &amp; People.</p> <p><b>Governance –</b> To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations. Review ToR for governance boards and implementation of digital systems to track decision making and performance management.</p>	Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.	Head of Property	Cllr Gordon

	<p>To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p><b>Best Practise –</b></p> <p>To review existing policies and amend as required.</p> <p>Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility.</p> <p>To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies.</p> <p>To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption.</p> <p>Work with legal to ensure any constitutional changes are made, as required.</p> <p><b>People –</b></p> <p>Conclude the CPP implementation plan, following the completed restructure in May 2022.</p>			
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	<p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>			
	<p><b>Outcomes</b></p> <p>High performing property function</p> <p>Audit assurances following future reviews.</p>	<p><b>Outcomes</b></p> <p>High performing Business as usual Asset management and Property functions across the council.</p>		

8. To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead officer	Cabinet Member

8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	Continuous development of the PRP to inform robust decision making.	Assistant Director Capital Projects and Property.	Cllr Gordon
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	Report regularly to Cabinet on performance.		
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.		
	<p><b>Outcomes</b></p> <p>Circular retest of model and finalise for programmed reviews.</p> <p>To have completed matrix reviews of identified underperforming/ priority property assets.</p> <p>To have verified a list of key assets to develop a 5-year programme of property performance reviews.</p> <p>Establish Rolling Programme of reviews.</p>	<p><b>Outcomes</b></p> <p>Completion of reviews of underperforming/ priority property assets and prepare reports for Cabinet.</p> <p>Utilise the Property Disposal Strategy adopted by Cabinet to support final decision making.</p>		

9. Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.

Activity and Output Year 1 Priority – Property team		Activity and Output Year 2-5 Roadmap – Property team	Lead Officer / Cabinet Member	Target Delivery Date
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
9.a	Engage with key public sector partners to identify opportunities such as Localities.	Continuous partnership working.	Assistant Director Capital Projects and Property.	Cllr Gordon
9.b	Joint development of programmes, where in accordance with the council's objectives of the SAMPIP, as identified by Service area need.	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.		

9.c	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	Progress agreed projects to delivery stage.		
	<b>Outcomes</b> Identified potential projects and undertake feasibility study to establish viability.	<b>Outcomes</b> Projects delivered when feasibility and governance process has been carried out.		

10. To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

Activity and Output		Activity and Output	Lead Officer / Cabinet Member	Target Delivery Date
Year 1 Priority – Property team		Year 2-5 Roadmap – Property team		
Action Ref	Year 1 Priority	Year 2-5 Roadmap	Lead Officer	Cabinet Member
10.a	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council's zero carbon action plan.	Utilise the CPM to establish a programme of works and identify funding opportunities.	Head of Strategic Asset Management	Cllr Gordon

10.c	Utilise the Net-Zero Schools Retrofit Guide to establish extent of works and costs to achieve net zero targets for schools.	Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.		Cllr Brabazon
10.d	Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.	Implement and deliver in alignment with capital programme of works.		Cllr das Neves
10.e	Review DEC and EPC surveys and reports to identify works required and associated costs.	Utilise CPM to devise a programme of works.		
	<b>Outcomes</b>  DEC surveys and reports complete for all public access buildings.  Report to CCASOG (Carbon Board) on status of DEC ratings and required works to agreed list of core buildings to include in meeting the 2027 target.	<b>Outcomes</b>  Funding opportunities activated and used for financing schemes.  Business case agreed for carbon reduction works to core properties and Schools Year 2-3.  Upgrade works to agreed core buildings completed April 2027 (Year 5)		

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## Strategic Asset Management and Property Improvement Plan – SAMPIP

**OBJECTIVE 1** -To ensure the Council property works for the benefit of residents and achieves value for money for the Council while supporting financial sustainability.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
1.a	Compilation of baseline operational costs for all council accommodation that supports service delivery.	<p>This has been compiled for utilities provision and we are working with finance, as part of the Full Business Case development to collate all other property operational costs that are held within service budgets.</p> <p><b>July update:</b> as part of the CPM project work, the property related budgets for each operational service areas have been identified and analysed. These budgets will transfer to the CPM.</p>	Analyse baseline to inform property investment decisions.
1.b	Review all lease holders who are in rent arrears and agree an action plan across service areas, legal and finance.	<p>This has been completed and appropriate action is being taken on a case-by-case basis, in accordance with the council's process.</p> <p><b>July update:</b> This is work in progress.</p>	Delivery of the lease holder action plan for rent arrears.

<b>1.c</b>	Submit business case for integrating all FM services into a single team.	<p>This has been completed with staff consultation taking place in November 2023.</p> <p><b>July update:</b> Integrating FM services forms part of the Business Case to implement the Corporate Property Model (CPM).</p>	Commence contract procurement, as required, to support a single FM model.
<b>1.d</b>	Identify list of underperforming high priority sites, run sites through the Asset Management Strategic Assessment toolkit, for the commercial portfolio, and prepare business cases for Cabinet approval.	<p>Further to the completion of initial pilots to test the model a fully developed Asset Performance Assessment tool is being applied across the operational portfolio as part of the corporate property model (CPM) full business case implementation.</p> <p><b>July update:</b> The APA for the Commercial Portfolio has not yet commenced.</p>	Delivery of the approved business cases relating to the underperforming high priority sites.
<b>1.e</b>	Undertake Property Review to establish property baseline including ownership and leases and recommend optimal financial models.	<p>This has progressed and is currently live, following successful recruiting of resources in August 23.</p> <p><b>July update:</b> No further update.</p>	<p>Implement action plan from Property Review.</p> <p>Is ther a current Action Plan for property Review.</p>

**OBJECTIVE 2** -To ensure that our property meets our service needs across Adults, Health, and communities, Placemaking and Housing, Children's Services, Environment and Resident Experience & Culture, Strategy and Engagement.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
2.a	Scoping the Accommodation Strategy to assist service delivery.	Initial scope has been developed, based upon the Civic Centre requirements. A working group, which will be led by Culture, Strategy and Engagement is being set up as part of the council's workforce planning.  <b>July update:</b> No further update.	Implement the Accommodation Strategy to ensure property meets the changing demands of service delivery.
2.b	Host conversation events with our lease holders, local communities and partner organisations regarding accommodation requirements.	These are planned to be started in 1 <sup>st</sup> quarter 2024. We have met with a number of individual lease holders, representative organisations and Haringey Community Centres Network (HCCN)  <b>July update:</b> Residents are being consulted if a Family Hub would be desirable to be based at the Ellen Eric Centre (Kenneth Robbins House, N15).	Ongoing forums and engagement as part of the Asset Management and Commercial Property review action plans, business cases and decision making, as identified from the Activities in the SAMPIP action plan.

		A stakeholder session took place in April to support the shaping of a new Community and Partnership Hub at the Neighbourhood Resource Centre (NRC).	
2.c	Consult with community representatives as part of a review of the council's property portfolio.	Linked to the above.  <b>July update:</b> No further update.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.
2.d	Develop a comms strategy for engaging with residents on community usage of property assets.	Internal working group on the councils Voluntary Community Sectors leasing model have been developed and will be developing and owning this comms strategy.  <b>July update:</b> No further update.	Information gathered from consultations will be used to inform accommodation requirements for service delivery.
2.e	In the context of Children's Services, assist colleagues to develop the three main themes within their vision that have a significant capital component: <ol style="list-style-type: none"> <li>1. Establish a programme of capital works to support the education strategy.</li> <li>2. Develop the capital element of the Safety Valve programme.</li> <li>3. Review opportunities to increase the in-borough offer for residential and short break placements to support</li> </ol>	Significant progress made with Children's services on the capital programme. This is highlighted and governed through the Children's and Young People Capital Board, chaired by the Director of Children's Services. It is also reported through the council capital projects and property governance structure.  An Education Strategy Board has recently been created, with Headteachers and other key stakeholders in its membership, that includes the development of an Engagement and	Assess and refine the delivery strategies for the Children's Service outcomes to ensure its continued relevance and efficacy in meeting the needs of the service's vision. Engage closely with Children's Service colleagues to ensure individual schemes meet the objectives of each programme/theme, in addition to contributing towards the Council's Net Zero target.

	vulnerable young people and their families in a local setting.	Development Plan, Activities and Next Steps to develop a new Education Strategy.  <b>July update:</b> No further update.	
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**OBJECTIVE 3** -To use our asset base to enable placemaking where the need and opportunity is greatest for people who live, work, and visit the borough, ensuring the Borough's diverse communities are celebrated.

	Activity and Output	Year 1 Progress to Date	Activity and Output
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	Year 1 Priority	April 2022-23	Year 2-5 Priorities
Action Ref			
3.a	Assess property implications of Corporate Delivery Plan (CDP) and embed into SAMPIP.	<p>The CDP is monitored on a quarterly basis through Monday.com and reported to the Corporate Leadership Team.</p> <p><b>July update:</b> no further update.</p>	Implement gateway review process to ensure property decisions align with CDP.
3.b	Review progress to date on Service Area Vision for service delivery as part of Change programmes and CDP.	<p>This is part of the implementation of the Corporate Property Model, for which workshops started with Service areas in November 2023. CPM Workshops with Adult Services, Children Services, Environment &amp; Resident Experience and Culture, Strategy &amp; Engagement have been completed.</p> <p>Asset Performance Assessment (APA) criteria, matrix scoring and methodology is progressing.</p> <p><b>July update:</b> Approx 90% of APA's have been completed with Service Leads/Head of Service.</p>	Review property impact of service AMPs and embed into SAMPIP.
3.c	Develop implementation plans with operational teams and identify specific programme or policy approvals as well as a business case sign off.	<p>This is an ongoing process. These will be taken through the council's property governance process, prior to formal decision making. Examples would be 40 Cumberland Road, Northumberland Park Resource Centre and Parent and Child provision.</p> <p><b>July update:</b> no further update.</p>	Match assets to services with opportunities to co-locate and develop a Localities based approach to property provision where possible.

<b>3.e</b>	Provide baseline data on property assets to incorporate into the service AMP so to enable service AMPs to reflect on current resources and future needs if affordable to MTFS constraints.	<p>This will form part of the corporate property model full business case process, described in the report.</p> <p><b>July update:</b> the Business Case for the CPM has been drafted and currently under review.</p>	Monitor and report back to Cabinet on Property Performance along with Service AMPs and how affected by emerging and evolving refreshes of the Corporate Delivery Plan.
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**OBJECTIVE 4** -To implement the restoration of the Civic Centre as part of an Accommodation Strategy that provides high quality sustainable workspace for all staff across the Borough.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
<b>4.a</b>	Scope requirements to develop accommodation strategy starting with service areas not included in Civic Centre as a priority.	<p>This has started and will be reported through the council's property governance structure. Linked to action plan reference 2.a.</p> <p><b>July update:</b> The construction tenders for the Civic Centre are in the process of being evaluated.</p>	<p>Develop business case; Obtain earmarked capital funding.</p> <p>Ongoing review of office and staff user requirements to support the completion date in 2026 of the Civic Centre.</p> <p>Produce Business Case and seek Cabinet 'in principle' approval of investment proposals.</p> <p>Develop tender documentation and seek tenders.</p> <p>Seek Cabinet authority to commit.</p>

			Commence programme of work to complete by April 2027.
<b>4.b</b>	Clarify Wood Green Voices strategy on retention and disposals of office assets in advance of the Civic Centre completion in 2026.	<p>Significant progress and Wood Green engagement activities planned for November 2023.</p> <p><b>July update:</b> Co-production work ongoing, being led Regeneration team Wood Green.</p>	Embed into Accommodation Strategy.

**OBJECTIVE 5** -To establish a corporate property model (CPM) that holds all non-residential property and budgets centrally, in accordance with good practice.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
<b>5.a</b>	Stakeholder workshops to embed model across the Council.	<p>These started in November 2023.</p> <p><b>July update:</b> The Stakeholder workshops have been completed.</p>	Develop operational governance structures for CPM.
<b>5.b</b>	Develop CPM comms plan to engage with internal stakeholders to implement culture and behaviour change.	Work commissioned in October 2023 as part of the Full Business Case (FBC) which is due to be completed in May 2024. External resource procured through People Too Ltd.	Asset Management database ready.



		<b>July update:</b> The draft Business Case to implement the CPM is under review.	
<b>5.c</b>	Baseline Approach and Data review.	Forms part of the FBC development and project programme for the next 12 months  <b>July update:</b> Baseline Data available has been captured and recorded in Civica Asset Management (CAM) system.	Develop workstreams to centralised budgets.
<b>5.d</b>	Develop CPM Implementation Plan.	Forms part of the FBC development and project programme for the next 12 months  <b>July update:</b> The CPM Implementation Plan is part of the FBC and currently at the stage of being reviewed.	Establish priorities for compliance, investment, and base standards to work within MTFS affordability with a Matrix model of property performance review.
<b>5.e</b>	Populate asset management database including physical, legal and photographic data.	Works ongoing following the successful launch of Technology Forge  <b>July update:</b> This is ongoing, a dedicated Database Officer is in post who frequently reviews and monitors the data on the system.	Develop Estate optimisation with Operational teams.

**OBJECTIVE 6** -To complete a commercial portfolio review which will inform our future approach to industrial, community and retail property portfolios to maximise income opportunities and efficiency of running costs across the council's property portfolio, including investment and divestment opportunities.

	Activity and Output	Year 1 Progress to Date	Activity and Output
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	Year 1 Priority	April 2022-23	Year 2-5 Priorities
Action Ref			
6.a	Complete the Property review.	<p>Data analysis lease reading and formulation of information in accordance with best practice has started, as of August 2023, following additional resources being secured.</p> <p><b>July update: This is ongoing.</b></p>	Capital projects, subject to Business case approval to begin.
6.b	Cabinet Approval for the recommendations following the review, across the portfolio.	<p>This is a live action across the SAMPIP 23-28. Our first report relating to Shaftsbury Road is being taken to Cabinet in November 2023.</p> <p><b>July update: No further update.</b></p>	Programme of investment and divestment aligned with the MTFS.
6.c	Approval of priority site business cases to allow the allocated capital programme funding to be approved for spend.	<p>Energy Performance requirements are being implemented where required. Further cases will be brought forward as and when the property review continues to progress.</p> <p><b>July update: EPC's are being commissioned for new lettings.</b></p>	<p>Changes to operating models, policies and procedures as required.</p> <p>Ongoing delivery of the Commercial portfolio Action Plan.</p>

**OBJECTIVE 7** -To ensure open and transparent decision making, via a robust governance framework, updated policies & procedures and implementation of a fully resourced property team.

	Activity and Output	Year 1 Progress to Date	Activity and Output
	Year 1 Priority	April 2022-23	Year 2-5 Priorities

Action Ref			
7.a	<p>Implement the 46 recommendations from Property Audits, across 3 core themed areas, Governance, Best Practise &amp; People.</p> <p><b>Governance –</b> To review the existing governance arrangements and make amendments where required, in accordance with audit recommendations. Review ToR for governance boards and implementation of digital systems to track decision making and performance management. To fully integrate Techforge into the daily working practises across the council. Identify areas for improvement and implementation of additional digital resources.</p> <p><b>Best Practise –</b> To review existing policies and amend as required. Improve culture and ways of working to reflect Haringey Values and behaviours – with a key focus on responsibility.</p>	<p>ToR's have been reviewed to clearly state the boards make recommendations as opposed to decisions.</p> <p>Property Governance boards have now included standing items for the SAMPIP action plans, Housing property decision making and Children's Capital programme updates.</p> <p>Additional governance measures have been implemented in the form of the Strategic Asset Management &amp; Property Steering Group which feeds into the Capital Project Board and then Cabinet to ensure decision making transparency and rigour.</p> <p>Techforge has been launched and staff are using daily as the primary source of information,</p> <p>Constitutional changes have been taken through the Constitutional Change working group. These are planned to be taken to Full Council in November.</p> <p>Policies and procedures are under review and will be brought through to cabinet for approval as part of the annual update.</p>	<p>Continue to monitor and evaluate as part of this wider SAMPIP action plan and reporting to cabinet on an annual basis, via statements of compliance.</p>

	<p>To process map, with service areas any new ways of working linked with the CDP that may require new policy or amend property and asset management policies. To ensure that new policies, where required, and amended policies are taken through the correct property governance framework for adoption.</p> <p>Work with legal to ensure any constitutional changes are made, as required.</p> <p><b>People –</b></p> <p>Conclude the CPP implementation plan, following the completed restructure in May 2022.</p> <p>Focus on recruitment of talent, and retention, to expand capability to enable delivery of targets.</p> <p>Continue cultural change programme within CPP, in accordance with the Service Plan.</p> <p>Wider organisation cultural development as part of the Corporate Property Model role out.</p>	<p>Continued recruitment in the area. Staff training and development. Staff workshops have taken place, all as part of the cultural change in the area.</p> <p>Successful recruitment of 2 apprentices, following over 200 applications received, following a innovate recruitment campaign, working with our community networks and educational partners.</p> <p><b>July update: No further update – same as above.</b></p>	
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**OBJECTIVE 8** -To create a strategic framework informed by performance data that will support the prioritisation of capital investment decisions.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
8.a	Implementation of the Property Review Process (PRP) and Performance Matrix on a selection of property assets.	<p>This has been piloted and is fully operational. Asset Performance Assessments are being undertaken on assets across the operational portfolio.</p> <p><b>July update: the assets performance assessments (APA) for Adults, Health &amp; Communities have been completed.</b></p>	Continuous development of the PRP to inform robust decision making.
8.c	Assess efficiency of the Matrix and adjust scoring system as required.	<p>Lessons learnt from the pilot have been implemented and digital form as been created.</p> <p><b>July update: this action has been completed. APA form based on strategic and operational questions is developed and active.</b></p>	Continue to report regularly to the Strategic Asset management & Property Steering Group.
8.d	Assess full toolkit of methodologies, including business cases, required to assess suitability of assets for each category of use.	<p>This is ongoing and examples would be Parent and Child unit, Stamford Hill School and 40 Cumberland Road.</p> <p><b>July update: This remains as work in progress.</b></p>	Seek decisions on repurposing, regeneration, or disposal of poorly performing assets and acquisition of more effective property to minimise property costs and to enhance service delivery.

**OBJECTIVE 9** -Working with public sector partner organisations, to adopt a One Public Estate (OPE) approach, where possible, which utilises assets for public good.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
Action Ref			
9.a	Engage with key public sector partners to identify opportunities such as Localities.	<p>Project working groups are established and meet on a monthly basis with Health Colleagues. These are led by Colleagues in Adults and have full property representation.</p> <p><b>July update: This action is ongoing. The NRC stakeholder engagement with public sector partners to design and shape the new Community and Partnership working together Hub took place in April.</b></p>	Continuous partnership working.

<b>9.b</b>	Joint development of programmes, where in accordance with the council's objectives of the SAMPIP, as identified by Service area need.	Live and ongoing. NRC would be a recent example.  <b>July update: as above.</b>	Delivery of any agreed OPE programmes, in accordance with the CDP and Service strategies that are approved by Cabinet, as part of the activity of the above objective Action plans.
<b>9.c</b>	Review of current projects in development and recommendation to respective decision-making bodies on the property implications and agree next steps.	On going as required by scheme identification with service areas.  <b>July update: as above.</b>	Progress agreed projects to delivery stage.

**OBJECTIVE 10** -To deliver Zero Carbon and Low Carbon Council Buildings, in line with the Climate Action Plan including maximising technological and digital solutions via smart buildings.

	Activity and Output Year 1 Priority	Year 1 Progress to Date April 2022-23	Activity and Output Year 2-5 Priorities
<b>Action Ref</b>			
<b>10.a</b>	Establish extent of cost of works required to meet the 2027 targets for core buildings as outlined in the Council's zero carbon action plan.	Condition and EPC surveys programme started to inform these costings. Condition surveys programme is a live rolling programme, based on priority. Findings will inform the Property Review Process (PRP).	Utilise the CPM to establish a programme of works and identify funding opportunities.

		<p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p><b>July update: Operational Assets with an EPC rating of D and below are under review.</b></p>	
<b>10.c</b>	Utilise the Net-Zero Schools Retrofit Guide to inform the development of works and costs to achieve net zero targets for schools.	<p>Surveys have been commissioned and findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p><b>July update: no further update.</b></p>	Identify funding opportunities and develop an energy efficiency improvement programme for high priority school buildings.
<b>10.d</b>	Analyse Children's Capital Programme Condition Surveys to identify solutions that address condition needs and achieving net zero. Incorporate findings into the capital works delivery programme.	<p>Surveys have been commissioned and findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p> <p><b>July update: No further update.</b></p>	Implement and deliver in alignment with capital programme of works.
<b>10.e</b>	Review DEC and EPC surveys and reports to identify works required and associated costs.	<p>Live and ongoing with inform the EPC capital programme spend and corporate landlord works spend. Findings will inform the Property Review Process (PRP).</p> <p>Recommendations from the PRP will be taken through the Children's and Young People Capital Board and the capital and property governance process.</p>	Utilise CPM to devise a programme of works.



		July update: This work is in progress.	
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**Report for:** Cabinet – 16<sup>th</sup> July 2024

**Title:** Parking Strategy and Policy/Charges Review

**Report authorised by:** Barry Francis, Director of Environment and Resident Experience.

**Lead Officer:** Ann Cunningham Head of Highways and Parking  
Abdul Sahed, Parking Business Manager

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

- 1.1. This report seeks the adoption of a new Parking Strategy, designed to foster a cohesive and forward-thinking approach to traffic management. The strategy refines our parking management framework, significantly enhancing its contribution to the Councils strategic objectives. The strategy aims to alleviate congestion, support local businesses, improve air quality, and enhance the overall vitality of our diverse community.
- 1.2. The report also seeks approval of several parking policy/charges changes that support the delivery of this new strategy.

**2. Cabinet Member Introduction**

- 2.1. Parking management is one of the most important tools in tackling inequality, responding to the climate emergency, and improving health. All residents and stakeholders feel the impact of parking. That may be those who need to find a disabled parking bay, make a delivery, have their recycling collected, take a bus, safely cross the street, cycle along a busy road, or simply take time to enjoy our streets – all these activities are influenced by the management of parking.
- 2.2. We are a growing borough, with significant housing development to provide homes for an increasing population. A growing economy is changing the way people move around the borough, and there is increasing use of delivery services. Our strong community supports an aging population, who have additional mobility needs.
- 2.3. Parking in Haringey supports and enables the continued growth of the borough, economically and culturally, while ensuring our residents and local businesses

continue to benefit from this growth. Parking is an integral part of the wider transport network, and is critical to its ongoing effective and safe operation.

- 2.4. This Parking Strategy sets out objectives to enable the service to deliver in this key role – setting a direction which frames the way parking policy and programmes will be delivered. It sets priorities which will ensure residents, in particular those with mobility needs, and businesses are not disadvantaged; it sets a basis for maintaining parking standards in the context of competition for road space; and it sets a framework for the ongoing development of an innovative and sustainable service, delivering for Haringey's people.
- 2.5. Accompanying policy and charges proposals are a first component in delivery of the Parking Strategy, seeking to further develop the parking permit offer for a range of parking users.

### **3. Recommendations**

It is recommended that Cabinet:

- 3.1. Approves the Parking Strategy attached as Appendix A.
- 3.2. Notes the responses received to the informal consultation regarding the parking policy review attached to this report at Appendix B and 6.18.
- 3.3. Approves the changes to parking and other charges as set out in Appendix D (section 2 – paragraphs 2.1-2.3 and section 3 – paragraphs 3.1-3.5) and notes that, subject to the outcome of statutory consultation, those charges will be added to the Council's approved Fees & Charges and come into effect at the earliest practicable date.
- 3.4. Approves the changes to parking policy as detailed in Appendix D (section 4 – paragraphs 4.1 and 4.3), subject to the outcome of statutory consultation.
- 3.5. Delegates authority to the Head of Highways and Parking to:
  - a) carry out all required statutory consultations regarding the proposed changes to charges and parking policy detailed in Appendix D and
  - b) make all necessary traffic management orders ("TMOs"), having considered any objections received in response to the statutory consultation, to implement the proposed changes, subject to key decisions being considered by Cabinet; and
  - c) where the Head of Highways and Parking considers appropriate, to decide to either (i) not proceed with or (ii) modify one or more of the proposed TMOs to address any matters arising from the statutory consultation or (iii) to refer the matter(s) to Cabinet for determination.

### **4. Reasons for decision**

- 4.1. The Council needs to consider adopting a model of full cost recovery for all its parking services to ensure financial stability now and in the future. A full cost

recovery model is to be adopted not only to recover operational costs, but also to secure the transition to environmentally friendly parking solutions.

4.2. A Parking Strategy and changes to parking policy and charges are also needed as a response to and lay a sustainable foundation for the following:

- Historical road infrastructure constraints
- Rising demand for road space
- Changing urban mobility patterns
- Accessibility needs
- Social care
- Future urban development
- Environmental commitments

4.3. The Parking Strategy aligns with broader transport objectives to improve the quality of life for all Haringey residents.

## **5. Alternative options considered.**

5.1. Consideration was given to continuing as is and responding to pressures and stakeholder requirements on a responsive basis. However, this option is not recommended for the following reasons:

- Inadequate response to increasing demands – continuing with existing practices would not adequately address the growing pressure on parking and highways as Haringey's population and infrastructure demands increase.
- Compromise strategic objectives – not adopting a strategic approach would undermine the ability to significantly contribute to corporate objectives, which aim to enhance mobility and support sustainable urban development.
- Risk to service quality and efficiency – the lack of a forward-looking strategy could lead to deteriorating service quality, increased congestion, and reduced satisfaction amongst residents and businesses.

5.2. Given the above limitations, it is advised the Council adopts the proposed Parking Strategy and changes to parking policy/charges. The Parking Strategy objectives have been set to efficiently manage parking resources, support sustainable transport solutions that meet the needs of the community and support economic vitality.

## **6. Background information**

6.1. There are numerous issues that drive the need to consider the adoption of a new Parking Strategy, in conjunction with changes to parking policy and the charges that are applied. The following paragraphs provide some detail on that context.

*Historical road infrastructure constraints*

- 6.2. Haringey's historical streets were built long before the arrival of the motor vehicle and are ill-equipped to cope with the 0.32 billion vehicle miles that were travelled on roads in Haringey in 2022. The mismatch between modern usage and old infrastructure design requires ongoing effective transport and parking management to ensure optimal use of existing infrastructure.

*Rising demand for road space*

- 6.3. The borough's growing population, coupled with the increase in the number of houses of multiple occupation (HMOs) and multi-generational households, is exerting unprecedented pressure on available road space. This surge necessitates strategic management to balance the needs of residents and businesses and maintain fluid traffic movement.

*Changing urban mobility patterns*

- 6.4. The way that people move around and use Haringey's streets is also changing, driven in part by the Council implementing its Transport Strategy but also due to other factors. This includes the significant growth in the gig-economy which has resulted in the number of meal and grocery deliveries in the borough rapidly increasing. Since 2020, UK food delivery app revenue has more than doubled and is estimated to grow further, underlining the crucial need for efficient delivery and parking solutions.

*Accessibility needs*

- 6.5. For Haringey's ageing population and thousands with additional mobility needs, access to on-street disabled parking space is not just a matter of convenience but essential for their independence and quality of life. Ensuring sufficient and accessible parking positively supports these community members.

*Social care*

- 6.6. As more social care shifts into residents' homes, the necessity for caregivers, both paid and volunteer, to access convenient parking becomes essential. This accessibility supports the vision of fostering strong, supportive communities where residents can thrive in comfort and safety.

*Future urban development*

- 6.7. Looking to the future, in addition to these challenges, further housing growth and intensification will exacerbate the demand for parking and road space. Proactive planning and strategy implementation are crucial to prepare for these inevitable developments.

*Environmental commitments*

- 6.8. Haringey has reduced its carbon emissions significantly since 2005 but is behind target to be net zero carbon by 2041. Supporting the transition to zero emission vehicles is fundamental to achieving this target.

Further considerations

- 6.9. Haringey is a growing borough. At present, 264,000 people call Haringey home, and the population is expected to increase by 6.3% to 280,100 by 2031. As the local highway and parking authority, the Council manages and maintains 355km of streets and over 55,000 on-street parking bays and loading spaces that operate within 42 controlled parking zones (CPZs) that cover approximately 75% of the borough.
- 6.10. The borough, as a major destination, will see an ongoing increase in visitor numbers, whether that be those attending events at the world class Tottenham Stadium, Alexandra Palace or Finsbury Park, or Borough of Culture events in 2027.
- 6.11. Whilst more than half of households do not own a car, Haringey's residents own over 61,000 cars or vans, and driving represents the second most popular method used to travel to work.
- 6.12. Small and medium-sized enterprises (SMEs) are a vibrant and extremely important part of Haringey's economy. Many of these SMEs will be dependent upon on-street loading facilities to operate efficiently.
- 6.13. The provision of parking space needs to be balanced against the Council's corporate objectives and duties to address the climate emergency, create safer, cleaner, and greener places, ensure that traffic keeps moving whilst remaining focussed upon on the Haringey Vision Zero target to eliminate all road deaths and serious injuries by 2041.
- 6.14. Parking management has therefore never been as important. This is therefore an appropriate time to recommend adoption of a new Parking Strategy and make associated policy changes.

*Parking policy developments*

- 6.15. The transformation and development of parking services in Haringey is ongoing. Most recent developments include but are not limited to the following:
- The implementation of a major new parking management IT system (PMIS), which enabled electronic parking permits and improved self-service options.
  - The expansion of controlled parking zones, review of existing zones and adoption of a new Parking Schemes Resident Engagement Policy
  - The adoption of a Footway Parking Policy, geared towards the removal of footway parking wherever possible and practical.

- The introduction of red route enforcement
- Expansion of heavy goods vehicle (HGV) restriction enforcement.
- An extensive review of disabled parking services. This included changes to disabled parking eligibility, the introduction of dedicated disabled parking bays, and an adopted policy on enforcement against Blue Badge abuse.
- The review of the emission-based permit charging policy and introduction of surcharges on diesel fuelled vehicles.
- The introduction of the free Virtual Disabled Resident Parking Permit – avoiding the need to display the Blue Badge, thereby reducing theft.
- Free Care at Home Parking Permit supporting those being cared for in the own home.
- The review of the Essential Service Parking Permit scheme – striking a balance between needs of those delivering essential services to local residents and the impact on busy roads.
- Additional payment options for short-term parking - contactless parking terminals as well as mobile phone and app service options.

*Inclusive consultation and engagement process*

- 6.16. Continual engagement with the community, Elected Members, and local businesses remains integral to the iterative development of the Parking Strategy. This ongoing dialogue ensures that the Parking Strategy remains responsive to emerging needs and is adaptive to feedback, thereby enhancing its effectiveness.
- 6.17. The development of the Parking Strategy and its accompanying action plan was informed by parking policy consultation feedback, and engagement with elected representatives. The consultation process revealed several themes that directly influenced the formulation of the Parking Strategy and associated policies. By integrating diverse community insights, the Parking Strategy is tailored to reflect and address the specific need and preferences of Haringey's varied neighbourhoods.
- 6.18. An informal consultation was undertaken from 15th January to 4th February 2024, to seek feedback on a range of parking policy issues. In addition to general communications advertising the consultation, targeted communications were made to groups representing residents and others who may be particularly impacted by parking policy – such as those who may have mobility issues. Consultation feedback and engagement with elected representatives revealed concerns regarding:
- parking pressures relating to event days across the borough;
  - promoting local high streets & shopping areas, to make them more pedestrian and cycle friendly, and with accessible short stay parking to support local businesses; and



- continued use of charging policy to discourage higher polluting and large vehicles, and to discourage multi car households.

These themes are taken forward in elements of the proposed strategy, parking charges and policy changes.

#### *Community-focused parking solutions*

- 6.19. A central priority of the Parking Strategy is to ensure parking provision and enforcement are actively aligned with the unique needs of Haringey's diverse communities. Special emphasis has been placed on enhancing residents experience during major borough events. The Parking Strategy includes measures to safeguard residential areas from increased traffic and parking demand during major events, ensuring minimal disruption and maintaining road accessibility.
- 6.20. Promoting the vitality of local high streets and shopping areas also provides a focus, to make areas more pedestrian and cycle friendly, and with accessible short stay parking to support local businesses. Such measures not only support the economic health of local businesses but also encourage a shift towards more sustainable modes of transport.

#### *Addressing environmental traffic concerns*

- 6.21. Recognising the broader environmental impact of vehicles use, the proposed changes to parking policy incorporates progressive charging designed to discourage the use of high-polluting and large vehicles, as well as to mitigate the effects of multicar households. This approach reflects a commitment to environmental sustainability and aims to contribute to the wider corporate strategy to reduce carbon emissions in the borough.

## **7. The Parking Strategy**

- 7.1. The comprehensive Parking Strategy is attached as Appendix A and is structured around the overarching objective:
- To support an efficient, reliable and safe road network - enhancing the safety and efficiency of our road network to support the smooth flow of traffic and protect all road users.
- 7.2. This is supported by five further key objectives:
- Supporting a thriving, welcoming borough - Focusing on supporting accessibility to cultural, recreational, and commercial areas, and to boost local economy and community engagement.
  - Delivering a responsive, effective service for Haringey's people - Commitment to proactive service delivery that anticipates and adapts to the needs of Haringey's people.

- Supporting residents with additional needs - Prioritising accessible parking solutions for residents with mobility restrictions or other specific needs to foster an inclusive community environment.
- Creating fairness in road space use - Strategically managing the allocation of road space to balance the needs of all users, promoting equitable access and minimising congestion, and improving the street environment.
- Supporting improved air quality and a reduction in carbon emissions from transport – Promoting sustainable travel and encouraging the use of lower emitting, hybrid and electric vehicles, reduced vehicle usage, and shared vehicle usage such as car clubs
- Delivering an innovative, sustainable parking service - Implementing advanced, sustainable technologies and practices that lead to more efficient use of resources and better service outcomes.

- 7.3. The Parking Strategy aims to align Haringey's parking services with broader corporate objectives, ensuring that each objective contributes to a cohesive vision for the future of transportation in the borough.

#### *Parking Strategy Delivery Plan*

- 7.4. The Parking Strategy Delivery Plan is attached as Appendix C. This plan details the diverse array of policies and programmes designed to fulfil the Parking Strategy's objectives. To ensure the Parking Strategy remains effective and responsive to emerging needs, the plan is dynamic, and will be regularly reviewed and updated to reflect new insights. This iterative process allows for continuous improvement and adaptation to changing circumstances in Haringey.

### **8. Proposed parking policy/charge changes**

- 8.1. The full range of changes proposed to parking charges, including new charges, are set out in Appendix D. Those changes (which are summarised below) are intended to accurately reflect the real-world impact of vehicle usage. In line with the Council's overall charging policies, the new charges seek to address the environmental impact of vehicles, considering factors like volume of vehicles and vehicle emissions, and vehicle size. These changes are intended to incentivise more sustainable transport choices, aligning with the commitment to address the climate emergency and deliver healthy streets.
- 8.2. The Council has a duty under the Road Traffic Regulation Act 1984 section 122 to "secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway having regard to securing and maintaining access to premises, preserving or improving the amenities of the areas, national air quality, facilitating the passage of public service vehicles and safety and convenience of people using such vehicles as far as practicable." Officers consider that the following are of particular relevance, given the overarching objective of the Parking Strategy:

- Establishing charging principles promoting improved air quality through reduced emissions including a proposed electric vehicle charging tier, charges based on vehicle size and incremental charges for additional vehicle permits for the same household.
- The provision of suitable and adequate parking facilities is advanced through business visitor permits.
- The introduction of pay and display charging for electric vehicles to encourage the turnover of parking spaces.

#### *Electric vehicles*

- 8.3. Proposals (Appendix D, paragraphs 2.1 & 2.3) involve the introduction of a new charging tier for fully electric vehicles, recognising that these vehicles do not contribute to local emissions – this is in contrast to other vehicles in the current lowest charge tier (up to 100 CO<sub>2</sub> g/km). Approximately 4% of current resident permit vehicles are fully electric and, to further encourage the usage of such vehicles, a distinct charge tier should be introduced. This will also result in changes to all other charge bands as set out in Appendix D.
- 8.4. Electric vehicles can currently park free of charge in paybyphone or contactless parking bays, as well as in electric vehicle charging bays. To improve access and achieve a turnover of spaces, it is proposed that those vehicles now pay the established short-term parking charges – as set out in Appendix D paragraph 3.2.

#### *Parking permit charges*

- 8.5. Vehicle size surcharging - the current charging structure focuses upon the impact of emissions. However, recognising the impact of the size of vehicles on the highway should also be considered. This reflects wider corporate objectives to reassess and reprioritise highway space and seeks to drive more efficient use of this finite space. The proposed charging structure is set out in Appendix D paragraphs 2.2 & 2.3.
- 8.6. Incremental subsequent permit (per household) surcharging for a range of permits - current surcharges apply to resident permits only and consist of a flat charge for each additional permit per household. In order to further encourage reduced vehicle use, this principle firstly should be more consistently applied across the wider permit offer. Secondly, in line with a number of equivalent London boroughs, the surcharge structure should be amended to an incremental charge – such that each additional permit has an increased surcharge applied. The proposed charging structure is set out in Appendix D paragraph 3.1.
- 8.7. Amended administration charges as set out in Appendix D. This includes:
- Change of address - there are some administrative processes which do not currently attract an associated administrative charge. This proposal seeks

to ensure consistency for the service – as set out in Appendix D paragraph 3.3.

- Rejected permit applications - residents parking permits are issued on trust with applicants confirming that they meet the eligibility criteria and providing the necessary supporting evidence. Some do not, hence applications being subsequently rejected. As above, consistency is to be sought for an administrative process which does not currently attract an administrative charge – as set out in Appendix D paragraph 3.4.
- Temporary cover (courtesy car) - offering additional administrative permit services across the permit range where appropriate (temporary cover currently offered only on resident permits) – as set out in Appendix D paragraph 3.5.

#### *New parking permit policy*

- 8.8. It is proposed that businesses should be allowed to access a number of visitors parking permits for client / customers – as set out in Appendix D paragraph 4.1. A business will be recognised through it holding an existing CPZ business permit type or local business qualification, which would qualify the business for access to visitor permits for the CPZ.
- 8.9. Blue Badge holders working in the borough feel that they should also be able to access a free Virtual Disabled Residents Parking permit, many citing instances where their Blue Badges were stolen when parked close to their place of work. It is now proposed that they be included in the virtual permit offer – as set out in Appendix D paragraph 4.2.
- 8.10. It is proposed that, due to the potential for the use of daily visitor permits for uses other than those intended (for parking other than visitor parking), this parking permit is discontinued – as set out in Appendix D paragraph 4.3. Residents are able to continue to use hourly visitor permits to provide parking to visitors.

### **9. Contribution to the Corporate Delivery Plan 2022-2024 High Level Strategic Outcomes**

- 9.0. Strategy and policy measures proposed in this report support various themes of the Corporate Delivery Plan. The various proposals will contribute to:
  - Arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does: parking strategy recognises and supports a growing, thriving borough, and ensuring residents and local businesses benefit from this growth.
  - A Just Transition - The transition to a low carbon economy is just, equitable and benefits everyone: strategic objectives to ensure Haringey residents continue to benefit from local economic and cultural

developments, in addition to maintaining core parking standards for local residents and businesses.

- A Safer Borough: strategic objectives support safe efficient and reliable operation of the transport network and parking infrastructure.
- A Greener and Climate Resilient Haringey: Improving measures to address impact of vehicles and parking, across various policy components, are intended to result in reduced emissions, impacts of vehicles.

## **10. Carbon and Climate Change**

10.1. Parking management contributes positively to carbon emission reduction and mitigates climate change:

- Reduced vehicle emissions - managed parking reduces congestion. Parking controls will help ease congestion, leading to a decrease in emissions and therefore decrease in carbon footprint.
- Managed parking can improve accessibility for those walking and wheeling, encouraging more walking. This not only reduces greenhouse gas emissions but also promotes a healthier lifestyle, which, in the long run, can reduce healthcare-related conditions linked to sedentary lifestyles.
- Modal change: Managed parking arrangements can also support modal change. When motorised access is restricted, motorists may choose alternative transportation modes, reducing the number of vehicles on the road and associated emissions. Over time, this can lead to a shift in commuting habits with lasting environmental benefits.

## **11. Statutory Officers' comments**

### **Finance**

11.1. The recommendation of this report is to approve the Parking Strategy attached as Appendix A. It is also to approve the changes to parking and other charges as set out in Appendix D, subject to the outcome of Statutory Consultation. Any changes from the current strategy and charges to a new strategy and charges regime may well give rise to changed levels of enforcement activity. Any changes in enforcement activity will impact on the Councils expenditure and income on this activity. Should the new strategy and charges set out in the report be implemented after consultation, the financial effect will be monitored as part of the budget monitoring process.

### **Strategic Procurement**

- 11.2. Strategic Procurement have been consulted in the preparation of this report.
- 11.3. Strategic Procurement note the recommendations in section 3 of the report that are not procurement related decisions.

- 11.4. Strategic Procurement support the recommendations of this report.

**Assistant Director Legal & Governance**

- 11.5. The Council is under a duty to manage their road network with a view to achieving the expeditious movement of traffic on the Council's and other authority's road network, which includes taking action to secure the more efficient use of their road network and the elimination/reduction of road congestion (Network Management Duty), which the Council has power to do under sections 6, 45, 46 and 46A of the Road Traffic Regulation Act 1984 (RTRA) by regulating or controlling vehicular and other traffic and setting charges for parking places.
- 11.6. The Parking Strategy is a non-statutory document that sets out the Council's objectives to enable the parking service to deliver in its role by setting a direction which frames the way parking policy and programmes will be delivered for the Borough to facilitate the discharge of its network management duty.
- 11.7. The purpose of the Parking Strategy/changes to parking policy is to manage parking on the Council's and other authorities' road networks, facilitating the discharge of the Council's parking functions under the RTRA, and so is ancillary to the Council's powers in the RTRA.
- 11.8. There is no statutory requirement to consult on the Parking Strategy/changes to parking policy or upon fees proposed to be introduced pursuant to section 45 RTRA. However, under The Local Authorities' Traffic Orders (Procedure) (England) Regulations 2012, there is a requirement to consult in cases where changes to a designation order or an order are proposed pursuant to section 46A RTRA. Informal consultation has been carried out and this report recommends that Cabinet delegate authority so that statutory consultation now be carried out on the proposals.
- 11.9. When consulting, sufficient time must be given to parties consulted informally to comment on the Parking Strategy/changes to provide representations and all representations received in response to the consultation must be conscientiously taken into account in finalising the Parking Strategy/changes to parking policy (which officers have considered as set out in paragraph 6.18 of this report) before the decision whether to approve the Parking Strategy/changes to parking policy/charges is taken. The Courts have held that a decision maker must consider consultation responses with 'a receptive mind' and be prepared to change course if persuaded by a response but is not under a duty to adopt the views of consultees.
- 11.10. The Council must not set charges for vehicles left in parking places for the purpose of raising revenue. The setting of charges that results in a surplus will not in itself be unlawful provided such surplus is used for the purposes specified in section 55 of the RTRA which includes the cost of provision and maintenance of off-street parking accommodation.

11.11. In determining the amount of any charges payable for vehicles left in designated parking places, the Council shall consider both the interests of traffic and those of the owners and occupiers of adjoining property, and in particular the Council shall have regard to:

- a) the need for maintaining the free movement of traffic;
- b) the need for maintaining reasonable access to the premises; and
- c) the extent to which off-street parking is available in the neighbourhood.

11.12. As required under section 122 of the RTRA, the factors which point in favour of making the changes to charges are set out in paragraph 8.2 of this report.

11.13. The approval of the Parking Strategy/changes to parking policy is ancillary to the discharge of the Council's parking functions under RTRA and so is authorised under section 111 of the Local Government Act 1972 and the changes to charges may be made under sections 46 and/ or 46A of the RTRA.

11.14. The making of policy/strategy to facilitate the discharge of the Council's parking functions/make changes to charges under the RTRA an executive decision to be taken by Cabinet in accordance with the Council's Constitution.

### **Equality**

11.15. The Council has a Public Sector Equality Duty (PSED) 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

11.16. 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.

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

11.18. The EqIA can be found in Appendix E; proposals contained within this report are in the whole of neutral impact on a majority of individuals with protected characteristics in the borough. Parking Strategy, and associated policy and charging proposals, are borough-wide measures and do not target particular groups – except as noted below.

- 11.19. Where potential impacts can be identified, these are potentially positive in nature: firstly, for those with disability and/or additional mobility needs, where additional measures are proposed to improve parking and permit provision; secondly, for children and older people or pregnant women who may be more impacted by air pollution, proposals further extend existing policy and charging principles which seek to reduce the impact of car emissions; thirdly, for those community and religious groups with events impacted by parking provision and enforcement, strategic objectives seek to make improved provision for these events.
- 11.20. Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is typically no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' protected characteristics, therefore detailed impact analysis by for these profiles is not possible. Where positive impacts have been noted, it is due to a target profile which can be identified as distinct from the general borough profile: this may be those who are holders of Blue Badges (therefore a profile group which has a disability), groups more impacted by air pollution (children & older people, pregnant and maternity profiles, and areas of social deprivation), and groups self identifying as being of a particular community or religious group. Where data on these groups exists – for the specific purposes of impacts of changes to parking strategy, policy and charging – it is provided in the EqlA.
- 11.21. The Parking Strategy sets out how future programmes and policy will be delivered through a through a range of appropriate engagement approaches, ensuring alignment with the Haringey Deal and offering service users opportunities to be involved in service design. Where future programmes and policy are considered to impact groups with protected characteristics, these will be recorded as part of consultation design. Consultation undertaken in early 2024 concerning parking policy sought, in addition to being a general public consultation on a range of policy issues, , views of specific groups (for example those representing residents and service users with disability, those who are carers, older residents etc.) who may in particular be impacted by changes in parking policy. Because parking has a particular importance for residents and other users who have mobility issues, this included targeted communications with an established cohort of organisations and key contacts for such service users. The online consultation allowed responses from individuals and representatives of groups, such as those representing service users with mobility requirements who may be particularly impacted by parking policy.

## **12. Use of Appendices**

- Appendix A: Parking Strategy
- Appendix B: Parking policy consultation outcomes



- Appendix C: Parking Strategy Delivery Plan
- Appendix D: Updated parking permit charges
- Appendix E: Equalities Impact Assessment

**13. Background papers**

- [Corporate Delivery Plan](#)
- [Transport Strategy 2018](#)
- [The Haringey Deal](#)
- [Walking & Cycling Action Plan](#)
- [Air Quality Action Plan](#)
- [ULEV Action Plan](#)
- [Parking Investment Plan](#)
- [Local Implementation Plan](#)
- [Climate Change Action Plan](#)

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# Parking Strategy



# Foreword



Haringey is a unique place, where people have come from all over the world to create a vibrant, thriving borough. We are home to renowned

cultural and sporting venues, as well as wonderful high streets and businesses.

We are a growing borough, with significant housing development to provide homes for an increasing population. A growing economy is changing the way people move around the borough, and there is increasing use of delivery services. Our strong community supports an aging population, who have additional mobility needs.

Parking in Haringey supports and enables the continued growth of the borough, economically and culturally, while ensuring our residents and local businesses continue to benefit from this growth. Parking is an integral part of the wider transport network, and is critical to its ongoing effective and safe operation.

This Parking Strategy sets out objectives to enable the service to deliver in this key role – setting a direction which frames the way parking policy and programmes will be delivered. It sets priorities which will ensure residents, in particular those with mobility needs, and businesses are not disadvantaged; it sets a basis for maintaining parking standards in the context of competition for road space; and it sets a framework for the ongoing development of an innovative and sustainable service, delivering for Haringey's people.

A stylized, handwritten signature in black ink.

**Councillor Seema Chandwani**  
**Cabinet Member for Resident Services**  
**& Tackling Inequality**

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# A growing, thriving borough



Haringey is brimming with creativity, personality, radicalism, diversity and community. 264,000 people call Haringey home and over 100,000 people work here. Our highly diverse population creates a thriving and enriching borough like no other.

We have over 100 schools and nurseries, nine libraries, 25 Green Flag parks; restaurants that attract people from all over London and thriving shopping centres and high streets. We are proud to be home to the renowned Alexandra Palace, historic Bruce Castle Museum, beautiful Finsbury Park and the world-class Tottenham Hotspur Stadium. A rich and diverse range of places of worship add to Haringey's strengths.

Haringey is also a growing borough, with significant development continuing to take place. The council has an aim to build 3,000 new

council homes, and a wider London Plan target of more than 15,000 new properties expected to be built by 2031.

Haringey benefits from good transportation links with 18 overground and underground stations, National Rail services, and a network of more than 40 bus routes. Together with key radial roads linking with the north circular, the borough's transportation links attract business and suburban commuters.

Our thriving borough needs to be supported by a forward-thinking Parking Strategy that ensures accessibility for residents and visitors alike. This document, in conjunction with other council strategies, plays a critical role in ensuring that council services continue to deliver the best for our community.



# The strategic importance of parking in Haringey

It is important to recognise parking management as a vital tool in tackling inequality, climate justice and health, as well as the significant impact it has on the everyday lives of those who live in and visit our borough.

As soon as we leave our homes, we feel the impact of parking. Whether we want to find a disabled parking bay, make a delivery, have recycling collected, take a bus, safely cross the street, cycle along a busy road or simply take time to enjoy our streets – all these activities are influenced by the management of parking.

Haringey Council is responsible for 355km of streets and has over 55,000 managed on-street parking and loading spaces that operate within 42 controlled parking zones (CPZs) that cover approximately 75% of the borough.

Whilst just over half of households are car free, our residents do own over 61,000 cars or vans and driving represents the second most popular method used to travel to work. Car and motorcycle (including mopeds) trips account for 23% of all trips.

Small and medium-sized enterprises (SMEs) are a vibrant and extremely important part of Haringey's economy. Many of these SMEs will be dependent upon on-street loading facilities to operate efficiently.

The provision of parking space needs to be balanced against the council's corporate objectives and duties: to address the climate emergency, create safer, cleaner and greener places, ensure that traffic keeps moving whilst remaining focussed upon Haringey's Vision Zero target to eliminate, by 2041, all road deaths and people seriously injured.





# The challenges being faced



Haringey's streets were built long before the arrival of the motor vehicle and are ill-equipped to cope with the 0.32 billion vehicle miles that were travelled on roads in Haringey in 2022.

As the population grows the demand on road space increases. In addition, increasing numbers of houses in multiple occupation (HMOs), and adult children living at home may mean increasing levels of car ownership per household.

The way that people move around and use our streets is also changing. This includes the exponential growth in the gig-economy which has resulted in the number of meal and grocery deliveries in the borough rapidly increasing. Since 2020, UK food delivery app revenue has more than doubled and is estimated to grow further.

With an ageing population and thousands of residents with additional needs, the provision of disabled parking bays is a lifeline for many.

We are consistently seeing an increase in

the need for adult social care to take place in residents' homes. To help enable strong communities that nurture residents to live well, paid and non-paid carers should be able to park conveniently if they need to drive.

Looking to the future, in addition to these challenges, further housing growth and intensification will exacerbate the demand for parking and road space.

Haringey has reduced its carbon emissions significantly since 2005, but is behind target to be Net Zero Carbon by 2041. Supporting the transition to zero emission vehicles is fundamental to achieving this target.

All of the above challenges are amplified as Haringey Council faces a combination of pressures beyond its control including the sharp reduction in government funding since 2010. The council's core government funding is now £143m a year less in real terms than it was in 2010/11.





# Co-producing the Parking Strategy



Applying the Haringey Deal and the commitment to help people design the services they rely upon, this Parking Strategy has been developed with involvement of Haringey's community and elected members – through public consultation and in-depth review sessions. A number of themes emerged from consultation and engagement, and these underlie the Parking Strategy and associated policies.

Competing demand for road space means the ability to park nearby their home is a concern for residents, and therefore addressing any issues and priorities needs to be taken forward in the context of protecting local roads for residents.

Ensuring parking provision and enforcement meets the varied needs of Haringey's communities, and further ensure that Haringey residents benefit when major events happen in the borough, is a priority – and implementing parking measures to protect residential roads on such occasions is a priority.

Promoting local high streets & shopping areas also provides a focus, to make areas more pedestrian and cycle friendly, and with accessible short stay parking to support local businesses.

It is further important to take a broader view of vehicles and their environmental impact, and thereby to use charging policy to discourage higher polluting and large vehicles, and to discourage multi car households.



## Future consultation and engagement

All policy, plans and programmes delivering changes to parking in Haringey will be delivered in line with the objectives and principles of the Haringey Deal: residents and other services users should be fully engaged in the co-design and co-production of new and changed service delivery. So the council will:

- Build on the commitment through the Haringey Deal, ensuring residents and other service users co-design and co-produce service solutions
- Use insight & pre-engagement: use local contacts and organisations, data analysis and intelligence, to understand programme scope & impact
- Engage & co-design: use a range of engagement approaches, ensuring that all residents and service users have an opportunity to be involved in service design
- Deliver co-design consultation in line with requirements of statutory consultation – ensuring co-design has a real effect in service design before statutory consultation commences
- Engaging early and effectively, providing genuine opportunities for parking users to have a say in decisions, brings about effective change for parking in Haringey.





# Parking Strategy Objectives

## Supporting an efficient, reliable and safe road network

Enhancing the safety and efficiency of our road network to support the smooth flow of traffic and protect all road users

## Supporting a thriving, welcoming borough

A focus on supporting accessibility to cultural, recreational, and commercial areas, and to boost local economy and community engagement.

## Delivering a responsive, effective service for Haringey's people

A commitment to proactive service delivery that anticipates and adapts to the needs of Haringey's people.

## Supporting residents with additional needs

Prioritising accessible parking solutions for residents with mobility restrictions or other specific needs to foster an inclusive community environment.

## Creating fairness in road space use

Strategically manage the allocation of road space to balance the needs of all users, promoting equitable access and minimising congestion, and improving the street environment.

## Supporting improved air quality and a reduction in carbon emissions from transport

Promoting sustainable travel and encouraging the use of lower emitting, hybrid and electric vehicles, reduced vehicle usage, and shared vehicle usage such as car clubs.

## Delivering an innovative, sustainable parking service

Implement advanced, sustainable technologies and practices that lead to more efficient use of resources and better service outcomes.

# Strategic objectives: Supporting an efficient, reliable & safe road network

**Like all London boroughs, there is competing demand for available road space – for different road users, from vehicles, public transport, parking, as well as cycling and pedestrians. Historical infrastructure and transport links can often hinder improvements in road and transport user experience.**

Alongside this demand for road space, despite excellent public transport links, at peak times the tube, rail and buses serving the borough are very crowded and contribute to additional load.

To address this, the Parking Strategy seeks to contribute to the delivery of improvements in the road and transport network, and further supports the holistic approach required for the Vision Zero strategy for road danger reduction.

## THE STRATEGY SUPPORTS:

- Increasing connectivity, capacity and accessibility on our road, cycling and public transport networks to support our regeneration and growth ambitions for businesses, housing and jobs
- The use of electric vehicles, bike hire schemes, car clubs, car sharing and electric motorcycles & scooters
- Taking account of the needs of mobility impaired users of all transport modes



## Strategic objectives: Supporting a thriving, welcoming borough

**Haringey is a borough that is alive with arts, culture and creativity, and is London Borough of Culture for 2027. The Parking Strategy supports Haringey as a place where arts, culture and heritage is fostered, celebrated and valued.**

Parking has an integral role in enabling a thriving and fair economy from which everyone benefits, ensuring Haringey's high streets & town centres are resilient and businesses are supported to start and grow.

As part of a growing borough, growth in housing development has associated impacts on transport and road use – and the Parking Strategy encompasses an approach to manage parking demand for new developments, including those with associated car use conditions.

Growth requires active management of transport and parking across the borough, enabling efficient and effective use of available capacity.

### THE STRATEGY SUPPORTS:

- Parking measures to support visitors to cultural, sporting events and retail
- Development of local businesses, ensuring adequate servicing arrangements
- Improved conditions for walking & other active travel modes
- Parking policy appropriate to urban development as it applies to Haringey
- Improved access to high streets, town centres, leisure and other amenities, for those who need to travel by car





# Strategic objectives: Delivering a responsive, effective service for Haringey's people

## Car use and parking remains essential for residents and visitors to the borough who have mobility or other medical needs.

The Parking Strategy recognises the importance of a dynamic and responsive service, which takes forward public engagement and consultation, and delivers parking provision appropriate to the needs and opportunities of Haringey's people.

The Haringey Deal sets out how the council will work with people to bring about change, makes the commitment to share power, and to create spaces for different interactions. Residents and other services users should be fully engaged in the co-design and co-production of new and changed service delivery.

Parking provision will continue to be adaptive, and support residents, business and other users in the context of wider challenges and pressures. In developing policy, plans and programmes, parking will be delivered in line with the Haringey Deal:

- Integrating effective and appropriate means of working with residents and other service users
- Encompassing ongoing engagement with residents and service users through programmes – including in design and production
- Identifying and addressing consistent service issues and work to implement effective change for residents and service users

## THE STRATEGY SUPPORTS:

- Ensuring all Haringey residents and businesses benefit from the growing opportunities for cultural, sporting events and retail – safeguarding local roads and supporting sustainable transport
- Ongoing engagement and consultation, to ensure provision reflects opportunities and needs
- Recognising and balancing the role of cars and parking with wider pressures for environmental change & demand on road space
- Working closely with faith groups to support their parking needs, supporting major religious festivals within local constraints and overarching policies

## Strategic objectives: Supporting residents with additional needs

### Car use and parking remains essential for residents and visitors to the borough who have mobility or other medical needs.

The Parking Strategy recognises this continued need, and the importance of cars and parking in the ability of such individuals to lead independent lives: a shift in focus towards sustainable transport and reconsideration of highway space should not be implemented at the cost of residents and other service users with a legitimate need to use a car, and the associated parking which may be required.

A strategic approach will be implemented which ensures prioritised parking provision is delivered in the most appropriate way and at the most appropriate location, such that policy and programmes do not prejudice those with mobility and related medical needs. A wider view will be taken of parking users in Haringey – in addition to residents, to encompass other parking users who may have mobility needs.

### THE STRATEGY SUPPORTS:

- Prioritising parking for those with mobility needs and safeguarding provision reducing fraud
- Policy and programmes which adequately capture the needs and concerns of residents and other road users with additional parking needs
- A balanced approach to assessing parking needs and demand in the context of sustainable and alternate modes of transport
- Measures required to ensure disabled parking provision is placed in the most appropriate location, of an appropriate standard (numbers and size of bays)

# Strategic objectives: Creating fairness in road space use

## The Parking Strategy recognises that a growing borough – economically, culturally and demographically – places increasing competition on available road and parking space.

Parking operates in the context of sustainable transport objectives – prioritising footway users, cycling and public transport. Increasing active travel in Haringey requires a 'Healthy Streets' approach, with coordinated transport and street improvements – including changes in use of road space, the introduction of cycle lanes and wider footways.

In this context, it is important that parking provision continues to reflect the needs of the community – residents and businesses – while delivering wider corporate objectives. Striking a balance between the impact of parking and the need to making space more efficient, while improving the street environment, is a key constraint for parking services.

To support continued growth, with effective and equitable access to parking, active and dynamic management of transport and parking is necessary therefore to ensure available space is optimally used, and that use is prioritised.

## THE STRATEGY SUPPORTS:

- Delivering a balanced approach which reflects needs of community and enables business growth
- Supporting Healthy Streets initiatives
- Reappraisal of public highway, road space and efficient use of parking space, while balancing competing demands
- Continually assessing and where necessary updating parking permit policy to reflect strategic objectives, including measures to account for electric vehicles



# Strategic objectives: Supporting improved air quality and a reduction in carbon emissions from transport

**Haringey has a vision to successfully meet the challenges presented by a changing climate, with an already established target to be a net-zero carbon borough by 2041. Responding to the Climate Emergency and creating a more liveable borough requires Haringey's transport infrastructure and road use to change in response.**

Addressing transport and road use – and associated emissions – also positively impacts air quality related illnesses. Air pollution impacts on the lung functions of the young and can cause birth defects, and it is known that the health effects of air pollution increase disproportionately in the most vulnerable and deprived communities.

Taking forward measures to promote sustainable transport options, reduce emissions and vehicle use, therefore positively impact climate and health issues in Haringey. Vehicle fuel type and emissions impact air quality and climate change, and offer a key tool through which to bring about behavioural change both in modal transport shift and, where private vehicles are retained, a change in the type of vehicle used.

## THE STRATEGY SUPPORTS:

- Further developing the car club offer, in particular for car clubs using electric vehicles
- Acknowledging transport modal priorities, including electric vehicles ahead of other vehicles
- Promoting alternative means of transport to motor vehicles such as through behavioural change programmes
- Improving air quality by pursuing projects and programmes to reduce vehicle use, particularly diesel-powered vehicles
- Using vehicle data analysis to support behavioural change policies
- Taking forward school streets to reduce car use and promote walking

# Strategic objectives: Delivering an innovative, sustainable parking service

**Delivering effective parking management combines various factors: complex parking management systems underlie effective customer service and service operation, efficient enforcement delivers control and builds confidence, and prudent income management ensures sustainability and continual improvement.**

The council's Parking Service continues to seek to innovate and develop these parking management systems to optimally deliver parking provision – building on previous innovations across permits, Blue Badges and enforcement.

Compliance with parking traffic orders requires enforcement, providing the ability to deliver the council's statutory obligations for the movement of traffic and provision of parking facilities. The council invests in training and a range integrated equipment to support its civil enforcement officers, with business intelligence delivering optimal deployment across the borough.

Within the statutory constraints regarding use of parking income, the Parking Service seeks to operate a full cost recovery model with cross subsidisation according to need.

## THE STRATEGY SUPPORTS:

- Delivering a digital parking service to further enhance customer experience with continued technological development and innovation, while maintaining non-digital options where appropriate
- Using data analysis and business intelligence methods for more efficient and responsive management of operations and enforcement
- Reinvesting in parking infrastructure to meet transport challenges and promote road safety
- Vehicle data analysis to support ongoing innovative environmental policy development
- Increasing the use of electric vehicles and car sharing schemes

# Haringey's parking hierarchy



In a growing borough, competing demands for road and parking space means there is a need to prioritise how space is used, and clarify which road users and modes of transport are prioritised. Wider considerations of environmental impact and climate change concerns also feed into prioritisation.

A parking hierarchy provides a framework for understanding the priority given to different parking users. When developing policy and delivering services, the council will typically prioritise those with mobility and associated needs – ensuring consideration of these specific parking needs is paramount. Resident parking follows in priority, recognising that for many living in the borough access to parking remains important. Ensuring residents receive essential services is acknowledged with the third priority group. Car clubs, business, short stay and visitor parking remain important but are a lower priority.

This parking user priority is however only a framework for reviewing parking delivery – it is not prescriptive, and each policy and programme will account for specific needs of service users and locality.

## PARKING HIERARCHY

**Blue Badge holders**

**Residents**

**Essential services**

**Car clubs**

**Local business / service operational parking**

**Visitor parking**

**Short stay / visitor parking**





# How parking is managed in Haringey



## PARKING POLICY

Statutory powers enable the council to make provision for parking, the management of parking places and enforcement. This includes a general duty for the movement of vehicular and other traffic, and the provision of adequate parking facilities on and off the highway. It also allows restrictions on persons or classes of vehicle, restriction to holding of a permit, and making charges for permits such that there is turnover of parking places.

Within this legislative context, Haringey Council's policy is developed in line with the Parking Strategy – thereby setting permit pricing, parking controls and availability, assignment of parking bays and locations, to best serve Haringey's people.

## ENFORCEMENT

Ensuring compliance with parking controls and traffic movement requires effective enforcement. Unlawful parking impacts on the movement of traffic, public, pedestrian and cycle transport, and negatively impacts residents and businesses in the borough.

While procedures and charges for enforcement are defined externally – through legislation and London authorities – the council operates optimised enforcement which balances resources while being responsive to demand across the borough.

Haringey Council is dedicated to empowering its civil enforcement officers (CEOs) through strategic investments in professional growth and leadership development. Through tailored training programmes, workshops, and networking events, the council is committed to equipping its CEOs with the skills and resources they need to excel in their roles ultimately benefitting the entire community.

Enforcement is supported through vehicle removals, ensuring effective action against illegally parking and abandoned vehicles. The Parking Service has a particular role in ensuring efficient event day parking and enforcement operations.



# How parking is managed in Haringey

## PARKING SCHEMES

Managed parking provides a greater opportunity for residents to safely park near to their homes. As parking pressure increases, due to reduced supply or increased demand, so does the need for parking controls – and parking zones are recognised as the best tool to manage road parking space. Haringey operates 42 controlled parking zones (CPZs) that cover approximately 75% of the borough.

The implementation and review of parking schemes is delivered in accordance with the Parking Schemes Resident Engagement Policy, which sets out clear guidance on how residents and businesses can request to have parking in their streets managed and protected. It

provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them, including the provision of parking for disabled motorists and passengers.

Managed parking schemes are provided through ring-fenced self-financing principles with any income generated used to fund the maintenance of signs and road markings and administering the schemes and any surplus is used to help maintain the highways, pavements, and street signs and help to fund free travel for people aged over 60 and for people with long term disabilities.





# Service operation and management



## FINANCE

In delivering strategic objectives, how income – from parking enforcement, moving traffic contraventions, permits and short stay parking – can be used is determined in legislation (in particular the Road Traffic Regulation Act 1984). This includes provision and maintenance / operation of off-street parking, public passenger transport services and roads maintained at the public expense, for highway or road improvement projects, and for environmental improvements.

The Parking Strategy provides a framework for prioritising income within these constraints – ensuring parking provision, management and controls are delivered for the benefit of Haringey's people.

The intention of Haringey Council's Parking Service is to seek full cost recovery for a range of parking services, thereby making no demand on its General Fund. Any surplus is spent in accordance with the Road Traffic Act – in particular in relation to the demand for concessionary travel (such as the Freedom Pass), thereby supporting many vulnerable residents.

## SERVICE INVESTMENT & DEVELOPMENT

A digital transformation of the Parking Service has delivered an improved online permit platform. Residents can now easily apply for parking permits, make payments, and manage their parking needs from the convenience of their devices. Virtual permit systems reduce the reliance on physical permits, simplifying applications and administration for residents and staff, and improve efficiency in enforcement.

The council will continue to take forward investment in digital service provision, through ongoing engagement with residents, to further develop improved online parking products.





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## Parking Strategy and Policy/Charges Review

### Appendix B: Parking Policy Consultation Outcomes

#### 1. INTRODUCTION

Parking Policy Review consultation was undertaken in early 2024, with invitations to participants and publication on the London Borough of Haringey website.

*“We are consulting on aspects of parking policy and would very much welcome your views. Parking is a public service that supports communities by providing access to managed (safe) parking spaces, improving access to public amenities, reducing congestion, and making our roads safer.*

*We are reviewing our parking policy to ensure that it continues to reflect best practice and support the delivery of the Council’s Transport Strategy, and Road Danger Reduction and Air Quality Action Plans.*

*Owning and using a motor vehicle impacts everyone who lives in or visits our borough, so we are seeking the views of everyone - including those who do not own a vehicle.”*

Respondents we invited to complete the online form. Survey questions invited free text responses in order to encourage free-ranging views, comments and suggestions.

#### 2. OUTCOMES

##### 2.1. Overview

The majority of responses have been coded into categories in order to identify trends and patterns. A number of questions have been left as free text responses, not categorised in themes, given the wide ranging responses with complex and varied comments.

A total of 100 responses were received

		Count	%
Response method	PC / Laptop	37	37%
	Tablet	5	5%
	Phone	58	58%
	Total	100	100%

##### 2.2. Survey responses

#### Q1 What are the priority parking issues in your area?

Comments

Survey Response	Officer response
Maintain all currently available parking - no reduction in provision or on street parking. Removal of unwanted LTN restrictions and filters between Moorefield and Sperling Roads and on St Loys Road. Removal of unwanted physical obstructions (planters) on Clacton Road to reopen previous one-way route to residents - most notably to access southbound High Road A10.	Issues of this nature to be addressed through the procedures for LTN / schools streets review
Not enough space on pavement	Issues of this nature to be addressed through the
Parking is on the pavement in my road. There is not much space between garden walls and the cars. More bike hangers.	

Survey Response	Officer response
Parking on kerb space sperling rd n17	Footway Parking Policy and associated processes
Pavement parking	
Pavement parking, parking on double yellow lines	
Pavement parking, parking outside Sainsbury's by Seven Sisters station and blocking the road for buses, parking to block LTN	
removal of all pavement parking, prevention of dangerous and obstructive parking by strategic placement of trees and greenery, prevention/removal of parking that obstructs public transport	
Return Lansdowne roads pavements to the public that you took in 2018 for private vehicle storage.	
Availability	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy, Footway Parking Policy and associated processes; covered by developing EV strategy being progressed by Transport and Travel Planning
Availability of parking space	
Being able to park nearby your residence	
Being able to park within a distance I can manage to walk of my home. Not being confident that I will be able to find a space impacts on me deciding if I can take part in activities e.g. visit friends, attend the theatre etc. Additionally I am anxious about personal safety on returning home after dark if I can't park very nearby. It would be helpful if some consideration could be given to creating protected parking spaces for older residents.	
Cars parked on both side of the road are very dangerous for cyclists	
De-escalate plans to make the entire borough a paid parking zone, and get rid of ugly covid boulders ruining the landscape and taking up free parking spots for those who want to enjoy the space at Ally Pally without having to pay for parking.	
Difficult to park. Some cars left months without moving but can't report as have tax/mot	
Encroachment from adjoining road where maisonettes have one road space for two or more cars.	
Finding a space near accomodation. Being able to visit amenities and park close by.	
Getting safe parking near my house.	
Haringey ladder too long from 8–6.30pm	
In residential streets that do not have cpz	
Insufficient parking spaces	
Lack of overall space; more EV charging spaces in longer term.	
Lack of parking in my street	
Lack of residential parking, unable to apply for parking permit on adjoining road	
New CPZ in Hornsey North has meant after 50 years of living on Boyton Road, we are no longer able to find parking on our street, nor family or tradespeople visiting us due to excessive double yellow lines being implemented and restricted parking bays.	
Not being able to park in my street at times even though I pay for a permit	
Not enough free parking. Parking everywhere is either restricted or prohibited.	
Not many. The CPZ together with the one-way system and LTN has massively decreased traffic and parking issues in Bruce Grove.	
parking outside my property and finding space	
Parking, especially of the huge 'tanks' that we get round here, narrows roads to the point of being 'single lane'. People try to build crossovers and change front gardens into parking lots	
Penalising residents whose visitors and service providers have to pay to park when calling on them. I agree with the event day restrictions and resident charges for this but not the visitor restrictions in Brantwood Road. Nobody parks here to access shopping or transport so why are we penalised when streets nearer the Stadium and Station eg Pretoria Road, Creighton Road are only restricted on event days?	
Poorly designed CPZ for a small number of streets that just shifts the parking onto the neighbouring streets on the estate. Tower Gardens should have the same parking controls for the whole estate. Knock-on effects of CPZ and match day controls are not addressed e.g. increased parking on and damaging the greens, removal of hedges to allow parking in front gardens via informal pavement crossovers	
Reducing parking restriction hours on residential streets in Tottenham - my road recently increased the hours a parking permit is required from 8.30-18.30 to 8.30-20.30 without consultation with residents on my road and without	

Survey Response	Officer response
notification once the new hours were put into force. No flyers or knocks on the door to let us know. Tottenham feels as though it is unfairly treated in comparison to richer areas in the borough which have 0-4hr restrictions (Hornsey, Crouch End, Muswell Hill)	
Removal of the CPZ and LTN	
Remove the permitted parking on pavement on Lansdowne road n17 that Haringey installed in 2018	
Removing parking spaces and replacing with more usable space for all.	
resident controlled parking with reduction for visitors parking. Ability to purchase permits and park on days when restrictions are removed.	
Residents being able to parking being able to park in more zingers in the area.	
Residents of Moorefield Road N17 often have nowhere to park because of customers of local businesses parking here. In the daytime this is often people using shops in the high street; in the evening spaces are usually taken by customers of North London Community House, a café and venue for hire at 22 Moorefield Road. Since the introduction of the LTN (which we support) this problem has been exacerbated as visitors can not drive through the filter into Sperling Road. Some addresses in the area are multiple occupancy, which tends to mean multiple vehicles; this adds to the shortage of spaces. Lorries frequently park on pavements blocking access to pedestrians, including elderly and disabled people.	
Residents Parking	
Residents parking in central Crouch End, Felix Avenue M8	
Retaining and enforcing our CPZ	
Shortage of spaces for residents to park in residential roads adjacent to CPZs but which are not themselves in a CPZ	
That there is no facility for loading and off-loading for delivery vehicles in our zone of Bounds Green Road travelling when all parking spaces are taken. Owing to cycle lanes people in our area of Bounds Green Road cannot park legally in front of our houses to deliver heavy shopping or to help families with disabled members or others with difficulty walking, to get in and out of vehicles safely. Parking on the off-side of a cycle lane into the main road is extremely dangerous especially trying to help an elderly or disabled person to get in or out of vehicles..	
The lack thereof	
There is not enough parking.	
There is nowhere to park easily. Some people are disabled without having documents and it is quite difficult to park and shop locally	
There's too many car parking spaces available on our street. At most, around 50% of the car parking bays are in use and should be removed and the space repurposed - for planting trees on pavement build-outs for instance, or for more cycle parking. Our street currently only has one bikehangar for only 6 cycles - the spaces were all taken within 2 weeks of it being installed. There is clearly a higher demand for cycle parking then for car parking in our area which needs to be addressed by Haringey. Haringey should also be installing Sheffield stands for cycles in ex-car parking spaces for visitors to the area. For instance, when my dad comes to visit us, he has nowhere to safely secure his bicycle and is forced to bring it into the house, which is far from ideal. Reducing the number of car parking spaces will decrease car dependency and will result in fewer car trips - which is obviously a good thing. Also, residential car parking permits are too cheap and encourages people to drive more and encourages car ownership. Haringey's most expensive annual car parking permit is less than £1 a day! Why should Haringey residents tolerate using our public spaces to store cars which are unused on average for 96% of the time (according to the latest RAC Foundation figures)? It's an abomination and needs to stop.	
They are too thin so more modern cars have to scrape their wheels against the kerb just to fit in the lines. And on one side the kerb is too high so cars scrap doors on the path.	
To maintain free uncontrolled parking, which is working well at the moment. However this is threatened, with continues CPZ creep and increases in front garden drives reducing curb space.	
Too many cars lining the streets which makes it dangerous for cycling	
Too much restrictions	
Too much space devoted to car storage. Only one bike hangar on my street where the majority of residents don't have cars.	

Survey Response	Officer response
Too much street space is given up to parking, causing congestion to buses and limiting space on the pavement for the vast majority of residents who do not have a car.	
Unable to park in Wood Green surrounding roads until after 10pm!	
Vehicles parked on the pavement. Parking in West Green rd should be restricted 7am-7pm.	
Vehicles unconnected to local residents being stored for extended periods.	
We have parking restrictions between 2 and 4, but there was never a problem with parking in Pendennis Rd. The CPZ was imposed against the wishes of the majority of the residents of the street.	
We need a recognition that parking for cycles is just as important as for cars. Cars with very noisy engines parking, particularly at night. Cars parking with engines idling, often for long periods.	
Where I live (off the ladder) I think the main issue is street parking on Green Lanes. Individual cars block the lane and make the traffic enormous on Green Lanes between Harringay shopping centre and Wood Green shopping centre. I'd like to see parking removed from this street to make way for buses and potentially a bike lane. Additionally, we need more street-level bike parking. There are not enough bike racks for safely parking your bike to shop in Harringay off Green lanes.	
You got rid of all the places disabled people could park on yellow lines to put in cycle lanes	
Not only cars parked but the anything under and around trees in the borough gets super sticky due to tree aphid infestation, as you probably know it's not sap, it's aphid excrement	Not considered to be related to parking policy
Cost of resident permits	No trends identified - further review will be made through future policy development
CPZ	
No Builders Parking Permit, so long term projects have no appropriate parking tariff	
don't know when event days at Spurs are. not just premier league but all the other ones. when buying visitor permits the system should automatically tell you if no charges apply. i've paid unnecessarily before now. this isn't providing a friendly service to local residents.	Ongoing review of customer feedback relating to parking systems
Expense; difficulty of using on-line vouchers;	
Making the online parking permit system work better, stop parking distrusting bus flow	
People who don't live here parking and people with multiple cars	Issues of this nature considered as part of the Parking strategy - Creating fairness in road space use
People with two cars on our small street taking up spaces outside our own house.	
Commercial vehicles taking residential spaces	Issues of this nature considered as part of the Parking strategy - Delivering a responsive, effective service for Haringey's people
Double parking around the school.	Issues of this nature considered as part of the Parking strategy - enforcement operations
I am in a CPZ and support those restrictions on parking, but enforcement needs to be improved. Now that we have virtual permits, it is not possible for residents to know whether vehicles have a permit so we cannot report vehicles that are not normally parked in the road.	
Illegal pavement parking as well as legitimate parking spaces that involved vehicles partially mounting the curb	
Illegally parked cars, legal parking blocking bus routes and cycle routes	
Lack of parking and harsh penalising for vehicles loading and accessing local businesses, and difficulty contacting parking authorities with regards to issues or unfairly awarded tickets	
Large trucks parking on pavements and double yellow lines: 1. Post office trucks waiting for a slot at the Sorting Office, parking in Moorefield Road on double yellow lines, often with two wheels on the pavement. The damage caused to the pavement by those heavy vehicles can clearly be seen. The	

Survey Response	Officer response
pavements have become uneven and dangerous, where the trucks are usually parked. 2. Large trucks parked on both sides of Moorefield Road in front of Mem's Building Supplies, on double yellow lines, every day during Mem's opening hours. Fire engines with sirens blaring and lights flashing have been unable to get through for several minutes because they could not squeeze through the gap between trucks on either side of the road. The trucks parked in front of Mem's are also regularly damaging the bollards on the pavement opposite Mem's. They are also making it difficult at times for pedestrians to pass. I have seen our neighbour, an elderly lady with a walking frame, forced to walk in the road in order to get past these vehicles. 3. There are usually no parking spaces available in Moorefield Road for local residents on Sundays after 9:30. There are usually no parking spaces left on evenings, when there is an event at North London Community House	
Large vans taking residential spaces	
Non residents, trade vehicles. Increasingly there have been camper vans.	
Parked vehicles make access to pavements harder for people using push-chairs, prams, wheelchairs or those who want to safely store their bicycles inside their houses. Parked vehicles close to (sometimes directly adjacent!) to junctions also lower visibility and make using roads more dangerous.	
Parking illegally on yellow lines, parking on either side of the road making it too narrow for cars to drive past each other.	
Scooters parked in the middle of bays, taking up 1-2 car spaces - not allowing people who have paid for a parking permit to park near their home Bike lock ups not placed at the end of bays correctly	
Stopping parking on bike and bus routes	
Ability to park outside your home and essential shops for free- make your Borough more accessible.	Issues of this nature considered as part of the Parking strategy - Supporting a thriving, welcoming borough
Being able to shop in local areas	
Mopeds! There are so many mopeds within Tottenham and these don't require parking permits - why not? Most of these mopeds are throwing out more pollution than some cars as they are not maintained. Parking permits are a must as some houses like HMO's have 5 - 6 mopeds.	
Parking for local shops	Issues of this nature considered as part of the Parking strategy - Supporting residents with additional needs
Provide affordable parking for cars and end rules which penalise cars. I am a disabled driver. Provide more disabled parking bays in the community.	
I live in a flat that doesn't come with parking and I can't get a residents permit prohibiting me from owning a car	Planning policy
Why don't people with driveways have to pay a resident permits when they still take up a large space in the road to access their driveway?	

## Q2 What changes (if any) would you like to see to parking in the local high streets and shopping areas?

	Count	%
More accessible and have short stay free parking to help businesses	38	38%
Stop pavement parking	5	5%
Reduce parking - make it more pedestrian and cycle-friendly	24	24%
More enforcement to stop obstructive parking	10	10%
Costs are higher than many other boroughs	3	3%
Other	4	4%
N/A	16	16%
Total	100	100%

Comments

Survey Response	Officer response
Ban all parking on main roads (e.g. green lanes and turnpike lane) to allow clear bus routes and cycle routes	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy , Footway Parking Policy and associated processes and Kerb Side Strategy
Ban on-street parking	
Ban parking on Green Lanes. Enforcement needed against persistent pavement parking on Lordship Lane. I've reported dozens of times and no discernable action from you. Install cycle parking on Tottenham High Road	
Better signage to Stoneleigh Road car park to encourage more use. Remove LTNs to enable better access to the area (as we had before the council destroyed our road network despite overwhelming opposition at consultation and review stages). Reinstate free parking on Saturdays on Stoneleigh Road itself (one-way section 'behind' High Road) to encourage use of local businesses, especially Holcombe Road market.	
Changes in and around Tottenham High Road: The needs of residents and pedestrians need to be prioritised over those of car users visiting the neighbourhood. Better protection of CPZ parking rights for local residents are needed. Generally, local high street users should be encouraged to use alternative forms of transport, such as walking, bikes, buses or trains to come to Tottenham High Road or any of the businesses in the vicinity, such as the Post Office Mail collection point and North London Community House. The corner of Bruce Grove and Tottenham High Road is a public transport hub because of the train station and numerous bus routes. This makes it easy to justify a reduction in private vehicle journeys and consequently non-residential parking needs in the area.	
Commercial vehicles charged for Sat and Sun in CPZ areas.	
CPZ boundaries coupled with LTNs make car journeys longer and more polluting. Especially when living on the boundary of LTN/CPZ	
Designated area with time limits that allows for short stay parking but not all day	
Easier spaces for local residents	
30 mins short stay for free	
Additional bike parking (on the pavement - the grey bars you lock your bike to) and less street parking for private vehicles. I am fine with delivery vans, etc. but individuals should have to park on the ladder or side streets.	Issues of this nature considered as part of the Parking strategy - Supporting a thriving, welcoming borough
Afternoons free	
Make it easier for everyone to park - have less permit only and pay to park bays	
Make it easier to park for a short period without a charge, to help local businesses and people who can't carry heavy shopping.	
Make parking more accessible and cheaper	
More affordable parking spaces	
More available	
More car parks	
More disabled parking spaces and closer monitoring of the users of the currently provided ones.	Issues of this nature considered as part of the Parking strategy - Supporting residents with additional needs; Provision of dedicated disabled parking covered in the dedicated disabled parking policy
More consideration of keeping bus routes clear.	Issues of this nature considered as part of the Parking strategy - To support an efficient, reliable and safe road network
Allow flats that don't have their own parking the ability to park on the street	Planning policy

**Q3. Do you think parking in our car parks could be improved? If so please tell us about any problems and give us your views on what is needed to improve parking.**

Comments

Survey Response	Officer response
Better lighting and wider spaces to avoid damage to cars	To be addressed where practical and appropriate through the review of car parks scheduled this financial year. Will also be covered by developing EV strategy being progressed by Transport and Travel Planning
Clearer signage to parking, better signage in parking areas, clear rules/guidelines all can understand	
Clearer signage.	
Ensure good lighting in public car parks including those outside! I would also like to see more provision for paid limited parking (2 hours?) on CPZ streets as this would not remove provision from residents and their visitors, but would encourage shoppers and short-stop visitors.	
Finding a parking pale is a nightmare for disabled drivers. There are not enough spaces./	
Free for up to 1hr parking. Police them to stop drug users in cars. Pay stations on every floor	
Generally lack of parking. Improve EV charging points.	
Lines are very close together so cars are often damaged with nt many with cameras	
Make the car parks a cleaner, smarter, pleasanter place to be in. They are drab, dingy, smelly, dirty and really unpleasant places to be.	
Modernise with lights to indicate whether a space is free or not so drivers can see from a distance and also digital display of how many spaces available on each floor.	
More spaces	
Most of the small car parks fill up very quickly, so there is limited space. Also the cost of using these can sometimes deter residents.	
Security, safety, more spaces	
Space sizes. Cars are wider now.	
The car parks should be better maintained	
There should be bigger spaces provided for bigger cars at higher charges.	
They are a bit grubby and cash/card payment options always need to be provided.	
They need to be brightly lit and patrolled by security	
too scared to use multi storey car parks they are not safe.	
Yes not enough spaces too expensive.	
Not sure	Not considered to be related to parking policy
Not sure there are any local car parks! Only on street parking	
I don't have any experience of parking in car parks in Haringey but I have noticed some car parks eg the one on Lawrence Road is empty while parked cars clog up Philip Lane and West Green Road.	No trends identified - further review will be made through future policy development
All car parks should have the same payment apps borough wide. Currently different apps at different car parks is confusing and difficult and unnecessary.	Ongoing review of customer feedback relating to parking systems
I do not even knew there were car parks available. I would prefer to pay cash or card and never park where an app is needed.	
by making parking available, and make paying cheaper and easier to use	Issues of this nature considered as part of the Parking strategy - Supporting a thriving, welcoming borough
Cheaper	
Cheaper parking so shops get more customers	
No. They need to be made smaller, and need to be more expensive. Car parking is far too cheap, and Haringey needs to everything in its power to reduce the number of car trips in the borough.	
Not enough car parks. Too much street parking blocking through traffic	
Parking in Wood Green is very good. Parking in Crouch End is very good. The two hour CPZ slots at different times in different parts of Crouch End work well. Generally, emphasis should not be on creating more car parks, because this will lead to more cars, more unnecessary journeys in the local area. The emphasis should be on promoting alternative types of transport.	
Price is too high and stops people using local shops	

Survey Response	Officer response
Removal of parking spaces.	
There are no council car parks in vicinity, Haringey removed them all.	
There are very few Haringey car parks	
They should be free	
Yes, the biggest problem Muswell Hill Broadway is the ridiculous amount of delivery mopeds using the car spaces. This is in my opinion a priority	
Yes removal of the CPZ and LTN would greatly improve the area for the local residents	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy and associated processes

**Q4 Have you come across, or been informed about, any instances of dangerous or obstructive parking in the Borough?**

	Count	%
Yes	51	54%
No	43	46%
Total	94	100%

If yes, please give details:

**Comments**

Survey Response	Officer response
I live on Osier Crescent, one way system would be an idea for safety. People parking on corner drop kerbs creating blind spots	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy and associated processes
Overparking for access to the churches on Finsbury Road and Trinity Road N22- I have highlighted multiple times- there should be an extension to the yellow lines to prevent double parking and blocking the corner as it prevents access for other vehicles, including emergency vehicles.	
It's more about carelessly parked dockless bikes. They should be removed.	Not considered to be related to parking policy
I paid for a crossover and am able to park on part of my front garden. I have had to request the removal of an obstructing car on two occasions. Unfortunately neighbouring cars are frequently parked so as to reduce my exit width which means i have to back straight out with restricted vision. Dangerous . . . .	Issues of this nature considered as part of the Parking strategy - enforcement operations
I regularly come across instances of dangerous parking (e.g. too close to junctions, in front of lowered pavements, or restricting sightlines) closeby my house in the South Tottenham area.	
I report this all the time and witness on an almost daily basis, cars parked on pavement and obstructing spaces meant for people. Haringey needs to streamline how people can report such behaviour and should accept reports in retrospect to the incident if people submit good evidence - via an app perhaps? I would also like to see Haringey enforce engine idling too. Outside Welbourne Primary School, I see several drivers sitting in their cars with their engines idling. And when I report this to Haringey, it's not taken seriously. I was event told by someone in customer services that Haringey is unable to issue FPNs to such drivers, which is untrue as they do have the power and should do so.	
I see it every day	
it's literally everywhere. residential streets, high streets. literally everywhere	
Large lorries visiting Mem's DIY and the Royal Mail parcels office in Moorefield Road often park partly on the pavement while waiting for access. This has damaged paving and blocked access to pedestrians, especially pushchairs and wheelchair users.	



Survey Response	Officer response
Large vehicles using pavement parking on La Rose Lane from a blocking traffic especially buses, being dangerous for pedestrians because there is not enough room to get past safely. People parking badly in these spaces and obstructing the pavement	
Main bus routes, eg Park Road, Middle Lane and Tottenham Lane often slowed by parking on both sides, especially at weekends. Turnpike Lane from Wightman Rd to tube station often blocked by illegal or obstructive parking, especially at evening rush hour.	
Many people park on double yellows near corners blocking visibility	
Nightingale lane people park on the double yellows by the junction. Also on Campsbourne Road	
North tottenham high road in front of laroyal banqueting hall. We often find cara double parked onto main road in the evenings.	
Obstruction at road corner crossings	
obstructive cars on double yellows outside many shops in tottenham	
On a Facebook group there was a photo of a car that keeps parking on the pavement in the High Road near Bruce Grove. The poster was complaining that neither the council or the police would take any action to prevent this.	
Parents parking on every inch of space just outside the start of the streets. Including parking on corners and blocking driveways	
Parking across dropped kerbs which can prevent residents from using their driveway. Your tow trunk service should operate longer hours to better reflect when obstructive parking occurs.	
Parking on footpath to make it difficult to walk past.	
Parking on roads near School Streets. I think School Streets are an excellent idea, but people are now parking on adjacent roads which are in CPZs and there is no enforcement. Many park there for a considerable time at the end of the school day as they arrive early to get a parking spot. Parking on Bounds Green Road for Trinity Academy and St Michael's Schools is a particular problem. Parking too near junctions is a general problem, making it difficult to see what traffic is coming.	
Parking on the kerb is severely obstructive	
Pavement parking and parking on corners	
Pavement parking on Lemsford Close, Grovelands Road. Parking on Gladesmore Road and Wargrave Ave preventing 318 bus access	
Pavement parking outside shops in Lordship Lane, particularly hair salons and barbers. Selfish and dangerous driving and parking on Green Lanes which endangers pedestrians and cyclists	
Pavement parking, parking on double yellow lines.especially.opposite.sainsburys on Northumberland park road	
People driving like idiots. Too many learner drivers driving too slow and holding traffic up.	
People park on the pavements or near crossings. Delivery vehicles park on double yellows	
People parking near crossings, in front of garages, etc	
Regular parking in the bus-stop outside Sirwan 415-417 Lordship Lane and also parking behind the Sainsburys blocking the pavement and access to St Benet Fink	
Regular parking on pavements in Wood Vale N6. Reported numerous times.	
School drop offs are the biggest concern. People leaving their engines running.	
The junction of St James's Lane and Muswell Hill N10 has double yellow lines but vans are found parked on the double yellow lines frequently. It is already a dangerous junction - this makes it even more so. Once incident meant that I hit an illegally parked van turning out of the junction because there was no safe manoeuvre.	
There are several places where people park on a main road very close to a junction, which can make it extremely difficult to see traffic when pulling out. The two places where I have noticed this is a problem are the junction of Dongola Road with Philip Lane (single yellow line extents much too close to the junction), and the junction of Raleigh Road with Whightman Road Pthe parking bay is too close to the junction).	
Van deliveries double-parking and blocking the roads. Suggest setting aside a number of spaces that can be used for only 5 minutes at a time. E-bikes are often dumped on the pavements in the area. The companies owning them	

Survey Response	Officer response
should do more to tidy them up and the system for reporting obstructions to them should be made much simpler.	
Vehicles are using Moorefield Road as two way street I have seen near misses with the school kids, an accident waiting for something to happen.	
Very common on green lanes in evening and night times	
Where pavement parking is allowed there can be far too little space left for pedestrians. There are multiple examples in Haringey, but one of the worst is Park Road between Bounds Green Road and Station Road, which can be impossible to navigate with a buggy or mobility scooter.	
Yes I can see it everywhere near where I live. Delivery vans parking on double yellows, the end of nightingale road parking blocking transit down the road, disabled permit bays sitting empty for months on end. Pavement parking etc.	
Food delivery mopeds take up lots of parking	Issues of this nature considered as part of the Parking strategy - Supporting a thriving, welcoming borough

#### Q5 Should those owning and using higher polluting vehicles pay more to park?

	Count	Column N %
Higher polluting vehicles - addl parking charges?	Yes	43 43%
	No	43 43%
	Oversized cars - yes	11 11%
	Not sure	3 3%
	Total	100 100%

#### Q6 Are there alternative parking permit charging models that the Council could consider?

	Count	%
Alternative charging models?	No suggestions	51 51%
	Free short term parking for trades and shoppers	13 13%
	Cheaper permits for residents	13 13%
	Online permit buying system is dysfunctional	7 7%
	Charge more for larger heavy cars	6 6%
	Charge more to reduce vehicle use	4 4%
	Offer paper (& cash) permits to improve the service	4 4%
	Charge for the kerb space taken up by driveways	2 2%
	Total	100 100%

#### Q7 Should multi car households be discouraged?

	Count	%
Discourage multi-car households?	Yes	49 49%
	No	42 42%
	Not sure	9 9%
	Total	100 100%

#### Comments

Survey Response	Officer response
No. If a car is needed, why should we penalize that family by having them pay more.	No trends identified - further review will be made through future policy development (see summary table)
No. It is not the right of the Council to act in this way. It is dictatorial.	
No. It might be necessary not luxury.	
No. Owning a car is expensive on its own, insurance prices have skyrocketed, petrol is expensive as well. Don't add to this bucket.	
No. The issue is not the number of cars it's the frequency that they are driven.	
No. They have to park somewhere	

Survey Response	Officer response
No. This is not helpful to households- many struggling already. Don't be lazy in your solutions offer. Be creative and considered.	
Not if keyworkers	
Presumably they would pay per vehicle, I don't think the solution is charging people more than what is fair.	
Problematic as there is a large variance in the number of adults in a household.	
Yes but it's often normal for a household to have a couple of cars so please don't punish normal working families.	
Yes if more than 2	
Yes of course	
Yes, especially in crowded residential areas, but alternatives, such as better public transport or access to zip cars, should also be promoted	
Yes, significantly.	
Yes. All cars owned by a household should be made to pay for a permit - I live in a non CPZ zone that is plagued with second cars/vans/camper vans owned by people in neighbouring CPZ areas that want to avoid paying for a permit	
Yes. Depending on how many people live there. For example households of over 5 should be allowed one more car included.	
Yes. Households should not keep multiple cars on the street.	
Yes. Much higher fees for additional cars	

### Q8 Are company vehicles (trade, delivery vans etc.) making it difficult for you to park near your home?

		Count	%
Do trade vans and commercial vehicles cause parking problems?	Yes	23	23%
	Sometimes	14	14%
	No	52	52%
	No response	11	11%
	Total	100	100%

### Comments

Survey Response	Officer response
No (despite your councillors claiming to the contrary in local WhatsApp groups which is completely unacceptable.	No trends identified for policy review - further review will be made through future policy development (see summary table)
No as I have a drive but they do take up a lot of space.	
No because the demographic has changed so much that only the wealthy can afford cars - Unfair and divisive.	
No but large lorry occupy space outside our house making it a bit unsightly	
No I don't have a car but they do make it harder for me to access my home via foot or on my bike, as they block the pavement and my driveway. There is a constant flow of delivery vehicles to EXPA - when they appear to have a loading bay on Lawrence Road that just isn't used.	
No it is not.	
No! We need them to work on our houses! Don't make our life harder! Help us instead by keeping it simple and unbureaucratic	
Sometimes If they live on the road and have their own business that requires a company vehicle where are they supposed to park ?	
Sometimes but not too often. This may become more of an issue as the Hornsey Police Station development gets into full swing.	
Sometimes. Especially deliveries and learner drivers. They always use our spot to practise parking!	
Sometimes. I think too many people park their company vans overnight in Bruce Grove roads.	
There are some vans parked nearby overnight. Interestingly your stupid residents parking scheme will not limit this.	
They don't make it difficult to park but they are an eyesore with many left us used for many weeks.	
Vans are a nuisance. Some are very long and take up two parking places, which does not seem appropriate for a residential road.	

Survey Response	Officer response
We noticed cars being parked that rarely move. A lot of vans were being parked due to free space. Resident permits from 6pm to 8am would have worked to reduce this issue, but the combined over use of yellow lines has had the reverse impact.	
Yes Large vans parked in residential roads block driver sightlines, block light to houses close to roads and are unsightly.	
Yes especially in the evening	
Yes, constantly. Company vehicles park on Felix Avenue from 11am and midday which block residents from parking on our street.	
Yes, lots of people on the estate have to park their work vans on the street. But again the problem was created by organisations who employ the workers (including the council) and the cost-cutting measures they have taken (outsourcing workers, selling off works yards). It also makes walking and crossing the roads more dangerous as the vans cut sightlines.	
Yes, outside of CPZ times	
Yes, several business vehicles and illegal garages using street/ parking space to do trade	
Yes. Mostly through delivery vans rather than anything else.	

### Q9 Any other parking issues that you would like to raise ?

#### Comments

Survey Response	Officer response
Yes - we have to drive past our houses to park outside them on Sperling Road due to the abhorrent LTNs!	Issues of this nature to be addressed through the procedures for LTN / schools streets review
yes residents on other streets can not park in there road due to LTNS and because they cant enter they come and park in other roads which is a problem	
Not enough bike hangers.	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy and associated processes
Other than a lack of parking, no.	
Outlined spaces could help people park more efficiently	
Parking causes regular delays to the W3 bus on Middle Lane and the W7 bus on Park Road. The area around Kenwood House has become an unsightly mess of long term stored vehicles. It should be a CPZ with low pay by phone charges.	
Parking restrictions have been applied in residential areas where they are not needed	
Residents from Topham Square park on Risley Avenue as there is insufficient parking in Topham Square (especially with the new housing), but are not permitted match day permits. So everyone has to move their cars on match-days, to a limited number of spots elsewhere that they know they can park. It's a weekly farce. Topham Square should be treated as an equal part of the estate and not as second-class citizens (even though this would make parking for us worse personally).	
Residents on my street would like to see more cycle parking. The bikehangar which was recently installed is already full. How long will we need to wait to get another one on our street?	
Shop owners parking permanently outside their shops. Remove the parking in West Green Rd, re-allocate some residents spaces on side roads as short term shopper parks and loading zones. Remove all parking Green Lanes and as above, re-allocate some residential parking on side roads as short term shoppers parking. Enforcement enforcement enforcement by towing away. This happens in other countries, no reason it can't be implemented in London. Bus speeds on much of Green Lanes are slower than walking space in the weekends because the road space is given to car parking.	
The lack of parking on Boyton Road now you have put double yellows down most of it (but bizarrely done the opposite on Nightingale Road).	
The NPW parking scheme is so small and heavily impacted on match days when we lose a quarter of spaces to the shuttle buses, coaches and fans who don't mind paying for a ticket.	
There is a business parking zone near me on Conway road that seems unnecessary as there are no businesses near by.	

Survey Response	Officer response
Yes. Not enough parking spaces, and council is removing them instead of increasing their number.	
Not so much parking, but there are a lot of people who throw rubbish like food wrappers out of their cars onto the pavement.	Not considered to be related to parking policy/ but streetlighting issues handled through regular maintenance.
Question 7 and 8 - you know it!	
Street lighting inadequate due to overgrown trees and bushes blocking out light, therefore making streets darker and increasing risk of theft and damage not only vehicles, but also personal safety and home security.	
Only the high cost of parking	No trends identified - further review will be made through future policy development
Proving you live in a street to be able to get visitor permits when one pays council tax which should be proof of residence, especially to the same body. The two hourly visitor permits have been withdrawn and were useful e.g someone visiting half a day/for lunch etc.	
Sometimes parking permit aren't registered on the Haringey website cause unfair fines or the parking permit page doesn't work	Ongoing review of customer feedback relating to parking systems
Terrible online permit system	
The parking permit system is not intuitive or easy to use and causes so many problems.	
We get parking permits for tradespeople online, sometimes the website doesn't work.	
Not enough traffic wardens in Moorefield Road and other roads close to Tottenham High Road, to enforce that the parking rules and restrictions we already have are observed.	Issues of this nature considered as part of the Parking strategy - enforcement operations
On green lanes, people often double park, keep the hazards on and just get out of the car and go into a shop.	
Parents running car engines when picking up children from schools.	
School drop off outside Markfield park is chaos	
The only annoyance are people who park their camping vehicles for months on end, outside other people's houses	
There is inadequate enforcement in the area. We almost never see a traffic warden.	
Visitors at the New London Performing Arts Centre parking dangerously Monday-Saturday, across driveways, gates and dropped kerbs as well as double yellow lines. Parking is often with the engines left running for over an hour. The congestion on St James's Lane at that time means driving up or down the road is impossible because cars cannot pass each other.	
Would be good if we had specific bays assigned as we have so many car thefts and other antisocial behaviour (destruction/graffiti etc) that when the car isn't outside our house (we have a camera monitoring it when it's outside) I worry.	
yes. cars parking on pedestrian only areas. cars driving into parks. motorcycle and mopeds driving on pedestrian paths. cars covering licence plates to dodge fines in LTNs. cars parked on pedestrian walkways ruining recently paved surfaces	
Paving over front yards for parking. There should be an incentive to depave front yards or at the very least to install permeable paving. EV charge leads - these should not be stretched across pavements as they are a trip hazard for VI and mobility impaired people. Why not put charge points in car parks like the one on Lawrence Road or Westerfield Road?	Planning policy
Please ensure that people with driveways pay for the space outside their house. They may not park in the road (but often they do) but they are still using a space which no one else can park in. It's unfair that they don't have to pay.	

**Q10. Do you know of any parking policies and practices carried out by other Boroughs that we should usefully consider in Haringey?**

Please give any details below:

Comments

Survey Response	Officer response
School street signage is not big enough or clear therefore easily missed	

Survey Response	Officer response
The majority of places in the UK do not close roads unnecessarily - maybe try following the examples of Greenwich, Brent, Ealing and Tower Hamlets who have rejected LTNs due to their vile, divisive nature.	Issues of this nature to be addressed through the procedures for LTN / schools streets review
Not sure, but on Sperling we have limited pedestrian walking space. It would be great if the pavement was extended and road was one way (which it basically is now) giving car owners a chance to park on the road not the pavement.	Issues of this nature to be addressed through the Footway Parking Policy and associated processes
Allowing short term paid parking in all spaces rather than having separate residents and pay by phone bays. This could be a good solution for areas such as Crouch End instead of the current morning and afternoon controls in different areas.	Issues of this nature to be addressed through the Parking Schemes – Resident Engagement Policy and associated processes
Double yellow lines on the corners of roads are always a good idea. Being able to contact the council about parking issues by other means than online forms resolves problems much quicker. Actively making access to businesses a priority to help businesses avoid incurring unnecessary fines at a time when they're facing so many other difficulties.	
Enfield has free parking spaces with cpz zones	
For fairness consult the people again recently issued with CPZ in Hornsey North. The objective has not been met.	
Hackney reclaiming parking spaces for community use.	
Hammersmith and Fulham have charging points for electric vehicles on all lampposts.	
In Islington, residents with a neighbourhood residents parking permit are allowed to park in residents parking spaces anywhere else in the Borough between 11.0 and 3.0. on weekdays.	
It's time to stop targeting car drivers as a cash cow. Stop hiding behind online surveys and listen to the views of people face to face in consultation, rather than making it look as though there's engagement when there really isn't. Stop glorifying the results to suit your agenda, regardless of what people feedback.	
Make parking more accessible near leisure centres. Remove LTNs so we can drive places. What a dreadful idea.	
Mandatory Bike Lanes on Green Lanes would discourage parking. Look at Hackney!	
No, listen to your own residents instead of being sheep and following what others do. Just because others do it, doesn't mean it's a good idea.	
Not specifically parking but Haringey needs more low traffic zones to discourage rat running. Also pavement parking eg Ferme Park Road encourages speeding and is an obstruction for pedestrians.	
Please see Q6. Residents Parking should Borough wide as in Kensington & Chelsea.	
Too much restrictions and not consistent. Some residents area are from 10 - 2 pm and some 8am - 6.30pm I am not surprised lots of shops are closing down and charity shops taking over. This gives the area a cheap, poor area.	
Woodstock Road N4 and near Finsbury Park blend residents and pay and display parking well. It stops people from parking all day. Princes Ave N10 blends pay and display and residents parking well. By adding loading only bays on Topsfield parade and on the Broadway, this will increase parking pressure on central Crouch End residential roads. I object to the loading bays as it removes parking spaces for shoppers that pay and display.	
Yes stop making it your mission to charge parking in any tiny space possible. It's become policy to charge for parking, but now there is nowhere left to park without having to pay, resident or not. How about going back to being able to park for free, anywhere but car parks apart from resident zones.	
Yes. Other boroughs do not impose CPZs to get more money.	
Islington's visitor parking practices are awful	Not considered to be related to parking policy
Not aware of any.	
Free parking	

Survey Response	Officer response
Free parking for the first hour	No trends identified - further review will be made through future policy development
Southwark charge MUCH higher fees for resident parking	
Workplace parking fees.	
Yes - Barnet council has a Builders parking permit of £377.50 per year. In Haringey we don't have an equivalent and this currently costs £22/day under Permission to Park which is £5735 per year. This drives the wrong behaviours around parking. Under the lower charge, more money would come into the Council because people would actually pay it.	
I regularly use Camden parking on line Never have a problem sorting out parking permits. Haringey definitely needs to sort out parking online permits. Always seems to be a huge debate on FB and not favourable	Ongoing review of customer feedback relating to parking systems
Lambeth's kerbside strategy is the best I've come across in London, with plans to give 25% of existing car parking space over to other activities. Bath has also started using pollution levels for car parking charges. Paris is another great example, with plans to start charging SUVs significantly higher to park in the city.	Issues of this nature considered as part of the Parking strategy - Creating fairness in road space use + proposed kerbside strategy.
Not another borough, but in Paris they're planning to triple SUV parking tariffs to cut air pollution. Is Haringey bold enough to adopt policies like this?	
Better and swifter enforcement of LTNs, pavement parking, obstructive parking, blocking red routes, parking on double yellows.	Issues of this nature considered as part of the Parking strategy - enforcement operations
Tow away illegally parked cars.	
make new buildings have parking underground to ensure street parking is not needed for new housing.	Planning policy
People with driveways should pay for a residents permit	
Some UK local councils are providing residents with access to channels in or under the pavement to allow them to park and charge outside their homes without putting a cable across the pavement. For example Reading was recently reported to be trialing this: - <a href="https://transportandenergy.com/2024/01/09/reading-council-trialling-kerbside-charging-channel/">https://transportandenergy.com/2024/01/09/reading-council-trialling-kerbside-charging-channel/</a>	

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## Parking Strategy and Policy/Charges Review

### Appendix C: Parking Strategy Delivery Plan

Strategic objective	Item	Action	Details	Timeframe
Supporting an efficient, reliable & safe road network	A1	Full cost recovery for parking services	Deliver full cost recovery for parking services, thereby making no demand on the general fund, with any surplus spent in accordance with the Road Traffic Act – in particular with regard to the demand for concessionary travel – supporting many vulnerable residents.	Ongoing
	A2	Roll out further red route restrictions	Further schemes to implement parking restrictions and associated CCTV enforcement, for locations where on-street enforcement has limited effect	Ongoing
	A3	Implement Event Day parking controls	Implement parking measures subject to community support and statutory consultation to protect residential roads, residential parking and making them safer during major events – in particular but not limited to events at Finsbury Park, Drumsheds in Tottenham, and Alexandra Palace.	Implementation 2024/25 to 2025/26
	A4	Parking schemes	Implementation and review of parking schemes in the borough: a cyclical programme of CPZ reviews (at most 5-year intervals), with defined guidance and procedures for review and implementation.	Ongoing
	A5	Skips enforcement	Review options for enforcement of unlicensed skips, to deliver improvements in enforcement coverage and outcomes, and deterrence of unlicensed and non-compliant skips	Implementation Q1 2025/26
Supporting a thriving, welcoming borough	B1	Community & religious festivals & events	Working closely with diverse community and faith groups to support their parking needs to develop policy for community / religious events - during major religious festivals and at funerals as and when required, while delivering fairness in the parking offer and balancing this with the wider parking demands of each local area	Policy developed Q4 2024/25
	B2	New business permit provision	The introduction of business visitor permits to offer additional short stay options for local business parking.	Implementation Q4 2024/25
	B3	Motorcycle provision	Extend motorcycle provision to deal with the growth in powered two wheelers in town centres associated with restaurant / food deliveries, to improve road safety	Implementation Q4 2024/25
	B4	Car free housing parking policy	Introduce measures that ensures compliance with planning and parking policy	N/A

Strategic objective	Item	Action	Details	Timeframe
	B5	Car Parks	Review and update car parking tariffs to deliver a comprehensive and consistent tariff offer – including across late night and Sunday parking	Implementation Q1 2025/26
	B6	Landlord permits	Review and develop a permit offer which is tailored to requirements of landlords in the borough	Implementation Q1 2025/26
	B7	Loading bays	To continue to support town centres through appropriate service bay provision for businesses	Ongoing
Delivering a responsive, effective service for Haringey's people	C1	Vehicle cloning policy	Defined procedure for cloned vehicle notice processing, with a campaign of communications to raise awareness	Implementation Q3 2024/25
	C2	Extending parking enforcement operational hours	Extending bandwidth of parking enforcement to deal with local issues, such as ongoing illegal parking for examples nighttime enforcement and Sunday parking	Implementation Q3 2024/25
	C3	Doctors' bays	Deliver doctors' parking bays in line with demand from GP surgeries and medical practices	Ongoing
Supporting residents with additional needs	D1	Dedicated disabled bays	Implement programme for the provision and management of dedicated disabled bays located close to resident homes, ongoing administration of associated permit provision, and removal of redundant disabled bays where appropriate	Ongoing
	D2	Care at Home permit	Implement programme for the provision and administration of permits to those requiring care in their home	Ongoing
	D3	Tackling blue badge fraud	Implementation of programme addressing the various forms of Blue Badge fraud across the borough, providing for enforcement and associated actioning of fraud	Ongoing
	D4	Introduce workplace virtual Blue Badge permit	Extend the existing virtual Blue Badge permit offer (currently provided to Haringey residents), to other Blue Badge holders who work in the borough	Implementation Q4 2024/25
	D5	Increase the number of disabled bays at key locations	Implementation of programme for the review of provision of adequately sized bays close to amenities	Ongoing
	D6	Concessionary Travel Helpline	Operation of dedicated helpline covering a range of services including permits, Blue Badges, LTN exemption, Taxicard, Freedom Pass, dedicated disabled bays	Ongoing
Creating fairness in	E1	Footway parking policy	Remove existing (and not introduce any new) footway parking which is not compliant with Government guidance	Ongoing

Strategic objective	Item	Action	Details	Timeframe
road space use	E2	Supporting SEND vehicles	Identify and deliver parking provision for any disabled children currently lacking this, in particular those who require school transport (including where appropriate schools engaged in the SEND safety valve programme). Redesign the criteria used by the Planning Service to ensure parking for disabled residents is conducive to disabled people's needs.	Implementation Q2 2025/26
	E3	Electric vehicle charging bays	Introduce charges for parking in electric charging bays to ensure turnover and access for those who use those services.	Implementation Q4 2024/25
	E4	Innovative vehicle size permit charging	Implement a revised parking permit charging structure that takes account of vehicles size and their impact on road condition and notional value of finite road space – through vehicle size surcharging on a range of permit types	Implementation Q1 2025/26
Supporting improved air quality and a reduction in carbon emissions from transport	F1	Emissions based permit charges	Update parking permit charging based on vehicle emissions, fuel type (diesel surcharging), and multiple vehicle households - to deliver a more consistent permit offer across the range of available permits	Implementation Q4 2024/25
	F2	Car club offer	Review options & implement additional measures to encourage ULEV / electric vehicle car club vehicles	Implementation Q2 2025/26
	F3	Subsequent permit charging	Implement changes to subsequent permit surcharges to encourage the reduction in multi-vehicle households / addresses	Implementation Q4 2024/25
Delivering an innovative, sustainable parking service	G1	Suspensions & licensing systems	Review options for & implement a new system for suspensions & licensing management, including customer facing applications and back-office case management	Implementation Q3 2025/26
	G2	ANPR deployment	Implementation of ANPR for improved efficiency in enforcement deployment, delivering more responsive and targeted enforcement	Implementation Q4 2024/25
	G3	Dynamic enforcement deployment	Using business intelligence for the continual review of levels of non-compliance, to develop improved deployment strategies – with more dynamic operation of resources - for more effective enforcement borough wide	Ongoing
	G4	Comparable borough charge review	Parking charges continue to support the Council's wider environmental objectives, with charges benchmarked with neighbouring boroughs to deliver consistency, whilst the services keep abreast of best practice in charging models	Annual

Strategic objective	Item	Action	Details	Timeframe
	G5	Administrative services	Review and implement improved consistency in the provision of administrative services across the permit offer, alongside consistent application of administrative charges	Implementation Q4 2024/25

## Parking Strategy and Policy/Charges Review

### Appendix D: Updated parking permit policy / charges

#### 1. INTRODUCTION

The following sets out a range of changes in parking permit policy and charges designed to more accurately reflect the real-world impact of vehicle usage. By updating charging and other permit policy, the permit offer better reflects service usage, addresses fairness in road space use, and addresses the environmental footprint of vehicles.

#### 2. CHANGES TO PARKING PERMIT CHARGES – EMISSIONS BASED CHARGING

##### 2.1. Updated permit charging structure, to include a new EV charging tier

The introduction of a new charging tier for fully electric vehicles (EVs) recognises that these vehicles do not contribute to local emissions – this is in contrast to other vehicles in the current lowest charge tier (up to 100 CO2 g/km). c.4% of current resident permit vehicles are fully electric, and to further encourage the usage of such vehicles a distinct charge tier should be introduced.

##### ***Benchmarking***

Numerous boroughs use a variation of fuel type (EV vs. internal combustion engine (ICE)), then emissions as the base charge principle.

Customer type	Permit type	Local authority	Base charge principle	Supplementary charge principle
Business	CPZ permit	Camden	Fuel type (EV vs. ICE), then emissions	Surcharge for diesel
		Hackney	Fuel type (EV vs. ICE), then emissions	Surcharge for diesel
		Islington	Fuel type (EV vs. ICE), then emissions or battery size	
	Universal permit	Islington	Fuel type (EV vs. ICE), then emissions or battery size	
		Hackney	Fuel type (EV vs. ICE), then emissions	Surcharge for diesel
Essential Service	Essential Service	Hackney	Fuel type (EV vs. ICE), then emissions	Surcharge for diesel
Resident	Resident	Camden	Fuel type (EV vs. ICE), then emissions	

Customer type	Permit type	Local authority	Base change principle	Supplementary charge principle
		Ealing	Flat fee	Surcharge for diesel; discount for full EVs
		H&F	Flat fee	Discount for lower emission & EVs
		Hackney	Fuel type (EV vs. ICE), then emissions	Surcharge for diesel
		Islington	Fuel type (EV vs. ICE), then emissions or battery size	
		Southwark	Flat fee	Diesel non-ULEZ surcharge; EV discount; hybrid discount
		Merton	Flat fee	Diesel surcharge; EV discount
		Redbridge	Flat fee	EV Discount
		Lambeth	Emissions	Vehicle size charging – strategic objective

### ***Proposal***

Item	Permits	Proposed
Fuel type (EV vs. ICE), then emissions	Resident	New lowest charging tier for pure Electric Vehicles Other emissions band vehicles moved up 1 charging tier 24/25 tier charges retained <b>See section 5 for proposed charge tables</b>
	Non-resident permits where applicable	New lowest charging tier for pure Electric Vehicles Other emissions band vehicles moved up 1 charging tier 24/25 tier charges retained <b>See section 5 for proposed charge tables</b>

## **2.2. New permit vehicle size surcharging for a range of permits.**

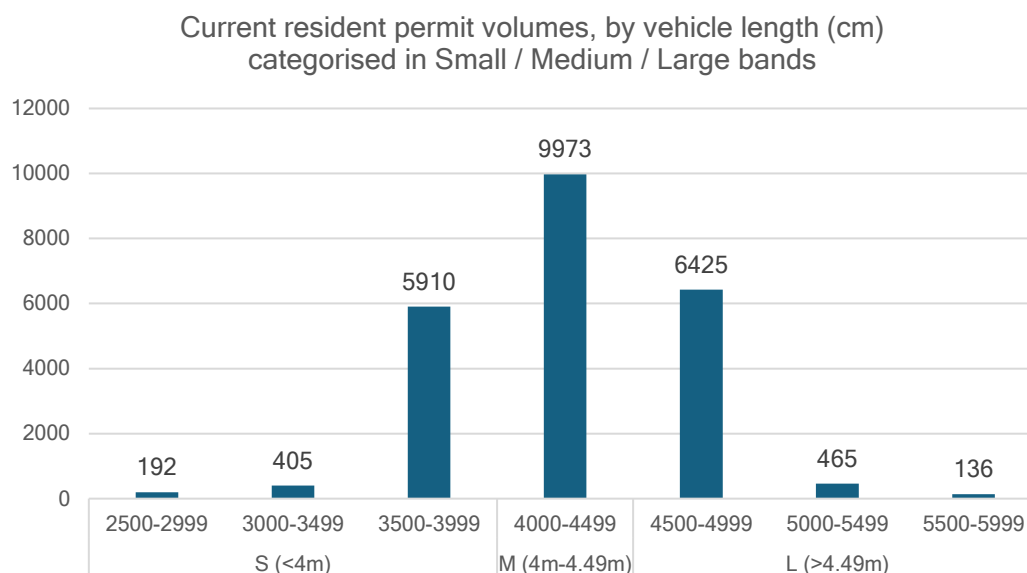
The current charging structure focuses the impact of emissions, however recognising the impact of the size of vehicles – on the highway road space – should also be considered. This reflects wider corporate objectives to reassess and reprioritise highway space, and seeks to drive more efficient use of this space.

### ***Benchmarking***

Customer type	Permit type	Local authority	Base change principle	Supplementary charge principle
Resident	Resident	Lambeth	Emissions	Vehicle size charging – strategic objective

### Data analysis

Analysis of current permit vehicles provides a basis for establishing vehicle size bands. The below table and chart set out the current breakdown of resident permit vehicles by vehicle length. The proposed banding is a balance of approximately even distribution with easily defined and understood banding intervals.



Vehicle length banding	Car Length (cm)	Count of permits*
Small (<4m)	2500-2999	192
	3000-3499	405
	3500-3999	5910
<b>Small (&lt;4m) Total</b>		<b>6507</b>
Medium (4m-4.49m)	4000-4499	9973
<b>Medium (4m-4.49m) Total</b>		<b>9973</b>
Large (>4.49m)	4500-4999	6425
	5000-5499	465
	5500-5999	136
<b>Large (&gt;4.49m) Total</b>		<b>7026</b>
<b>Grand Total</b>		<b>23506</b>

\*N.B. excludes vehicles with no vehicle length data

### Proposal

Item	Permits	Proposed
Vehicle size surcharging	Resident	Vehicle size surcharge – medium length vehicles (4m-4.49m) prevailing base charge plus 5% surcharge; large length vehicles (4.5m+) prevailing base charge plus 10% surcharge <b>See section 5 for proposed charge tables</b>

Item	Permits	Proposed
	Non-residents where applicable	Vehicle size surcharge – medium length vehicles (4m-4.49m) prevailing base charge plus 5% surcharge; large length vehicles (4.5m+) prevailing base charge plus 10% surcharge <b>See section 5 for proposed charge tables</b>

### 3. CHANGES TO PARKING PERMIT CHARGES – SURCHARGES, P&D CHARGES, ADMIN CHARGES

#### 3.1. Incremental subsequent permit surcharging for a range of permits.

Current surcharges apply to resident permits only, and consist of a flat charge for each additional permit per household. In order to further encourage reduced vehicle use, this principle should, firstly, be more consistently applied across the wider permit offer. Secondly, in line with a number of equivalent London boroughs, the surcharge structure should be amended to an incremental charge – such that each additional permit has an increased surcharge applied.

#### ***Benchmarking***

Customer type	Permit type	Local authority	Supplementary charge principle
Business	Borough wide	Wandsworth	2nd & subsequent
	CPZ permit	H&F	2nd permit surcharge
		Islington	2nd permit surcharge
		Wandsworth	2nd & subsequent
Charity	Charity	Waltham Forest	2nd surcharge; 3rd & subs surcharge
Resident	Resident	Camden	3rd vehicle surcharge
		Enfield	2nd & 3rd only
		Islington	2nd; 3rd; 4th; 5th; 6th & subsequent
		LBBD	2nd; 3rd; 4th; 5th & subsequent surcharges
		Merton	2nd; 3rd; 4 <sup>th</sup> & subsequent surcharges
		Redbridge	2nd & subs / 3rd & subs surcharges
		Tower Hamlets	2nd & subsequent; 3rd & subsequent



Customer type	Permit type	Local authority	Supplementary charge principle
		Waltham Forest	2nd & subsequent; 3rd & subsequent

### ***Proposal***

Item	Permits (summary)	Proposal
Apply incremental subsequent surcharge to Res. permits	Resident	Surcharge, at prevailing charge, to >2 permit per HH per permit type - incremental additional surcharge at prevailing charge for 3, 4, 5+ permits
Apply subsequent permit surcharge to non-res permit	Business CPZ, Business Borough Wide, Utility, Doctor	Surcharge, at prevailing charge, to >1 permit per address per permit type then incremental additional surcharge at prevailing charge for 3, 4, 5+ permits

Illustration using 2024/25 fees and charges - see section 5 for full proposed charge tables:

Period	Permit cost for more than 2nd permit per household / address	Permit cost for more than 3rd permit per household / address	Permit cost for more than 4th permit per household / address	Permit cost for more than 5th+ permit per household / address
12 months	£65.00	£130.00	£195.00	£260.00
6 months	£32.50	£65.00	£97.50	£130.00

### **3.2. Electric vehicle charging bays / parking in Pay & Display bays**

Where short term parking is currently offered without charge this should be reviewed to introduce consistency in the permit offer. In order to manage parking demand and facilitate the turnover of parking spaces, it is proposed that electric vehicle parking in pay & display and EV charging bays – currently not subject to charges – will be subject to charges in line with established short-term parking.

### ***Proposal***

Item	Permits (summary)	Proposed
EV charging bays	EV charging bays	Apply prevailing P&D charges (currently £3.63 per hour) to EV bays for enforced period

EV parking in Pay & Display bays	EV P&D policy	Apply prevailing P&D charges (currently £3.63 per hour) to EVs parking in
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### 3.3. Change of address.

There are some administrative processes which do not currently attract an associated administrative charge – this proposal seeks to ensure consistency for the service.

#### ***Proposal***

Item	Permits	Proposal
Apply Change of Address admin charge	All permits with an associated charge	Apply administration fee, at prevailing charge (currently £15.00), in the case of change of address (applies to charged for permits)

### 3.4. Rejected permit applications.

Residents parking permits are issued on trust – applicants confirm that they meet the eligibility criteria and provide the necessary supporting evidence. Some do not, hence applications being subsequently rejected. Therefore, as above, consistency to be sought for an administrative process which does not currently attract an administrative charge.

#### ***Proposal***

Item	Permits	Proposal
Rejected applications admin charge	All charged permits	Apply administration fee to rejected applications at prevailing charge for refund processing (currently £25.00)

### 3.5. Temporary cover (courtesy car)

Offering additional administrative permit services across the permit range where appropriate (temporary cover currently offered only on resident permits).

#### ***Proposal***

Item	Permits	Proposal
Temp cover all permits where applicable	Resident Event Day, Business CPZ, Business Borough Wide, Utility, Doctor,	Make temporary cover (courtesy car) option on additional permit types at prevailing charge (currently £40.00)

	ESP vehicle specific, Faith Groups, Foster Carers	
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#### 4. CHANGES TO PERMIT POLICY AND PERMIT OFFERS

##### 4.1. Business visitor permits.

To offer additional options for local business parking, and to further consistency in the permit offer, it is proposed introduce visitor permits for local businesses. Initially this will be provided at a limit of 100 per annum per account, subject to review after a period of implementation.

##### *Benchmarking*

Permit type	Customer type	Base charge principle	Local authority	Sum of Base charge	Charge period
Visitor permit	Business	Flat fee	Camden	£3.56	Hourly
			Ealing	£2.60	Hourly
			Greenwich	£7.30	Daily
			Islington	£3.67	Hourly
			Waltham Forest	£2.50	Hourly

##### *Proposal*

Item	Displacement risk	Proposed
Business Visitor Permits	Yes – e.g. short stay parking or permission to park	Offer option for business visitor permits to qualified local businesses. Qualified local business are current holders of CPZ or Event Day CPZ business permits, or holders of Local Business Qualification. Apply prevailing P&D charges (currently £3.63 per hour).

##### 4.2. New Blue Badge Holder permit for those who work in the borough.

To support the corporate delivery plan theme concerning 'A Just Transition', it is proposed to extend the permit offer for disabled drivers to those who live outside the borough but commute to work. Mirrors benefits of the current Resident Blue Badge holder permit – notably offering additional flexibility while reducing blue badge theft.

##### *Proposal*

Item	Permits	Proposed
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New blue badge permit offer	Non-resident blue badge holder permit	Offer option for non-resident blue badge holders who work in the borough (in-borough workplace proofs required); permit mirrors existing free resident blue badge holder permit
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#### 4.3. Daily visitor permits

Circumstantial evidence suggests daily visitor permits are open to being used for purposes other than intended – typically by commuters using permits to park for the day, or by those residing in properties without entitlement to resident permits. The proposal is to discontinue the option for daily visitor permits for residents, who retain hourly visitor permits as an option to provide parking for visitors (consecutive hourly permits can be used for longer periods).

##### ***Proposal***

Item	Permits	Proposed
Visitor permits	Daily resident visitor permit	Discontinue option for daily visitor permits – residents have access to hourly visitor permits

## 5. PROPOSED CHARGE TABLES INCLUDING EV TIER, VEHICLE SIZE & SUBSEQUENT PERMIT SURCHARGING

### 5.1. Resident permits

Period	Fuel type / CO2 emission band	Base charge			Subsequent vehicle surcharge				Diesel surcharge
		Small vehicles (<4m)	Medium vehicles (4m-4.49m): 5% surcharge	Large vehicles (4.5m+): 10% surcharge	2nd permit per household	3rd permit per household	4th permit per household	5th+ permit per household	Permit surcharge for diesel vehicles
12 months	Battery Electric Vehicle (BEV)	£45.00	£47.25	£49.50	£65.00	£130.00	£195.00	£260.00	£100.00
	Up to 100 CO2 g/km	£55.00	£57.75	£60.50	£65.00	£130.00	£195.00	£260.00	£100.00
	101-110 CO2 g/km	£70.00	£73.50	£77.00	£65.00	£130.00	£195.00	£260.00	£100.00
	111-120 CO2 g/km	£100.00	£105.00	£110.00	£65.00	£130.00	£195.00	£260.00	£100.00
	121-130 CO2 g/km	£130.00	£136.50	£143.00	£65.00	£130.00	£195.00	£260.00	£100.00
	131-140 CO2 g/km	£160.00	£168.00	£176.00	£65.00	£130.00	£195.00	£260.00	£100.00
	141-150 CO2 g/km	£190.00	£199.50	£209.00	£65.00	£130.00	£195.00	£260.00	£100.00
	151-165 CO2 g/km	£230.00	£241.50	£253.00	£65.00	£130.00	£195.00	£260.00	£100.00
	166-175 CO2 g/km	£270.00	£283.50	£297.00	£65.00	£130.00	£195.00	£260.00	£100.00
	176-185 CO2 g/km	£310.00	£325.50	£341.00	£65.00	£130.00	£195.00	£260.00	£100.00
	186-200 CO2 g/km	£350.00	£367.50	£385.00	£65.00	£130.00	£195.00	£260.00	£100.00
	201-225 CO2 g/km	£390.00	£409.50	£429.00	£65.00	£130.00	£195.00	£260.00	£100.00
6 months	Battery Electric Vehicle (BEV)	£22.50	£23.63	£24.75	£32.50	£65.00	£97.50	£130.00	£50.00
	Up to 100 CO2 g/km	£27.50	£28.88	£30.25	£32.50	£65.00	£97.50	£130.00	£50.00
	101-110 CO2 g/km	£35.00	£36.75	£38.50	£32.50	£65.00	£97.50	£130.00	£50.00
	111-120 CO2 g/km	£50.00	£52.50	£55.00	£32.50	£65.00	£97.50	£130.00	£50.00
	121-130 CO2 g/km	£65.00	£68.25	£71.50	£32.50	£65.00	£97.50	£130.00	£50.00
	131-140 CO2 g/km	£80.00	£84.00	£88.00	£32.50	£65.00	£97.50	£130.00	£50.00
	141-150 CO2 g/km	£95.00	£99.75	£104.50	£32.50	£65.00	£97.50	£130.00	£50.00
	151-165 CO2 g/km	£115.00	£120.75	£126.50	£32.50	£65.00	£97.50	£130.00	£50.00
	166-175 CO2 g/km	£135.00	£141.75	£148.50	£32.50	£65.00	£97.50	£130.00	£50.00
	176-185 CO2 g/km	£155.00	£162.75	£170.50	£32.50	£65.00	£97.50	£130.00	£50.00
	186-200 CO2 g/km	£175.00	£183.75	£192.50	£32.50	£65.00	£97.50	£130.00	£50.00
	201-225 CO2 g/km	£195.00	£204.75	£214.50	£32.50	£65.00	£97.50	£130.00	£50.00
12 months	Not over 1549 cc	£110.00	£115.50	£121.00	£65.00	£130.00	£195.00	£260.00	£100.00
	1550 cc to 3000cc	£263.00	£276.15	£289.30	£65.00	£130.00	£195.00	£260.00	£100.00
	3001cc and above	£430.00	£451.50	£473.00	£65.00	£130.00	£195.00	£260.00	£100.00
6 months	Not over 1549 cc	£55.00	£57.75	£60.50	£32.50	£65.00	£97.50	£130.00	£50.00
	1550 cc to 3000cc	£131.50	£138.08	£144.65	£32.50	£65.00	£97.50	£130.00	£50.00

	3001cc and above	£215.00	£225.75	£236.50	£32.50	£65.00	£97.50	£130.00	£50.00
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## 5.2. Business CPZ permits

Period	Fuel type / CO2 emission band	Base charge			Subsequent vehicle surcharge				Diesel surcharge
		Small vehicles (<4m)	Medium vehicles (4m-4.49m): 5% surcharge	Large vehicles (4.5m+): 10% surcharge	2nd permit per address	3rd permit per address	4th permit per address	5th+ permit per address	Permit surcharge for diesel vehicles
12 months	Battery Electric Vehicle (BEV)	£150.00	£157.50	£165.00	£65.00	£130.00	£195.00	£260.00	£100.00
	Up to 100 CO2 g/km	£200.00	£210.00	£220.00	£65.00	£130.00	£195.00	£260.00	£100.00
	101-110 CO2 g/km	£250.00	£262.50	£275.00	£65.00	£130.00	£195.00	£260.00	£100.00
	111-120 CO2 g/km	£300.00	£315.00	£330.00	£65.00	£130.00	£195.00	£260.00	£100.00
	121-130 CO2 g/km	£350.00	£367.50	£385.00	£65.00	£130.00	£195.00	£260.00	£100.00
	131-140 CO2 g/km	£400.00	£420.00	£440.00	£65.00	£130.00	£195.00	£260.00	£100.00
	141-150 CO2 g/km	£450.00	£472.50	£495.00	£65.00	£130.00	£195.00	£260.00	£100.00
	151-165 CO2 g/km	£500.00	£525.00	£550.00	£65.00	£130.00	£195.00	£260.00	£100.00
	166-175 CO2 g/km	£550.00	£577.50	£605.00	£65.00	£130.00	£195.00	£260.00	£100.00
	176-185 CO2 g/km	£600.00	£630.00	£660.00	£65.00	£130.00	£195.00	£260.00	£100.00
	186-200 CO2 g/km	£650.00	£682.50	£715.00	£65.00	£130.00	£195.00	£260.00	£100.00
	201-225 CO2 g/km	£700.00	£735.00	£770.00	£65.00	£130.00	£195.00	£260.00	£100.00
	226-255 CO2 g/km	£750.00	£787.50	£825.00	£65.00	£130.00	£195.00	£260.00	£100.00
	Over 255 CO2 g/km	£800.00	£840.00	£880.00	£65.00	£130.00	£195.00	£260.00	£100.00
12 months	Not over 1549 cc	£346.00	£363.30	£380.60	£65.00	£130.00	£195.00	£260.00	£100.00
	1550 cc to 3000cc	£484.00	£508.20	£532.40	£65.00	£130.00	£195.00	£260.00	£100.00
	3001cc and above	£750.00	£787.50	£825.00	£65.00	£130.00	£195.00	£260.00	£100.00

### 5.3. Business Borough Wide & Utility permits

Period	Fuel type / CO2 emission band	Base charge			Subsequent vehicle surcharge				Diesel surcharge
		Small vehicles (<4m)	Medium vehicles (4m-4.49m): 5% surcharge	Large vehicles (4.5m+): 10% surcharge	2nd permit per address	3rd permit per address	4th permit per address	5th+ permit per address	Permit surcharge for diesel vehicles
12 months	Battery Electric Vehicle (BEV)	£150.00	£157.50	£165.00	£65.00	£130.00	£195.00	£260.00	£100.00
	Up to 100 CO2 g/km	£200.00	£210.00	£220.00	£65.00	£130.00	£195.00	£260.00	£100.00
	101-110 CO2 g/km	£250.00	£262.50	£275.00	£65.00	£130.00	£195.00	£260.00	£100.00
	111-120 CO2 g/km	£300.00	£315.00	£330.00	£65.00	£130.00	£195.00	£260.00	£100.00
	121-130 CO2 g/km	£350.00	£367.50	£385.00	£65.00	£130.00	£195.00	£260.00	£100.00
	131-140 CO2 g/km	£400.00	£420.00	£440.00	£65.00	£130.00	£195.00	£260.00	£100.00
	141-150 CO2 g/km	£450.00	£472.50	£495.00	£65.00	£130.00	£195.00	£260.00	£100.00
	151-165 CO2 g/km	£500.00	£525.00	£550.00	£65.00	£130.00	£195.00	£260.00	£100.00
	166-175 CO2 g/km	£550.00	£577.50	£605.00	£65.00	£130.00	£195.00	£260.00	£100.00
	176-185 CO2 g/km	£600.00	£630.00	£660.00	£65.00	£130.00	£195.00	£260.00	£100.00
	186-200 CO2 g/km	£650.00	£682.50	£715.00	£65.00	£130.00	£195.00	£260.00	£100.00
	201-225 CO2 g/km	£700.00	£735.00	£770.00	£65.00	£130.00	£195.00	£260.00	£100.00
	226-255 CO2 g/km	£750.00	£787.50	£825.00	£65.00	£130.00	£195.00	£260.00	£100.00
	Over 255 CO2 g/km	£800.00	£840.00	£880.00	£65.00	£130.00	£195.00	£260.00	£100.00
12 months	Not over 1549 cc	£346.00	£363.30	£380.60	£65.00	£130.00	£195.00	£260.00	£100.00
	1550 cc to 3000cc	£484.00	£508.20	£532.40	£65.00	£130.00	£195.00	£260.00	£100.00
	3001cc and above	£750.00	£787.50	£825.00	£65.00	£130.00	£195.00	£260.00	£100.00

#### 5.4. Essential Service All Zones Vehicle Specific permits

Period	Fuel type / CO2 emission band	Base charge			Diesel surcharge
		Small vehicles (<4m)	Medium vehicles (4m-4.49m): 5% surcharge	Large vehicles (4.5m+): 10% surcharge	Permit surcharge for diesel vehicles
12 months	Battery Electric Vehicle (BEV)	£182.00	£191.10	£200.20	£80.00
	Up to 100 CO2 g/km	£228.00	£239.40	£250.80	£80.00
	101-110 CO2 g/km	£273.00	£286.65	£300.30	£80.00
	111-120 CO2 g/km	£318.00	£333.90	£349.80	£80.00
	121-130 CO2 g/km	£364.00	£382.20	£400.40	£80.00
	131-140 CO2 g/km	£409.00	£429.45	£449.90	£80.00
	141-150 CO2 g/km	£569.00	£597.45	£625.90	£80.00
	151-165 CO2 g/km	£614.00	£644.70	£675.40	£80.00
	166-175 CO2 g/km	£659.00	£691.95	£724.90	£80.00
	176-185 CO2 g/km	£704.00	£739.20	£774.40	£80.00
	186-200 CO2 g/km	£750.00	£787.50	£825.00	£80.00
	201-225 CO2 g/km	£795.00	£834.75	£874.50	£80.00
	226-255 CO2 g/km	£840.00	£882.00	£924.00	£80.00
	Over 255 CO2 g/km	£885.00	£929.25	£973.50	£80.00
12 months	Not over 1549 cc	£372.00	£390.60	£409.20	£80.00
	1550 cc to 3000cc	£599.00	£628.95	£658.90	£80.00
	3001cc and above	£764.00	£802.20	£840.40	£80.00



## 5.5. Essential Service Faith Groups / Foster Carer permits

Period	Fuel type / CO2 emission band	Base charge			Diesel surcharge Permit surcharge for diesel vehicles
		Small vehicles (<4m)	Medium vehicles (4m-4.49m): 5% surcharge	Large vehicles (4.5m+): 10% surcharge	
12 months	Battery Electric Vehicle (BEV)	£34.10	£35.81	£37.51	£80.00
	Up to 100 CO2 g/km	£45.10	£47.36	£49.61	£80.00
	101-110 CO2 g/km	£56.10	£58.91	£61.71	£80.00
	111-120 CO2 g/km	£79.20	£83.16	£87.12	£80.00
	121-130 CO2 g/km	£102.30	£107.42	£112.53	£80.00
	131-140 CO2 g/km	£124.30	£130.52	£136.73	£80.00
	141-150 CO2 g/km	£170.50	£179.03	£187.55	£80.00
	151-165 CO2 g/km	£192.50	£202.13	£211.75	£80.00
	166-175 CO2 g/km	£215.60	£226.38	£237.16	£80.00
	176-185 CO2 g/km	£238.70	£250.64	£262.57	£80.00
	186-200 CO2 g/km	£260.70	£273.74	£286.77	£80.00
	201-225 CO2 g/km	£306.90	£322.25	£337.59	£80.00
	226-255 CO2 g/km	£328.90	£345.35	£361.79	£80.00
	Over 255 CO2 g/km	£350.90	£368.45	£385.99	£80.00
12 months	Not over 1549 cc	£90.20	£94.71	£99.22	£80.00
	1550 cc to 3000cc	£215.60	£226.38	£237.16	£80.00
	3001cc and above	£328.90	£345.35	£361.79	£80.00

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## 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

<b>Name of proposal:</b>	<b>Parking Strategy and Policy Review</b>
<b>Service Area:</b>	<b>Highways &amp; Parking Services</b>
<b>Officer Completing Assessment:</b>	<b>Simon Robertson</b>
<b>Equalities Advisor:</b>	<b>Diptasri Basu</b>
<b>Cabinet meeting date (if applicable):</b>	<b>16/07/2024</b>
<b>Director/Assistant Director</b>	<b>Mark Stevens</b>

### 2. Executive summary

The cabinet report seeks the adoption of a new Parking Strategy, designed to foster a cohesive and forward-thinking approach to traffic management. The strategy refines our parking management framework, significantly enhancing its contribution to the Council's strategic objectives. The strategy aims to alleviate congestion, support local businesses, improve air quality, and enhance the overall vitality of our diverse community.

- **Parking Strategy:**
  - Concerns a range of parking users and non-parking users who may be impacted by parking, across the whole borough

- 7 key strategic objectives do not in general have a target population profile, except:
  - Populations with additional mobility needs – proposed additional parking provision / permits
  - Populations who may be more impacted by air pollution – proposed additional measures to positively address air pollution
  - Community and religious groups with events impacted by parking – proposed additional parking provision and enforcement measures
- Results of analysis:
  - Positive impacts for strategic objectives which include supporting residents with additional mobility needs, the impact of which may be weighted towards older profile and those with existing disabilities
  - Positive impacts for strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution, which will positively impact: firstly children and older people who may be particularly affected; secondly those with health problems such as heart and lung conditions; and thirdly areas which with more prevalent social deprivation, where there is a correlation with poor air quality
  - Positive – optimising access to parking might have a positive impact on people in late-stage pregnancy who are limited in mobility and might rely on cars
  - Positive – strategy sets out the objective for improved parking provision and enforcement for community and religious events
- Parking policy proposals:
  - Concerns a range of parking users who may be impacted by proposed permit changes, across the controlled parking zones
  - Policy proposals do not in general have a target population profile, except:
    - Populations who have a disability – proposed new Blue Badge Holder permit for non-Haringey residents who may work in the borough and would benefit from more flexible parking, with reduced potential for fraud
    - Populations who may be more impacted by air pollution – proposed permit charging measures to positively address air pollution through incentives for reduced car use / use of cars with lower emissions
  - Results of analysis:
    - New Blue Badge Holder permit for those who work in the borough
      - Positive – offering a new permit for Blue Badge holders who work in the borough provides additional benefit to such parking users (in terms of flexibility in parking, and

potential for reduced fraud), directly positively impacting those with disability and an older profile

- Updated permit charging structure, to include a new EV charging tier & Incremental subsequent permit surcharging for a range of permits:
  - Positive – introducing incentives to further reduce vehicle emissions and thereby address air quality, will positively impact areas which with more prevalent social deprivation, where there is a correlation with poor air quality<sup>1</sup>

### 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.

It is an objective of the parking strategy to deliver a responsive, effective service for Haringey's people, a proactive service delivery that anticipates and adapts to the needs of Haringey's people. Underlying this is the commitment to deliver change in line with objectives and principles of the Haringey Deal: policy and programmes will engage through a range of appropriate engagement approaches, providing service users an opportunity to be involved in service design.

This approach takes forward existing engagement methods used by the service, which facilitate the inclusion of protected groups where these are known to be impacted by a particular service or proposal. Parking has a particular importance for residents and other users who have mobility issues, where easy access to a home or other facility is key. Parking Services have an established group of organisations and key contacts for such service users, with close engagement taking place early in policy development and service design.

These key contacts and groups were invited to engage with the consultation which took place in early 2024 concerning parking policy. In addition to the generic communications undertaken to engage people in the consultation, targeted communications were made to these groups to alert them to the consultation and ensure they responded with concerns and interests in the consultation process. The online consultation allowed responses from individuals and representatives of groups, such as those representing service users with mobility requirements who may be particularly impacted by parking policy.

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

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<sup>1</sup> [Haringey Air Quality Action Plan 2019-2024](#)

Further policy and programmes delivered under the Parking Strategy will be subject to other consultation, and as noted above this will include targeted engagement with particular groups with protected characteristics who may be impacted. This will be delivered through early engagement with these groups for the purposes of policy development and service design, and will follow through to statutory consultation where this is required for the particular proposal. Parking Services has a Parking Schemes Resident Engagement Policy which provides a framework for how the schemes can be co-produced to ensure they are fit for the local communities that benefit from them – using pre-engagement for scoping, and public engagement and co-design prior to statutory consultation.

**Note:** officers may want to complement their analysis with data from the State of the Borough and ward profiles, found here: <https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough>.

#### 4a. Age

## Borough Profile<sup>2</sup>

- 54,422: 0-17 (21%)
- 71,660: 18-34 (27%)
- 63,930: 35-49 (24%)
- 46,516: 50-64 (18%)
- 27,706: 65+ (10%)

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore,

<sup>2</sup> Census, 2021 – [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/population)

data is not held on parking users / parking permit holders' age, therefore detailed impact analysis is not possible.

## Potential Impacts

- Parking Strategy
  - Positive – Strategic objectives include supporting residents with additional mobility needs, the impact of which may be weighted towards older profile
  - Positive – Strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution, which will positively impact in particular children and older people who may be particularly affected<sup>3</sup>
  - Neutral – strategic objectives are focus primarily on drivers, and therefore impact those 18+, however also detailed is the role of parking in supporting an effective transport network – which has a wider population
- Parking policy proposals:
  - Updated permit charging structure, to include a new EV charging tier
    - Neutral – strategic objectives are focus primarily on drivers, and therefore impact those 18+, however also detailed is the role of parking in supporting an effective transport network – which has a wider population
  - New permit vehicle size surcharging for a range of permits
    - Neutral – strategic objectives are focus primarily on drivers, and therefore impact those 18+, however also detailed is the role of parking in supporting an effective transport network – which has a wider population
  - New Blue Badge Holder permit for those who work in the borough
    - Positive – offering a new permit for Blue Badge holders who work in the borough provides additional benefit to such parking users (in terms of flexibility in parking, and potential for reduced fraud), the impact of which may be weighted towards older profile
  - Other proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4b. Disability

### Data

### Borough Profile

- Disabled under Equality Act – 13.7%<sup>4</sup>

<sup>3</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>4</sup> Census, 2021 – [Disability, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

- Day to day activities limited a lot – 6.1%
- Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression<sup>5</sup>
- 1.7% of residents diagnosed with a severe mental illness<sup>6</sup>
- 0.4% of people in Haringey have a learning disability<sup>7</sup>

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile – except where noted below with regard to Blue Badge holders. Furthermore, data is not held on parking users / parking permit holders' disability, therefore detailed impact analysis is not possible.

Blue Badge holders: specific measures concern blue badge holders, and while holding a blue badge is not a direct corollary for disability, holders will by definition have a condition which justifies prioritised parking access due to a health or mobility issue. Therefore, holders are considered a target population for the purposes of related policy proposals:

- Blue Badge holders<sup>8 9</sup>
  - London average 3.1% of the population
  - Haringey 3.4% population)

### Potential Impacts

- Parking Strategy
  - Positive – Strategic objectives include supporting residents with additional mobility needs, positively impacting those with disabilities (e.g. through targeted permit provision, disabled parking bays, footway parking policy)
  - Positive – Strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution, which will positively impact those with health problems such as heart and lung conditions<sup>10</sup>
- Parking policy proposals:
  - New Blue Badge Holder permit for those who work in the borough
    - Positive – offering a new permit for Blue Badge holders who work in the borough provides additional benefit to such parking users

<sup>5</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed depression among GP registered population age 18+](#)

<sup>6</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed mental health diagnosis among GP registered population age 18+](#)

<sup>7</sup> PHE Learning disability profiles – <https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014>

<sup>8</sup> DfT Valid Blue Badges issued and held by category by region and local authority in England

<sup>9</sup> ONS Estimates of the population for the UK

<sup>10</sup> [Haringey Air Quality Action Plan 2019-2024](#)



(in terms of flexibility in parking, and potential for reduced fraud), directly positively impacting those with disability

- Other proposals:
  - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4c. Gender Reassignment

### Data

#### Borough Profile<sup>11</sup>

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' gender profile, therefore detailed impact analysis is not possible.

### Potential Impacts

- Parking Strategy
  - Neutral impact – no data to suggest this group would be disproportionately impacted
- Parking policy proposals:
  - All proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4d. Marriage and Civil Partnership

**Note:** Only the first part of the equality duty ("*Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act*") applies to this protected characteristic.

### Data

#### Borough Profile <sup>12</sup>

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)

<sup>11</sup> Census, 2021 – [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/identityandgender/articles/genderidentityinenglandandwales/2021)

<sup>12</sup> Census, 2021 – [Marriage and civil partnership status in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/relationshipsandpartnerships/articles/marriageandcivilpartnershipstatusinenglandandwales/2021)

- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' marital or civil partnership status, therefore detailed impact analysis is not possible.

### Potential Impacts

- Parking Strategy
  - Neutral impact – no data to suggest this group would be disproportionately impacted
- Parking policy proposals:
  - All proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4e. Pregnancy and Maternity

### Note<sup>13</sup>:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

### Data

#### Borough Profile <sup>14</sup>

Live Births in Haringey 2021: 3,376

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' pregnancy or maternity status, therefore detailed impact analysis is not possible.

<sup>13</sup> Equality and Human Rights Commission, 2022 – [Pregnancy and maternity discrimination](#).

<sup>14</sup> Births by Borough (ONS)

## Potential Impacts

- Parking Strategy
  - Positive – optimising access to parking might have a positive impact on people in late-stage pregnancy who might be limited in mobility and might rely on cars, and the ability to park close to home / key locations such as medical centres.
  - Positive – Strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution, which will positively impact in particular children and older people who may be disproportionately affected by air pollution<sup>15</sup>
- Parking policy proposals:
  - All proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 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.<sup>16</sup>

### Data

#### Borough Profile <sup>17</sup>

##### Arab: 1.0%

- Any other ethnic group: 8.7%

##### Asian: 8.7%

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%
- Other Asian: 2.4%

##### Black: 17.6%

- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

##### Mixed: 7.0%

- White and Asian: 1.5%

<sup>15</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>16</sup> [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](#)

<sup>17</sup> Census 2021 - [Ethnic group, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

- White and Black African: 1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

**White: 57.0% in total**

- English/Welsh/Scottish/Norther Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

### **Target Population Profile**

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' ethnicity, therefore detailed impact analysis is not possible.

### **Potential Impacts**

- Parking Strategy
  - Positive – Strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution; this will positively impact areas with more prevalent social deprivation, where there is a correlation with poor air quality<sup>18</sup> and where there is an alignment with higher proportion of non-white residents<sup>19</sup>
- Parking policy proposals:
  - Updated permit charging structure, to include a new EV charging tier:
    - Positive – introducing incentives to further reduce vehicle emissions and thereby address air quality, will positively impact areas with more prevalent social deprivation, where there is a correlation with poor air quality<sup>20</sup> and where there is an alignment with higher proportion of non-white residents<sup>21</sup>
  - Incremental subsequent permit surcharging for a range of permits
    - Positive – introducing incentives to further reduce vehicle numbers and thereby address air quality through reduced emissions, will positively impact areas which with more prevalent social deprivation, where there is a correlation with poor air

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<sup>18</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>19</sup> [Haringey Local Implementation Plan \(LIP3\)](#)

<sup>20</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>21</sup> [Haringey Local Implementation Plan \(LIP3\)](#)

quality<sup>22</sup> and where there is an alignment with higher proportion of non-white residents<sup>23</sup>

- Other proposals:
  - Neutral impact – no data to suggest this group would be disproportionately impacted.

## 4g. Religion or belief

### Data

#### Borough Profile <sup>24</sup>

- Christian: 39%
- Buddhist: 0.9%
- Hindu: 1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' religions or beliefs, therefore detailed impact analysis is not possible.

### Potential Impacts

- Parking Strategy
  - Positive – strategy sets out the objective for improved parking provision and enforcement for community and religious events
- Parking policy proposals:
  - All proposals:
    - Unknown impact – no data to suggest this group would be disproportionately impacted

## 4h. Sex

<sup>22</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>23</sup> [Haringey Local Implementation Plan \(LIP3\)](#)

<sup>24</sup> Census, 2021 – [Religion, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

## Data

### Borough profile <sup>25</sup>

- Females: (51.8%)
- Males: (48.2%)

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' sex, therefore detailed impact analysis is not possible.

### Potential Impacts

- Parking Strategy
  - Neutral impact – no data to suggest this group would be disproportionately impacted
- Parking policy proposals:
  - All proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4i. Sexual Orientation

### Data

#### Borough profile <sup>26</sup>

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' sexual orientation, therefore detailed impact analysis is not possible.

### Potential Impacts

- Parking Strategy

<sup>25</sup> Census 2021 – [Gender identity: age and sex, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/identityandgender/articles/genderidentityageandsexenglandandwales/2021)

<sup>26</sup> Census, 2021 – [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/identityandgender/articles/sexualorientationenglandandwales/2021)

- Positive – strategy sets out the objective for improved parking provision and enforcement for community and religious events
- Parking policy proposals:
  - All proposals:
    - Neutral impact – no data to suggest this group would be disproportionately impacted

## 4j. Socioeconomic Status

### Data

#### Borough profile

#### Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023<sup>27</sup>
- 19.6% of residents were claiming Universal Credit as of March 2023<sup>28</sup>
- 29.3% of jobs in Haringey are paid below the London Living Wage<sup>29</sup>

#### Area Deprivation

Haringey is the 4<sup>th</sup> 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.<sup>30</sup>

#### Target Population Profile

Parking strategy and associated policy proposals concern the borough as a whole, or in the case of parking permit proposals for all controlled parking zone areas. Given this, there is no target population profile distinct from the borough profile. Furthermore, data is not held on parking users / parking permit holders' socioeconomic status, therefore detailed impact analysis is not possible.

#### Potential Impacts

- Parking Strategy
  - Positive – Strategic objectives include measures to further address air quality, and the contribution of vehicles to air pollution; this will positively impact areas which with more prevalent social deprivation, where there is a correlation with poor air quality<sup>31</sup>
- Parking policy proposals:

<sup>27</sup> ONS – [ONS Claimant Count](#)

<sup>28</sup> DWP, StatXplore – [Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK \(www.gov.uk\)](#)

<sup>29</sup> ONS – [Annual Survey of Hours and Earnings \(ASHE\) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics](#)

<sup>30</sup> IMD 2019 – [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](#)

<sup>31</sup> [Haringey Air Quality Action Plan 2019-2024](#)

- Updated permit charging structure, to include a new EV charging tier:
  - Positive – introducing incentives to further reduce vehicle emissions and thereby address air quality, will positively impact areas which with more prevalent social deprivation, where there is a correlation with poor air quality<sup>32</sup>
- Incremental subsequent permit surcharging for a range of permits
  - Positive – introducing incentives to further reduce vehicle numbers and thereby address air quality through reduced emissions, will positively impact areas which with more prevalent social deprivation, where there is a correlation with poor air quality<sup>33</sup>
- Other proposals:
  - Unknown impact – no data to suggest this group would be disproportionately impacted

## 5. Key Impacts Summary

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

The proposals are not going to result in any direct/indirect discrimination for any group that shares the relevant protected characteristics.

The proposals include measures to meet the specific parking needs of relevant protected groups such as pregnant women and young children, older / disabled people and those with long term limiting illnesses/conditions.

It is not anticipated that the proposals will have an impact on good community relations.

### 5b. Intersectionality

As noted in section 4, data is not held on parking permit holders' protected characteristics, therefore detailed impact analysis – including that to consider intersectionality – is not possible for specific permit policy proposals.

In this context, Parking Strategy and associated policy proposals are expected to have an overall positive impact, focusing on particular groups for whom parking supports their mobility needs. This intersects in particular older age profiles and blue badge holders, who have health concerns or a disability profile.

Parking Strategy also seeks to provide an enabling service for wider transport strategy – seeking to support and efficient, reliable and safe road network. Where protected

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<sup>32</sup> [Haringey Air Quality Action Plan 2019-2024](#)

<sup>33</sup> [Haringey Air Quality Action Plan 2019-2024](#)



characteristics intersect, with groups less likely to have a private vehicle and more reliant on public transport, the impact of strategic objectives is intended to be positive.

### **5c. Data Gaps**

Based on your data are there any relevant groups who have not yet been consulted or engaged? Please explain how you will address this

Parking has a particular importance for residents and other users who have mobility issues, where easy access to a home or other facility is key. Parking Services have an established group of organisations and key contacts for such service users, with close engagement taking place early in policy development and service design. Parking policy consultation undertaken in early 2024 sought views on a wide range of parking policy issues, and these key contacts and groups were invited to engage with the consultation.

Further policy and programmes delivered under the Parking Strategy will be subject to other consultation, and as noted above this will include targeted engagement with particular groups with protected characteristics who may be impacted.

## **6. Overall impact of the policy for the Public Sector Equality Duty**

The proposals are not going to result in any direct/indirect discrimination for any group that shares the relevant protected characteristics.

Parking strategy seeks to advance positive impacts for identified groups: firstly, those of younger and older age profiles, and those in areas with higher social deprivation, where there is a correlation with or who suffer most from poor air quality; secondly, blue badge holders who will benefit from improved parking permit offers, with improved flexibility and reduced potential for reduced fraud; thirdly, in strategic objectives to deliver improved parking and enforcement for community and religious events across the borough.

It is not anticipated that the proposals will have an impact on good community relations.

## **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. The strategy expands on objectives to further improvements in delivering a responsive service which delivers for Haringey's people, with positive impacts in supporting parking users with additional mobility needs, and

creating fairness in road and kerbside space. In delivering this, parking strategy supports wider corporate and transport objectives, thereby delivering for a wide range of parking and non-parking users – through supporting an efficient road and public transport network, and improvements in air quality. Policy proposals seek to further promote existing established charging principles, supporting air quality improvements, which positively impact in particular older and younger age profiles.

## **7. Ongoing monitoring**

Parking strategy covers a range of potential programmes of work, each of which will be subject to a specific EQIA as appropriate. Proposals for permit policy take forward established charging principles, and where appropriate equalities impact screening will be included as part of permitting fees and charges annual review.

### **Date of EQIA monitoring review:**

In line with specific parking strategy programmes of work.

## **8. Authorisation**

EQIA approved by (Assistant Director/ Director)

**Mark Stevens**

Date

**05/07/2024**

## **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.

**Report for:** Cabinet – 16 July 2024

**Title:** Proposed Extension to the Contract for Highway Maintenance and Minor Improvement Works

**Report**

**Authorised by:** Mark Stevens, Assistant Director Direct Services

**Lead Officer:** Peter Boddy, Highways Infrastructure Manager  
[Peter.boddy@haringey.gov.uk](mailto:Peter.boddy@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non-Key Decision:** Key Decision

**1. Describe the issue under consideration.**

- 1.1 On 10 March 2020, Cabinet considered tenders for the maintenance of the Council's highways and agreed to award a contract to Marlborough Highways Ltd. The contract was initially awarded for a minimum 5-year period commencing 1 July 2020 and ending on 30 June 2025.
- 1.2 However, there was also a provision within the contract for an extension of 2 years, subject to a review of the performance of the contractor over the initial period of the contract.
- 1.3 This report provides feedback on the contractor's performance, discusses other considerations relating to the proposed extension of the contract, and advises a revised potential total contract value over the contract period, due to substantial increases in costs arising mostly from inflation subject to indexation provisions of the original contract and an increasing demand for highway improvement works associated with the Council's regeneration programmes.
- 1.4 Approval is therefore sought for the extension of the current contract for a further 2 years to 30 June 2027, to a potential total contract value of £98m.

**2. Cabinet Member Introduction**

- 2.1 Highways play a pivotal role in our daily lives. Whether we are working from home, commuting to work, taking exercise or meeting family and friends - we all rely upon welcoming and accessible streets and public realm.
- 2.2 Haringey is one of London's best-connected boroughs and the highway transport network is - and will continue to be well used by our residents, businesses and by people from across the city and beyond.

- 2.3 Maintaining and improving our road network therefore plays a key part in ensuring the safe movement of all road users.
- 2.4 This report recommends the extension to the current contract which will continue to ensure the ongoing cost-effective delivery of the Council's planned and reactive highway works.

### 3. Recommendations

Cabinet is asked to approve:

- 3.1 The extension of the existing contract awarded to Marlborough Highways Ltd for the maintenance of the Council's highway assets for a period of a further 2 years from 1 July 2025 to 30 June 2027.
- 3.2 An increase in the potential total contract value through the full life of the contract from £84m to £98m.

### 4. Reasons for Decision

- 4.1 In its capacity as the local highway authority, the Council has a statutory duty under the Highways Act 1980 to maintain and, where necessary, improve the local highway network within its administrative boundary. A continuation of the existing contract with Marlborough Highways Ltd will ensure that there is no interruption in the fulfilment of this statutory duty.

### 5. Alternative options considered.

- 5.1 **Do nothing:** On the basis of the abovementioned statutory duty, doing nothing is not a viable option. The Council cannot simply let the existing contract run down without establishing an alternative arrangement for the maintenance of its local highway network.
- 5.2 **Insource:** During 2022/23, officers carried out a detailed review of options for insourcing part or all highway maintenance works. However, it was concluded that this would not be viable in any form in the current economic climate having regard for a range of factors including the relatively high level of investment in vehicles, plant and machinery, and the health and safety risks that the Council would assume.
- 5.3 **Procure a new service provider:** The Council could consider retendering the contract to test the market. However, besides the significant cost of the procurement exercise, there might be limited value in such an option having regard to the following factors:
- Potential disruption to the current benefit of delivery of both the highway works contract and street lighting contract through a single contractor operating from the same depot within the borough.
  - Relative competitiveness of the initial tender – tender evaluations revealed that overall, the successful contractor demonstrated a significant

competitive advantage over other tenderers both in terms of quality and pricing.

- Current uncertainties within the market (due to inflationary costs and material supply problems) would lead to contractors perceiving greater risks when tendering. This was confirmed by the significant increase in prices submitted when a package of footway and highway resurfacing was tendered as part of a benchmarking exercise undertaken in 2023.

## **6. Background**

- 6.1 The Council awarded the existing contract for highway maintenance and minor improvement works to Marlborough Highways Ltd in 2020 with a start date of 1 July 2020
- 6.2 The contract was for a minimum initial 5-year period, but with provision for a further extension of 2 years, subject to satisfactory performance.
- 6.3 In accordance with the contract, the contractor undertakes the general maintenance and repair of the highway infrastructure owned and operated by Haringey Council. In addition to planned and reactive maintenance work, there are a range of other works delivered through this contract such as traffic management, road safety, and improvements relating to regeneration programmes within the borough.
- 6.4 These additional investments, together with the recent exceptional increases in costs due to inflationary pressures mean that the total potential spend over the life of the contract (up to 7 years including the proposed extension) would increase from the £84m advised at the time of the original award to £98m. That said, the contract is a term contract and there is no obligation on the Council to instruct works.

## **7. Performance of the current contractor and benefits of extending the contract**

- 7.1 Officers have reviewed the performance of the contractor having regard to the key performance indicators (KPIs) that were included in the contract covering timely delivery of the works, quality of services provided, accuracy of invoicing, and health and safety. In addition, the ability of the contractor to respond to changing workloads and to develop sound working relationships with officers was also demonstrated.
- 7.2 In addition to the performance management framework incorporated within the contract, the contractor has also progressed a range of initiatives that have added value to the services delivered and which were included in a Quality Promises Register developed following the initial mobilisation. This has included a range of initiatives that add social value to the contract thereby supporting the Place Making and Economy Theme within the Council's Corporate Delivery Plan through extracting maximum social value from council procurement activity. This included working with the Haringey

Employability and Skills Team to offer training, employment, and apprenticeship opportunities for local residents. Included as appendix 1 is a presentation providing an update on Marlborough Highways social value work.

- 7.3 While service delivery was adversely affected during the Covid-19 pandemic and more recently by the war in Ukraine (which resulted in scarcities in some key supplies), the contractor has subsequently been able to exceed KPI targets including stretch targets that were introduced in 2023 relating to the timely delivery of key operations.
- 7.4 Despite overall industry shortages, the contractor has also been able to maintain a competent management and workforce framework. This includes its response to additional workloads arising from increased investment in planned and reactive highway maintenance, and extensive traffic management and regeneration-related highway improvement programmes. The contractor has also worked with Council officers to identify and implement service improvements and innovation including sustainability initiatives relating to methods of working and materials used.
- 7.5 Turning to other factors that would support a decision to extend the current contract period, in 2023, Marlborough Highways was awarded an extension of 2 years to the existing Street Lighting Term Contract. The proposed extension to the highway maintenance contract would allow the continuation of the benefits of operational synergy derived from joint operating arrangements including shared depot facilities within the borough.
- 7.6 There will be no changes to the schedule of rates resulting from this extension, other than those allowed for in the contract.
- 7.7 At the end of the extended contract in June 2027, a new procurement will have had to take place looking at options for procuring a new Highways contract. Such an exercise is likely to take up to 18month so it is something that would ideally need to have started at the beginning of the 2026 calendar year.

## **8. Contribution to strategic outcomes**

- 8.1 The Highways and Parking Service will continue to commission highway maintenance and improvements works during the extended contract period, as determined annually through the Highways and Street Lighting Investment Plan.
- 8.2 Investment in Haringey's local highway network is critical to delivering the Council's ambitions to make Haringey a better and safer place to live, encouraging growth and attracting investment, and creating opportunities that all can share in. The ongoing commissioning of highway maintenance and

improvements will thereby contribute to the Corporate Delivery Plan, Transport Strategy, and the Climate Change Action Plan objectives.

- 8.3 Where the Corporate Delivery Plan is concerned, the delivery of works programmes through this contract contribute to numerous themes, including “Responding to the Climate Emergency” through:
- The delivery of the Floodwater Management Investment Plan (including improved flood defences and an increase in sustainable drainage system (SuDS) schemes),
  - Contributing to the delivery of the Road Danger Reduction Action Plan in delivery of projects which achieve reductions in casualties and a safer road network,
  - Delivery of the highway and minor works elements within the Highways and Street Lighting Investment Plan, which includes measures to achieve more accessible footways and carriageways.

## 9 Carbon and Climate Change

- 9.1 Recycled materials are extensively used in highways maintenance works, and particularly for fill materials and road asphalt.
- 9.2 The contractor’s performance is monitored monthly against a target of recycling 95% waste, and at the time of writing this report the contractor has reported figures exceeding the target.
- 9.3 The contractor also has a carbon calculator that records the carbon produced in carrying out works under their contracts with the Council. The carbon calculation is reported at strategic meetings with officers. For each tonne of CO<sub>2</sub> generated in the Haringey contracts, Marlborough Highways Ltd has pledged to plant one sapling in the borough.
- 9.4 The contractor has also progressed a range of measures to reduce carbon emissions, reflecting objectives within the theme of “Responding to Climate Emergencies” within the Corporate Delivery Plan including *“the trialling and actual use of lower carbon materials and treatments in highway maintenance and improvement schemes.”*

## 10 Statutory Officers’ comments

### Finance

- 10.1 The recommendation of the report is to extend the current highway maintenance and minor works contract from its initial length of 5-years by a further 2 years, which would make this a 7-year contract.
- 10.2 At the time of the award of contract it was anticipated that the overall spend (including the extension) would be in the region of £84m. To the end of the 2023/24 Financial year (3 years and 9 months) over £50m has been spent

against the contract equating to almost £13.4 a year. If this level of expenditure continued the actual level of spend will be higher, i.e. in the region of £93.8m, due to increases in the annual level of investment in highway assets, and the relatively high level of regeneration investment being delivered through this contract.

- 10.3 This increase in the contract capacity does not commit Haringey to additional expenditure. The expenditure under the contract will be constrained by existing capital and revenue budgets, which may be subject to change. A higher contract value of £98m is therefore prudent.
- 10.4 The extension will be on the existing terms and conditions and with no increase in rates (other than those allowed for under the contract). However, it should be noted that if the annual value of invoiced works falls below £4m in any contract year then either party has the right to seek a review of the rates.
- 10.5 It should be noted that the inflationary increase in rates allowed under the contract, will mean that in effect the Council is buying less highway maintenance and minor improvement outputs for every £ that it spends.

### **Procurement**

- 10.6 Strategic Procurement note the content of the report to extend the contract term to June 2027, as set out in the original procurement with Marlborough Highways Ltd.
- 10.7 The extension is permissible under the authority's contract standing orders
- 10.8 SP support the recommendation to approve the award in accordance with CSO 10.02.1(b).

### **Legal**

- 10.9 The Assistant Director - Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.
- 10.10 The extension in the term and proposed increase in the originally approved value of the contract to which this report relates is in accordance with the Council's Contract Standing Orders and reg. 72 of the Public Contract Regulations 2015 (PCR). The option to increase the term is provided for in the contract and the contract value increase mainly flows from inflation-indexation provisions of the contract. PCR reg. 72(1)(a) permits this type of contract changes on the ground that they were provided for in unequivocal revision clauses or options in the original contract. A much smaller share of the proposed contract value increase, and by extension less than half of the £12M increase for which approval is sought, is due to increases in highways work to be done under the contract. A value of this level compared with the original approved value of £84M is not a considerable change in the original value and so would not amount to a substantial contract change under PCR



reg. 72(1)e) and 72(9). As a result, it is also permissible under those provisions.

- 10.11 Pursuant to Contract Standing Order 10.02.1(b) Cabinet has authority to approve the contract extension and variation of the contract as to the originally approved value, as recommended in section 3 of the report.
- 10.12 The Assistant Director - Legal and Governance (Monitoring Officer) confirms there are no legal reasons preventing Cabinet from approving the recommendations in the report.

### **Equality**

- 10.13 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.
- 10.14 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. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 10.15 The decision is to extend a contract for term services in relation to the maintenance and improvement of the highway infrastructure. The terms and conditions of this contract require suppliers to comply with Council duties in any works they undertake. Equalities formed a key element of the quality assessment process of the tender award to make sure that the successful tenderer would meet the requirements of the Council.
- 10.16 Equality is a key issue considered when undertaking the design and implementation of all schemes/works carried out under this contract.
- 10.17 Improvements to the highway infrastructure that will be delivered through this contract extension will benefit all Haringey residents and visitors, with some vulnerable groups, such as the elderly and those with disabilities benefitting particularly.

## **11 Use of Appendices**

Appendix 1: Marlborough Highways Social Values update

**12 Background papers**

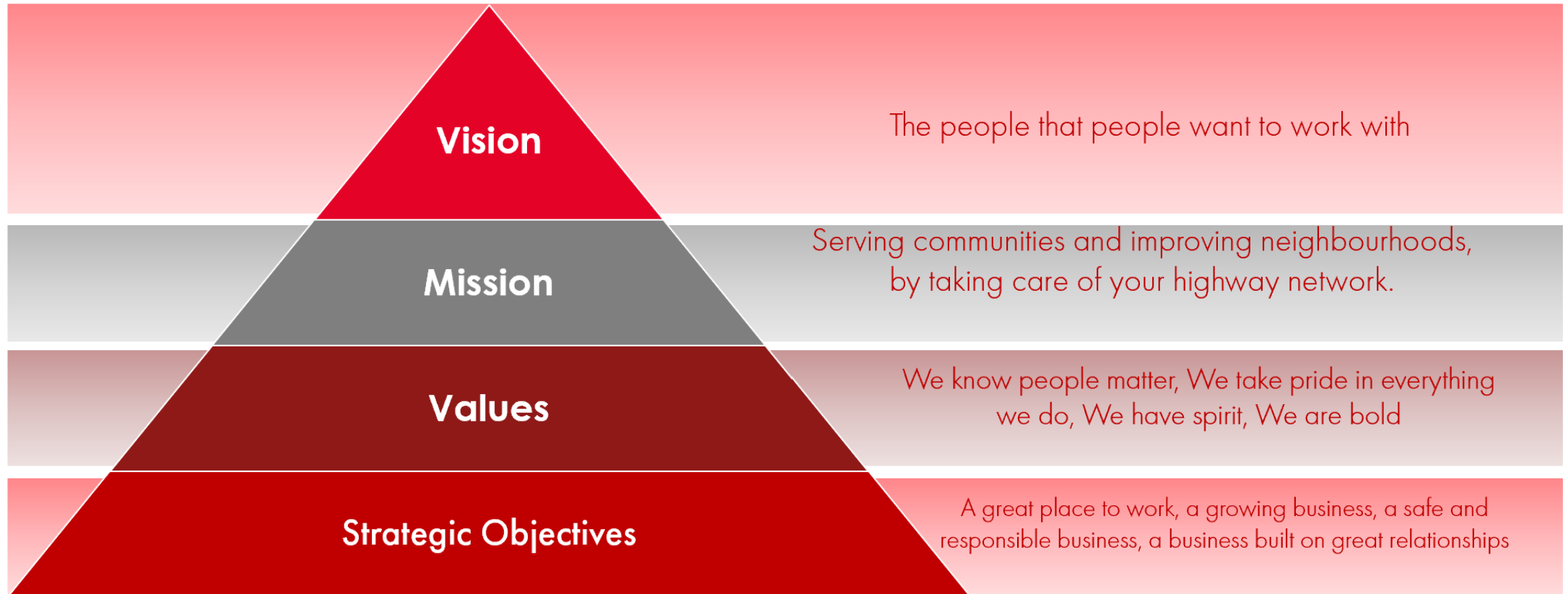
- 12.1 Award of Contract for Highway Maintenance and Minor Improvement Works,  
Cabinet Meeting – 10 March 2020



# Appendix 1: Marlborough Highways Social Value Update



## Marlborough Vision, Mission & Values



## The people that people want to work with: Recruitment of Haringey Residents

Committed to employing people local to where we operate, we have employed 9 Haringey residents across our business.

Haringey residents have been employed in roles including:

- General Operative
- Health & Safety Apprentice
- Permitting Officer
- Road Marking Operative
- Street lighting Manager
- Street Lighting Operative



We ensure Haringey residents are informed of our latest roles and employment opportunities through a proactive programme of engaging recruitment activities, overseen by our Resourcing Partner,

Over the last 2 years, 10 roles have been advertised with Haringey Works, to support Haringey residents into employment.

## We are bold: Our Commitments

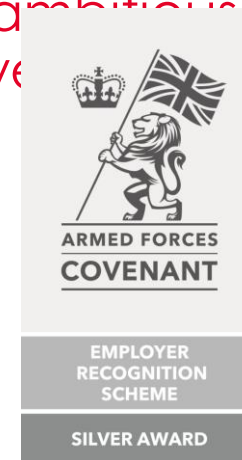
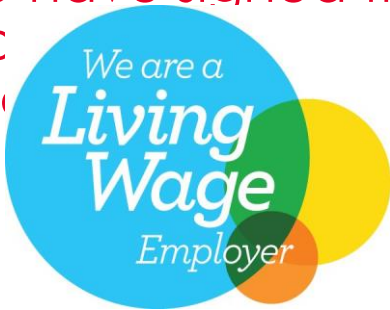
We are a real living wage employer accredited by the Living Wage Foundation.

As a member of the 5% club, we're committed to apprenticeships and youth employment initiatives.

As a Disability confident employer, we are recognised as going the extra mile to make sure disabled people are given a fair chance and the opportunity to fulfil their potential in the workplace.

As an Armed Forces Friendly organisation, we endeavour to uphold the key principles of the Armed Forces Covenant, actively seeking to help the armed forces community find work through our partnership.

We have signed the 'Ban The Box' pledge as part of our ambitious recruitment process. From all walks of life, we will give the best





## We are bold: Recruitment & the Criminal Justice System

As a Ban the Box employer, we have established an active recruitment project aimed at supporting individuals leaving the criminal justice system.

We work with organisations such as the Shaw Trust, as well as building direct Partnerships with the following prisons:

HMP & YOI Chelmsford

HMP Highpoint

HMP Wayland

HMP Hollesley Bay

HMP Bellmarsh

Our employees attend employer engagement events and careers fairs held at these prisons, where they meet candidates who are soon to be released back into the areas in which we operate and speak to them about careers available within construction and at Marlborough. Our team also hold CV and interview skills workshops and candidate referral processes are in place to support successful employment outcomes.



## We know people matter: Marlborough's Apprenticeship Programme

We have an established apprenticeship programme offering a wide range of apprenticeships from level 2 – level 7

We hold a quarterly apprenticeship forum for all apprentices across our business to regularly meet and network, receive business updates and training as well as work together to deliver shared business projects.

Marlborough Apprentices currently working on the Haringey contract include:

- Construction Technician Level 4 Apprenticeship with Anglia Ruskin University
- Professional Accounting Technician Level 4 with First Intuition
- Social Value & Sustainability Level 4 Apprenticeship with the Cambridge Marketing College
- Civil Engineering Degree Apprenticeship with Anglia Ruskin University





## We know people matter: Marlborough's Apprenticeship Programme

Marlborough have launched 5 new operational apprenticeships as we continue to strengthen and develop our apprenticeship offering.

5 new apprenticeships:

- Highways Electrical Maintenance & Installation
- Highways Maintenance Skilled Operative
- Lead Traffic Management Operative
- LGV/HGV Driver
- Road Surfacing Operative

These opportunities have been shared with Haringey works to support Haringey residents into these employment and apprenticeship opportunities.



## We know people matter: Marlborough's Sector based Work Academy Programme

We delivered a two-week construction training programme to upskill unemployed residents seeking a career in construction.

The training took place at Marlborough's Garman Road, North London Depot and was developed to help attendees gain first-hand construction experience and qualifications in support of them gaining future employment in the industry.

3 Haringey residents completed the two-week programme achieving qualifications in:

- Health and Safety CSCS Level 1
- Temporary Traffic Management Basic Course
- Traffic Management T1 and T2
- Employability Skills Level 2

Participants who completed the course, were also given the chance to meet with Marlborough hiring managers within our QSHE, Traffic Management, Street Lighting and Permitting teams to discuss the career opportunities and vacancies within each of their teams and promoting the variety of roles available within the industry.



## We know people matter: Marlborough's School Engagement Programme

We are committed to inspiring and educating young people about careers in construction. Through our school engagement programme, we have engaged over 900 Haringey students about careers and apprenticeships in construction.

The purpose of our school engagement programme is to raise awareness around the variety of careers in construction and different entry routes available, as well as encouraging the study of STEM subjects.

We have achieved this through:

- Attending Careers & Apprenticeship Fairs
- Careers Networking Sessions
- Careers Insight Events
- Delivering bespoke workshops to students (STEM, women in construction, construction careers, road safety).
- Work Experience Programme
- Career Taster Day's
- School Competitions



## We know people matter: Marlborough's Student Work Experience Programme

Through our student work experience programme, we have provided 12, 1-week work experience placements to young students living and attending secondary school in Haringey.

- 2022 we supported 3 students
- 2023 we supported 9 students

During the placements, students were given an in-depth introduction to working in construction, meeting frontline and support staff as well as attending a site visit.

Each day the students took part in different activities and workshops delivered by our Commercial and Quantity Surveying team, Marketing & Communications team, Permitting and Health & Safety team, providing an insight into the variety of roles available within in the industry.



## We know people matter: Collaboration with Haringey Council - QUEST training

We provided QUEST training to senior members of Haringey Council to streamline processes and enhance operational efficiency.

In the spirit of collaboration, Haringey have been given direct access to Marlborough's QUEST platform, allowing their staff to perform a variety of functions through the app across health and safety, surveying, auditing and more. The user access, which has been specially tailored to the client needs, allows the Council to monitor and review projects quickly and easily, with the ability to communicate with our teams on the ground in real time.

During the training session, attendees were shown how to download data from QUEST, how to carry out internal audits within the app, and how to submit feedback including near misses, by Marlborough's Lorraine Maund & Jenu Sebastian.



## We know people matter: Collaboration with Haringey Council – Haringey Main Contractor Partnership Meeting

We attend the quarterly Haringey Main Contractor Partnership Meeting,

Haringey's main contractors and partners are invited to attend this quarterly meeting to share ideas and innovations, review any challenges and promote best practice to maximise the potential social value added by contractors for Haringey residents, particularly in regard to:

- employment and apprenticeship opportunities,
- training and upskilling initiatives
- school engagement programmes.

Marlborough's Social Value Manager presented at the December 2023 meeting, sharing a case study on our successful school engagement programme, promoting best practice and ways of working so that other contractors could replicate this successful social value initiative on their contracts.





## We have spirit: Supporting Charities in Haringey

We are proud to support the North London Hospice by sponsoring an owl as part of the hospice's brand-new sculpture trail, the Big Fun Art Adventure, which will take place throughout summer 2024. The sponsorship contribution of £7,500, will help the charity raise much needed funds to support the hospice's vital end of life care.

The hospice, which serves Haringey residents as well as Barnet & Enfield communities, picked owls because they are known for their wisdom and for passing on stories through generations and across cultures. North London Hospice staff, like owls, also work through the night supporting patients and healthcare professionals.

Marlborough's owl will feature a 'Park Life' design from London based artist, Michelle Sutton, showcasing the array of wildlife that can be found in London's parks and green spaces.



## We have spirit: Supporting Charities in Haringey

Marlborough employees organised a charity quiz night in support of MIND in Haringey.

The quiz was held in March, with Marlborough's Plant Manager, acting as quiz masters.

Attended by various teams across our business, employees raised £210 from the night, which will be presented to the Charity later this month.





## We have spirit: Corporate Charitable Donations

- MIND was voted by employees as Marlborough chosen charity of the year 2023/2024. Over £4,000 has been raised through employee sky dives, charity golf days, charity quiz nights and employee survey responses.
- Marlborough Highways raised £20,065 for the disasters Emergency Committee (DEC) Ukraine Humanitarian Appeal for Refugees of the ongoing war in Ukraine. Marlborough matched pound for pound the first £10,000 raised. The UK government also matched every pound donated to the DEC meaning that Marlborough's £20,650 donation was doubled.
- Marlborough employees held a charity bake sale in February 2023 raising funds for the DEC Turkey-Syria Earthquake Appeal. Employees raised £824.25 which was matched funded by Marlborough to £1648.50.
- Marlborough have supported Breast Cancer Now's 'Wear it Pink' Day raising £1041 for the charity.
- Marlborough held a Macmillan Coffee Morning in September 2023 raising £489 for the charity.



## We have spirit: Delivering projects that support the local community

### Gladestone Parklet

We were proud to collaborate with Haringey Council and the not-for-profit organisation Grow N22, on the creation of the Gladstone Parklet in Noel Park.

Funded by the Mayor of London's Grow Back Greener initiative, the community-led scheme saw a neglected site transformed into an attractive and colourful space where residents feel safe and where they can reconnect with nature.

We are proud of our team who engaged with local people throughout and worked tirelessly to deliver this fantastic project.





## We have spirit: Delivering projects that support the local community

### Bruce Grove Mural

Marlborough installed a new mosaic mural in Bruce Grove, Haringey, to celebrate the diverse heritage of the area. The mural showcases an imaginative map of Bruce Grove and includes key places, figures, and historical events, such as Tottenham Carnival and Bruce Castle.

Mounted to the wall under the Bruce Grove railway bridge, the mural was co-created by local residents, businesses, community groups, and resident artist Anna Nicolo, as part of the Pride in Bruce Grove project.

The project aims to improve neglected and underused public spaces, and the mural is a beautiful example of how collaboration and creativity can transform a community.



## We are bold: Sustainability

We are committed to delivering Net Zero works across our contracts.

As part of this, we have committed to planting 1 sapling per 1 tonne of carbon dioxide equivalent we have generated.

In 2023 we donated 660 saplings to Haringey Council to offset the CO2 produced for works completed in 2022. The variety of trees donated were used by the Council and the Conservation Volunteers to create a small forest in Perth Road Playing Fields in Wood Green. This initiative not only contributes to the biodiversity of the area, but also provides a greener and more pleasant space for residents to enjoy and to connect with nature.



## We are bold: Sustainability

We are committed to delivering Net Zero works across our contracts

Investing in our fleet:

- We have recently taken delivery of 10 fully electric Nissan Townstar vans. With a range of 183 miles per charge, the brand-new vehicles come with a variety of safety features, including lane departure warning and automatic emergency braking. With charging points in place at our head office and depots, including our Garman Road Depot in Haringey, users can charge the vans quickly and easily whenever needed. In line with our ambitious commitment to reach Net Zero by the end of 2025, the new vehicles are part of our ongoing investment in sustainable transport and plant.
- We have also added the London EV Company (LEVC) VN5 Electric Van to our fleet. With an extended range of up to 370 miles, the 2.5 tonne low emission hybrid model will be used across our surfacing contracts, as part of our strategy to reach Net Zero by 2025.



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**Report for:** **Cabinet** Date 16th July 2024

**Title:** Building Safety Strategy 2024/2028 Haringey Council Housing Stock

**Report authorised by:** David Joyce – Director of Placemaking & Housing.

**Lead Officer:** Scott Kay – Head of Residential Building Safety

**Ward(s) affected:** All

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

**1. Describe the issue under consideration.**

- 1.1 The Building Safety Strategy applies only to our Residential Housing stock. It sets out the Council's approach to managing fire and structural safety across its high-rise, higher risk residential buildings to ensure and improve the safety of residents and to comply with the requirements of the Building Safety Act 2022 and the Fire Safety (England) Regulations 2022, which supplements the duties imposed by the Regulatory Reform (Fire Safety) Order 2005. It sets out objectives and targets for how the Council intends to manage and deliver its Building Safety role and provides a framework against which it considers and formulates associated policies and processes on housing safety issues.
- 1.2 Robust strategies are widely recognised as essential to the delivery of Local Authorities' housing functions. This report gives an overview of the proposed new Building Safety Strategy, its context, and the processes through which it has been developed, focusing on the consultation carried out by the Council with Residents and the specific and targeted resident engagement that it seeks to deliver.

**2. Cabinet Member Introduction**

Fairer housing is a key priority and commitment for us. That means building new great quality council homes and renovating the homes we have to make them safe, warm and sustainable.

Nothing is more important than protecting our residents from fire or structural risks. We've put in place a proactive Housing Improvement Plan for Haringey's council homes – a joined-up programme to tackle repairs, fire-proofing, insulation, security and other renovations.

As part of that we've developed this Building Safety Strategy, a plan that goes beyond what councils are required to do by government. We've collaborated with

local residents to write this strategy and made resident involvement in future decisions a core objective of it.

It's a five-year plan that focuses on high-risk and high-rise buildings. We're clear that to deliver and maintain improvements to our council homes, we need better information systems and consistent funding into the future. We need to build and develop our workforce too. We want a first-class housing service in Haringey and we are making the changes required to get there.

Every resident deserves a safe and secure home – this strategy is an essential step in achieving that aim.

### **3. Recommendations**

That Cabinet:

- 3.1 Adopt the Building Safety Strategy at Appendix 1 setting out the Council's vision and strategic approach to safety in high-rise, higher risk buildings for the period 23 July 2024 to 31 December 2028.
- 3.2 Delegate authority to the Director of Placemaking & Housing, following consultation with the Lead Member for Housing Services, Private Renters, and Planning, to amend the BSS in order to address future changes brought in through legislation or guidance.

### **4. Reasons for decision**

- 4.1 Robust strategies are widely recognised as essential to the delivery of local authorities' housing functions. This is the first Building Safety Strategy which has been developed to ensure the Council is fully compliant with the requirements of the Building Safety Act (2022), the Fire Safety Act (2021), and elements of the Social Housing (Regulation) Act 2023, and other legislative and regulatory changes introduced and proposed following the Grenfell tragedy in 2017.
- 4.2 The strategy details how we will ensure that buildings that are in the scope of the legislation are effectively managed, and our residents kept safe. It will be supported by several related individual policies and procedures, which are already in place, or are being developed and regularly updated. The strategy builds on the work already undertaken as part of the Haringey Managing Building Safety Programme, which, since 2021, has been implementing measures in response to, and in preparation for, the regulatory framework requirements.
- 4.3 The development of a Building Safety Strategy is a key Workstream in our Managing Building Safety Programme that was established in 2021 and has since been incorporated into and adopted as a key commitment of our Housing Improvement Plan 2023, which was approved by Cabinet in April 2023.



## **5. Alternative options considered.**

- 5.1 Whilst Local Authorities are not required to adopt a specific building safety strategy, this should not be considered as a viable option for two reasons. Firstly, the Council is committed to adopting a Building Safety Strategy having agreed a Housing Improvement Plan and then carried out consultation with residents and peer organisations, which showed strong support for its objectives. Secondly, given the prominence of the Building Safety agenda following the Grenfell Tragedy and the introduction of the Building Safety Act 2022, having a robust strategy demonstrates the Council's commitment to ensuring the safety of its residents.

## **6. Background information**

- 6.1 Due to the introduction of the Building Safety Act in 2022, this is the first Building Safety Strategy which has been developed to ensure the Council is fully compliant with the requirements of the Building Safety Act (2022), the Fire Safety Act (2021), the Social Housing (Regulation) Act 2023, and other legislative and regulatory changes introduced and proposed following the Grenfell tragedy in 2017.
- 6.2 The strategy confirms how, in compliance with the Acts, we will manage fire and structural safety in our residential buildings that are more than 7 storeys, or 18m in height. While the strategy does not apply to all buildings, the Council manages safety in all residential properties, irrespective of height, by ensuring compliance with all applicable regulations as reported through monthly key performance reporting. A separate compliance strategy is in development and will provide more detail on this.
- 6.3 As set out in this strategy, the Council has put in place and is developing several measures to meet the requirements of the Building Safety Act (2022), the Fire Safety Act (2021) and their subsequent regulations that continue to be rolled out. These measures are being delivered through the Council's Managing Building Safety Programme and incorporated into and monitored under the Housing Improvement Plan delivery.
- 6.4 The strategy sets out 3 key objectives which are.
- To ensure the safety of residents living in the Council's High Rise Residential Buildings (HRRBs).
  - To ensure full compliance with existing and emerging building safety legislation and regulation; and
  - To ensure residents in HRRBs are involved in the decisions concerning the safety (fire and structural) of their homes.
- 6.5 Delivery of those objectives will be primarily through the following 6 key workstreams:
- property data and information management,

- how we manage and report on compliance for areas such as gas and fire safety, etc.
  - people & culture
  - resident engagement & communications
  - developing and maintaining building safety cases
  - the Golden Thread of information
- 6.6 Having robust electronic data management systems, data flow processes and change controls will ensure Haringey can track properties from acquisition/handover, through to disposal/regeneration. During the use and occupation of buildings Haringey has several statutory duties to inspect, risk assess and maintain mechanical & electrical services. This strategy sets out how we will improve such management through moving from spreadsheets and manual data handling to a more modern and robust software solution.
- 6.7 Staff competencies and culture, as well as the residents' voice and resident engagement are key areas of the Building Safety Act 2022 and the Social Housing (Regulation) Act 2023. Culture change through equipping staff with skills and abilities to effectively manage and deliver safety programmes is fundamental to the success of the strategy, as is the creation of Resident Engagement strategies. Both Acts place legal obligations on Landlords and the Principal Accountable Person<sup>1</sup> to ensure residents are involved in the decisions that concern the safety of their building.
- 6.8 The Resident Core Group (now the Resident Voice Board) was consulted on the development of this strategy in 2023 and their views regarding clarity of responsibilities have been incorporated.
- 6.9 The strategy also confirms our commitment to meeting the specific regulatory requirements to produce Building Safety Cases and critical to those, is the Golden Thread of information. Our strategy will ensure that our data is kept digitally, securely, is a building's single source of truth, is available to people who need the information to do a job, is available when the person needs the information, and is presented in a way that can be easily used.
- 6.10 Key to the successful delivery of any strategy is its funding and resourcing. The strategy sets out how its capital elements will be funded within the HRA, through the existing Medium Term Financial plan and incorporate into the Asset Management strategy. The 5-year plan incorporates c£35m for fire safety works and other aspects of capital expenditure.
- 6.11 Since the development of the 5-year plan, there have been additional regulations that place further financial demand on the Councils financial plan. These have to date been funded through existing budgets during 2023/24. Where projects set out in Table 1.6B of the strategy require additional funding or budget virement, this will be subject to suitable business cases and approvals, and therefore, does NOT commit the Council to additional as-yet unbudgeted funding.

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<sup>1</sup> See Legal Comments for definition

- 6.12 The strategy confirms how we will incorporate and consider procurement and supply chain competencies when procuring contractors and consultants for building safety critical works as well as acknowledging the recently introduced requirements of the Fire Safety (England) Regulations 2022. It also sets out clear roles and responsibilities for those required to ensure suitable and sufficient resources are available, through to those delivering the strategy on a building-by-building basis.

## **7. Contribution to strategic outcomes**

- 7.1 This project will help to theme 5 of the Corporate delivery Plan A borough where everyone has a safe, sustainable, stable and affordable home.

## **8. Carbon and Climate Change**

- 8.1 The Climate Change Action Plan sets out how the borough will become net zero carbon by 2041. The proposed Building Safety Strategy supports that objective, through commitments to improve building and fire safety of our 44 high-rise and higher risk blocks. There are potential synergies between our retrofit projects both being about the climate outcomes but also enhancing resident safety, for example through the move to air-source heat pumps and other electric driven technologies, that will help to remove gas supplies and combustion appliance from buildings.
- 8.2 By doing so we will improve the sustainability, suitability and continued use of those buildings as safe and sustainable homes for residents. This in turn reduces the carbon emissions produced by them, and/or the need for re-development of them, and the carbon emissions that produces.

## **9.0 Statutory Officer Comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)**

### **9.1 Finance**

- 9.1.1 There are no specific financial implications arising from this report on its own. However, the implementation of this strategy may have some financial implications.
- 9.1.2 The building safety strategy is aligned with the Housing Revenue Accounts (HRA) approved budget and MTFS. The recent update of the HRA 30-year financial plan recognises in it the resources required to drive this strategy.
- 9.1.3 Any Investment decisions arising as a result of this strategy will be considered within the parameters of the resources set out in the HRA Financial Plan/Medium Term Financial Strategy.

- 9.1.4 Any expenditure required outside of existing budgets/plan, particularly regarding longer term investment will go through the appropriate assessment channels and would be subject to the Cabinet approval.
- 9.1.5 The proposed building safety strategy will constantly be reviewed as part of the annual budget refresh and where necessary updated to reflect the realities of internal and external environment.

## **9.2 Procurement**

- 9.2.1 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above.
- 9.2.2 Strategic Procurement will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with the Procurement Strategy and the Council's priorities.

## **9.3 Assistant Director Legal and Governance**

- 9.3.1 The Assistant Director Legal and Governance has been consulted in the drafting of this report.
- 9.3.2 The Building Safety Act 2022, the Fire Safety Act 2021, the Social Housing (Regulation) Act 2023 ("the Acts") and regulations made under the Acts each impose significant new duties on the Council to maintain safety in its high-rise (7-storey/18m high respectively) residential buildings in the borough, in particular in relation to fire. While the Fire Safety (England) Regulations 2022 applies to all buildings in England that comprise two or more domestic premises (including the residential parts of mixed-use buildings), the proposed Building Safety Strategy is designed to apply to the Council's high rise residential buildings and not to other residential housing stock owned by the Council.
- 9.3.3 The new regulatory framework is set out in section 2 of the Strategy.
- 9.3.4 The framework includes provision for remediation orders to be made requiring remediation of relevant defences (which increase the risk of fire or building collapse), and limits recovery of the costs of remediation of relevant defects from leaseholders by way of service charge.
- 9.3.5 The duties under the Acts, the Fire Safety (England) Regulations 2022 and the Fire Safety Order are imposed on the Principal Accountable Person or the Responsible Person respectively, who is the person with an interest in possession of the structure and common parts of the relevant building – which, in the cases covered by the Strategy, is the Council.

- 9.3.6 Other legal implications are contained in the body of the report and the draft Strategy.
- 9.3.7 The Strategy does not form part of the Policy Framework and adoption does not require Full Council approval.
- 9.3.8 In deciding whether to adopt the Strategy, Cabinet must take into account the Equalities implications set out in the next section.
- 9.3.9 There is no legal reason why Cabinet should not adopt the draft Strategy in accordance with the recommendations.

## **9.4 Equality**

- 9.4.1 The Council has a Public Sector Equality Duty (PSED) 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.
- 9.4.2 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.
- 9.4.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.4.4 The decision is regarding the adoption of a new Strategy to set out the Council's vision and strategic approach to Building Safety in Haringey' high-rise, higher risk buildings spanning the next five financial years.
- 9.4.5 The Building Safety Strategy is a major housing related strategy which will impact mainly on those people living in our high-rise higher risk buildings in the borough. By seeking to improve conditions in these properties, the strategy will have a positive impact on BAME residents, older residents, and women, groups who are overrepresented in our tenant population, by ensuring those who have established homes and communities within these buildings and neighbourhoods are not required to re-locate or find alternative accommodation, that may not provide the same level of support and cultural identification.

- 9.4.6 By maintaining rented affordable housing, and therefore not requiring affordable home ownership due to the need for re-development, the strategy may have a negative impact on those who aspire to homeownership but are unable to access market housing, who are more likely to be younger. Affordable home ownership will however still be delivered in Haringey through the Housing Strategy, and a commitment for a 2024 intermediate housing policy for shared ownership that was added after consultation should help mitigate this impact.
- 9.4.7 People in housing need and those living in social housing are disproportionately disadvantaged across multiple areas and have more than one protected characteristic, in particular in terms of race, socio-economic status, sex, and disability. The Building Safety Strategy prioritises safety to maintain the housing needs of these groups and will therefore have a positive impact on those who share these protected characteristics.
- 9.4.8 Improving our landlord services regarding safety for our tenants, primarily in these buildings who are more likely to be BAME, Women, Older and of a low socioeconomic status. This will result in improvement works that many reduce the need for repairs and associated complaints. Additionally, this comes with a stronger commitment to improve the visibility of staff e.g., Building Safety Managers, and communications specific to the residents' need through Building Specific Resident Engagement Strategies to ensure residents are both safe and feel safe and can easily report any concerns or issues that may affect their safety.
- 9.4.9 It should be noted that this is a new strategy that brings together several workstreams that have been in place for approximately two years, and it aligns with new and forthcoming national regulation. Any works resulting from the strategy would be dealt with under a specific project business case or programme and would therefore be subject to their own in-depth equalities analysis.

## **10. Use of Appendices**

Appendix 1: draft Building Safety Strategy

## **11. Background Papers**

None

**BUILDING SAFETY STRATEGY 2024/2028**

**HARINGEY COUNCIL HOUSING STOCK**

***FINAL DRAFT***

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## **Appendices**

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## **1. Introduction**

### **1.1 Aims of the Building Safety Strategy**

This document sets out the Council's Building Safety Strategy for its High-Rise Residential Buildings (HRRBs), with detailed targets and outcomes covering the period 2024 to 2028. Due to the introduction of the Building Safety Act in 2022, this is the first Building Safety



Strategy which has been developed to ensure the Council is fully compliant with the requirements of the Building Safety Act (2022), the Fire Safety Act (2021), the Social Housing (Regulation) Act 2023, and other legislative and regulatory changes introduced and proposed following the Grenfell tragedy in 2017.

The strategy details how we will ensure that buildings that are in the scope of the legislation are effectively managed, and our residents kept safe. It will be supported by several related individual policies and procedures, which are already in place, or are being developed and regularly updated. The strategy picks up on and takes forward the work already undertaken as part of the Haringey Managing Building Safety Programme, which, since 2021, has been implementing measures in response to, and in preparation for, the regulatory framework requirements.

## **1.2 Scope of the Building Safety Strategy**

The strategy applies to all Haringey Council employees and is applicable to all Council owned high-rise residential blocks as defined in the Building Safety Act (2022). This currently defines high-rise (also referred to as higher risk) buildings as those of 18m+ in height, or 7+ storeys. This includes both tenanted and leasehold stock.

It is anticipated that in future years the buildings that are within the scope of the Act may change (for example to include buildings over 11m+ in height) and this strategy will be reviewed and updated accordingly to ensure it remains fit for purpose.

Based on the current requirements of the Act, this strategy applies to 44 council owned higher-risk residential blocks. (as of April 2024).

## **1.3 Principles of the Building Safety Strategy**

The key drivers for the delivery of the strategy are:

- To ensure the safety of residents living in the Council's High Rise Residential Buildings (HRRBs).
- To ensure full compliance with existing and emerging building safety legislation and regulation; and
- To ensure residents in HRRBs are involved in the decisions concerning the safety (fire and structural) of their homes.

## **1.4 Key Objectives of the Building Safety Strategy**

To achieve the above, we are committed to:

- Improving the effectiveness of existing building compliance management.
- Ensuring clear and transparent monitoring and reporting of KPIs (key performance indicators) to demonstrate compliance.
- Improving the measuring and reporting of tenant satisfaction with the safety of their home.
- Ensuring there are appropriate systems and information management arrangements in place to support delivery of the strategy, in line with the principles of the 'golden thread.'
- Implementing robust quality control systems to ensure end to end assurance.
- Ensuring there is clarity around respective roles, responsibilities, and accountabilities.

- Ensuring responsible staff have the appropriate experience, professional qualifications.
- Implementing and embedding a safety culture across the Council from the senior leadership team to front line staff, residents, and other stakeholders.

### 1.5 Links to Corporate Plans and Strategies

The Building Safety strategy is a key document in supporting theme 5 of the corporate delivery Plan; “A borough where everyone has a safe, sustainable, stable, and affordable home”. As such it is also aligned with the Asset Management Strategy (2023-28,) and objectives of the Housing Strategy (2023-28). It is also aligned with the financial assumptions as set out in the Mid -Term Financial Strategy (2023-28). (see 1.6)

### 1.6 Funding the Strategy

The Housing Revenue Account (HRA) Business Plan/Mid Term Financial Strategy defines the resources available for the management and maintenance of the Council's housing stock. General Building Safety capital investment related works are included within the £308m major works budget over the next five years. In recognition of new and emerging requirements relating to fire safety, an additional budget of £35m has also been approved for fire and structural safety specific works and surveys over and above the mainstream major works programme as shown in Table 1.6A below.

**Table 1.6A: 5 - Year HRA Capital Programme 2024-29**

<b>Housing Revenue Account (HRA)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
<b>Investment &amp; Financing</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>5 Years</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Investment</b>						
Major Works (Haringey Standard)	36,437	45,676	76,682	83,000	66,635	<b>308,430</b>
Carbon Reduction Works (Affordable Energy)	3,503	6,893	11,500	13,533	6,757	<b>42,186</b>
Fire Safety Works	7,879	8,041	8,366	7,460	5,631	<b>37,377</b>
Broadwater Farm Works	16,213	19,713	17,575	16,975	16,974	<b>87,450</b>
<b>Total Existing Stock Investment</b>	<b>64,032</b>	<b>80,323</b>	<b>114,123</b>	<b>120,968</b>	<b>95,997</b>	<b>475,443</b>
New Homes Build Programme	101,926	115,570	107,819	94,156	78,122	<b>497,592</b>
New Homes Acquisitions	33,540	17,395	22,494	14,734	2,658	<b>90,820</b>
High Road West	2,064	19,053	36,644	36,260	11,082	<b>105,104</b>
Broadwater Farm New Build	21,944	56,486	58,565	25,473	5,505	<b>167,972</b>
TA Acquisitions	14,716	14,863	15,309	15,768	16,241	<b>76,897</b>
<b>Total Capital Investment</b>	<b>238,222</b>	<b>303,689</b>	<b>354,954</b>	<b>307,358</b>	<b>209,606</b>	<b>1,413,829</b>

In addition to above capital elements of known Fire & Building safety expenditure, further work is necessary following changes in the Building Safety and Fire Safety regulations.

These are being progressed and have been, or will as appropriate, be subject to suitable business cases and budgeting requirements. The table below shows the current known requirements, and the continued evolvement of the regulatory framework will require ongoing updates in this regard.

**Table 1.6B: - Additional Fire & Building Safety costings (known & estimated) to date for the period of the strategy.**

Item	Cost year 2023/4	Cost year 2024/5	Cost year 2025/6	Cost year 2026/7	Cost year 2027/8	Total	Notes
Building registration with BSR (Building Safety Regulator) @£251 /bldg	£11,044.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£4,000	<a href="#">Building Safety Regulator charging scheme - 1 October 2023 (hse.gov.uk)</a>
Wayfinding Signage Install	£97,947.95	£0.00	£0.00	£0.00	£0.00	£0	Complete
Compliance system Building Safety Module	£0.00	£5,000.00	£2,500.00	£2,500.00	£2,500.00	£12,500	Estimated
Website Development cost TBC	£0.00	£2,000.00	£500.00	£500.00	£500.00	£3,500	Estimated
Resident Engagement Equipment	£0.00	£44,000.00	£10,000.00	£10,000.00	£10,000.00	£74,000	E.G., Post, texting, electronic notice boards etc estimated.
ASCE Safety Case Assurance system	£68,150.00	£28,080.00	£28,080.00	£28,080.00	£28,080.00	£112,320	Annual license fee = support
Structural Risk Surveys	£90,540.00	£79,460.00	£0.00	£0.00	£0.00	£79,460	Tendered rate
Fire Risk Appraisal of External Walls	£0.00	£455,000.00	£918,000.00	£500,000.00	£0.00	£1,873,000	Tendered rate
Qtrly Communal & Annual FED inspections	£507,000.00	£507,000.00	£507,000.00	£507,000.00	£507,000.00	£2,028,000	Tendered rate
Training		£300,000.00	£10,000.00	£10,000.00	£10,000.00	£330,000	Estimated
		Unquantified capital works from surveys -TBC					
	Paid				Total	£4,516,780.00	

## 2 Building Safety Regulatory Framework

### 2.1 The Building Safety Act (2022)

The Building Safety Act (2022) takes forward the government's commitment to the fundamental reform of building safety. The Act gives effect to policies set out in the 'Building a Safer Future' consultation response, published in April 2020. This detailed how the government intended to deliver the principles and recommendations of Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety, published in May 2018.

The Act establishes a new building safety regime in England with the introduction of a new Building Safety Regulator and sets out a new legislative framework for the design and construction of new buildings and those undergoing significant refurbishment.

On the 1st of October 2023 The Building Safety Regulator (BSR) also became the Building Control Authority (BCA) for higher risk buildings with the authority to determine the requirements for those who procure, design, plan, manage and undertake building work. New enforcement powers for building control authorities have also been introduced.

The regulator has introduced guidance on the new building control regime "Building Control: An overview of the new regime Gateways 2 and 3 – application to completion certificate.

It's intended for all who:

- plan to build a new higher-risk building (HRB);
- create one through change of use or alteration / extension; or
- plan to undertake building work to an existing Higher-risk Building (HRB),

The Client (as defined by the Construction Design & Management regulations) responsibilities as well as what the regulator is looking for is outlined in areas such as: -

- Competence declaration
- Building Regulations Compliance Statement
- Fire and Emergency File
- Construction Control Plan
- Change Control Plan
- Mandatory Occurrence Reporting
- Partial completion strategy, where the applicant proposes occupation of part of the building before completion of the HRB work

The regime also covers the main duties of all duty holders including the Client, Principal Designer (PD), Principal contractors (PC), and applies to ALL building work.

Housing Development and Building Safety & Compliance, will work together to develop and update new and suitable procedures to ensure where and as far as reasonably practicable, Haringey's Employer's Requirements, Standards and Specifications are met and that all appropriate data and records are effectively filed and available for future review and information as and when required, in accordance with the requirements of the Golden Thread of Building Information and in accordance with Building and other applicable regulations.

Where this is not possible or practicable e.g., where properties are procured and acquired 'as-built' consideration by the Housing Development, Building Safety and Compliance, Asset and Repairs Teams will consider the impact on future risk and maintenance liabilities at as early a stage as possible within the development and acquisition process.

In addition, the Act establishes a duty holder regime which includes a statutory requirement for a Principal Accountable Person (PAP) to provide a 'Safety Case Report' which demonstrates how occupied residential buildings' safety risks are being identified, mitigated, and managed on an ongoing basis. The Act's principal intention is that there is a whole building approach to safety and that the accountable person considers fire and structural building safety risks and their mitigation.

Under the terms of the Act, individuals within an organisation cannot be the Principal Accountable Person. The organisation i.e., Haringey Council, is the Principal Accountable Person. There is, however, a requirement for someone within the organisation to be the single point of contact on building safety matters.

The Act also introduces the requirement to maintain the 'golden thread' of information throughout the life cycle of in scope buildings. This must also be provided to the Building Safety Regulator at key gateways.

Critically, the Act requires the creation of a Resident Engagement strategy and places a legal obligation on the Principal Accountable Person to ensure residents are involved in the decisions that concern the safety of their building.

## **2.2 The Social Housing (Regulation) Act 2023**

The Act supports and compliments the Building Safety Act in that it legislates to ensure all social housing residents are safe in their home; know how their landlord is performing in relation to building safety, and that their voice is heard. Haringey will through this, and other strategies ensure it complies with the requirements of the Social Housing Regeneration Act.

### **2.3 The Building a Safer Future Charter (2021)**

In her 'Building a Safer Future' report, Dame Judith Hackitt identified the failure of leadership and culture as a key contributing factor to the Grenfell fire. A direct government response led to the formation of the Industry Early Adopters Group, comprised of councils, contractors and building associations who developed the Building a Safer Future Charter. The Charter aims to action positive cultural and behavioural changes across the industry to achieve a safer building system.

The Charter consists of five commitments demonstrating initiatives to protect life by putting safety above all. Commitments are a vital mechanism that makes up the Charter, covering all aspects of building safety attitudes and culture.

- Collaboration for Culture Change
- Transparency for Building Safety
- Putting Safety above Cost
- Putting Residents at the Heart of the Planning Process
- Set Out and Communicate Clear Responsibilities for the Accountable People

Haringey will consider whether it wishes to formally adopt the Charter during the life of this Strategy.

### **2.4 Fire Safety Act (2021) and Fire Safety Regulations (2022)**

The 2002 regulations came into force on 23rd January 2023 and supplemented the duties contained in the Regulatory Reform (Fire Safety) Order 2005. The Act clarifies that the Responsible Persons for multi-occupied residential buildings must manage and reduce the risk of fire for the structure and external walls of the building, including cladding, balconies and windows and entrance doors to individual flats that open into common parts.

The new regulations introduce additional requirements on Responsible Persons, aimed at identifying and communicating fire risk information regarding evacuation procedures to residents in a format they will understand.

Requirements specifically relating to fire safety and the associated regulations will be catered for within our updated fire safety policy, including our approach to Person Centred Fire Risk Assessments (PCFRAS).

Activities to ensure monitoring of the current and new regulations and compliance with them will be tracked through our compliance or other appropriate systems where possible or through spreadsheets where not.

## **3. Meeting the Regulatory Requirements**

### **3.1 Managing Building Safety Programme**

The Council has already put in place and is also developing several measures to meet the requirements of the Building Safety Act (2022) and Fire Safety Act (2021). These measures are being delivered through the Council's Managing Building Safety Programme as outlined within the following six workstreams.

1. Property Data and Information Management – accurate property data is required to enable the Council to effectively manage its property and tenant's homes; drive inspections; carry out compliance activities to improve assurance and comply with statutory obligations. A single source of data will support the 'golden thread' of information.
2. Compliance Management – the provision of an appropriate system to maintain and report on all compliance activities. Maintaining a healthy and safe environment for our residents, staff, contractors, and visitors, through compliance with statute, and best practice, will be achieved through use of appropriate systems, core data, processes, policies and procedures, and skilled personnel.
3. People and Culture - establishing an effective compliance culture that sets the basis of expected behaviour and accountability across the organisation (both staff and residents) will facilitate reductions in building compliance risks and foster the provision of safer homes for our residents. A key component will be the introduction of a programme of training and development for staff to incorporate the levels of competence necessary for the management of building safety in residential buildings.
4. Resident Engagement & Communication – building specific resident engagement will facilitate adherence of occupants to practices that promote the safety of their block. Ensuring a successful communication strategy (internal and external) as necessary for the occupants of buildings in scope of the Act.
5. Building Safety Management (Safety Case and Safety Reports) – will demonstrate and provide reassurance, backed with evidence, that for each building in scope the safety risks relating to the structure and fire are understood, and that suitable and sufficient arrangements are being followed to either prevent or minimise the risk of harm.
6. The Golden Thread of Information - will provide the Council and the Regulator with confidence that a 'single source of truth' exists for each building in scope and that the key building safety information it contains is being securely maintained throughout each building's lifecycle. This will enable the officers responsible for a building to manage it in a way that ensures the safety of residents and those working in the building and surrounding area and to respond in a timely manner to any request for information from third parties such as contractors, residents and the Building Safety Regulator.

### 3.2 Fire Safety Regulations

Programmes and projects are already in place to ensure that the additional obligations placed on Responsible Persons in relation to 'high rise buildings,' under the new Fire Safety Regulations, are met. These include:

- having a fire door inspection regime in place.
- a customer evacuation strategy.
- provision of wayfinding signage.
- installation and updating of building information to Premises Information Box (PIB) for reference by the London Fire Brigade (LFB).
- regular inspection of firefighting equipment.

A comprehensive matrix of inspection activities is also being developed that will then be tailored to individual buildings and allow a gap analysis to be completed on a building-by-building basis to determine:

- What needs to have a regular inspection.
- That inspections are being carried out and to the correct frequency.
- That they are being appropriately recorded.
- That there are appropriate procedures in place for tracking any follow up actions.
- Whether they need to be carried out by trained or formally competent or certified persons.
- Whether they are they being carried out by in-house or external resources.
- That there is sufficient funding and budgets in place.
- Where there are gaps that we have got plans and strategies to fill them.

#### **4. Procuring for Building Safety**

Building safety works are included in the major works capital programme wherever possible, delivered through new long-term partnering contracts. However, where building safety works are required ahead of, or out of sequence from, the major works programme, they will be delivered through additional programmes which may require procurement of specific contracts and/or specialist or certified skills such as for the installation of fire doors, on a project-by-project basis where required.

When procuring any works to be carried out to a building, the Council will ensure that consideration of the wider implications for that building are given prominence to avoid potential compromising of safety. The Council will also ensure that suitably competent and certified contractors are appointed to carry out all works, in scope, including building safety.

The Council will incorporate government guidance and adopt industry best practice (e.g., 'The Construction Playbook government guidance on sourcing and contracting public works projects and programmes', September 2022), within its procurement processes and in the development of the planned contract partnering arrangements for delivering major works, including building safety, to council homes. See,

Specifically, the Council will follow the Department for Levelling Up, Housing and Communities (DLUHC) guidance document on [Collaborative Procurement for Design and Construction to support building safety](#). (January 2022). This includes adopting the four specific proposals contained within the guidance for collaborative procurement for all in-scope projects:

- Selection by value that avoids a race to the bottom.
- Early supply chain involvement that improves safety and reduces risks.
- Collaborative relationships that improve commitments and involve residents.
- A golden thread of information that integrates design, construction, and operation.

In addition, the South East Consortium (framework provider) has produced procurement guidance relevant to the Building Safety Act and related legislation/regulations.

#### **5. Delivering our objectives**

##### **5.1 Roles and Responsibilities under the Strategy**

The roles and responsibilities for key stakeholders across the Council is detailed below:

- **The Chief Executive** - is responsible for ensuring adequate resources are made available to enable the Council to comply with the requirements of the legislation. The Chief Executive, on behalf of the Council, is the Responsible Person under the Fire Safety Act 2021.
- **The Director of Placemaking and Housing** chairs the Placemaking and Housing Board and will be the senior officer sign-off for cabinet reports, performance data, project and budget spend proposals with clear escalation channels to the Council Senior Leadership Team and Members.
- **The Operational Director for Housing Services and Building Safety/Assistant Directors of Housing & Building Safety**, oversee the critical areas of compliance and building safety and chairs the Building Safety and Compliance Board and will have dedicated oversight and clear escalation channels to the Placemaking and Housing Board. They are also responsible for the overall implementation of this strategy and the development and delivery of the projects detailed within the action plan. They will monitor and track performance to ensure that Haringey remains compliant with current legislative requirements and that projects are on track to ensure the Council is ready for the implementation of future legislation and guidance.
- **The Head of Residential Building Safety** will work closely with all departments across the Council to deliver the requirements of this strategy and to ensure buildings within the scope of the Building Safety Act remain safe. The Head of Residential Building Safety will work directly with Building Safety Managers to ensure the Council meets these legislative requirements. They will also provide regular progress updates to the Building Safety and Compliance Board. Under the requirements of the Building Safety Act, the Head of Residential Building Safety will be Haringey's single point of contact for the Building Safety Regulator.
- **Building Safety Managers (BSMs)** will be allocated several buildings and will manage the day-to-day activities in accordance with the building safety case and provide information as required to the new Building Safety Regulator. They will also support the delivery of this strategy and work to ensure that residents understand how they can get involved in decision-making about the safety of their homes.

## 5.2 Governance and Performance Management

The key monitoring of the strategy will be undertaken by the Building Safety and Compliance Board, chaired by the Operational Director for Housing Services and Building Safety whose role is one of oversight to ensure the strategy and associated action plan targets are delivered through appropriate funding and resources.

Updates will be provided to the Council's Property Compliance Board, and information will also flow between the Housing IT Improvement Board and the Capital Board. Where necessary, reports and information will escalate to the Placemaking and Housing Board, the Executive Leadership Team, and Council Members. Regular reports are also provided to the Resident Voice Board and Residents Advisory Panel as and when required.

There is a suite of KPIs in place for managing compliance, including fire safety, gas, electrical, asbestos, water and lifts, which will be regularly reviewed and adapted to reflect the changing regulatory framework.



This includes a set of KPIs specifically for in scope buildings under the Building Safety Act.

### **5.3 Staff resources**

As part of the preparation for the new Building Safety regulatory framework, the Council appointed a Head of Residential Building Safety, which brought together all compliance and Mechanical and Electrical works activities under one head of service.

The Residential Building Safety and Compliance team is structured to manage the specialist technical areas through Fire and Asbestos managers, a Mechanical and Electrical Services managers, Building Safety managers and Compliance administration & support staff.

The team ensures delivery of all compliance related and other Mechanical and Electrical programmes (e.g., door entry maintenance), through either our in-house risk assessors, repairs and electrical teams or through external specialist contractors and consultants.

### **5.4 Competencies, training, and development**

A key area of the Building Safety Act is to ensure that anyone undertaking works is competent to work in buildings that are in-scope. There will therefore be learning and development requirements for staff to ensure that the relevant qualifications, skills, and experience can be always demonstrated. Further training and qualifications may be required as new guidance and legislation is released. Staff in specific roles may require additional training and qualifications – for example, those responsible for the inspection of fire doors.

A key component will be the introduction a programme of training and development for relevant staff which will be in accordance with 'PAS 8673:2022: Built environment – Competence requirements for the management of safety in residential buildings – Specification.'

In addition, we are embedding a safety culture throughout the Council, given the wider number of staff involved in interacting with residents and delivering maintenance and improvement programmes to in scope buildings.

### **5.5 Resident Engagement and Communication**

The resident voice and resident engagement are key areas of the Building Safety Act and the Social Housing (Regulation) Bill. The Act requires the creation of a Resident Engagement strategy and places a legal obligation on the Principal Accountable Person to ensure residents are involved in the decisions that concern the safety of their building. They will be required to:

- Produce and implement a resident engagement strategy that promotes residents' engagement and involvement in decision-making about safety issues, and
- Establish a complaints system that ensures residents' safety concerns are heard and dealt with.
- Residents will also have the ability to escalate complaints to the Building Safety Regulator.

In addition, residents will be under an obligation to:

- Not act in a way that creates a significant risk of fire or structural failure.
- Not interfere with a relevant safety item.

- Comply with a request by the Principle Accountable Person for information reasonably required to perform their duties to assess and manage building safety risks.

Successful resident engagement is therefore critical to achieving the outcomes which the strategy is designed to achieve.

In Haringey, resident engagement and consultation around the Building Safety Resident Engagement Strategy is being undertaken at two levels. The Council is working with the new Resident Engagement Framework and Customer Core Group at a strategic level in updating and developing the Council's Community Engagement Strategy 2022. This is in addition to the more local specific engagement that will take place with residents in each of the in-scope blocks. This will ensure a building specific Resident Engagement Strategy is produced for each of our high-rise, high-risk buildings. As such a draft Strategy has been produced as a template and model for the remaining high-rise blocks.

The building specific Resident Engagement Strategies are aligned to and adopt the overarching principles of the current Community Engagement Strategy and will be regularly reviewed and adopted for all buildings that fall within the scope of Building Safety Act now or in the future.

The building specific Resident Engagement Strategies will:

- Include how we will share information about building safety with residents.
- Provide a route to enable residents to raise safety concerns formally.
- Include the ability to capture formal and informal feedback.
- Detail the ways in which we will engage with residents and how we will ensure their diverse needs are considered.
- Acknowledge the role of residents and their responsibilities to support safety.

To ensure that prompt and efficient action is taken to resolve, all building safety complaints will be recorded and acknowledged within 24 hrs and assigned to a Building Safety Manager as the principal investigator. All building safety complaint types will be responded to in accordance with the Council's current complaints process and/or prioritised accordingly.

The Resident Engagement Strategies and the Building Safety Strategy will be accessible to residents via our website, or on request, as part of the information that we will make available to residents as defined in the Building Safety Act.

## **5.6 Data Management and Information Systems**

The scope of the 'golden thread' of information must include as-built plans, operations and maintenance documents, health, and safety documents, change management documents, materials documentation, installation certificates and risk assessments, amongst other documents. The expectation is that these records are maintained digitally, be current, relevant and accessible, allowing proper retention, security, and version control to be maintained.

The body of information that constitutes the 'golden thread' should be sufficient to serve as the basis for the Building Safety Case, which must be submitted to the new Building Safety Regulator before they issue a Building Assessment Certificate allowing the building to be occupied.

Effectively implementing the necessary platforms, processes, and systems to comply with the 'golden thread' duties would provide the following benefits:

- A single source of truth and live data – allowing for more effective risk management processes, with live management reports and automatic alerts.
- A comprehensive and up-to-date overview of compliance of the building against other statutory responsibilities.
- A complete and accurate suite of building data that can be used for more effective investment planning.

In recognition that our existing IT systems may not now be suitable to meet the current and future building safety requirements, considering the additional data requirements of the 'golden thread,' the Council have acquired an appropriate compliance management system and is acquiring a suitable asset management system which will enable us to maintain and report on all compliance activities based on a single source of truth for property assets. A set of minimum requirements were established through a specific workstream within the Managing Building Safety programme as set out within the Compliance Management System Outputs Report against which the new compliance system was procured.

In addition to this, and to ensure that the system uses appropriate and up-to-date property data, a data architecture project is also in place to ensure there is as 'single source of truth' and a suitably controlled, master data set. The master data set will ensure that all property movements and tenancy information is updated and validated through robust control mechanisms and this information, in turn, will provide assurance that all 'down-stream' systems such as our asset management and compliance management systems are reconciled appropriately against the most up to date property information.

## 5.7 Risk Management

As set out at 2.1, the Principal Accountable Person has a duty to submit a safety case report to the Building Safety Regulator, for all high-rise buildings in scope. The safety case report is supported by the wider safety case, which requires detailed information about the building, assessments of building safety risks and measures in place to manage those risks, all contained within the golden thread of information.

Notwithstanding our attention to our data requirements, the other key risks to the strategy being achieved are:

- Insufficient staff resources and skills to deliver its objectives.
- Availability of funding.
- Adverse impact of any further regulatory/legislative changes.
- Low levels of resident engagement.
- Poor contractor performance.

This is in addition to building specific risks which include fire, structural collapse and Housing Health and Safety Rating System (HHSRS) hazards.

The risks of not delivering this strategy are that the Council will not comply with the requirements of the Building Safety Act (2022) and the Fire Safety Act (2021) and other legislation such as the Regulatory Reform (fire Safety) Order 2005 (RRFSO), relevant codes of practice and good practice guidance. This may result in:

- Risk of death or multiple fatalities.

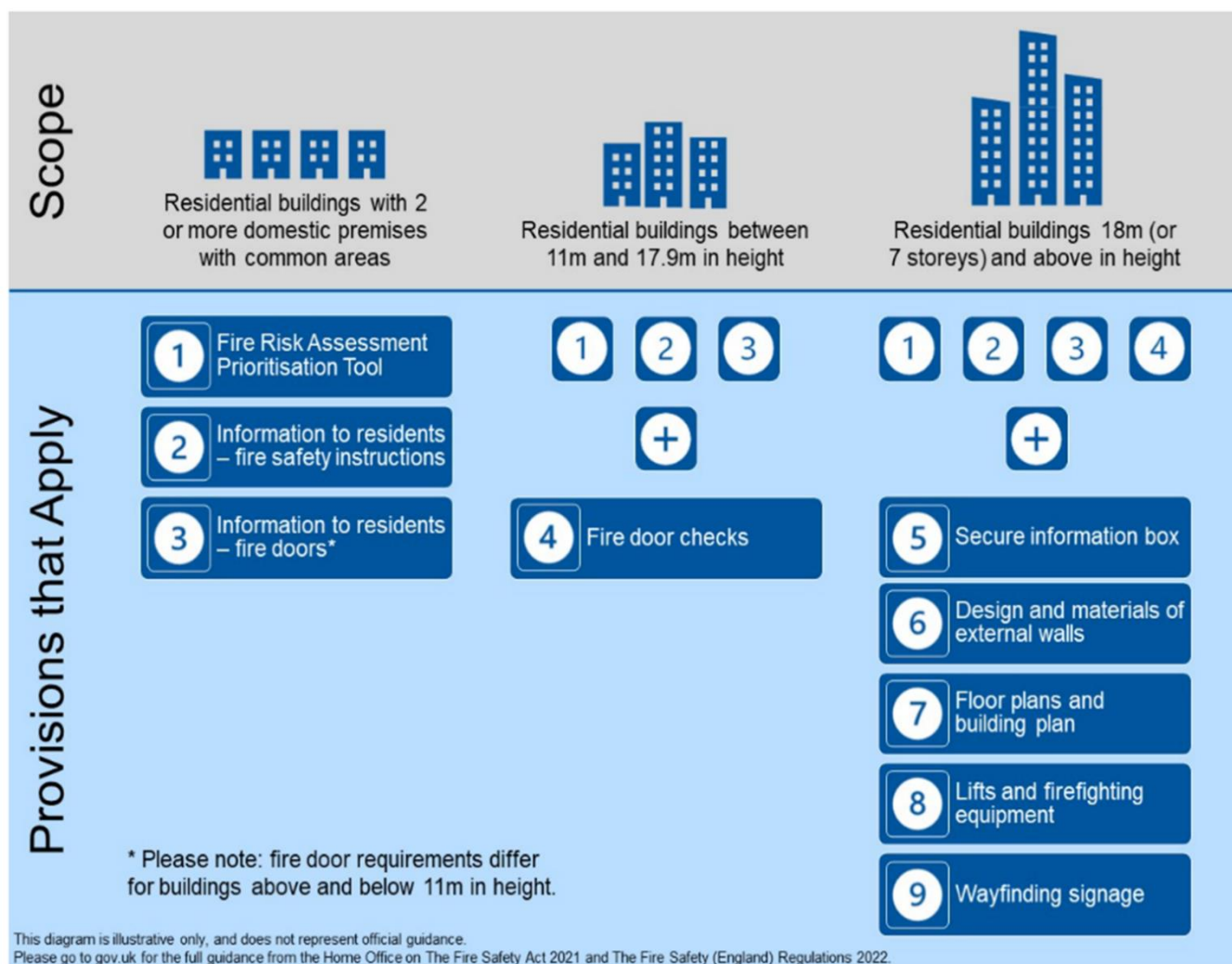
- Prosecution by the Health and Safety Executive under the Health and Safety at Work Act (1974).
- Prosecution by the Fire and Rescue Service under the Building Safety Act (2022), RRFSA and/or Fire Safety Act (2021).
- Prosecution under Corporate Manslaughter and Corporate Homicide Act (2007).
- A judgement of serious detriment by the Regulator of Social Housing.
- Reputational damage.
- Loss of confidence by residents and other stakeholders & partners in the organisation's competence, capacity and credibility to effectively manage residential housing.

## **5.8 Review of the strategy**

The Council will carry out an annual review and update the Building Safety Strategy to make sure that it remains properly aligned to the regulatory requirements. Additional secondary legislation is likely to be forthcoming throughout 2024 and beyond. Therefore, this strategy may need to be amended, as this is released. Residents will be engaged in any review and monitoring of the strategy, through the Customer Core Group who were consulted early-on in developing the 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 Building Safety Strategy and associated action plan remain fit for purpose.

Appendix 1 National Fire Chiefs Council Summary [Link](#)



## Appendix 2 Glossary

### Glossary of key terms used in this document.

**Access** is defined in Regulation 4(7) of the Higher-Risk Buildings (Descriptions and Supplementary Provisions) Regulations 2023. It means a doorway, archway, or similar opening. Access which is only used in an emergency or for maintenance is not included. For example, a doorway between two buildings used regularly by residents counts as access, while an emergency exit between two buildings does not. If an exit is used both as an emergency exit and for regular access (for example, a front entrance used for both purposes), it counts as access. Under the Regulations the definition of access is limited to the doorway or opening, it does not include corridors, walkways, or atriums.

An **accountable person** is the duty holder during a higher-risk building's occupation and must meet the statutory duties as set out in Part 4 of the Act. If an occupied higher-risk building has just one accountable person, they will automatically become the principal accountable person for that building. Where there are two or more accountable persons, the one responsible for the repair of the structure and exterior of the building will be the principal accountable person in line with the statutory definition.

**The Building Safety Act 2022** (the Act) was granted Royal Assent on 28 April 2022. It implements the recommendations made in Dame Judith Hackitt's report Building a Safer Future to create a new robust regulatory system for higher-risk buildings. Her recommendations set out clear duties and responsibilities for those who commission, design, construct and refurbish higher-risk buildings, and those who are responsible for making sure that buildings are safely managed when occupied. The Act is available at [Building Safety Act 2022](#).

**The Building Safety Regulator** (the Regulator) is charged with improving the safety and standard of buildings through three critical functions:

- leading the delivery of the new regulatory regime for higher-risk buildings;
- overseeing the safety and standards of all buildings; and
- facilitating improvement in the competence of industry and building inspectors

**Common parts** are defined by section 72(6) of the Building Safety Act 2022. They include the structure and exterior of the building, except so far as included in a demise of a single dwelling or of premises to be occupied for the purposes of a business, or any part of the building provided for the use, benefit and enjoyment of the residents of more than one residential unit.

**The core** is the interior elements of a building which provide access to different parts of the building, such as a stair core or lift shaft.

**Dutyholders** (whether individuals or organisations) fulfil the key roles that are assigned specific responsibilities at particular phases of the building life cycle.

**Higher-risk building** is the technical term for buildings within the scope of the higher-risk regime. This guidance is designed to help users understand whether a building meets the criteria to be considered a higher-risk building.

**Higher-risk building in-occupation** refers to buildings which are in scope of the requirements of Part 4 of the Building Safety Act.

**The Higher-Risk Buildings (Descriptions and Supplementary Provisions) Regulations 2023** (the Regulations) are Regulations which build on the provisions in the Act to complete the legal definition of higher-risk building. These are available at <https://www.legislation.gov.uk/ukxi/2023/275/contents/made>.

**Overall structure** is referred to as wider building in the Regulations. If two or more structures are attached, the overall structure refers to all the attached structures. When a structure is not attached to any other structure, the overall structure means that single structure.

**A plant room** is an area which contains machinery or equipment that provides services to the building.

**A resident** is a person who resides in a residential unit, regardless of tenure.

**A residential unit** is a dwelling or any other unit of living accommodation. Examples are a flat, studio flat, shared accommodation within university halls or a unit within a supported accommodation building.

**Structure** is defined in Regulation 1(3) of the Higher-Risk Buildings (Descriptions and Supplementary Provisions) Regulations 2023 as a roofed construction with walls.

**Responsible Person** in the context of both the Fire Safety Order and the Fire Safety (England) Regulations.

For all practical purposes, in the case of a block of flats, the Responsible Person will be the person who has control of the premises in connection with carrying on a business. This will, typically, be the freeholder or the managing agents for the block, or, for example, a residents' management company.

The Responsible Person will be an organisation, such as a Council, property company or firm of managing agents (or what, in law, is described as a "legal person").

**Fire Safety Regulations** - The new regulations will improve cooperation and coordination between Responsible Persons (RPs), increase requirements in relation to the recording and sharing of fire safety information, make it easier for enforcement authorities to take action against non-compliance, and ensure residents have access to comprehensive.

**The Housing Revenue Account (HRA)** is intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.

**The safety case report** is a document that summarises a building safety case. It identifies the building's major fire and structural hazards. And it shows how the Council is managing the risks as far as they can.

**A Capital Works Programme** is a list of capital projects (new works, upgrades and renewals) programmed for construction in a given year or years. Capital works are works to the structure and exterior of the flat and building, and to any other premises that the lease grants the right to use - for example, the common areas of the building and estate.

**Building Assessment Certificates** are a crucial tool in executing the new regulatory regime highlighted by the new Building Safety Act. This aims to put into practice new safety measures to increase high-rise buildings' fire safety and reduce the risk of structural failures. After a building is registered, the Building Safety Regulator will ensure that the building's Accountable Persons and Safety Managers are managing the risks relevant to that building and are working to keep all residents safe. The Building Safety Regulator will regularly carry out assessments and, if all standards are met, they will provide a Building Assessment Certificate.

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**Report for:** Cabinet, 16 July 2024

**Title:** ***Adopting a new Vulnerable Council Tenants and Leaseholders Policy and a new Safeguarding Council Tenants and Leaseholders Policy***

**Report**

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

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

**Ward(s) affected:** all

**Report for Key/**

**Non Key Decision:** NA

**1. Describe the issue under consideration**

1.1. The Council is transforming landlord services for its own tenants and leaseholders. To support that process, it is reviewing its housing management policies, including by drafting a new Vulnerable Council Tenants and Leaseholders Policy and Safeguarding Council Tenants and Leaseholders Policy. This report recommends that Cabinet adopt these policies.

1.2. The new Vulnerable Council Tenants and Leaseholders Policy sets out how the Council will help its vulnerable tenants' and leaseholders' households access housing management services and sustain their tenancies. The policy is clear that supporting people to live well in the community is a core housing management task for the Council. The policy puts residents at the heart of decision-making so that they can tell the Council how they want to access services and receive support. It commits to working in partnership to provide wide ranging support.

1.3. The new Safeguarding Council Tenants and Leaseholders Policy sets out how the Council's housing management services will work to prevent abuse and neglect of children and vulnerable adults in its own housing stock. The policy aims to ensure that the Council's overarching Safeguarding Policy is embedded and delivered specifically through its housing management services. The policy is clear that safeguarding is a core responsibility for everyone working in any capacity in or with any of its housing management teams.

**2. Cabinet Member Introduction**

2.1. Our vision is for Haringey to be a place where everyone can live healthy and fulfilling lives and feel connected and safe in communities where people support each other.

2.2. Our 20,000 tenants and leaseholders and their families deserve the very best. The review and redrafting of these two policies is another step on our journey to transform housing management services for them.

- 2.3. The new Vulnerable Council Tenants and Leaseholders Policy recognises that everybody has periods during which they are vulnerable, that some groups of people because of structural disadvantage find it more difficult to access services than others, and that vulnerabilities exist alongside an individual's strengths. At its heart, the new policy focuses us not on defining vulnerability but on how we can adjust our services to make sure that everyone can access them on an equal basis, sustain their tenancy, and live a good life.
- 2.4. Safeguarding children and vulnerable adults is everybody's business. The new Safeguarding Council Tenants and Leaseholders Policy will help ensure that all our landlord services focus on that responsibility and protect our most vulnerable residents more effectively.
- 2.5. I am pleased to recommend that Cabinet adopt these new policies so that we can start to implement new ways of working that will protect our most vulnerable residents and help many more to live healthy and fulfilling lives connected and safe in their communities.

### **3. Recommendations**

#### **3.1. Cabinet is recommended to:**

- 3.1.1. Approve the Vulnerable Council Tenants and Leaseholders Policy at Appendix 1, having had regard to the Equality Impact Assessment at Appendix 3.
- 3.1.2. Approve the Safeguarding Council Tenants and Leaseholders Policy at Appendix 2 having had regard to the Equality Impact Assessment at Appendix 4.

### **4. Reasons for decision**

- 4.1. The review of existing policies on safeguarding and vulnerable tenants adopted for landlord services by Homes for Haringey concluded that the Council requires entirely new policies in these areas. The newly drafted policies set a new direction that is informed by best practice to underpin better services for its tenants and leaseholders and for their wider households.
- 4.2. The Housing Ombudsman asked the Council in July 2023 to review the vulnerability and safeguarding policies used by its housing management services to ensure they are up to date and relevant. The proposed policies respond in full to the Ombudsman's recommendations.
- 4.3. The new policies help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenant Empowerment Standard and the new Safety and Quality Standard.

### **5. Alternative options considered**

- 5.1. **We could continue to rely on the policies adopted by Homes for Haringey in these areas.** This option was rejected because those policies do not meet the Council's needs or those of its tenants and leaseholders; because the new policies

assists the Council to meet the Social Housing Regulator's Tenant Empowerment and Safety and Quality Standards where the existing policies do not; and because the Council has agreed to follow the Ombudsman's recommendations. Furthermore, the Council committed in its 2024-2029 Housing Strategy to review these policies.

## **6. Background information**

- 6.1. Homes for Haringey adopted a Safeguarding Adults Policy in February 2020, and a Vulnerable Tenants Policy in March 2021.
- 6.2. In June 2022, the Council brought back in house all the landlord and housing services that had been run on its behalf by Homes for Haringey, its Arm's Length Management Organisation. The Council immediately began a process of reviewing that service provision and in April 2023 adopted a comprehensive Housing Improvement Plan backed by significant financial investment. Amongst many other commitments, that plan committed to review housing management policies.
- 6.3. In July 2023 the Housing Ombudsman published a Special Report on the London Borough of Haringey that amongst other recommendations asked the Council to review the vulnerability and safeguarding policies used by its housing management services to ensure they are up-to-date and relevant.
- 6.4. The Regulator of Social Housing's Tenant Empowerment Standard requires that Registered Providers of Social Housing (RPs) demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs; and demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.
- 6.5. Amendments in February 2024 to the Social Housing Regulator's Safety and Quality Standard Consumer standards require that from 1 April 2024 all RPs publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and set out their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children.
- 6.6. The Council has therefore undertaken a review of both policies and then the drafting of new policies. That review and redrafting process included a thorough review of other housing providers' policies and of best practice, and engagement in an interactive process of policy development with key stakeholders across the Council and externally, including through Haringey's Safeguarding Adults' Board.
- 6.7. Council tenants and leaseholders were engaged in the design of both policies from an early stage with broad outlines taken in November 2023 to the Tenant Voice Board for discussion. Proposals for the policies were well-received and generated a number of recommendations that have been incorporated, including by strengthening the policy in relation to the important role played by unpaid carers, poverty and vulnerability, multidisciplinary working, and the importance of staff

training. In February 2024, the Tenant Voice Board reviewed and gave their support to the updated policies incorporating their own recommendations.

- 6.8. The Housing Ombudsman was engaged in detailed discussions on both policies and made clear recommendations which have been included. The Vulnerable Tenants and Leaseholders Policy is fully aligned with the Ombudsman's January 2024 recommendations set out in its report *Spotlight on attitudes, respect and rights – relationship of equals*.
- 6.9. The Council is comprehensively reviewing its housing management policies and ensuring that these and other emerging housing management policies are coordinated and aligned with the Vulnerable Council Tenants and Leaseholders Policy and Safeguarding Council Tenants and Leaseholders Policy.
- 6.10. The Council has been developing plans for the implementation of these new draft policies in parallel with the review process.

### **Key provisions of the draft Vulnerable Tenants and Leaseholders Policy**

- 6.11. The draft Vulnerable Tenants and Leaseholders Policy moves very substantially away from the existing Homes for Haringey Vulnerable Residents Policy. At its core is a move from a narrow and technical definition of vulnerability that was restricted to cases where safeguarding is a concern.
- 6.12. The new draft policy looks instead to a definition of vulnerability that includes anyone who currently experiences difficulties with everyday living and, in order not to be disadvantaged by those difficulties, needs either additional support or service adaptation to access our landlord services, or additional support to sustain their tenancy.
- 6.13. The new draft policy takes a holistic view of tenancy sustainment: it recognises that supporting people to live well in the community is a key factor in preventing homelessness and is therefore a core housing management task.
- 6.14. The draft policy recognises that everybody has periods during which they are vulnerable; and that vulnerability is in most cases not a permanent condition.
- 6.15. The new draft policy sets out how the Council's housing management services will identify residents who are or may be vulnerable – including by encouraging and valuing self-reporting, through better and more proactive use of data, and through formal needs assessments.
- 6.16. While making clear that officers should not make assumptions about tenants and leaseholders based on objective factors, the draft policy sets out that to ensure that individual needs are identified, officers will look for common indicators of vulnerability.
- 6.17. The draft policy commits to using data on people living in Council homes held by other council departments including Adults Services and through our partnership with Policy in Practice to alert us to housing-related vulnerabilities including financial pressures.

- 6.18. The new draft policy focuses on understanding an individual's needs in relation to specific housing service areas rather than on categorising their vulnerability.
- 6.19. The draft policy commits to ensuring that individual communication needs are met so that no resident is less able to access landlord services and sustain their tenancy.
- 6.20. The draft policy commits to ensuring that all housing staff, contractors, and agents regularly receive high-quality training, supervision, and guidance on identifying, assessing, and supporting vulnerable tenants and leaseholders.
- 6.21. When arranging a repair, survey, gas safety check or any other home visit by an external contractor to a vulnerable resident, the draft policy commits that we provide very clear instructions about any specific requirements on how that visit should be carried out.

### **Key provisions of the draft Safeguarding Tenants and Leaseholders Policy**

- 6.22. The Council is required by The Children Act 2004 to safeguard and promote the welfare of children who may access or use Council services.
- 6.23. The Council has a duty under the Care Act 2014 to safeguard anybody aged 18 or over where it has reasonable cause to suspect that they have statutory care and support needs, are experiencing or are at risk of abuse or neglect, and as a result of their vulnerability are unable to protect themselves against the abuse or neglect or the risk of it.
- 6.24. The newly drafted Safeguarding Tenants and Leaseholders Policy aims to ensure that the Council's overarching Safeguarding Policy is embedded and delivered specifically through our housing management services to ensure that we actively safeguard:
- Children aged under 18 in the homes of our Council tenants and leaseholders
  - Council tenants and leaseholders vulnerable within the meaning of the Care Act 2014
  - Adults vulnerable within the meaning of the Care Act 2014 who are members of Council tenants' and leaseholders' households
  - Adults vulnerable within the meaning of the Care Act 2014 who are tenants or lodgers of Council tenants and leaseholders
  - Other adults vulnerable within the meaning of the Care Act 2014 in Council tenants' and leaseholders' homes.
- 6.25. Central to the draft policy's approach are commitments to safeguarding as an everyday part of all housing management jobs; and to ensuring that everyone working in any capacity in housing management services is responsible for approaching safeguarding with professional curiosity and for always discussing any concerns around safeguarding as soon as possible.
- 6.26. Partnership working by housing services around safeguarding is central to the approach of the new draft policy.

6.27. The draft policy commits the Council to providing all housing staff and contractors with easy access to effective and up-to-date resources and guidance materials around safeguarding. It sets out that the Council will require housing contractors to evidence that they provide their staff with supervision, guidance, and training appropriate to their role so that they identify and report any safeguarding concerns appropriately.

6.28. The draft policy provides clarity across a number of areas in which housing management services are likely to encounter safeguarding issues. One of those areas is ‘cuckooing,’ where a vulnerable resident has their home taken over for criminal purposes. The draft policy is clear that we treat cuckooing as a form of abuse and that our priority is that the vulnerable resident is kept safe. This includes a commitment to ensure that victims of cuckooing can secure and sustain appropriate and safe accommodation – and to do so as quickly as possible. Where the vulnerable victim is a Council tenant, the policy commits us to ensuring that wherever possible they can retain their security of tenure.

## **7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes**

7.1. The recommendations in this report will support the Corporate Delivery Plan’s theme 5, “Homes for the Future”, and in particular its commitment to *provide reliable customer focused services that we, our tenants and leaseholders can be proud of*.

7.2. The recommendations in this report will support the 2024-2029 Housing Strategy’s second strategic objective, *improving housing quality and resident services in the social housing sector*, in particular commitments around *transforming services to our tenants and leaseholders, and designing those services with them*

## **8. Carbon and Climate Change**

8.1. The recommendation to adopt these two new policies may have a positive impact in helping vulnerable tenants thrive and access housing management services that would help ensure that their homes are healthy, comfortable, and affordable places to heat and power; and as such supports the Council’s commitments in its 2021 Climate Action Plan.

## **9. Statutory Officers comments (Director of Finance, procurement, Head of Legal and Governance, Equalities)**

### **Finance**

9.1. Finance notes the content of this report, the Vulnerable Council Tenants & Leaseholders Policy, and Safeguarding Council Tenants & Leaseholders Policy.

9.2. Cabinet’s approval of these policies does not have a direct financial implication. The resources required for the implementation of the policies are contained within the current HRA business and financial plan.

- 9.3. Any future financial decision as a result of these policies will be considered within the parameters of the resources set out in the HRA Financial Plan/Medium Term Financial Strategy.

### **Procurement**

- 9.4. Strategic Procurement (SP) note the contents of this report and the references in the policies to the contractor requirements. Services are to ensure the contractual/tender requirements reflect the policy requirements.
- 9.5. There are no immediate procurement implications preventing Cabinet from approving the recommendations stated in paragraph 3 of this report.

### **Assistant Director of Legal & Governance**

- 9.6. The Assistant Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report and comments as follows.
- 9.7. There are a range of statutory duties that underpin the two Vulnerable Tenant and Leaseholder Policies set out in this report.

### **General duties**

- 9.8. The Regulator of Social Housing new Consumer Standards came into force on 1 April 2024. The Standards are Safety and Quality, Transparency, Influence and Accountability, Neighbourhood and Community and Tenancy. These Standards are accompanied by a Code of Practice ['Code'] enables providers to understand whether they are delivering the outcomes of the standards. The Transparency, Influence and Accountability Standard requires registered providers to treat tenants with fairness and respect and to consider the diverse needs of their tenants in relation to the housing and landlord services they provide.
- 9.9. The Council must comply with its Public Sector Equality Duty under section 149 of the Equality Act 2010 and how the policies comply with that duty is set out fully in sections 9.27 to 9.39 of this report and the Equality Impact Assessments at Appendices 3 and 4.
- 9.10. Under Part 1 of the Housing Act 2004, authorities must take account of the impact of health and safety hazards in housing on vulnerable occupants, including children, when deciding on the action to be taken by landlords to improve conditions. Housing authorities also have an important role to play in safeguarding vulnerable young people, including young people who are pregnant, leaving care or a secure establishment.

### **Adults**

- 9.11. The Safeguarding Council Tenants and Leaseholders Policy outlines the procedures to comply with duties in respect of adults who self neglect and are

hoarding. The Care Act 2014 and associated statutory guidance places a general duty upon local authorities to promote wellbeing and to undertake necessary enquiries where an adult has care and support needs, is experiencing or at risk of abuse or neglect or is unable to protect themselves.

## **Children**

- 9.12. Section 11, Children Act 2004 places a duty on local authorities to ensure their functions are discharged with regard to the need to safeguard and promote the welfare of children. This includes local authorities providing services such as children's and adult social care services, public health and housing and homelessness services.

## **Information sharing**

- 9.13. The sharing of data between departments and with external bodies must be in accordance with the Data Protection Act 2018 and any existing data sharing protocols. Whilst under the Data Protection Act 2018 the authority is usually obliged to seek consent to share information and personal data of an individual, this is overridden when safeguarding concerns arise. To ensure effective safeguarding arrangements, all organisations and agencies should have arrangements in place that set out clearly the processes and the principles for sharing information.
- 9.14. The policy documents as proposed comply with the duties and responsibilities placed on the Council and implement the recommendations of the Housing Ombudsman, in respect of Vulnerable Tenants and Leaseholders. There is no legal reason why these Policies should not be approved and implemented.

## **Equality**

- 9.15. The Council has a Public Sector Equality Duty (PSED) 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
- 9.16. 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.
- 9.17. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.



9.18. The two policies considered here will apply to Council tenants and leaseholders. Haringey Council's tenant population shows the following characteristics compared to the wider borough population :

- a significantly higher proportion of young people (under 24) and older people (over 50).
- a significantly higher proportion of individuals who have a disability under the Equalities Act.
- a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth.
- a significantly lower proportion of individuals who are married or in a registered civil partnership.
- a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.
- a significantly higher proportion of female individuals.
- a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual.

9.19. A full analysis of the impact of each policy on people with protected characteristics is contained in the Equalities Impact Assessments found in Appendix 3 and Appendix 4.

9.20. The Vulnerable Council Tenants and Leaseholders Policy at its heart seeks to ensure that all tenants and leaseholders have equality of access to housing management services and to any support required to sustain a tenancy. The policy recognises that to achieve that equal opportunity, some individuals will require the Council to adapt the way it delivers its services. As such, the policy fundamentally supports the objectives of the Equality Act 2010.

9.21. A Vulnerable Council Tenants and Leaseholders Policy aims to remove disadvantages and deliver equal access to services for all tenants and leaseholders. This will impact positively on all groups with protected characteristics.

9.22. The Vulnerable Council Tenants and Leaseholders Policy recognises that structural inequality makes it more challenging for some people to achieve the outcomes they want and need, and that factors recognised by the Equalities Act 2010 can put individuals at greater risk of exclusion. The policy takes these factors into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics. However, the policy is clear that we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

9.23. The new Vulnerable Council Tenants and Leaseholders Policy will drive changes to service delivery that will positively impact our vulnerable tenants and leaseholders.

9.24. The new Vulnerable Council Tenants and Leaseholders Policy will have a positive impact on tenants and leaseholders with any protected characteristics except in relation to religion and Marriage and Civil Partnership status in which case the impact will be neutral.

9.25. The new Safeguarding Council Tenants and Leaseholders policy aims to ensure that the Council's overarching Safeguarding Policy is embedded and delivered specifically through our housing management services so that that the Council actively safeguards:

- Children aged under 18 in the homes of our Council tenants and leaseholders
- Council tenants and leaseholders vulnerable within the meaning of the Care Act 2014
- Adults vulnerable within the meaning of the Care Act 2014 who are members of Council tenants' and leaseholders' households
- Adults vulnerable within the meaning of the Care Act 2014 who are tenants or lodgers of Council tenants and leaseholders
- Other adults vulnerable within the meaning of the Care Act 2014 in Council tenants' and leaseholders' homes.

9.26. As such it will have a strongly positive impact on tenants who have protected characteristics in relation to their age and disability. It will have a neutral impact on those with other protected characteristics.

9.27. The Council engaged with Haringey tenants and leaseholders through two meetings of the Resident Voice Board. Directions from the Board were incorporated into both policies. The Council also engaged extensively with internal and external stakeholders and this engagement informed the iterative development of each policy.

## **9 Use of Appendices**

Appendix 1 - Vulnerable Council Tenants and Leaseholders Policy

Appendix 2 - Safeguarding Council Tenants and Leaseholders Policy

Appendix 3 – Equalities Impact Assessment of the Vulnerable Council Tenants and Leaseholders Policy

Appendix 4 - Equalities Impact Assessment of the Safeguarding Council Tenants and Leaseholders Policy

## **10 Background papers**

- **Haringey Housing Strategy 2024-2029:**  
<https://www.minutes.haringey.gov.uk/documents/s142443/APPENDIX%201%20-%20A%20new%20housing%20strategy%20for%20Haringey%202024%20v3.1.pdf>

- **Housing Services Improvement Plan:**  
<https://www.minutes.haringey.gov.uk/documents/s138660/Appendix%201.pdf>
- **Housing Ombudsman Special Report on London Borough of Haringey, July 2023:** <https://www.housing-ombudsman.org.uk/wp-content/uploads/2023/07/Haringey-P49-report-FINAL.pdf>

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# VULNERABLE TENANTS AND LEASEHOLDERS POLICY

This policy was approved on XXX

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## 1 Introduction

- 1.1 This policy sets out our commitment to assisting vulnerable people living in Council homes who rent on a secure or probationary tenancy or occupy as leaseholders from the Council to access our housing management services and to sustain their tenancy.
- 1.2 For clarity, this policy does not include tenants in temporary accommodation, sheltered, or supported housing whose support needs are addressed within specific policies and procedures.
- 1.3 For the purpose of this policy, we include all members of a tenant or resident leaseholder's household within our assessment of a tenant's or leaseholder's vulnerability. Our focus though is on supporting the household to access our housing management services and to sustain their tenancy.
- 1.4 We take a resident-first approach, putting residents at the heart of decision-making so that they can tell us how they want to access services and receive support. We work in partnership across the Council and with other organisations to provide wide ranging support to vulnerable residents at a local level that focuses on early intervention.
- 1.5 We take a holistic view of tenancy sustainment: supporting people to live well in the community is a key factor in preventing homelessness and is therefore a core housing management task for us. Tenancy sustainment includes help with isolation or accessing healthcare, education, and employment, as well as help with money management, debt or rent arrears, and support with complex problems such as hoarding.

## 2 Aim of the policy

- 2.1 Our vision as a Council is for Haringey to be a place where everyone can live healthy and fulfilling lives and feel connected and safe in communities where people support each other.
- 2.2 The objectives of this policy are to set out:
  - How we define vulnerability
  - How we identify vulnerable residents
  - Factors such as communication needs and risk we consider alongside vulnerability
  - How we record and review residents' vulnerability
  - Our approach to communicating with vulnerable residents
  - How we communicate residents' vulnerability to contractors and external partners
  - How we put external support in place for vulnerable residents
  - How we support specific groups of residents including young care leavers; and residents with specific needs including around self-neglect and cuckooing
  - How we support residents across specific service areas

### 3 Definitions and key terms

- 3.1 A **vulnerable** resident is anyone who currently experiences difficulties with everyday living; and, in order not to be disadvantaged by those difficulties, needs either:
- additional support or service adaptation to access our housing management services; or
  - additional support to sustain their tenancy
- 3.2 We understand that a resident's vulnerability may arise from a personal characteristic, from material conditions including poverty, or from life events. Some groups of people because of structural disadvantage find it more difficult to access services than others. Very often, vulnerability arises from a combination or interaction of these factors.
- 3.3 Vulnerability in the context of this policy is unlikely to be a permanent condition. Where somebody is likely to remain vulnerable for a long period - or even permanently - the needs they have because of that vulnerability will change over time.
- 3.4 At points during our lives, we all experience vulnerability. Vulnerability exists alongside an individual's strengths and resilience. Vulnerability is neither a negative, a final, nor an all-encompassing definition.
- 3.5 Vulnerable individuals need us to make different kinds of support and different adaptations to service provision in different contexts.
- 3.6 The terms 'vulnerable' and 'vulnerability' are not used in this policy to imply any statutory meaning or responsibility. In other areas of the Council's work – including in relation to safeguarding, homelessness and social care duties – the term 'vulnerable' has a specific meaning that does not apply in this context.
- 3.7 When we use the term 'resident' in this policy, we mean a Council tenant or resident leaseholder, or a member of their household.
- 3.8 Concern Cards are used to notify colleagues in housing management that a resident may be vulnerable and might need additional help or adaptations to access services or sustain their tenancy; or that there are safeguarding concerns.
- 3.9 Cuckooing is the practice where somebody's home is taken over by another person, or by a group, for criminal purposes such as dealing or storing drugs, or for illegal sex work.



- 3.10 Disclosure and Barring Service (DBS)** check is a record of a person's criminal convictions and cautions. It helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups. and replaces the Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA).
- 3.11 Haringey Multi-Agency Solutions Panel (MASP)** provides creative, problem-solving support and advice to staff across Haringey who are working with residents displaying higher levels of complexity. A range of identified organisations are represented at the panel
- 3.12 Housing management** is the activities carried out by the Council and on the Council's behalf to meet contractual obligations and social commitments to its rent-paying tenants and its leaseholders and to repair and maintain its wider housing estate. These activities cover a range of functions including but not limited to rents and service charge collection, tenancy management, estate management, repairs and maintenance, tenancy support including money advice and 'coaching' activity.
- 3.13 The Safeguarding Policy** consists of the policies and procedures as provided on the Council's website and dedicated pages for Children and Adults.

## **4 How vulnerable residents are identified**

- 4.1 We ensure that all housing staff, contractors, and agents regularly receive high-quality training, supervision, and guidance on identifying, assessing, and supporting vulnerable tenants and leaseholders. To support this, we provide regular briefings and resources appropriate to staff roles.
- 4.2 Most of our residents are not vulnerable in terms of this policy, and we do not assume that whole groups of people with specific characteristics are vulnerable. Every resident is treated as an individual when assessing vulnerability and determining the level of support required.
- 4.3 We focus on understanding what an individual needs us to do instead of categorising the reasons they need that extra support or consideration.
- 4.4 At the same time, to ensure that individual needs are identified we look for common indicators of vulnerability. These are set out in separate procedures but include: underlying characteristics which help to inform our staff training and underpin assessment forms. such as
- age
  - disability,
  - experience of care;
  - ability to act, engage and cope such as language skills,
  - addiction, and
  - learning disability; and
  - exceptional life events such as a recent history of street homelessness, bereavement, or
  - discharge from hospital or other institutional care.
- 4.5 When we become aware that a common indicator of vulnerability is present, we proactively assess whether that resident requires any specific adaptations or priority to access housing management services, and whether they need additional support or assistance to sustain their tenancy. As set out below, we carry out that assessment based on internal data, responsive reports, and formal assessment.
- 4.6 Some vulnerable adults are at risk of, or already experiencing, abuse or neglect; and as a result of their care and support needs, they are unable to protect themselves. In these cases, we have a safeguarding duty. We consider whether we have safeguarding duties whenever we assess a resident's vulnerability. As set out below, where safeguarding is identified as a specific factor, alongside this policy we address it through our Safeguarding Council Tenants and Leaseholders Policy and the Council's overarching Safeguarding Policy.
- 4.7 We are vigilant about child protection and take very seriously our statutory responsibility to keep children safe and to respond to any child protection concerns. We consider child protection whenever we consider a resident's vulnerability, but where it is identified as a specific factor, alongside this policy we address it through our Safeguarding Council Tenants and Leaseholders Policy and the Council's overarching Safeguarding Policy.

4.8 We use three key sources of information for identifying vulnerability and therefore understanding a resident's individual needs:

- Internal data held by the Council
- Responsive reports, and
- Formal assessment

4.9 These approaches are often linked. We may also use other ways of identifying how to help a vulnerable resident access services or sustain their tenancy.

#### **Internal data held by the Council**

4.10 The Council holds data from multiple sources of contact with our residents. To ensure we can support our vulnerable residents' tenancies and their access to housing management services as effectively as possible, we use data on people living in Council homes held by departments other than housing. We use our partnership with Policy in Practice to identify tenants facing financial pressures, and we aim to use data held by our Adult and Social Care services to alert us to housing-related needs. All the personal information about residents and service users that the Council hold is protected under the Data Protection Act 2018 and set out in our data protection policy.

4.11 When we become aware through such data that a tenant or resident leaseholder may need extra consideration or help from a housing perspective, we contact them to conduct a formal assessment of their requirements. However, when we are unable to reach that resident to carry out a formal assessment, we draw conclusions about the kinds of consideration and support they may need within guidelines set out in associated procedures.

#### **Responsive reporting**

4.12 There are four main ways in which we aim to become aware on a responsive basis that a resident is vulnerable or has a common indicator of vulnerability:

- The resident tells us
- A neighbour, family member or friend of the resident tells us
- A professional such as a GP, social worker, or support worker tells us
- Council officers or contractors identify that a resident may be vulnerable and informs us, generally through the Concern Card system.

4.13 We proactively encourage these means of alerting the Council's housing staff to concerns that a resident may need additional help – including whether there are child protection or adult safeguarding concerns. Ways of encouraging this include a standard paragraph inserted into all written communications to tenants, posters with contact details on estate noticeboards and in housing offices, articles and adverts in our residents' magazine Haringey People, professional networks and forums, staff training and communications.

- 4.14 We actively encourage contractors and officers from services across the Council to raise concerns about vulnerable tenants and leaseholders by using Concern Cards. Repairs and other staff using handheld devices are prompted to consider whether a Concern Card is necessary after each visit. We set out more detailed procedures in our Concern Card guidance.
- 4.15 When we become aware through any channel of responsive reporting that a tenant or resident leaseholder may need extra help from a housing perspective, we contact that resident to carry out a formal assessment of what exactly they need and want us to do. However, when we are unable to reach a resident to carry out a formal assessment, we draw conclusions about the kinds of consideration and support they may need within guidelines set out within associated procedures

### **Formal assessment**

- 4.16 At key points, Council housing officers formally assess whether a tenant or resident leaseholder requires specific adaptations or priority to access housing services and if they need additional support or assistance to sustain their tenancy.
- 4.17 Those points include:
- Homelessness and housing register assessments
  - During the allocations process
  - At tenancy signings and during introductory visits
  - During the 'Right to Buy' process
  - At tenancy audit visits
  - During conversations about arrears or other tenancy or leasehold management matters
  - Whenever we are pursuing possession proceedings against a tenant, or forfeiture against a leaseholder, with a review of that assessment when we move from one stage of proceedings to another.
  - Whenever we are investigating ASB or a hate crime
  - Following identification of potential needs through data or responsive means
- 4.18 At pre-allocations stage, the focus of assessment is very different from the focus at allocation and during the tenancy. At pre-allocations stage, the focus responds to statutory requirements to assess, for example, our homelessness duty or an applicant's housing priority. However, we review those assessments at allocations and during early tenancy interactions to inform assessments of whether the tenant is vulnerable in terms of this policy.

- 4.19 At allocation and during the tenancy period, assessments focus on what exactly the vulnerable resident needs and wants us to do to help them access housing services and sustain their tenancy or lease. We carry out a specific assessment using a standard form appended to our assessment procedures.
- 4.20 We treat every resident as an individual when assessing vulnerability and determining the level of support they need; and we actively recognise that every individual is or could be linked with a complex community and network of others.
- 4.21 We include informal support within vulnerable residents' support networks. Support provided by friends, neighbours, family, unpaid carers and the community are all crucial to helping many vulnerable people access services and sustain their tenancies.
- 4.22 While assessments are underpinned by formal processes, the assessment process depends on the skill and sensitivity of the officer carrying it out.

## 5 Factors to consider alongside vulnerability

- 5.1 **Communication** is a key consideration when supporting vulnerable residents. However, not everybody with specific communications needs is vulnerable. Therefore, we carefully consider how to effectively communicate with every resident, whether they are vulnerable or not.
- 5.2 We aim to record whether any of our residents have specific communication needs, and the arrangements and adjustments that residents need us to make around those needs. We are committed to ensuring that individual communication needs are met to ensure that no resident is less able to access our services and sustain their tenancy. When English is not a resident's first language and their written or spoken English is a barrier to communication, we consider the Council's Translation and Interpretation Policy.
- 5.3 A small number of residents present a specific, identified **risk to other people**. That risk is very unlikely to be permanent, and where it remains a factor for a long time its nature and the management it requires will change. Some people who present a risk to others will themselves be vulnerable; others will not. As such, we record risk to others separately from information about vulnerability, along with the specific steps required to manage that risk.

- 5.4 We consider **mental capacity** when we assess a resident's vulnerability. A person lacks capacity when they are unable to make a decision for themselves regarding a specific matter. This could be due to an impairment of, or a disturbance in the functioning of, the mind or brain. A person must be assumed to have capacity unless it is established that they lack capacity; they must be provided as much support as possible to make a decision for themselves; and they have the right to make a decision even if others think it unwise. Assumptions of mental capacity should not be determined by age, appearance, or a condition or aspect of the individual's behaviour where unjustified assumptions can be made.
- 5.5 Where we believe that a tenant or leaseholder may lack mental capacity, we make a referral to Adult Social Care. Until a formal assessment has been made by Adult Social Care, we proceed as though the resident has capacity. However, where we cannot reach a resident, we will attempt within defined limits to draw conclusions about their communication needs from available information. These factors and considerations are set out in our procedures, and they are addressed in regular staff training and briefings.
- 5.6 Where a resident has been formally assessed by Adult Social Care services as lacking capacity to make decisions, we will work with their appointed representative to ensure that they can access housing services and sustain their tenancy.
- 5.7 Some vulnerable residents are at risk of, or already experiencing, abuse or neglect; and because of their care and support needs, they are unable to protect themselves. We are vigilant about such **adult safeguarding** concerns and take very seriously our statutory responsibility to prevent abuse and neglect of vulnerable people. We therefore consider safeguarding whenever we consider a resident's vulnerability. When we believe that there are safeguarding concerns, we refer to and address the risk of abuse or neglect through our Safeguarding Council Tenants and Leaseholders Policy and the Council's overarching Safeguarding Policy before considering making a referral to the Adult Safeguarding Team.
- 5.8 However, after making any such referral it remains our responsibility to provide support to that tenant or leaseholder within the scope of this policy to help them in the broadest sense sustain their tenancy and access our housing management services.



- 5.9 If a resident does not meet the threshold for adult care services, we aim to keep them safe by supporting them in line with this policy.
- 5.10 We are vigilant about child protection and take very seriously our statutory responsibility to keep children safe and to respond to any child protection concerns. All children and young people have the right to live in safety, without emotional cruelty, neglect, violence, or sexual abuse. We consider child protection whenever we consider a resident's vulnerability – but not only in that context. If a child is in immediate danger, we always phone 999. When we believe that there are child safeguarding concerns, we refer to our Safeguarding Council Tenants and Leaseholders Policy and then consider making a referral to Children's Services.
- 5.11 **Structural inequality** makes it more challenging for some people to achieve the outcomes they want and need. Along with class, factors recognised by the Equalities Act - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation – all put individuals at greater risk of exclusion. We take these factors into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## 6 Communication

### Communicating with vulnerable residents

- 6.1 We have a fundamental responsibility to communicate effectively with our residents. This includes a responsibility to try to establish what method and style of communication will work best for individuals and groups of residents.
- 6.2 Where a resident's ideal method of communication is not practical in the context of a housing management service, we work with them to reach agreement about appropriate arrangements that will work best for them. For example, we may not have capacity to guarantee that all phone calls will be made by a speaker of their first language, but we may be able to commit to speaking to a specific household member whose spoken English is more fluent and/or to writing with simple translations in place.
- 6.3 Communication is an especially important consideration when we are working with vulnerable residents. When we become aware that a resident is or may be vulnerable, we assess their communication needs as thoroughly as possible. In practice, this means we ask them how they would like us to communicate with them. However, where we cannot reach a resident, we will attempt within defined limits to draw conclusions about their communication needs from available information. Some of these factors and considerations are set out in the relevant procedures and they are addressed in regular staff training and briefings.

- 6.4 We separately record the arrangements and adjustments that any of our residents need us to make to communicate effectively with them. Where a resident – vulnerable or not - is identified as having specific communication needs, we note on the housing management landing page exactly what that communication or access need is, and how we will meet it. We are committed to ensuring that individual communication needs are met to ensure that no resident is less able to access our services and sustain their tenancy.

### **Communicating residents' vulnerability to contractors and external partners**

- 6.5 We require all our contractors and agents to behave sensitively, respectfully, and responsively when visiting the home of every resident. Contractors and agents must be mindful every time they enter a resident's home that we all experience vulnerability at points during our lives.
- 6.6 These requirements are set out in greater detail in our contracts and Service Level Agreements with providers, and we regularly review these with our contractors and agents. The requirements form part of our procurement process, contractors and agents are selected and employed with them in mind.
- 6.7 When we arrange a repair, survey, gas safety check or any other home visit by or including an external contractor to a vulnerable resident, we provide very clear instructions about any specific requirements about how that visit should be carried out. This might include instructions about the time of the visit, the length of time it is likely to take somebody to open the door, the amount of notice required, the number of staff required for a visit, the means of communication required, or instructions about how to behave in the resident's home. The focus of our instructions is to outline our clear expectations about the behaviour of the contractor carrying out work on behalf of Haringey Council
- 6.8 On occasions of high risk, we may need to instruct contractors to make forced entry into a tenant or leaseholder's home or to enter in that resident's absence. Details about the decision-making process and conduct of such access are set out in the Access Policy. In these cases, we ensure that contractors and all partners involved are aware of any specific support needs that the resident has.
- 6.9 We share information with contractors and agents securely and in line with the Data Protection Act 2018 and set out in our data protection policy. Contractors are made aware of how we expect them to store and use resident data.
- 6.10 We will not share personal information about our residents except where they have given consent or when it is necessary to do so from a personal safety perspective. In those cases, we share only information that is directly useful, and only with people and organisations that will make use of it appropriately.

## **7 Signposting and referrals to other services**



- 7.1 Where a vulnerable resident needs additional support from outside our housing management services to sustain their tenancy or access our services, we signpost or refer them to those external services.
- 7.2 We directly provide a range of services to support vulnerable Council tenants. We actively publicise, promote, refer and signpost these services to tenants.
- 7.3 These services include:
- A Food Box scheme for vulnerable tenants in financial crisis along with support to resolve those crises
  - Free career advice and support to help council tenants back into employment, training or further education
  - Access to financial advice and digital services, and Money Matters workshops about budgeting, saving, and borrowing
  - The Project 2020 'Off Road' hub in Northumberland Park offers engagement activities for young people three evenings a week, and during the half term holiday.
  - Social prescribing link workers
- 7.4 Before either signposting or making a referral, as part of our formal assessment we evaluate what kind and level of support service the individual resident needs.
- 7.5 Signposting is appropriate in most cases and can take place relatively quickly. This is the process of giving a client clear, accurate detail of organisations able to help them with specific issues. We check that the resident can contact those organisations directly: if so, it is normally left to the resident to arrange an appointment. In some cases, we help residents access signposted services by calling their behalf, particularly where the client has specific communication needs.
- 7.6 When we signpost a resident verbally, we confirm in writing with clear details about how to contact or visit the organisations in question. Depending on their preferred channel of communication, confirming in writing can be by texting, emailing, or messaging those details to the resident; or by sending details in the post.
- 7.7 Some services require a referral. A referral is a more detailed and lengthy process than signposting, generally requiring us to have more knowledge of the client and their issue. Ordinarily, making a referral means that we complete a referral form.
- 7.8 Except where a referral has been made in confidence or without consent, we provide the resident with a copy of any referral form along with written details of how to contact the agency.
- 7.9 We formally record all signposting and referrals on our housing management database.
- 7.10 We include informal support arrangements within vulnerable residents' support networks. Support provided by friends, neighbours, family, and the community are all crucial to helping many vulnerable people sustain their tenancies.

- 7.11 Whenever we are pursuing possession proceedings, we assess whether the resident is vulnerable within the meaning of this policy. If they are, we always aim to offer and put in place any external support or adaptations to services that are required. We review that assessment and those arrangements whenever we move from one stage of possession to another.
- 7.12 We publicise directories of external support services to residents including through our website, estate noticeboards, newsletters, and mail-outs.

## **8 Supporting vulnerable residents across our housing service**

- 8.1 The commitments and principles set out in this policy run through and inform the provision of all aspects of our housing management services.
- 8.2 Vulnerable individuals need us to make different kinds of support and different adaptations to service provision in different contexts, so we focus on understanding an individual's needs in relation to individual service areas so that can fully access our housing management services and sustain their tenancy.
- 8.3 In each service area, we therefore refer to the policy relating to the service area in question alongside this policy.
- 8.4 The following service areas are of most relevance to vulnerable residents. However, if a service area is not included here, this does not mean that we do not consider vulnerability within its provision.

### **Lettings for vulnerable residents**

- 8.5 The Council's Allocations Policy sets out how we allocate homes to those on the housing register. It includes provision for ensuring that vulnerable people are given reasonable preference.
- 8.6 We provide general and more specific information about the lettings scheme policies and procedures in a wide range of accessible formats.
- 8.7 Properties are advertised across a range of media, such as websites and print media, and at a range of locations including housing offices, libraries, and customer contact centres. We support access to computers and in making bids for people less familiar with computers and websites.
- 8.8 Our Lettings Policy sets out how we ensure our bidding, viewing, and tenancy sign-up processes are accessible for vulnerable people. We use the tenancy sign-up process to assess vulnerability.

### **Income collection and managing arrears for vulnerable residents**

- 8.9 Assessing and responding to vulnerability is a core part of the income management process.
- 8.10 Providing help with money management, debt and rent arrears is a core part of our commitment to help vulnerable residents sustain their tenancies.
- 8.11 Our Housing Income Collection Policy, Housing Arrears Policy and procedures set out how we offer support and service adaptations for vulnerable residents at all stages of the income collection and arrears processes.

## **Anti-Social Behaviour and vulnerable residents**

8.12 The Anti-Social Behaviour, Crime and Policing Act 2014 defines Anti-Social Behaviour (ASB) as:

- Conduct that has caused, or is likely to cause, harassment, alarm, or distress to any person; or
- Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises; or
- Conduct capable of causing housing-related nuisance or annoyance to any person.

8.13 We recognise that ASB can disproportionately affect vulnerable people both in terms of its frequency and its impact.

8.14 We recognise that some vulnerable people can, intentionally or unintentionally, and in some cases partly as a result of specific vulnerabilities, behave in ways that cause harassment, alarm or distress, or housing-related nuisance or annoyance. We are clear that if the perpetrator is vulnerable, their vulnerability does not diminish the impact of their behaviour on others, nor does it take away their responsibility for it. Most vulnerable people – including those who misuse drugs or alcohol and those who have mental ill health - do not behave antisocially.

8.15 Our ASB policy sets out how we prevent and minimise instances of antisocial behaviour and we always refer to it when responding to ASB.

8.16 Our ASB Policy makes clear that we aim to strike a balance between protecting the quiet enjoyment of the community and helping individuals sustain their tenancy. To achieve this, we work with vulnerable residents – both victims and perpetrators - and partner agencies to provide a holistic and appropriate response to ASB.

8.17 Effective implementation of this Vulnerable Tenants and Leaseholders Policy is an important part of our commitment to reducing instances of ASB: identifying where our tenants and leaseholders need additional help contributes to preventing ASB from happening.

8.18 Our priority is always the wellbeing of the victim and reducing the harm ASB is causing. This focus does not in any way preclude providing effective support to a vulnerable perpetrator of ASB – in fact, such support is in many cases the most effective way of reducing the harm and protecting the wellbeing of the victim.

8.19 Whenever we respond to ASB we assess whether residents involved either as victim, witness, or alleged perpetrator are vulnerable within the terms of this policy.

## **Violence Against Women and Girls including Domestic Abuse**

- 8.20 Violence Against Women and Girls (VAWG), which includes Domestic Abuse, is highly underreported but very common. Haringey Council has a zero-tolerance approach to VAWG. We are committed to supporting survivors, holding perpetrators to account, and working with our local communities to ensure all Haringey residents can live a life free from violence.
- 8.21 Our Domestic Abuse and Violence against Women and Girls Policy sets out how we will assist and support all residents and household members.
- 8.22 As a provider of housing services, we are well placed to recognise the signs of domestic abuse. We take all reports seriously and work positively with the victim to offer support.
- 8.23 Across housing services, we work hard to proactively identify and support people who have experienced domestic abuse, whether it's through our responsive repairs, tenancy and estate services, or our specialist service Hearthstone. This is some of the most important work that we do as it keeps women and children safe and well, and free from fear.

## **Preventing the eviction of vulnerable residents**

- 8.24 We are committed to doing everything possible to prevent the eviction of vulnerable tenants. Our ASB and housing income collection policies set out how we will do this.
- 8.25 Whenever we are pursuing possession proceedings, we assess whether the resident is vulnerable. If they are, we actively put in place any support or adaptations to services that are required. We review that assessment and those arrangements whenever we move from one stage of possession to another.
- 8.26 Effective implementation of this Vulnerable Tenants and Leaseholders Policy is an important part of our commitment to preventing the eviction of vulnerable residents: identifying where our tenants and leaseholders need additional help, and providing that help as early as possible, contributes to preventing tenancy breakdown.

## **Treating damp and mould for vulnerable residents**

- 8.27 We recognise that children and adults with certain health conditions are likely to be particularly susceptible to illness following exposure to any mould or damp. We therefore prioritise our response to damp and mould reports by certain vulnerable households.
- 8.28 Our damp, mould and condensation policy outlines how we will prioritise and support vulnerable households suffering from damp and mould in their homes.

## **Vulnerable residents and our repairs and maintenance services**

- 8.29 Where a resident is at greater risk of harm because of their vulnerability in relation to disrepair or damage to their home – including to its communal parts such as lifts - we give them priority access to our repairs and maintenance services. Whenever a resident has a disability or limiting health condition, we consider with them a referral for an Occupational Therapy (OT) assessment to understand whether adaptations to the home are needed.
- 8.30 We proactively seek to make vulnerable residents aware of their priority access in relevant areas, and we publicise our schemes of prioritisation.
- 8.31 We support vulnerable tenants to access our repairs and maintenance services including by making reasonable adjustments to the ways in which we deliver those services.
- 8.32 We aim to use data insight to understand and target our repairs services, including in relation to vulnerable residents.
- 8.33 Our Responsive Repairs Policy sets out how we will support vulnerable households to access repairs as well as criteria for any priority and the operation of that priority status.

## **Aids and Adaptations**

- 8.34 Whenever a resident has a disability or limiting health condition, we consider with them a referral for an Occupational Therapy (OT) assessment to understand whether adaptations to the home are needed.
- 8.35 Where an OT assessment recommends that a tenant requires minor adaptations such as a grab rail, stair rail, chair raise, or step alterations, we carry out that work directly.
- 8.36 Where an OT assessment recommends that a resident requires major adaptations such as a stairlift, ramp for a wheelchair, level access shower, we work with Social Care colleagues and surveyors to facilitate those adaptations.

## **Fire Safety for Vulnerable Residents**

- 8.37 All Council blocks of flats that have either seven or more storeys or are at least 18 metres in height have an up-to-date Personal Evacuation Plan for all their vulnerable residents. Copies are provided to the local Fire and Rescue Service.
- 8.38 Our Fire Safety Policy is informed by our commitment to ensure that the needs of vulnerable residents are considered in detail to ensure that they are safe from fire in their homes including through consideration of additional assisted living smoke detection and telecare systems, the provision of fire safety information adapted to specific needs, and adaptations to evacuation routes.

## **Young care leavers and our corporate parenting duties**

- 8.39 We have a unique responsibility as Corporate Parent to care leavers aged under 25. Under the Children and Social Work Act 2017 we have a statutory duty to act for those young people in the same way that a good parent would act for their child.
- 8.40 We have particular regard to our responsibilities under the Act to ensure that those young people have stability in their home lives; and that we act in the best interests of those young people, promoting their physical and mental health and wellbeing, ensuring they are safe.
- 8.41 We provide additional priority to care leavers on the housing register under an annual quota system.
- 8.42 We work closely with the Young Adults Service to provide a package of support to help care leavers prepare for the move to their new home and then sustain their tenancy. Details of this package are set out in our procedures.
- 8.43 We provide dedicated, named officers across key areas of the service to proactively keep in regular contact with the young person to support, mentor, and advise them. Detailed responsibilities for those officers are set out in our procedures.



- 8.44 If a young person is not coping during the first year of their tenancy, we give them the option to 'hand back' the tenancy without prejudice to their future housing options, and to be referred back for a new tenancy after working with their social worker and support partners to develop their independent living skills. Any homeless application that the young person makes will not find that they are intentionally homeless due to handing back that tenancy.
- 8.45 Where we have concerns around a young care leaver's tenancy or their wellbeing in their home, we make a referral to the Young Adult Service's Leaving Care Accommodation Panel (LCP) where we review care leavers' accommodation needs.
- 8.46 No young care leaver will be evicted or have their probationary tenancy terminated in the absence of a relevant housing Director approving that step after confirming that all aspects of this policy were followed, and adequate support services made available.
- 8.47 We invite care leavers to meet with managers and frontline housing staff to share their experiences of the service and take learning from those experiences that inform future service delivery.
- 8.48 We participate actively, as required, in the work of the Corporate Parent Advisory Committee and the delivery of responsive services for care leavers.
- 8.49 We monitor our performance against these commitments to make sure they are delivered.

## **Self-neglect and Hoarding**

- 8.50 Self-neglect is an extreme lack of self-care likely to be characterised by:
- Lack of self-care to an extent that it threatens personal health and safety
  - Neglecting to care for one's personal hygiene, health or surroundings
  - Inability to avoid harm as a result of self-neglect
  - Failure to seek help or access services to meet health and social care needs
  - Inability or unwillingness to manage one's personal affairs
- 8.51 Hoarding is the excessive collection and retention of any material to the point that it impedes day to day functioning. A hoarding disorder is where someone acquires an excessive number of items and stores them in a chaotic manner, usually resulting in unmanageable amounts of clutter. The items can be of little or no monetary value.
- 8.52 Our hoarding policy sets out our approach to supporting residents who self-neglect and/or hoard and is based on risk management: we follow that policy in order to minimise the risk while respecting the individual's choices.



- 8.53 We provide specific training, supervision and support for staff dealing with people who hoard and self-neglect to help them understand the complexities of this area of work, the possibilities for intervention and the limitations.
- 8.54 We always make a Safeguarding Referral where we believe that a resident self-neglects or hoards and may have statutory care and support needs, and they are unable to protect themselves because of their care and support needs.
- 8.55 We aim to support the adult from a housing perspective as part of a coordinated interdisciplinary approach including shared risk assessment and management. Our role as housing professionals in such cases is likely to include tenancy sustainment support or the provision of repairs and maintenance services.
- 8.56 We resort to enforcement action only as a very last resort. We consider tenancy action and action under Environmental Health legislation in extreme circumstances but always with the aim of encouraging the individual to accept help and support.

## **Cuckooing**

- 8.57 The experience of being “cuckooed” has a hugely negative impact on the vulnerable people victimised, who often experience violence, psychological distress, substance addiction, and being indebted to criminal networks as a result. Female victims have been known to disproportionately experience the additional torment of sexual coercion and assault. Cuckooing victims are predominantly older, male, and almost always have some form of underlying vulnerability. Victims will almost always live alone and often will have either, or a combination of, substance misuse needs, learning disabilities and mental health needs.
- 8.58 We do not seek to apportion blame to the victim: we view cuckooing as abuse. Like many forms of abuse, the relationship of the victim to the abuser can be complex.
- 8.59 Where we believe that a vulnerable adult covered by this policy has had their home taken over for criminal purposes, we always contact and work with the Police.
- 8.60 In partnership with the Police, we aim to provide support to the cuckooed resident so that they get the help they need; and to prevent people entering addresses which are being used for cuckooing using formal enforcement action such as injunctions or closure orders.

- 8.61 If the individual whose home has been taken has statutory care and support needs, we make an urgent Adult Safeguarding Referral, referring to our Safeguarding Adult Council Tenants and Leaseholders Policy.
- 8.62 We actively take a partnership approach including by referring the case to a Strategic Partnership Panel such as the Haringey MASP or MARAC.
- 8.63 We have a protocol in place with the Council's homelessness prevention services to ensure that in every case of cuckooing, we establish a partnership approach as early as possible.
- 8.64 Where a vulnerable resident covered by this policy has their home taken over for criminal purposes, our priority is that they are kept safe. This includes a commitment to ensure that victims of cuckooing are able to secure and sustain appropriate and safe accommodation – and to do so as quickly as possible.
- 8.65 We start from the principle that safety includes having a secure, safe, and sustainable home.
- 8.66 Where the vulnerable victim is a Council tenant, we are committed to ensuring that wherever possible they are able to retain their security of tenure. In many cases this will mean that we provide emergency or temporary accommodation, either keeping their existing tenancy until they can safely return to their home or ending that tenancy with no detriment and being urgently rehoused within the terms of the Housing Allocation Policy. In other cases, it may mean that we support the victim to end their tenancy consensually as part of a planned move to supported, sheltered or other more appropriate accommodation.
- 8.67 Where resident leaseholders are victims of cuckooing, we look to provide emergency or temporary accommodation until either they can safely return to their home, or they secure suitable alternative accommodation and sell their home.
- 8.68 Where private renters in Council leasehold properties are victims of cuckooing, we start from the assumption that their landlord has a duty to end the victim's tenancy as quickly as possible, and that as the responsible freeholder we ensure the leaseholder acts on that responsibility. Alongside that, we work in partnership with colleagues in homelessness prevention to ensure that the victim can secure appropriate alternative accommodation.

## 9 Links to other policies and strategies

- 9.1 We want the commitments and principles set out in this policy to run through all our housing management policies. All our housing management policies reviewed or produced after the adoption of this policy explain how we apply those commitments and principles to support vulnerable residents within each policy's service area.

### Council policies that inform and relate to this policy include:

- [Housing Allocations policy](#)
- Housing arrears and write off policy
- Anti-Social Behaviour policy (in draft form)
- Housing Complaints policy (in draft form)
- Housing Compensation policy (in draft form)
- [Data Protection policy](#) (published)
- Equality and Diversity policy (can't find policy)
- Fire Safety policy (being drafted)
- Housing income collection policy (being drafted)
- Hoarding policy (being drafted)
- Information Management policy (can't find policy)
- Managing unreasonable behaviour or unacceptable consumer behaviour (in draft form)
- Reasonable adjustments policy (check status)
- Responsive Repairs policy (being drafted)
- Safeguarding policy (in draft form)
- [Translation and Interpretation policy](#)
- 

### Key strategies that inform and relate to this policy include:

- Haringey SEND strategy
- Haringey Adult Safeguarding Prevention Strategy
- Haringey's Young People at Risk Strategy
- Haringey Health and Wellbeing Strategy
- Haringey VAWG Strategy

## 10 Resident co-design and engagement

### 10.1 When did you discuss development of this policy with residents?

At meetings of the Resident Voice Board on 16 November 2023 and 15 February 2024.

### 10.2 What did they tell you?

Board members told us that the policy should identify:

- **The need to signpost to social prescribers and recognise the important role played by unpaid carers**

- That poverty can make people vulnerable and people discharged from hospital can be vulnerable
- Confirm that leaseholders are included in the policy
- The importance of staff training on supporting vulnerable tenants and leaseholders
- A more proactive approach to identifying vulnerability
- Expand definition of sustaining tenancies to be more about a good life in tenancy
- Multidisciplinary working as central to delivering the policy

### **10.3 How has what residents told us informed development of this policy?**

- We have highlighted that social prescribing is one of the services that the Council actively publicise, promote, refer and signpost.
- We include people discharged from hospital as one of the common indicators of vulnerability that our housing management function will assess.
- We confirm that Council leaseholders are covered by this policy and the importance of staff training to support vulnerable tenants and leaseholders.
- A more proactive approach to identifying vulnerability - We outline that at key points, Council housing officers formally assess whether a tenant or resident leaseholder requires specific adaptations or priority to access housing services and if they need additional support or assistance to sustain their tenancy.
- We have expanded the definition of sustaining tenancies to be more about a good life in tenancy – The policy takes a holistic view of tenancy sustainment: supporting people to live well in the community is a key factor in preventing homelessness and is therefore a core housing management task for us.
- Multidisciplinary working as central to delivering the policy - We work in partnership across the Council and with other organisations to provide wide ranging support to vulnerable residents at a local level that focuses on early intervention.
- We outline that informal support within vulnerable residents' support networks are crucial to helping many vulnerable people access services and sustain their tenancies and highlight the key role played by unpaid carers as part of that network of support.
- We state that vulnerability may arise from material conditions including poverty.

## **11 Equality Impact Assessment**

11.1 Note whether an EQIA was carried out and a link to the assessment if so. Or summarise really quickly.

## **12 Reviewing the policy**

- 12.1 We will review this policy every three years unless earlier events or legislation require an earlier update to this policy.

## 13 Legislation

- 13.1 As the landlord, we will ensure that we carry out this policy in accordance with best practice and statutory requirements as follows:

- Anti-Social Behaviour, Crime and Policing Act 2014
- Children and Social Work Act 2017
- Working Together 2023
- Data Protection Act 2018
- Equality Act 2010
- The London Safeguarding Children Procedures
- Human Rights Act 1998

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# SAFEGUARDING COUNCIL TENANTS AND LEASEHOLDERS POLICY

This policy was approved on XXX

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## 1 Introduction

- 1.1 The Council is required by The Children Act 2004 to safeguard and promote the welfare of children who may access or use Council services.
- 1.2 The Council has a duty under the Care Act 2014 to safeguard anybody aged 18 or over where it has reasonable cause to suspect that they have statutory care and support needs, are experiencing or at risk of abuse or neglect, and as a result of their vulnerability are unable to protect themselves against the abuse or neglect or the risk of it.
- 1.3 Safeguarding children and vulnerable adults is a priority for Haringey Council.
- 1.4 Haringey Council's Adult and Children's Social Care services oversee and have lead responsibility for safeguarding children and vulnerable adults in Haringey.
- 1.5 We believe that safeguarding is everyone's business, so safeguarding is also a core responsibility for everyone working in any capacity in or with any of our housing management teams.
- 1.6 This policy must be read alongside the Council's Safeguarding Policy which aims to ensure that an overarching approach to safeguarding is embedded within all our services. The Safeguarding Policy sets out the Council's statutory duties, responsibilities, and roles in relation to safeguarding. In all cases where we suspect that a child or vulnerable adult in the Council's housing stock needs safeguarding, we refer to that Safeguarding Policy and its associated policies and procedures.
- 1.7 This policy must also be read alongside the Vulnerable Council Tenants and Leaseholders Policy.

## 2 Aim and scope of the policy

- 2.1 The aim of this policy is to prevent abuse and neglect of people in the Council's housing stock who are either:
  - adults vulnerable within the meaning of the Care Act 2014
  - children who have not yet reached their 18th birthday
- 2.2 To achieve that, this policy aims to ensure that the Council's overarching Safeguarding Policy is embedded and delivered specifically through our housing management services to ensure that we actively safeguard:
  - Children aged under 18 in the homes of our Council tenants and leaseholders or the homes of our leaseholders' tenants
  - Council tenants and leaseholders vulnerable within the meaning of the Care Act 2014

- Adults vulnerable within the meaning of the Care Act 2014 who are members of Council tenants' and leaseholders' households
- Adults vulnerable within the meaning of the Care Act 2014 who are tenants or lodgers of Council tenants and leaseholders
- Other adults vulnerable within the meaning of the Care Act 2014 in Council tenants' and leaseholders' homes.

- 2.3 This policy applies to all staff and contractors working with or on behalf of any part of the Council's housing management services. It aims to ensure that all staff and contractors providing housing management services understand that safeguarding is an everyday part of their jobs; and to ensure that they are empowered to identify, speak out about, and respond appropriately to any safeguarding concerns.
- 2.4 This policy **does not** apply to tenants and households placed by the Council in temporary accommodation or living in the Council's sheltered or supported housing. Their safeguarding needs are addressed within those services' approach to implementing the Council's safeguarding duties.
- 2.5 This policy also applies to vulnerable adults and children staying in privately rented homes where the Council is the freeholder, and the landlord is a Council leaseholder. Although we are not directly providing those households with housing management services and our contact is therefore much more limited, we may still be in a good position to identify and respond to safeguarding concerns. When we use the term 'private renter in a leasehold property' in this policy, this is what we mean.
- 2.6 If any adult does not meet the definition of vulnerability in the Care Act, we aim to support them and make them safe from abuse and neglect with reference to our Vulnerable Tenants and Leaseholders Policy.

### 3 Definitions and key terms

**Concern Cards** are a simple way to notify colleagues in housing management that a child, resident, visitor, or private renter may be vulnerable or that there are safeguarding concerns.

**Cuckooing** is the practice whereby somebody's home is taken over by another person, or by a group, for criminal purposes such as dealing or storing drugs, or for illegal sex work.

**Disclosure and Barring Service (DBS)** check is a record of a person's criminal convictions and cautions. It helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups. and replaces the Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA).

**Haringey Safeguarding Children's Partnership (HSCP)** is a statutory multi-agency partnership. The organisation brings together agencies who work to safeguard and promote the welfare of children.

**Haringey Safeguarding Adults Board (HSAB)** is a statutory body established by the Care Act 2014. It is made up of senior people from organisations that have a role in preventing the neglect and abuse of adults in Haringey.

**Haringey Multi-Agency Solutions Panel (MASP)** provides creative, problem-solving support and advice to staff across Haringey who are working with residents displaying higher levels of complexity. A range of identified organisations are represented at the panel

**Haringey's Multi-Agency Safeguarding Hub (MASH)** is a collection of agencies who are co-located and share information in order to identify risks to children and young people and to carry out confidential screening, research and referral of vulnerable children. These co-located agencies are the police, health, housing, probation as well as children's social care. These agencies work together to ensure vulnerable children and young people are identified and properly cared for and protected.

**Housing management** is the activities carried out by the Council and on the Council's behalf to meet contractual obligations and social commitments to its rent-paying tenants and its leaseholders and to repair and maintain its wider housing estate. These activities cover a range of functions including but not limited to rents and service charge collection, tenancy management, estate management, repairs and maintenance, tenancy support including money advice and 'coaching' activity.

**The Safeguarding Policy** consists of the policies and procedures as provided on the Council's website and dedicated pages for Children and Adults.

## 4 Staff training, support, and guidance

- 4.1 We empower and support staff working in housing management to take responsibility for showing professional curiosity to identify situations where a vulnerable adult or a child may require safeguarding; and for always raising any and all of their concerns and suspicions about safeguarding.
- 4.2 In housing management, we support the development of a positive learning environment around safeguarding at all levels to help break down cultures that are risk-averse and that seek to scapegoat or blame staff.
- 4.3 We want housing management staff to take an approach to safeguarding in which Every Contact Counts. This means we want staff to use opportunities arising during routine interactions with tenants and leaseholders to have positive conversations about safeguarding.
- 4.4 We believe that effective safeguarding depends on the skill, judgement, and knowledge of individual officers dealing with complex and sensitive issues alongside their roles' primary focus.
- 4.5 As set out in the Council's Safeguarding Policy, we work with Human Resources to ensure that we recruit staff at all levels who are able to contribute to effective safeguarding within their specific roles. We do this through the way that we draft Job Descriptions, Person Specifications, and Competency Frameworks; how we undertake selection and recruitment assessments, including by checking prospective employees' attitudes and behaviour around safeguarding; and by carrying out effective background checks including through the Disclosure and Barring Service (DBS). Haringey Council has a recruitment policy which must be followed for all relevant staff appointments.
- 4.6 We ensure that safeguarding is a core part of the induction of new housing staff and is then addressed regularly and effectively by managers and team leaders through individual and team objective-setting, individual supervision and informal support, and in team meetings.
- 4.7 All Council employees:
  - undertake the appropriate level of safeguarding training as decided by the Safeguarding Lead Officer. All training will be in line with HSCP and HSAB set standards.
  - are required to undertake mandatory training on understanding safeguarding every 18 months.
- 4.8 We work with Adult and Children's Services to provide additional training tailored to specific housing staff on safeguarding. The training includes identifying people with care and support needs, risk, and indicators of abuse, including domestic abuse; when and how to raise concerns through a safeguarding alert; arranging support for victims and protection planning; working together and understanding local information sharing protocols; understanding the key roles of partner staff and agencies; local knowledge and learning from mistakes.

- 4.9 We work with Adult's and Children's Services to provide all housing staff and contractors with easy access to effective and up-to-date resources and guidance materials around safeguarding.
- 4.10 Through these means we develop a 'safeguarding culture' within our housing management services, improving the focus on those most vulnerable to abuse and increasing the number of safeguarding alerts.
- 4.11 We ensure through our commissioning, procurement, and contract management processes that contractors carrying out work for the Council in and around tenants' and leaseholders' homes do not put children or vulnerable adult residents at risk of abuse and neglect, and that they can evidence that staff carrying out work for the Council receive regular supervision, guidance, and training appropriate to their role so that they identify and report any safeguarding concerns appropriately.
- 4.12 We work with Adult's and Children's Services to provide all contractors with easy access to effective and up-to-date resources and guidance materials around safeguarding.

## **5 How safeguarding concerns are identified**

- 5.1 Safeguarding is an everyday part of all our jobs. Everyone working in any capacity in our housing management services is responsible for approaching safeguarding with professional curiosity. That means exploring and proactively trying to understand what is happening within a household or for an individual rather than making assumptions or taking a single source of information and accepting it at face value. It is a combination of looking, listening, asking direct questions, checking out and reflecting on all of the information received.
- 5.2 Housing management staff understand that it is normal to be uncertain or to have conflicting feelings about safeguarding concerns or suspicions, and that in these cases they must always discuss those concerns with their line manager or a duty manager as soon as possible.
- 5.3 Our staff understand that if they have concerns about safeguarding, they should not wait until a child or vulnerable person tells them directly that they are being abused or neglected. Instead, they should ask the child or vulnerable adult if everything is OK but be careful not to cross examine that child or vulnerable adult and discuss concerns with their line manager as soon as possible.
- 5.4 We are mindful that 67% of adult safeguarding cases in Haringey during 2021-22 were about abuse or neglect taking place in a vulnerable adult's own home. There are many circumstances in which as housing professionals we are in a particularly strong position to identify safeguarding concerns. These situations are covered in regular training and guidance sessions for our housing and landlord services staff and include 'Cuckooing', domestic abuse, financial abuse, self-neglect, and hoarding. This policy sets out the principles in relation to those situations in specific sections below.

- 5.5 Staff training is a key tool in the identification of neglect and abuse. As set out above, our staff training, supervision and guidance ensure that Council officers have good awareness of the possible signs that a child or vulnerable person may be experiencing or at risk of abuse and neglect. The Council's Safeguarding Policy and web pages provide additional guidance and resources on this.
- 5.6 Many of our tenants and leaseholders are older, or disabled, or experience long-term limiting illness, or have dependencies. While these factors do not in themselves make a person vulnerable, we know that they may result in a person having care needs and also increase their vulnerability to abuse or neglect.
- 5.7 Our Vulnerable Tenants and Leaseholders policy sets out that we consider our safeguarding duties whenever we assess a resident's vulnerability. The policy includes consideration of any children in the household.
- 5.8 We use three key sources of information for identifying vulnerability and therefore for considering whether an individual has safeguarding needs: internal data, responsive reports, and formal assessment. These approaches are often interlinked. We do not preclude other ways of finding out about safeguarding concerns. Our Vulnerable Tenants and Leaseholders policy sets out in greater detail how we identify vulnerability through these means.

#### **Internal Council data**

- 5.9 The Council holds data from multiple sources of contact with its residents. To ensure we can identify and support our vulnerable residents and children in vulnerable households we use data on people living in Council homes held by departments other than housing. In particular, we aim to use data held by our Adult and Children's services to alert us to children at risk and adults who have or have had care needs and may be at risk of neglect or abuse.
- 5.10 When we become aware through such data that a resident or their household may need extra consideration or help from a housing perspective, we contact them to carry out a formal assessment that includes an assessment of their safeguarding needs.

#### **Responsive reporting**



- 5.11 There are four main ways in which we aim to become aware on a responsive basis that a resident, child, or a vulnerable adult staying in their home, or a private renter in a leasehold property is vulnerable and at risk of or experiencing abuse or neglect:
- The resident or child tells us
  - A neighbour, family member or friend tells us
  - A professional such as a GP, social worker, or support worker tells us
  - Council officers including repairs and caretaking staff or contractors identify that a resident or their visitor or a resident private renter may be vulnerable and informs us, generally through the 'concern card' system.
- 5.12 Using an approach to Safeguarding in which Every Contact Counts, we aim to create the context in which residents are able to share their concerns about safeguarding with us.
- 5.13 If a child or vulnerable adult tells us they are experiencing abuse, we reassure them that they have done the right thing in telling us. We make sure they know that abuse is never their fault. We never talk to the alleged perpetrator about the child's disclosure. We immediately make a child safeguarding referral following the procedures in the Council's Safeguarding Policy.
- 5.14 We proactively provide residents with information to keep themselves and children safe from abuse and to have the knowledge of where to seek support if needed. We encourage residents to alert the Council's housing staff to safeguarding concerns.
- 5.15 Where a safeguarding case has been identified or is being led by another agency, we become involved in our capacity as the landlord and are committed to active participation in partnership working around that adult or child in line with our approach to partnership and joint working, set out below.
- 5.16 We actively encourage contractors and officers from services across the Council to raise safeguarding concerns through the use of Concern Cards. Repairs and other staff using hand-held electronic devices linked to the repairs system are prompted to consider whether a Concern Card is necessary after each visit. Reports through Concern Cards are actioned and recorded by relevant housing management staff.
- 5.17 When we become aware through any channel of responsive reporting that a vulnerable adult resident, visitor, or private renter may need safeguarding support, we try to carry out a formal assessment. However, when we are unable to reach a resident to carry out a formal assessment, we draw conclusions about whether there are safeguarding requirements within relevant procedures.

- 5.18 When we become aware that a child may need safeguarding support, we make a safeguarding referral following the procedures in the Council's Safeguarding Policy.
- 5.19 If possible, we let third parties who have reported concerns know that we have acted on their concern. We are unlikely to be able to give full details, but when people know action has been taken, they are more likely to report in future.

### **Formal assessment**

- 5.20 At key points, we formally assess whether a tenant or resident leaseholder is vulnerable and at risk of abuse or neglect. Those points include:
- At tenancy audit visits
  - During conversations about arrears or other tenancy or leasehold management matters
  - During the 'Right to Buy' process
  - Whenever we are pursuing possession proceedings against a tenant, or considering forfeiture against a leaseholder, with a review of that assessment whenever we move from one stage of proceedings to another.
  - Whenever we are investigating ASB or a hate crime
  - Following identification of potential needs through data or responsive means

## **6 Raising and reporting safeguarding concerns**

- 6.1 Everyone working in any capacity in our housing management teams is responsible for immediately raising any concerns or suspicions they may have about safeguarding. Delay could mean that the abuse or neglect carries on.
- 6.2 If a child or vulnerable adult needs immediate assistance from the Police or ambulance services, we immediately call 999.
- 6.3 The Council's Safeguarding Policy sets out the Safeguarding Reporting Procedure that our staff members or agents follow if they become aware of any Safeguarding concern, incident, or allegation.
- 6.4 We ensure that all housing staff and their organisations are clear about their roles and responsibilities around raising safeguarding concerns and referrals. In seeking to make a Safeguarding referral, staff have specific responsibilities. These responsibilities are set out in detail in accompanying procedures, but in general:
- **All Housing Management** staff are responsible for discussing concerns at the earliest possible opportunity with their line manager and for agreeing a plan of action with their manager about how to progress any safeguarding concerns

### **Referrals involving Concern Cards**



- **Caretaking staff, estates staff, repairs and maintenance staff, and other council officers working in and around our tenants' and leaseholders' homes** are responsible for ensuring a safeguarding referral takes place by reporting their concerns through the Concern Card system to the Housing Managers in the Council's Tenancy & Community Service, and simultaneously notifying their own line manager.
  - **Managers of these Council officers working in and around our tenants' and leaseholders' homes** are responsible when they become aware that their staff have raised a safeguarding concern for recording it and following up with to the Housing Managers in the Council's Tenancy & Community Service to ensure it has been received and actioned
  - **Contractors and agents of the Council** are responsible for ensuring a safeguarding referral takes place by reporting their concerns through the Concern Card system to the Housing Managers in the Council's Tenancy & Community Service and simultaneously notifying their own management
  - **Organisations providing contracted services to the Council** are responsible when their staff have raised a safeguarding concern for recording it internally, following up with the Council's Housing Managers to ensure it has been received and actioned, and reporting on all referrals during contract monitoring meetings
  - **Housing Managers in the Council's Tenancy & Community Service** receiving a Concern Card - or being otherwise informed of safeguarding concerns - relating to a tenanted home, are responsible for working with the relevant Senior Housing Officer to ensure the case is allocated to a Housing Officer and then for monitoring the outcome of that allocation; and when the safeguarding concern relates to a leasehold home, for referring it to the Head of Home Ownership who then ensures that it is actioned appropriately.
  - **Senior Housing Officers** are responsible for supporting **Housing Officers** to ensure that the concerns received are actioned including where appropriate by agreeing and making safeguarding referrals
- 6.5 Our responsibility for supporting a child or vulnerable resident does not end with making a safeguarding referral. After making a safeguarding referral, we support them in line with our Vulnerable Tenants and Leaseholders Policy and if the referral is accepted under the guidance of either Adults' or Children's Services.
- 6.6 Safeguarding referrals made by housing management officers follow discussion with their manager that results in an agreed plan of action. That plan of action includes steps that the housing management teams will take to support the child or vulnerable adult – including how we will support them during and after the referral process - and with reference to our Vulnerable Tenants and Leaseholders Policy. We consider and plan the interventions that could be made from our housing and landlord services perspectives to make the child or vulnerable adult safer.

- 6.7 If a Safeguarding case is deemed not to meet the thresholds required for statutory services, we support the vulnerable adult or child and try to make them safe in line with our Vulnerable Tenants and Leaseholders Policy.

## **7 Sharing information**

- 7.1 We are committed to sharing information effectively and believe this is imperative to safeguard those that are at risk or pose a risk to themselves or another; and to prevent, detect and prosecute offences against children and vulnerable adults.
- 7.2 We follow the Council's approach and Seven Golden Rules for sharing information, as set out in the Safeguarding Policy.
- 7.3 We ensure that all staff and agents understand the importance of sharing safeguarding information and the potential risks of not sharing it, who safeguarding applies to, and how to report a concern.
- 7.4 Our landlord and housing services are signatories to the Safeguarding Adults Multi-Agency Information Sharing Agreement, and we are guided by its processes and principles for sharing information between each other, with the Haringey Safeguarding Adults Board, with other professionals, and with any other relevant parties.
- 7.5 The management interests of housing services or the Council do not ever override the need to share information to safeguard children or adults at risk of abuse.

## **8 Multi-agency partnerships**

- 8.1 Our housing services look to create strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect.
- 8.2 We prioritise building positive strategic and operational relationships around safeguarding with the local Police service.
- 8.3 We participate actively in networks of local Social Housing providers to develop and share good practice and operational learning on Safeguarding.

- 8.4 Senior Managers from our landlord and housing services attend and actively participate in Haringey Safeguarding Children's Partnership (HSCP) and Haringey Safeguarding Adults Board (HSAB) meetings and relevant subgroups and working groups. This ensures that our landlord services are informed and guided at a strategic and practical level by a partnership approach to safeguarding adults and children.
- 8.5 The Safeguarding Policy sets out the roles and responsibilities of the HSAB and HSCP.
- 8.6 We also participate in the Haringey Multi-Agency Solutions Panel (MASP). The aim of the MASP is to ensure that professionals working with people experiencing complex needs can access and offer creative problem-solving and advice in high-risk cases where the nature of the risk relates to other areas of work that may be addressed at other forums, for example MAPPA or MARAC. MASP supports work on complex and/or high-risk cases, including but not limited to hoarding, fire risk, and self-neglect and includes near miss fire risk.

## **9 Decision making and professional support**

- 9.1 Many safeguarding situations - particularly those that are more complex - require housing management staff to seek the input and supervision of a social worker. Personal and family relationships within community settings can be too difficult for housing staff to assess and intervene in. The dynamics of personal relationships can be extremely difficult to judge and rebalance. And when abuse or neglect is suspected within a family or informal relationship, a social worker will be the most appropriate lead. In these circumstances we always seek advice and guidance from Adults' and/or Children's Care Services.
- 9.2 Where we require professional advice on safeguarding, we refer to the Council's Safeguarding Adults or Safeguarding Children webpages. They include a full list of points of referral indicating how to access support and advice at all times, whether in normal working hours or outside them.
- 9.3 We also make use of the Council's web pages listing organisations offering support with a comprehensive list of contact addresses and telephone numbers, including relevant national and local voluntary bodies.

## **10 Recording safeguarding concerns**

- 10.1 Whatever the course of subsequent action, we record any safeguarding concern along with the subject's views and wishes, any action taken, and the reasons for those actions.
- 10.2 We keep these records on individual tenant and leaseholder files on the Council's tenant data management system, and also in a central Safeguarding log held confidentially within housing services.

## 11 Safeguarding in housing contexts

- 11.1 There are many circumstances in which as housing professionals we are in a particularly strong position to identify safeguarding concerns. This section sets out our policy positions and principles in relation to some of those situations. These situations are covered in regular training and guidance sessions. The focus here on these situations does not imply that safeguarding is not an issue or that staff should not be vigilant in other situations.
- 11.2 Our Housing Decisions Panel will consider cases that fall within the circumstances below for housing moves if appropriate.

### Cuckooing

- 11.3 Cuckooing is the practice where somebody's home is taken over by another person, or by a group, for criminal purposes such as dealing or storing drugs, or for illegal sex work. The experience of being "cuckooed" has a hugely negative impact on the vulnerable people victimised, who often experience violence, psychological distress, substance addiction, and being indebted to criminal networks as a result. Female victims have been known to disproportionately experience the additional torment of sexual coercion and assault. Cuckooing victims are predominantly older, male, and almost always have some form of underlying vulnerability. Victims will almost always live alone and often will have either, or a combination of, substance misuse needs, learning disabilities and mental health needs.
- 11.4 Being professionally curious can help us to identify cuckooing, to gain clarity on the concern, and help to inform next steps.
- 11.5 We do not seek to apportion blame to the victim: we view cuckooing as abuse. Like many forms of abuse, the relationship of the victim to the abuser can be complex.
- 11.6 Where we believe that a vulnerable adult covered by this policy or any household with children has had their home taken over for criminal purposes, we always contact and work with the Police and at the same time make an urgent Safeguarding Referral. We actively take a partnership approach including by referring the case to a Strategic Partnership Panel such as the Haringey MASP.
- 11.7 In partnership with the Police, we aim to provide support to the cuckooed resident so that they get the help they need; and to prevent people entering addresses which are being used for cuckooing using formal enforcement action such as injunctions or closure orders.

- 11.8 We have a protocol in place with the Council's homelessness prevention services to ensure that in every case of cuckooing, we establish a partnership approach as early as possible.
- 11.9 Where a vulnerable resident covered by this policy has their home taken over for criminal purposes, our priority is that they are kept safe. This includes a commitment to ensure that victims of cuckooing are able to secure and sustain appropriate and safe accommodation – and to do so as quickly as possible.
- 11.10 We start from the principle that safety includes having a secure, safe, and sustainable home.
- 11.11 Where the vulnerable victim is a Council tenant, we are committed to ensuring that wherever possible they are able to retain their security of tenure. In many cases this will mean that we provide emergency or temporary accommodation, either keeping their existing tenancy until they can safely return to their home or ending that tenancy with no detriment and being urgently rehoused within the terms of the Housing Allocation Policy. In other cases, it may mean that we support the victim to end their tenancy consensually as part of a planned move to supported, sheltered or other more appropriate accommodation.
- 11.12 Where resident leaseholders are victims of cuckooing, we look to provide emergency or temporary accommodation until either they can safely return to their home, or they secure suitable alternative accommodation and sell their home.
- 11.13 Where private renters in Council leasehold properties are victims of cuckooing, we start from the assumption that their landlord has a duty to end the victim's tenancy as quickly as possible, and that as the responsible freeholder we ensure the leaseholder acts on that responsibility. Alongside that, we work in partnership with colleagues in homelessness prevention to ensure that the victim can secure appropriate alternative accommodation.

## **Domestic Abuse and VAWG**

- 11.14 As set out in the safeguarding policy, Domestic Abuse includes an incident or a pattern of incidents of controlling, coercive or threatening behaviour, violence, or abuse between those aged 16 or over who are, or have been, intimate partners or family member regardless of gender or sexuality. Domestic abuse is not just about partners but all family relationships.
- 11.15 Violence Against Women and Girls (VAWG) is defined as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life'.

- 11.16 As a provider of housing services, we are well placed to recognise the signs of domestic abuse and other forms of violence against women and girls. We take all reports seriously and work positively with the victim to offer support. This is some of the most important work that we do as it keeps women and children safe and well, and free from fear.
- 11.17 We take a proactive approach to identifying and responding to domestic abuse and VAWG
- 11.18 Being professionally curious is a key part of that proactive approach: exploring and proactively trying to understand what is happening - looking, listening, asking direct questions, checking out and reflecting on all of the information received - can maximise the opportunity to identify domestic abuse and VAWG, to gain clarity on the concern, and help to inform next steps.
- 11.19 In all cases or suspected cases, we follow our Domestic Abuse and Violence against Women and Girls Policy. Amongst other things, it outlines how we take a proactive approach to our responses from a housing and tenancy management perspective.
- 11.20 Domestic abuse is also a safeguarding matter if the victim is either a child or a vulnerable adult with statutory care and support needs. We follow the Council's Safeguarding Policy and guidance if we believe a vulnerable adult or child is at risk due to an abusive relationship.
- 11.21 The key point of contact for domestic abuse support and refuge provision is Haringey MASH. We seek support from MASH at as early a stage as possible in any case and we work in partnership to ensure the right advice and safety measures are assigned and effectively in place.

## **Financial abuse**

- 11.22 Financial Abuse includes the unauthorised, fraudulent obtaining and improper use of funds, property, or other resources. Signs of financial abuse can include an unexplained or sudden inability to pay bills, unexplained withdrawals of money from accounts, personal possessions going missing or unusual interest by a friend/relative neighbour in financial matters.
- 11.23 As such, our housing management teams are in a strong position to recognise Financial Abuse. This includes:
- Conversations with the person about debt, their rent, service charges or benefits
  - Seeing rent or bank statements, income and expenditure assessments, or other financial documentation which highlights something worrying.
  - Home visits



- 11.24 Being professionally curious can maximise the opportunity to identify financial abuse, gain clarity on the concern and help to inform next steps.
- 11.25 Financial Abuse is a safeguarding matter when the victim is a vulnerable adult with care and support needs. In these cases, we follow the Council's Safeguarding Policy.
- 11.26 When we become aware of financial abuse, we also follow our Vulnerable Tenants and Leaseholders Policy. Amongst other things, this policy sets out how we support residents experiencing financial problems from a housing management perspective.

### **Self-neglect and hoarding**

- 11.27 The Care Act 2014 has clarified the relationship between self-neglect and safeguarding. It has made self-neglect a category of harm about which the Local Authority, in conjunction with local partners, has a duty to make enquiries and assess need with the promotion of well-being at the heart.
- 11.28 Self-neglect is an extreme lack of self-care that can cover a wide range of behaviours, hygiene, health, or surroundings and includes behaviour such as hoarding. Self-neglect is likely to be characterised by:
- Lack of self-care to an extent that it threatens personal health and safety
  - Neglecting to care for one's personal hygiene, health or surroundings
  - Inability to avoid harm as a result of self-neglect
  - Failure to seek help or access services to meet health and social care needs
  - Inability or unwillingness to manage one's personal affairs
  - Being long standing and recurring
  - Frequently putting themselves and others at high risk.
- 11.29 Hoarding is the persistent collecting of goods, objects or animals and being unable to discard of such possessions when the quantity has become excessive. Hoarding can vary from mild to severe cases whereby it may not impact on their life at all or could seriously affect their functioning on a day-to-day basis.
- 11.30 We provide specific training, supervision and support for staff dealing with people who hoard and self-neglect to help them understand the complexities of this area of work, the possibilities for intervention and the limitations.
- 11.31 Safeguarding duties apply only where a child's welfare is affected, or where the adult has care and support needs (many people who self-neglect or hoard do not), and they are at risk of self-neglect, and they are unable to protect themselves because of their care and support needs.

- 11.32 Where we believe that an adult self-neglects or hoards and may meet those safeguarding thresholds, or that a child's welfare is affected by that self-neglect or hoarding, we always make a Safeguarding Referral. Working effectively with people who self-neglect and hoard can be extremely complex and we do not as housing professionals expect to lead that work.
- 11.33 Having made that referral, we aim to support the adult from a housing perspective as part of a coordinated interdisciplinary approach overseen by the Safeguarding Adults Board and including shared risk assessment and management.
- 11.34 Our Hoarding policy and vulnerable tenants and leaseholders policy sets out our approach to supporting residents who self-neglect and/or hoard. That approach is based on risk management.
- 11.35 We aim to take all complex cases of hoarding or self-neglect to Haringey MASP.
- 11.36 Our role as housing professionals in such cases is likely to include tenancy sustainment support or the provision of repairs and maintenance services.
- 11.37 We only use enforcement action based on tenancy or leasehold breaches and environmental health or anti-social behaviour as a very last resort with people who self-neglect.
- 11.38 We use the threat of such enforcement only when a risk assessment indicates that we need to act, and then we initially use the threat of enforcement to encourage the vulnerable adult to accept help and support. Only when that route is exhausted, and in line with careful risk assessment, do we move to enforce.

## **12 Challenging safeguarding decisions**

- 12.1 If housing staff believe after making a safeguarding referral that Adults' or Children's Services or the Police have made the wrong decision about accepting or responding to that referral, they raise this concern with their line manager and seek to ensure that there is a discussion between senior housing staff and the statutory services in question.
- 12.2 If an agreement cannot be reached, the relevant Assistant Director will consider further escalation. In any escalation process, we follow the Haringey Inter-Agency SAB Escalation Protocol. We are specific as to what the disagreement is about and clear on what we want to achieve.

## **13 Referrals to Adult Social Care**



- 13.1 Safeguarding Referrals are only made where a vulnerable adult is being abused or neglected, or where they are at risk of abuse or neglect. Safeguarding referrals are not a shortcut to social care services.
- 13.2 Where we consider that an adult is vulnerable and may need support or care but is not experiencing abuse or neglect nor at risk of abuse or neglect, we make a referral to the relevant Adult Social Care team. Information about this is available on the Council's Adult Social Care and Health pages.
- 13.3 We refer to our Vulnerable Tenants and Leaseholders Policy whenever we consider that a resident may need additional support or help.

## **14 Safeguarding allegations against staff and contractors**

- 14.1 The Council takes seriously any allegations or complaints about the conduct of housing management staff or contractors in respect of their contact with tenants, resident or children.
- 14.2 All allegations or complaints received by the Council will be investigated fully, and where applicable, action will be taken against the accused member of staff, via the disciplinary procedure.
- 14.3 We work with the Council's Human Resources team to ensure that we recruit staff at all levels who do not present a risk to our residents. We do this through the way that we draft Job Descriptions, Person Specifications, and Competency Frameworks; the way that we undertake selection and recruitment assessments, including by checking prospective employees' attitudes and behaviour around safeguarding; and by conducting effective background checks including through DBS checks.
- 14.4 We ensure that safeguarding adults and children is a core part of the induction of new housing staff and is then addressed regularly and effectively by managers and team leaders through individual and team objective-setting, individual supervision and informal support, and in team meetings.
- 14.5 All Council employees are required to undertake mandatory training on understanding safeguarding every 18 months.
- 14.6 We minimise the use of bank and agency staff but work with agencies to ensure that, where we do have a need for temporary staff, all relevant pre-employment checks are carried out before those staff are provided to us. Where we do use temporary staff, we ensure that adequate structures of induction and supervision are in place.

- 14.7 We encourage and enable residents and their networks to report any concerns about possible neglect or abuse by Council staff. We proactively provide residents with information and encourage residents to alert the Council's senior housing staff to any safeguarding concerns.
- 14.8 We ensure that housing staff are aware of their responsibilities to raise any concerns about colleagues in relation to safeguarding.
- 14.9 Haringey Council has a Whistleblowing Policy which should be read in conjunction with this policy.
- 14.10 All employees have a duty of care to draw attention to bad or poor practice in the workplace. This includes practice that may be abusive and/or neglectful. Members of staff who work with children and adults with needs for care and support needs have an individual responsibility to raise concerns with someone who has responsibility to take action.
- 14.11 The Council's Whistleblowing Policy encourages and enables employees to raise any serious concerns they may have, and to act upon their concerns about potential wrongdoing rather than overlooking a problem. Serious concerns include putting an individual's health or safety at risk including residents and members of the public.
- 14.12 The Council's Code of Conduct sets out clear expectations of all staff including clear expectations of what people should do and say, and what they must not. This helps raise awareness of illegal, unsafe, unprofessional, and unwise behaviour. Being clear about standards of behaviour is an important part of safeguarding. The Code of Conduct sets out behaviours that constitute Gross Misconduct and would therefore under the Council's Disciplinary Policy warrant dismissal with notice pay or summary dismissal.

## 15 Consent

- 15.1 We refer to and follow the Council's Safeguarding Policy when considering questions around consent. As set out in that Policy, we try in most cases to get consent from the vulnerable adult or, in the case of children, from parents or carers before making a safeguarding referral. The exception is when we believe that seeking consent could place somebody at risk of harm – for example, when the parent or carer is allegedly implicated in the abuse or neglect. In these circumstances, we seek further advice as set out in the Policy and associated appendices.
- 15.2 It is not necessary to seek consent to share information for the purposes of safeguarding and promoting the welfare of a child provided that there is a lawful basis to process any personal information required.

## 16 Governance and monitoring

- 16.1 We monitor our progress, make improvements, and work closely with partners to ensure that Safeguarding remains 'Everyone's business'.
- 16.2 The Council's Adult Services through the Haringey Safeguarding Adults Board (HSAB) oversee adult safeguarding cases in Haringey and ensure robust governance. As set out above, housing services actively participate in HSAB.
- 16.3 Haringey Safeguarding Children's Partnership (HSCP) brings together agencies who work to safeguard and promote the welfare of children to co-ordinate and oversee child protection in Haringey and ensure robust governance. As set out above, housing services actively participate in HSCP and sit on the leadership board.
- 16.4 We record all safeguarding cases and suspected cases on individual client records but also in a central Safeguarding Council Tenants and Leaseholders log. That log includes key actions and outcomes.
- 16.5 All individual cases and suspected safeguarding cases are discussed in appropriate detail during supervision sessions throughout the service structure including at senior leadership level.
- 16.6 The log of all safeguarding cases and suspected cases in housing services is reviewed quarterly by senior management to ensure that individual cases are being dealt with effectively, to identify potential improvements and learning opportunities, and to support the governance function of HSAB and HSCP.
- 16.7 The Council's relevant Safeguarding Leads and HSAB or HSCP as appropriate are made aware whenever an individual safeguarding case involving a resident covered by this policy results in either: serious harm; or involves an allegation against a Council employee or agent; or appears not to have been dealt with according to policy. If HSAB or Social Services do not carry out their own investigation, an internal investigation is carried out under the guidance of HSAB to collect all the relevant information on a matter. Where there is evidence of a policy breach, action is taken in line with the Council's policies and procedures.

## 17 Links to other policies and strategies

- [Housing Allocations policy](#)
- Managing unreasonable behaviour or unacceptable consumer behaviour (in draft form)
- Housing Arrears and write off policy
- Reasonable adjustments policy (check status)
- Anti-Social Behaviour policy (in draft form)
- Responsive Repairs policy (being drafted)
- Housing Complaints policy (in draft form)
- Safeguarding policy (in draft form)
- Housing Compensation policy (in draft form)
- [Translation and Interpretation policy](#)

- [Data Protection policy](#) (published)
- Fire Safety policy (being drafted)
- Housing income collection policy (being drafted)
- Hoarding policy and procedure (being drafted)
- Equality and Diversity policy (can't find policy)
- Information Management policy (can't find policy)
- [Whistleblowing policy and procedure](#)

17.1 We want the commitments and principles set out in this policy to run through all our housing management policies. Housing management policies updated or produced after the adoption of this policy explain how we apply those commitments and principles to support vulnerable residents within each policy's service area.

17.2 Council policies that inform and relate to this policy include:

17.3 Key strategies that inform and relate to this policy include:

- Haringey SEND strategy
- Haringey Adult Safeguarding Prevention Strategy
- Haringey's Young People at Risk Strategy
- Haringey Health and Wellbeing Strategy
- Haringey VAWG Strategy

## 18 Resident co-design and engagement

### 18.1 When did you discuss development of this policy with residents?

At a meeting of the Resident Voice Board on 16 November 2023 and 15 February 2024.

### 18.2 What did they tell you?

Board members told us that the policy should identify:

- A more proactive approach to identifying vulnerability
- That multidisciplinary working was central to delivering the policy
- That IT infrastructure was in place to deliver the policy
- The importance of staff training on safeguarding

### 18.3 How has what residents told us informed development of this policy?

- **A more proactive approach to identifying vulnerability**  
We have outlined the three ways that the Council identify vulnerability and therefore whether a resident has safeguarding issues.
- **That multidisciplinary working was central to delivering the policy**  
We have explained the range of Haringey multi-agency partnerships in place to support delivery of this policy.
- **That IT infrastructure is in place to deliver the policy**  
Digital change and IT services are core to the implementation of this policy.
- **The importance of staff training on safeguarding**

We ensure that safeguarding is a core part of the induction of new housing staff and is then addressed regularly and effectively by managers and team leaders through individual and team objective-setting, individual supervision and informal support, and in team meetings.

## 19 Equality Impact Assessment

19.1 An EQIA has been prepared.

## 20 Reviewing the policy

20.1 We will review this policy every three years unless earlier events or legislation require an earlier update to this policy.

## 21 Legislation

21.1 As the landlord, we will ensure that we carry out this policy in accordance with best practice and statutory requirements as follows:

- Anti-Social Behaviour, Crime and Policing Act 2014
- Care Act 2014
- Children Act 2004
- Working Together 2023
- Children and Social Work Act 2017
- Data Protection Act 2018
- Equality Act 2010
- The London Safeguarding Children Procedures
- Human Rights Act 1998

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## 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

<b>Name of proposal:</b>	<b>Vulnerable tenants and leaseholders policy</b>
<b>Service Area:</b>	<b>Housing management</b>
<b>Officer Completing Assessment:</b>	<b>Marc Lancaster &amp; Max Tolley</b>
<b>Equalities Advisor:</b>	<b>Elliot Sinnhuber</b>
<b>Cabinet meeting date (if applicable):</b>	<b>18 June 2024</b>
<b>Director/Assistant Director</b>	<b>Nimisha Patel</b>

### 2. Executive summary

The Council conducted a comprehensive review of the policy on vulnerable tenants adopted by Homes for Haringey and concluded that the Council's landlord services required an entirely new policy in this area. Following our review, the proposed new Vulnerable Tenants and Leaseholders Policy has been prepared which moves very substantially away from the existing Homes for Haringey Vulnerable Residents Policy. The central change is expanding the current very narrow definition of vulnerability. The existing policy is restricted to cases where safeguarding is a concern.



The proposed policy sets out the Council's commitment to assisting vulnerable people living in Council homes or occupying as leaseholders from the Council to access our housing management services and to sustain their tenancy. This includes individuals with protected characteristics covered by the Equality Act 2010.

A core aim of the policy is that by seeking to remove disadvantages and deliver equal access to services for all tenants and leaseholders, this will impact positively on all groups with protected characteristics.

The new policy makes the following changes which will positively impact our vulnerable tenants and leaseholders by:

- Defining a vulnerable person as anyone that includes anyone who currently experiences difficulties with everyday living; and, in order not to be disadvantaged by those difficulties, needs either additional support or service adaptation to access our landlord services, or additional support to sustain their tenancy.
- Focusing on understanding an individual's needs in relation to individual service areas rather than on categorising their vulnerability.
- Ensuring that individual needs are identified the policy sets out that we will look for common indicators of vulnerability; and to ensure those needs are met we will clearly identify individuals who are currently vulnerable.
- Detailing how we identify residents who are or may be vulnerable – including by encouraging and valuing self-reporting, better use of data, and formal assessments.
- Outlining that all housing staff, contractors, and agents regularly receive high-quality training, supervision, and guidance on identifying, assessing, and supporting vulnerable tenants and leaseholders.
- Not assuming that whole groups of people with specific characteristics are vulnerable. Every resident is treated as an individual when assessing vulnerability and determining the level of support required.

Data from the 2021 Census data has been used to inform this EQIA in assessing how the proposed policy will affect people with protected characteristics amongst the Council's tenant population with data on leaseholders not available.

The findings included that council Haringey Council's tenant population compared to the wider borough population has a significantly higher proportion of young people (under 24) and older people (over 50) and a significantly higher proportion of individuals who have a disability under the Equality Act (2010). There is a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individuals who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh. There is also a significantly higher proportion of female individuals.



The proposed policy should have a positive impact for the protected characteristic of age by including a new requirement that the council consider child protection whenever a resident's vulnerability is considered. The policy also explains that the Council will provide additional support or adapt its service to ensure that tenants or leaseholders who are vulnerable due to age, to access housing management services; or provide them with additional support to sustain their tenancy.

It should have a positive impact on the protected characteristic of disability by stating that where the Council believe that a tenant or leaseholder may lack mental capacity, the Council make a referral to Adult Social Care. If a formal assessment by Adult Social Care services identifies the individual as lacking capacity to make decisions, the Council will work with their appointed representative to ensure that they can access housing services and sustain their tenancy.

By stating that where a resident's ideal method of communication is not practical in the context of a housing management service and that the Council will work with them to reach agreement about appropriate arrangements that will work best for them; this should also have a positive impact on the protected characteristic of race.

### **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.

We engaged with Haringey residents through attending two meetings of the Resident Voice Board near the start of the policy development process and towards the end of the process. These sessions ensured that the views of vulnerable tenants and leaseholders with the protected characteristics were represented in the policy development process.

For example, Board members asked that the policy include a more proactive approach to identifying vulnerability. Following this feedback, a line was added to the policy as follows: "At key points, Council housing officers formally assess whether a tenant or resident leaseholder requires specific adaptations or priority to access housing services and whether they need additional support". The board also asked that people being discharged from hospital be added to the policy's list for where the Council look for common indicators of vulnerability to ensure that individual needs are identified. This situation has been added to the policy list as a common indicator of vulnerability. The engagement was undertaken with officers from the Housing Strategy and Policy team.

We also carried out wide ranging engagement with council staff and the policy evolved as part of this engagement.

We attended meetings of the Council's Resident Voice Board on 16 November 2023 and 15 February 2024. They told us that the policy should include coverage of the following points:

- ## 4. Data and Impact Analysis

#### 4a. Age

## Borough Profile<sup>1</sup>

- ## Local Authority Social Rented Tenant Population Profile<sup>2</sup>

- What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

<sup>2</sup> Census, 2021 – Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data>

2021 Census data has been used to identify the age distribution of the tenant population.

Data on the age distribution of leaseholders is not available.

#### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of young people (under 24) and older people (over 50) than what is observed in the wider borough population.

### **Impact**

Positive impact.

People of all ages may need support from our housing management teams to continue living independently, older people are more likely to require additional support. A new requirement in this policy is that we consider child protection whenever we consider a resident's vulnerability. Where it is identified as a specific factor, alongside this policy we address it through our Safeguarding Council Tenants and Leaseholders Policy and the Council's overarching Safeguarding Policy.

The proposed policy explains that we will provide additional support or adapt our service to ensure that tenants or leaseholders who are vulnerable due to age, to access our housing management services; or provide them with additional support to sustain their tenancy.

## **4b. Disability**

### **Data**

#### **Borough Profile**

- Disabled under Equality Act – 13.7%<sup>3</sup>
  - Day to day activities limited a lot – 6.1%
  - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression<sup>4</sup>
- 1.7% of residents diagnosed with a severe mental illness<sup>5</sup>
- 0.4% of people in Haringey have a learning disability<sup>6</sup>

<sup>3</sup> Census, 2021 – [Disability, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/people-and-population/disability)

<sup>4</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed depression among GP registered population age 18+](https://www.nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-depression-among-gp-registered-population-age-18/)

<sup>5</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed mental health diagnosis among GP registered population age 18+](https://www.nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-mental-health-diagnosis-among-gp-registered-population-age-18/)

<sup>6</sup> PHE Learning disability profiles – <https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014>

### **Local Authority Social Rented Tenant Population Profile<sup>7</sup>**

- Disabled under the Equality Act – 22.4% (8729)
  - Day to day activities limited a lot – 12.9% (5040)
  - Day to day activities limited a little – 9.5% (3689)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the prevalence of disabilities in the tenant population.

Data on the prevalence of disabilities among leaseholders is not available.

### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of individuals who have a disability under the Equality Act (2010) than what is observed in the wider borough population.

### **Potential Impacts**

Positive impact.

Not all tenants or leaseholders with disabilities will need help to live independently, however where support needs are identified and recorded, the policy confirms we will provide this.

The policy states that where we believe that a tenant or leaseholder may lack mental capacity, we make a referral to Adult Social Care. Where a resident has been formally assessed by Adult Social Care services as lacking capacity to make decisions, we will work with their appointed representative to ensure that they can access housing services and sustain their tenancy.

## **4c. Gender Reassignment**

### **Data**

### **Borough Profile<sup>8</sup>**

<sup>7</sup> Census, 2021 - Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/dda3992e-e16d-420a-a2d2-14a491b30045#get-data>

<sup>8</sup> Census, 2021 – [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/bulletins/genderidentityenglandandwales/2021)

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

### **Social Rented Tenants Population Profile <sup>9</sup>**

- Gender Identity different from sex registered at birth but no specific identity given – 0.76%
- Trans woman – 0.24%
- Trans man - 0.22%

### What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to estimate the proportion of tenants that report that their gender identity is different from sex registered at birth. Data that splits Local Authority social rented households from other Housing Association or Registered Provider social rented households is not available.

Data on the gender identity distribution of leaseholders is not available.

### Detail the findings of the data

Haringey's social rented tenant population has a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth than what is observed in the wider borough population.

### **Potential Impacts**

Positive impact.

We take gender reassignment into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## **4d. Marriage and Civil Partnership**

### **Data**

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<sup>9</sup> Census, 2021 – [Gender Identity by Tenure – Office for National Statistics \(on.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/articles/genderidentitybytenure/2021)

### **Borough Profile <sup>10</sup>**

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)
- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

### **Local Authority Social Rented Tenant Population Profile<sup>11</sup>**

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: 3602 (9.2%)
- Married or registered civil partnership: 7519 (19.3%)
- Separated, but still legally married or still legally in a same-sex civil partnership: 1349 (3.5%)
- Single, never married or never registered a same-sex civil partnership: 17033 (43.7%)
- Widowed or surviving partner from a same-sex civil partnership: 1501 (3.9%)
- Does not apply: 7963 (20.4%)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of marital status among tenants.

Data on the distribution of marital status of leaseholders is not available.

Detail the findings of the data

Haringey Council's tenant population has a significantly lower proportion of individuals who are married or in a registered civil partnership than what is observed in the wider borough population.

### **Potential Impacts**

Neutral impact.

<sup>10</sup> Census, 2021 – [Marriage and civil partnership status in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/marriageanddivorce/datasets/marriageandcivilpartnershipstatusinenglandandwales)

<sup>11</sup> Census, 2021 - Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/ffce57a7-f77b-4ea8-aad8-281df31dfae1#get-data>

When we consider vulnerabilities, we assess the entire household and not only the lead tenant.

## 4e. Pregnancy and Maternity

### Data

#### Borough Profile <sup>12</sup>

Live Births in Haringey 2021: 3,376

### Target Population Profile

The council does not hold data on pregnancy and maternity among its tenants.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Data on the number of pregnancies and births among tenants and leaseholders is not available.

Detail the findings of the data.

N/A

### Potential Impacts

Positive impact.

We take pregnancy and maternity into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## 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.<sup>13</sup>

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<sup>12</sup> Births by Borough (ONS)

<sup>13</sup> [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://equalityhumanrights.com/)

**Data****Borough Profile <sup>14</sup>****Arab: 1.0%**

- Any other ethnic group: 8.7%

**Asian: 8.7%**

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%
- Other Asian: 2.4%

**Black: 17.6%**

- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

**Mixed: 7.0%**

- White and Asian: 1.5%
- White and Black African: 1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

**White: 57.0% in total**

- English/Welsh/Scottish/Northern Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

**Local Authority Social Rented Tenant Population Profile <sup>15</sup>****Asian: 9.1%**

- Bangladeshi: 3.4%
- Chinese: 0.9%
- Indian: 0.9%
- Pakistani: 0.7%
- Other Asian: 3.2%

<sup>14</sup> Census 2021 - [Ethnic group, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicity/populationmain/articles/ethnicgroupenglandandwales)

<sup>15</sup> Census 2021 – [Custom dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/d44a7d29-fc6f-4c90-b4d0-1f38b22ada43#get-data](https://www.ons.gov.uk/datasets/create/filter-outputs/d44a7d29-fc6f-4c90-b4d0-1f38b22ada43#get-data)



**Black: 39.6%**

- African: 23.2%
- Caribbean: 11.8%
- Other Black: 4.6%

**Mixed: 6.8%**

- White and Asian: 0.6%
- White and Black African: 1.2%
- White and Black Caribbean: 2.7%
- Other Mixed: 2.3%

**White: 31.0%**

- English/Welsh/Scottish/Norther Irish/British: 18.8%
- Irish: 1.6%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.2%
- Other White: 10.4%

**Other Ethnic Group: 13.4%**

- Arab: 1.7%
- Any other ethnic group: 11.7%

**What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?**

2021 Census data has been used to identify the distribution of ethnic groups among tenants.

Data on the distribution of marital status of leaseholders is not available.

**Detail the findings of the data**

Haringey Council's tenant population has a significantly higher proportion of individuals who identify as Black, and slightly higher proportion of individual who identify as Asian or another ethnic group than what is observed in the wider borough population. This is countered by a significantly lower proportion of tenants who identify as White than the wider borough population.

**Potential Impacts**

The policy recognises that structural inequality makes it more challenging for some people to achieve the outcomes they want and need.

Along with the local protected characteristic of socioeconomic status factors recognised by the Equality Act (2010) includes race which can put individuals at greater risk of exclusion. We take this into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

The policy states that where a resident's ideal method of communication is not practical in the context of a housing management service, we work with them to reach agreement about appropriate arrangements that will work best for them. For example, we may not have capacity to guarantee that all phone calls will be made by a speaker of their first language, but we may be able to commit to speaking to a specific household member whose spoken English is more fluent and/or to writing with simple translations in place.

## **4g. Religion or belief**

### **Data**

#### **Borough Profile <sup>16</sup>**

- Christian: 39%
- Buddhist: 0.9%
- Hindu: 1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

#### **Local Authority Social Rented Tenant Population Profile <sup>17</sup>**

- Christian: 42.4%
- Buddhist: 1.1%
- Hindu: 0.6%
- Jewish: 0.4%
- Muslim: 25.9%
- No religion: 16.7%
- Other religion: 5.3%
- Religion not stated: 7.4%
- Sikh: 0.2%

<sup>16</sup> Census, 2021 – [Religion, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/religiousandethnicity/datasets/religion-england-and-wales)

<sup>17</sup> Census 2021 – [Custom dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/3f832a2b-5432-443e-8926-7e0d92e3cc03#get-data](https://www.ons.gov.uk/datasets/create/filter-outputs/3f832a2b-5432-443e-8926-7e0d92e3cc03#get-data)

What data will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of religion among tenants.

Data on the distribution of religion of leaseholders is not available.

Detail the findings of the data.

Haringey Council's tenant population has a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion than what is observed in the wider borough population. This is countered by a significantly lower proportion of tenants cla

## **Potential Impacts**

Neutral impact.

The policy recognises that structural inequality makes it more challenging for some people to achieve the outcomes they want and need. Along with the local protected characteristic of socioeconomic status factors recognised by the Equality Act (2010) include religion or belief which can put individuals at greater risk of exclusion.

We take these factors into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## **4h. Sex**

### **Data**

#### **Borough profile <sup>18</sup>**

- Females: (51.8%)
- Males: (48.2%)

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<sup>18</sup> Census 2021 – [Gender identity: age and sex, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/datasets/genderidentitybyageandsex)

### Local Authority Social Rented Tenant Population Profile<sup>19</sup>

- Female: 21,486 (55.1%)<sup>20</sup>
- Male: 17,482 (44.9%)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the of sex in the tenant population. No data is available on the age distribution of leaseholders.

Detail the findings of the data

Haringey's tenant population has a significantly higher proportion of female individuals than what is observed in the wider borough population.

### Potential Impacts

Positive impact.

The policy recognises that Structural inequality makes it more challenging for some people to achieve the outcomes they want and need. Along with the local protected characteristic of socioeconomic status, factors recognised by the Equality Act (2010) includes sex which can put individuals at greater risk of exclusion.

We take this into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## 4i. Sexual Orientation

### Data

#### Borough profile <sup>21</sup>

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%

<sup>19</sup> Census, 2021 – Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data>

<sup>20</sup> Census, 2021 – Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data>

<sup>21</sup> Census, 2021 – [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender/articles/sexualorientationandgenderinenglandandwales/2021)

- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

### **Local Authority Social Rented Tenant Population Profile <sup>22</sup>**

- Straight or heterosexual: 86.5%
- Gay or Lesbian: 1.2%
- Bisexual: 0.9%
- All other sexual orientations: 0.5%
- Not answered: 11.0%

#### What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of sexual identity among social rented tenants. Data that splits Local Authority social rented households from other Housing Association or Registered Provider social rented households is not available.

#### Detail the findings of the data

Haringey's social rented tenant population has a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual than what is observed in the wider borough population.

### **Potential Impacts**

Positive impact.

Structural inequality makes it more challenging for some people to achieve the outcomes they want and need. Along with the local protected characteristic of socioeconomic status factors recognised by the Equality Act (2010) includes sexual orientation which can put individuals at greater risk of exclusion.

We take this into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion. However, we never assume that somebody is vulnerable or has particular needs because they have a protected characteristic.

## **4j. Socioeconomic Status**

### **Data**

#### **Borough profile**

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<sup>22</sup> Census 2021 – Sexual Identity by Tenure – Office for National Statistics (ons.gov.uk)

## Income

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023<sup>23</sup>
- 19.6% of residents were claiming Universal Credit as of March 2023<sup>24</sup>
- 29.3% of jobs in Haringey are paid below the London Living Wage<sup>25</sup>

## Educational Attainment

- Haringey ranks 25<sup>th</sup> out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)<sup>26</sup>
- 3.7% of Haringey's working age population had no qualifications as of 2021<sup>27</sup>
- 5.0% were qualified to level one only<sup>28</sup>

## Household Deprivation<sup>29 30</sup>

- Household is not deprived in any dimension: 43.32%
- Household is deprived in one dimension : 33.86%
- Household is deprived in two dimensions: 16.78%
- Household is deprived in three dimensions: 5.48%
- Household is deprived in four dimensions: 0.58%
- Household is deprived in the education dimension: 18.48%
- Household is deprived in the employment dimension: 16.43%
- Household is deprived in the health and disability dimension: 28.71%
- Household is deprived in the housing dimension: 22.51%

## Area Deprivation

Haringey is the 4<sup>th</sup> 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.<sup>31</sup>

## Local Authority Social Rented Tenant Population Profile<sup>32 33</sup>

<sup>23</sup> ONS – [ONS Claimant Count](#)

<sup>24</sup> DWP, StatXplore – [Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK \(www.gov.uk\)](#)

<sup>25</sup> ONS – [Annual Survey of Hours and Earnings \(ASHE\) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics](#)

<sup>26</sup> DfE – [GCSE attainment and progress 8 scores](#)

<sup>27</sup> LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

<sup>28</sup> LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

<sup>29</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data](#)

<sup>30</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data](#)

<sup>31</sup> IMD 2019 – [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](#)

<sup>32</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data](#)

<sup>33</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data](#)

- On Census Day 2021, 47.7% of Haringey Council tenants were not in employment.<sup>34</sup>
  - Of these, 48.7% had never worked, 40.0% had not worked in the last 12 months, and 11.4% had worked in the last 12 months.

### **Educational Attainment**

- 25.93% of Haringey Council's working age tenant population did not have any qualifications.<sup>35</sup>

### **Household Deprivation<sup>36 37</sup>**

- Household is not deprived in any dimension: 20.34%
- Household is deprived in one dimension : 35.46%
- Household is deprived in two dimensions: 29.71%
- Household is deprived in three dimensions: 13.42%
- Household is deprived in four dimensions: 1.07%
  
- Household is deprived in the education dimension: 31.95%
- Household is deprived in the employment dimension: 31.83%
- Household is deprived in the health and disability dimension: 47.27%
- Household is deprived in the housing dimension: 28.38%

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to establish unemployment, educational attainment and levels of household deprivation in the tenant population. As the Census 2021 was carried out during a period of unprecedented, rapid change to the labour market, care must be taken when using the unemployment statistics.

No data is available on the age distribution of leaseholders.

### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of residents who are long-term unemployed than what is observed in the wider borough population.

<sup>34</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/89fb7f4d-a003-4946-815a-5ee3f1688fac#get-data>

<sup>35</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/a344970f-c34f-44d2-a7f3-ca342af8cacf#get-data>

<sup>36</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data>

<sup>37</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data>



Haringey Council's tenant population has a significantly higher proportion of residents who do not hold any formal educational qualifications than what is observed in the wider borough population.

Haringey Council's tenant population has significantly higher levels of household deprivation than what is observed in the wider borough population.

## **Potential Impacts**

Positive impact.

The policy will have a positive impact on those from lower socioeconomic backgrounds. The reasons for this include that it states that:

- Providing help with money management, debt and rent arrears is a core part of the Council's commitment to supporting vulnerable tenants to sustain their tenancies. Where a vulnerable resident needs additional support from outside our housing management services to sustain their tenancy or access our services, we signpost or refer them to those external services.
- Where a vulnerable tenant or leaseholder needs additional support from outside of the council's housing management services to sustain their tenancy or access our services, they will be signposted or referred to those external services. One of the services listed includes free career advice and support to help council tenants back into employment, training or further education.

## **5. Key Impacts Summary**

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

The data shows the following findings from Haringey Council's tenant population compared to the wider borough population:

- a significantly higher proportion of young people (under 24) and older people (over 50).
- a significantly higher proportion of individuals who have a disability under the Equality Act (2010).
- a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth.
- a significantly lower proportion of individuals who are married or in a registered civil partnership.
- a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.
- a significantly higher proportion of female individuals.
- a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual.



### **5b. Intersectionality**

We know that along with the local protected characteristic of socio-economic status, vulnerable tenants and leaseholders may be vulnerable and have more than one of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. These can all put individuals at greater risk of exclusion. We take these factors into account when considering whether somebody is vulnerable in terms of this policy – especially where there is an intersection of multiple protected characteristics, we know that individuals are statistically more likely to be subject to discrimination and exclusion.

A core aim of the policy is that by seeking to remove disadvantages and deliver equal access to services for all tenants and leaseholders, this will impact positively on all groups with protected characteristics.

### **5c. Data Gaps**

This policy applies to leaseholders; however, the Council don't hold data on the protected characteristics of leaseholders. A future action could include working with the Council's leasehold services to explore ways that this gap could be addressed.

## **6. Overall impact of the policy for the Public Sector Equality Duty**

Summarise the key implications of the decision for people with protected characteristics.

The proposed policy takes a holistic view of tenancy sustainment which includes supporting all tenants and leaseholders with any of the protected characteristics to live well in the community as a key factor in preventing homelessness and therefore a core housing management task for the Council.

For example, the policy has a positive impact on the protected characteristic of race by committing to reach agreement to establish what method and style of communication will work best for individuals and groups of residents where English is not their first language. The policy states that the Council may be able to commit to speaking to a specific household member whose spoken English is more fluent and/or to writing with simple translations in place.

## **7. Amendments and mitigations**

### **7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?**

No changes are proposed, however advancing equality of opportunities has been a golden thread when developing this policy.

**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 **Y/N**

**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. **Y/N**

**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 actions taken are explained throughout this EQIA

Lead officer: **N/A**

Timescale: **N/A**

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

Please provide a complete and honest justification on why it is not possible to mitigate the:

The actions taken to mitigate negative impacts are explained throughout this EQIA.

## **7. Ongoing monitoring**

Council officers from the housing management team will be responsible for delivering an action plan to implement this policy which will include monitoring of the equalities impact of this policy. The Council's Resident Voice Board will also be involved and asked for their feedback when the policy is reviewed in 3 years' time unless earlier events or legislation require an earlier update to this policy.

**Date of EQIA monitoring review:**

17 May 2024

## 8. Authorisation

EQIA approved by (Assistant Director/ Director)

[Type answer here].

Date

[Type answer here].

## 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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## 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

<b>Name of proposal:</b>	<b>Safeguarding council tenants and leaseholders policy</b>
<b>Service Area:</b>	<b>Tenancy management</b>
<b>Officer Completing Assessment:</b>	<b>Marc Lancaster &amp; Max Tolley</b>
<b>Equalities Advisor:</b>	<b>Elliot Sinnhuber</b>
<b>Cabinet meeting date (if applicable):</b>	<b>18 June 2024</b>
<b>Director/Assistant Director</b>	<b>Nimisha Patel</b>

### 2. Executive summary

The Council conducted a comprehensive review of the policy on safeguarding tenants and leaseholders adopted by Homes for Haringey and concluded that the Council's landlord services required an entirely new policy in this area. Following our review, the proposed new Safeguarding Tenants and Leaseholders Policy moves very substantially away from the existing Homes for Haringey Safeguarding Policy.

The new policy aims to ensure that the Council's overarching Safeguarding Policy, (which should be read alongside the policy), is embedded and delivered specifically through our housing management services to ensure that we actively safeguard:

- Children aged under 18 in the homes of our Council tenants and leaseholders
- Council tenants and leaseholders vulnerable within the meaning of the Care Act 2014
- Adults vulnerable within the meaning of the Care Act 2014 who are members of Council tenants' and leaseholders' households
- Adults vulnerable within the meaning of the Care Act 2014 who are tenants or lodgers of Council tenants and leaseholders
- Other adults vulnerable within the meaning of the Care Act 2014 in Council tenants' and leaseholders' homes.

The policy outlines that the Council's housing management team are in a particularly strong position to identify safeguarding concerns and sets out the Council's policy positions and principles in relation to some of those situations such as Cuckooing, Domestic Abuse and VAWG, Financial abuse and Self-neglect and hoarding.

The policy is clear that the Council will work with Adult and Children's Services to provide additional training tailored to specific housing staff on safeguarding such as identifying people with care and support needs, risk, and indicators of abuse, including domestic abuse and when and how to raise concerns through a safeguarding alert.

Central to the draft policy's approach are provisions that safeguarding is an everyday part of all our jobs; that everyone working in any capacity in our housing management services is responsible for approaching safeguarding with professional curiosity; and that officers and contractors must always discuss concerns as soon as possible.

Data from the 2021 Census data has been used to inform this EQIA in assessing how the proposed policy will affect people with protected characteristics amongst the Council's tenant population with data on leaseholders not available.

The proposed policy should have a positive impact for the protected characteristic of age including older tenants and children by being clear on how safeguarding concerns are identified. It confirms that everyone working in any capacity in housing management services is responsible for approaching safeguarding with professional curiosity. In practice the policy is clear this means instead of making assumptions, the focus should be on listening, asking direct questions, checking out and reflecting on any information about possible safeguarding issues received.

It should also have a positive impact on the protected characteristic of disability by stating that staff training, supervision and guidance is provided to the housing management team on how to spot possible signs that a child or vulnerable person may be experiencing or at risk of abuse and neglect.

### **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.

We have engaged with Haringey residents through attending two meetings of the Resident Voice Board near the start of the policy development process and towards the end of the process. These sessions ensured that the views of vulnerable tenants and leaseholders with protected characteristics were represented in the policy development process.

For example, Board members asked that the importance of multidisciplinary and collaborative working was reflected in how the policy outlined the approach to supporting vulnerable Council tenants and leaseholders. Following this feedback, a line was added to the policy stating that “our housing services look to create strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect”.

The engagement was undertaken with officers from the Council’s Housing Strategy and Policy team.

We also carried out wide ranging engagement with council staff and the policy evolved as part of this engagement.

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

We attended meetings of the Council’s Resident Voice Board on 16 November 2023 and 15 February 2024. They told us that the policy should include coverage of the following points:

- Should apply to leaseholders.
- Emphasise a more proactive approach to identifying vulnerability – e.g. a risk assessment where age/history/lack of contact etc could all identify someone as needing a visit.
- Commit to multidisciplinary working such as multi agency working.

### **4. Data and Impact Analysis**

Please consider how the proposed change will affect people with protected characteristics.

## 4a. Age

### Data

#### Borough Profile<sup>1</sup>

- 54,422: 0-17 (21%)
- 71,660: 18-34 (27%)
- 63,930: 35-49 (24%)
- 46,516: 50-64 (18%)
- 27,706: 65+ (10%)

#### Local Authority Social Rented Tenant Population Profile<sup>2</sup>

- 0 – 15: 7963 (20%)
- 16 – 24: 6120 (16%)
- 25 – 34: 5000 (13%)
- 35 – 49: 6773 (17%)
- 50 – 64: 8365 (21%)
- 65+: 4745 (12%)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the age distribution of the tenant population.

Data on the age distribution of leaseholders is not available.

#### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of young people (under 24) and older people (over 50) than what is observed in the wider borough population.

## Impact

Positive impact.

<sup>1</sup> Census, 2021 – [Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/populationandhousehold/population/populationandhousehold/populationandhousehold)

<sup>2</sup> Census, 2021 – [Custom dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data](https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data)



The proposed policy should be positive for the protected characteristic of age including older tenants and children. This is because the policy aims to prevent abuse and neglect of people of all ages in the Council's housing stock who are either adults vulnerable within the meaning of the Care Act 2014 or children who have not yet reached their 18<sup>th</sup> birthday.

The policy should also have a positive impact on older and children tenants and leaseholders by being clear on how safeguarding concerns are identified. It confirms that everyone working in any capacity in housing management services is responsible for approaching safeguarding with professional curiosity. This involves exploring and proactively trying to understand what is happening within a household or for an individual rather than making assumptions or taking a single source of information and accepting it at face value by looking, listening, asking direct questions, checking out and reflecting on all the information received.

## 4b. Disability

### Data

#### Borough Profile

- Disabled under Equality Act – 13.7%<sup>3</sup>
  - Day to day activities limited a lot – 6.1%
  - Day to day activities limited a little – 7.5%
- 7.5% of residents people diagnosed with depression<sup>4</sup>
- 1.7% of residents diagnosed with a severe mental illness<sup>5</sup>
- 0.4% of people in Haringey have a learning disability<sup>6</sup>

#### Local Authority Social Rented Tenant Population Profile<sup>7</sup>

- Disabled under the Equality Act – 22.4% (8729)
  - Day to day activities limited a lot – 12.9% (5040)
  - Day to day activities limited a little – 9.5% (3689)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the prevalence of disabilities in the tenant population.

<sup>3</sup> Census, 2021 – [Disability, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/disabilityandlongtermhealth/bulletins/disabilityinenglandandwales/2021)

<sup>4</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed depression among GP registered population age 18+](https://www.nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-depression-among-gp-registered-population-age-18/)

<sup>5</sup> NHS Quality Outcomes Framework – [Prevalence of diagnosed mental health diagnosis among GP registered population age 18+](https://www.nhs.uk/quality-outcomes-framework/prevalence-of-diagnosed-mental-health-diagnosis-among-gp-registered-population-age-18/)

<sup>6</sup> PHE Learning disability profiles – <https://fingertips.phe.org.uk/learning-disabilities#page/0/gid/1938132702/pat/6/par/E12000007/ati/102/are/E09000014>

<sup>7</sup> Census, 2021 - Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/dda3992e-e16d-420a-a2d2-14a491b30045#get-data>

Data on the prevalence of disabilities among leaseholders is not available.

#### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of individuals who have a disability under the Equality Act (2010) than what is observed in the wider borough population.

### **Potential Impacts**

Positive impact.

We know that 22.4% of our tenants and leaseholders are disabled, or experience long-term limiting illness. The proposed policy states that while this does not itself make a person vulnerable, we know that it may result in a person having care needs and also increase their vulnerability to abuse or neglect.

The policy should have a positive impact on this protected characteristic by stating that staff training, supervision and guidance ensure that Council officers have good awareness of the possible signs that a child or vulnerable person may be experiencing or at risk of abuse and neglect. It also has sections on how safeguarding concerns are identified, raised and reported.

### **4c. Gender Reassignment**

#### **Data**

#### **Borough Profile<sup>8</sup>**

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

#### **Social Rented Tenants Population Profile<sup>9</sup>**

- Gender Identity different from sex registered at birth but no specific identity given – 0.76%
- Trans woman – 0.24%
- Trans man - 0.22%

#### What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to estimate the proportion of tenants that report that their gender identity is different from sex registered at birth. Data that splits Local

<sup>8</sup> Census, 2021 – [Gender identity, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/bulletins/genderidentityenglandandwales/2021)

<sup>9</sup> Census, 2021 – [Gender Identity by Tenure – Office for National Statistics \(on.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/bulletins/genderidentitybytenure/2021)

Authority social rented households from other Housing Association or Registered Provider social rented households is not available.

Data on the gender identity distribution of leaseholders is not available.

Detail the findings of the data.

Haringey's social rented tenant population has a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth than what is observed in the wider borough population.

## Potential Impacts

Neutral impact.

## 4d. Marriage and Civil Partnership

### Data

#### Borough Profile <sup>10</sup>

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (9.9%)
- Married or registered civil partnership: (35.8%)
- Separated (but still legally married or still legally in a same-sex civil partnership): (2.9%)
- Single (never married or never registered a same-sex civil partnership): (45.3%)
- Widowed or surviving partner from a same-sex civil partnership: (6.1%)

#### Local Authority Social Rented Tenant Population Profile<sup>11</sup>

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: 3602 (9.2%)
- Married or registered civil partnership: 7519 (19.3%)
- Separated, but still legally married or still legally in a same-sex civil partnership: 1349 (3.5%)
- Single, never married or never registered a same-sex civil partnership: 17033 (43.7%)
- Widowed or surviving partner from a same-sex civil partnership: 1501 (3.9%)
- Does not apply: 7963 (20.4%)

<sup>10</sup> Census, 2021 – [Marriage and civil partnership status in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/marriageanddivorce/articles/marriageandcivilpartnershipstatusinenglandandwales/2021)

<sup>11</sup> Census, 2021 - Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/ffce57a7-f77b-4ea8-aad8-281df31dfae1#get-data>

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of marital status among tenants.

Data on the distribution of marital status of leaseholders is not available.

Detail the findings of the data.

Haringey Council's tenant population has a significantly lower proportion of individuals who are married or in a registered civil partnership than what is observed in the wider borough population.

### **Potential Impacts**

Neutral impact.

## **4e. Pregnancy and Maternity**

### **Data**

#### **Borough Profile <sup>12</sup>**

Live Births in Haringey 2021: 3,376

### **Local Authority Social Rented Tenant Population Profile**

The council does not hold data on pregnancy and maternity among its tenants.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Data on the number of pregnancies and births among tenants and leaseholders is not available.

Detail the findings of the data.

N/A

### **Potential Impacts**

Neutral impact.

## **4f. Race**

---

<sup>12</sup> Births by Borough (ONS)

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.<sup>13</sup>

## Data

### Borough Profile <sup>14</sup>

#### Arab: 1.0%

- Any other ethnic group: 8.7%

#### Asian: 8.7%

- Bangladeshi: 1.8%
- Chinese: 1.5%
- Indian: 2.2%
- Pakistani: 0.8%
- Other Asian: 2.4%

#### Black: 17.6%

- African: 9.4%
- Caribbean: 6.2%
- Other Black: 2.0%

#### Mixed: 7.0%

- White and Asian: 1.5%
- White and Black African: 1.0%
- White and Black Caribbean: 2.0%
- Other Mixed: 2.5%

#### White: 57.0% in total

- English/Welsh/Scottish/Northern Irish/British: 31.9%
- Irish: 2.2%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.8%
- Other White: 22.1%

## Local Authority Social Rented Tenant Population Profile <sup>15</sup>

#### Asian: 9.1%

- Bangladeshi: 3.4%
- Chinese: 0.9%
- Indian: 0.9%

<sup>13</sup> [Race discrimination | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://equalityhumanrights.com/)

<sup>14</sup> Census 2021 - [Ethnic group, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/datasets/census2021)

<sup>15</sup> Census 2021 – [Custom dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/d44a7d29-fc6f-4c90-b4d0-1f38b22ada43#get-data](https://www.ons.gov.uk/datasets/create/filter-outputs/d44a7d29-fc6f-4c90-b4d0-1f38b22ada43#get-data)

- Pakistani: 0.7%
- Other Asian: 3.2%

**Black: 39.6%**

- African: 23.2%
- Caribbean: 11.8%
- Other Black: 4.6%

**Mixed: 6.8%**

- White and Asian: 0.6%
- White and Black African: 1.2%
- White and Black Caribbean: 2.7%
- Other Mixed: 2.3%

**White: 31.0%**

- English/Welsh/Scottish/Norther Irish/British: 18.8%
- Irish: 1.6%
- Gypsy or Irish Traveller: 0.1%
- Roma: 0.2%
- Other White: 10.4%

**Other Ethnic Group: 13.4%**

- Arab: 1.7%
- Any other ethnic group: 11.7%

**What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?**

2021 Census data has been used to identify the distribution of ethnic groups among tenants.

Data on the distribution of marital status of leaseholders is not available.

**Detail the findings of the data.**

Haringey Council's tenant population has a significantly higher proportion of individuals who identify as Black, and slightly higher proportion of individuals who identify as Asian or another ethnic group than what is observed in the wider borough population. This is countered by a significantly lower proportion of tenants who identify as White than the wider borough population.

**Potential Impacts**

Neutral impact.

## 4g. Religion or belief

### Data

#### Borough Profile <sup>16</sup>

- Christian: 39%
- Buddhist: 0.9%
- Hindu: 1.3%
- Jewish: 3.6%
- Muslim: 12.6%
- No religion: 31.6%
- Other religion: 2.3%
- Religion not stated: 8.0%
- Sikh: 0.3%

#### Local Authority Social Rented Tenant Population Profile <sup>17</sup>

- Christian: 42.4%
- Buddhist: 1.1%
- Hindu: 0.6%
- Jewish: 0.4%
- Muslim: 25.9%
- No religion: 16.7%
- Other religion: 5.3%
- Religion not stated: 7.4%
- Sikh: 0.2%

What data will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of religion among tenants.

Data on the distribution of religion of leaseholders is not available.

Detail the findings of the data.

<sup>16</sup> Census, 2021 – [Religion, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/religiousandethnicity/datasets/religion-england-and-wales)

<sup>17</sup> Census 2021 – [Custom dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/3f832a2b-5432-443e-8926-7e0d92e3cc03#get-data](https://www.ons.gov.uk/datasets/create/filter-outputs/3f832a2b-5432-443e-8926-7e0d92e3cc03#get-data)

Haringey Council's tenant population has a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion than what is observed in the wider borough population. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.

### Potential Impacts

Neutral impact.

## 4h. Sex

### Data

#### Borough profile <sup>18</sup>

- Females: (51.8%)
- Males: (48.2%)

#### Local Authority Social Rented Tenant Population Profile<sup>19</sup>

- Female: 21,486 (55.1%)<sup>20</sup>
- Male: 17,482 (44.9%)

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the of sex in the tenant population. No data is available on the age distribution of leaseholders.

Detail the findings of the data.

Haringey's tenant population has a significantly higher proportion of female individuals than what is observed in the wider borough population.

### Potential Impacts

Neutral impact.

## 4i. Sexual Orientation

### Data

<sup>18</sup> Census 2021 – [Gender identity: age and sex, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/ethnicityandnationality/datasets/genderidentity/ageandsexenglandandwales)

<sup>19</sup> Census, 2021 – Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data>

<sup>20</sup> Census, 2021 – Custom dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/aae4d546-9260-4541-aea9-870a8da7536d#get-data>



### **Borough profile <sup>21</sup>**

- Straight or heterosexual: 83.4%
- Gay or Lesbian: 2.7%
- Bisexual: 2.1%
- All other sexual orientations: 0.8%
- Not answered: 11.0%

### **Local Authority Social Rented Tenant Population Profile <sup>22</sup>**

- Straight or heterosexual: 86.5%
- Gay or Lesbian: 1.2%
- Bisexual: 0.9%
- All other sexual orientations: 0.5%
- Not answered: 11.0%

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to identify the distribution of sexual identity among social rented tenants. Data that splits Local Authority social rented households from other Housing Association or Registered Provider social rented households is not available.

### Detail the findings of the data

Haringey's social rented tenant population has a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual than what is observed in the wider borough population.

### **Potential Impacts**

Neutral impact.

## **4j. Socioeconomic Status**

### **Data**

#### **Borough profile**

#### **Income**

- 6.9% of the population of Haringey were claiming unemployment benefit as of April 2023<sup>23</sup>
- 19.6% of residents were claiming Universal Credit as of March 2023<sup>24</sup>

<sup>21</sup> Census, 2021 – [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/people-and-population/population-and-demography/census-2021)

<sup>22</sup> Census 2021 – Sexual Identity by Tenure – Office for National Statistics (ons.gov.uk)

<sup>23</sup> ONS – [ONS Claimant Count](https://ons.gov.uk/people-and-population/population-and-demography/census-2021)

<sup>24</sup> DWP, StatXplore – [Universal Credit statistics, 29 April 2013 to 9 March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/universal-credit-statistics)

- 29.3% of jobs in Haringey are paid below the London Living Wage<sup>25</sup>

### Educational Attainment

- Haringey ranks 25<sup>th</sup> out of 32 in London for GCSE attainment (% of pupils achieving strong 9-5 pass in English and Maths)<sup>26</sup>
- 3.7% of Haringey's working age population had no qualifications as of 2021<sup>27</sup>
- 5.0% were qualified to level one only<sup>28</sup>

### Household Deprivation<sup>29 30</sup>

- Household is not deprived in any dimension: 43.32%
- Household is deprived in one dimension : 33.86%
- Household is deprived in two dimensions: 16.78%
- Household is deprived in three dimensions: 5.48%
- Household is deprived in four dimensions: 0.58%
- Household is deprived in the education dimension: 18.48%
- Household is deprived in the employment dimension: 16.43%
- Household is deprived in the health and disability dimension: 28.71%
- Household is deprived in the housing dimension: 22.51%

### Area Deprivation

Haringey is the 4<sup>th</sup> 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.<sup>31</sup>

### Local Authority Social Rented Tenant Population Profile<sup>32 33</sup>

- On Census Day 2021, 47.7% of Haringey Council tenants were not in employment.<sup>34</sup>
  - Of these, 48.7% had never worked, 40.0% had not worked in the last 12 months, and 11.4% had worked in the last 12 months.

<sup>25</sup> ONS – [Annual Survey of Hours and Earnings \(ASHE\) - Estimates of the number and proportion of employee jobs with hourly pay below the living wage, by work geography, local authority and parliamentary constituency, UK, April 2017 and April 2018 - Office for National Statistics](#)

<sup>26</sup> DfE – [GCSE attainment and progress 8 scores](#)

<sup>27</sup> LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

<sup>28</sup> LG Inform – [Data and reports | LG Inform \(local.gov.uk\)](#)

<sup>29</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data](#)

<sup>30</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data](#)

<sup>31</sup> IMD 2019 – [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](#)

<sup>32</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data](#)

<sup>33</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data](#)

<sup>34</sup> Census 2021 – [Custom Dataset: https://www.ons.gov.uk/datasets/create/filter-outputs/89fb7f4d-a003-4946-815a-5ee3f1688fac#get-data](#)

### Educational Attainment

- 25.93% of Haringey Council's working age tenant population did not have any qualifications.<sup>35</sup>

### Household Deprivation<sup>36 37</sup>

- Household is not deprived in any dimension: 20.34%
- Household is deprived in one dimension : 35.46%
- Household is deprived in two dimensions: 29.71%
- Household is deprived in three dimensions: 13.42%
- Household is deprived in four dimensions: 1.07%
- Household is deprived in the education dimension: 31.95%
- Household is deprived in the employment dimension: 31.83%
- Household is deprived in the health and disability dimension: 47.27%
- Household is deprived in the housing dimension: 28.38%

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

2021 Census data has been used to establish unemployment, educational attainment and levels of household deprivation in the tenant population. As the Census 2021 was carried out during a period of unprecedented, rapid change to the labour market, care must be taken when using the unemployment statistics.

No data is available on the age distribution of leaseholders.

### Detail the findings of the data

Haringey Council's tenant population has a significantly higher proportion of residents who are long-term unemployed than what is observed in the wider borough population.

Haringey Council's tenant population has a significantly higher proportion of residents who do not hold any formal educational qualifications than what is observed in the wider borough population.

Haringey Council's tenant population has significantly higher levels of household deprivation than what is observed in the wider borough population.

<sup>35</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/a344970f-c34f-44d2-a7f3-ca342af8cacf#get-data>

<sup>36</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/b517d031-1601-4ea9-926a-0a87cc896427#get-data>

<sup>37</sup> Census 2021 – Custom Dataset: <https://www.ons.gov.uk/datasets/create/filter-outputs/44b7fcd4-a533-43da-a430-c7761c1d00f6#get-data>

## Potential Impacts

Positive impact.

The proposed policy could help to prevent abuse and neglect of people in the Council's housing stock by engaging with the impact that socioeconomic status indicators such as the income, employment and housing conditions of tenants and leaseholders has on their safety and wellbeing.

The policy is also clear that everyone working in any capacity in the Council's housing management teams is responsible for immediately raising any concerns or suspicions they may have about safeguarding. These factors should be actively addressed in every assessment, supervision session, case conference and court report.

## 5. Key Impacts Summary

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

The data shows the following findings from Haringey Council's tenant population compared to the wider borough population:

- a significantly higher proportion of young people (under 24) and older people (over 50).
- a significantly higher proportion of individuals who have a disability under the Equality Act (2010).
- a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth.
- a significantly lower proportion of individuals who are married or in a registered civil partnership.
- a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.
- a significantly higher proportion of female individuals.
- a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual.

### 5b. Intersectionality

Cuckooing victims are predominantly older, male, and almost always have some form of underlying vulnerability.

### 5c. Data Gaps

This policy applies to leaseholders; however the Council don't hold data on the protected characteristics of leaseholders. A future action could include working with the Council's leasehold services to explore ways that this gap could be addressed.

## 6. Overall impact of the policy for the Public Sector Equality Duty

The aim of the proposed policy is to prevent abuse and neglect of people of all ages in the Council's housing stock. This is to ensure that we actively safeguard people who are either adults vulnerable within the meaning of the Care Act 2014 or children who have not yet reached their 18<sup>th</sup> birthday.

The proposed policy outlines that the Council's housing management team are in a particularly strong position to identify safeguarding concerns and sets out the Council's policy positions and principles in relation to some of those situations such as Cuckooing, Domestic Abuse and VAWG, Financial abuse and Self-neglect and hoarding. This which will particularly positively impact on the protected characteristics of age and disability.

## 7. Amendments and mitigations

### 7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?

No changes are proposed, however advancing equality of opportunities has been a golden thread when developing this policy.

**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: The actions taken are explained throughout this EQIA

Lead officer: **N/A**

Timescale: **N/A**

Please outline any areas you have identified where negative impacts will happen because of the proposal, but it is not possible to mitigate them.

Please provide a complete and honest justification on why it is not possible to mitigate the:

## **7. Ongoing monitoring**

Senior Managers from the Council's landlord and housing services attend and actively participate in Haringey Safeguarding Children's Partnership (HSCP) and Haringey Safeguarding Adults Board (HSAB) meetings and relevant subgroups and working groups. This ensures that our landlord services are informed and guided at a strategic and practical level by a partnership approach to safeguarding adults and children. These meetings will include ongoing monitoring of this policy and its effects on individuals with protected characteristics covered by the Equality Act 2010.

The Council's Resident Voice Board will also be involved and asked for their feedback when the policy is reviewed in 3 years' time unless earlier events or legislation require an earlier update to this policy.

**Date of EQIA monitoring review:**

17 May 2024.

## **8. Authorisation**

EQIA approved by (Assistant Director/ Director)

**[Type answer here].**

Date

**[Type answer here].**

## **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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**Report for:** Cabinet – 16<sup>th</sup> July 2024

**Title:** Haringey Feedback Policy

**Report authorised by :** Jess Crowe, Director of Culture, Strategy and Engagement

**Lead Officer:** Elaine Prado, Head of Feedback and Resolution.  
[Elaine.Prado@Haringey.gov.uk](mailto:Elaine.Prado@Haringey.gov.uk)

**Ward(s) affected:** All

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

**1. Describe the issue under consideration.**

1.1 This report introduces the revised Haringey Feedback Policy, that replaces both the previous Corporate Feedback Policy and the Homes for Haringey (HfH) Complaints Policy.

1.2 The previous policies have been combined to provide the residents, users of services and businesses in Haringey with a single feedback policy, that outlines how complaints will be handled by the Council, in addition to compliments and suggestions.

1.3 The revised policy has been written to ensure that the Council's approach to complaints complies with the advisory complaints handling guidance of the Local Government and Social Care Ombudsman, and the statutory Housing Ombudsman complaints handling code, both of which became effective from 1<sup>st</sup> April 2024.

1.4 Appendix one provides the revised policy in full.

**2. Cabinet Member Introduction**

2.1 This report introduces the Council's new approach to feedback and complaints and seeks to update our policy to align with national guidance.

2.2 We recognise the need to improve and strengthen our complaints handling process and want to make it easier for residents to give us their feedback. This is part of our Haringey Deal pledge to improve resident participation in the Council's decision-making.

2.3 The insourcing of Homes for Haringey highlighted a need for a consistent approach, and we are adopting this policy to bring our processes into line with the latest Ombudsman Complaint Handling Codes, introduced in April 2024.

2.4 This report sets out the improvements which are already in train, including the introduction of new systems to streamline processes whilst improving their quality and effectiveness.

2.5 Implementing a robust feedback policy is a crucial part of our resident experience programme. The measures outlined here will ensure we are accountable, transparent, and continuously improving our services, with our residents' voices and experiences at the heart of what we do.

### **3. Recommendations**

3.1 That Cabinet approves the revised Haringey Feedback Policy at Appendix 1 to apply to all complaints received by the Council.

### **4. Reasons for decision**

4.1 To clarify the Council's approach to complaints by adopting a single complaints policy following insourcing of HfH functions and to ensure compliance with the respective new Ombudsman Complaint Handling Codes.

### **5. Alternative options considered**

5.1 No alternative options were considered. It was considered important for consistency to combine the two previous complaints policies following the return of Housing Service to Council control, and we were additionally obliged to ensure compliance with the Ombudsman Complaint Handling Codes.

### **6. Background information**

6.1 When Homes for Haringey (HfH) was brought back into the Council, there was a need to review the Corporate Feedback Policy and the Homes for Haringey Complaints Policy, as these each both applied to complaints, however each took slightly differing approaches to the handling of complaints.

6.2 A short time after the Housing Service returned to the Council, the Local Government and Social Care Ombudsman, and the Housing Ombudsman announced they would be developing refreshed complaint handling codes, that would be aligned to each other's code, to bring about a more standardised approach to complaint handling across all councils in England.

6.3 With these drivers, the policies were combined and reviewed, to develop the Haringey Feedback Policy, which applies to all complaints, suggestions and compliments received by the council - with the exception of any statutory complaints or those complaints that are dealt with under a separate court or tribunal appeals process.

6.4 As a council we have recognised that we need to improve our complaints handling performance and made commitments to do so as part of the Haringey Deal. This includes ensuring the swiftest possible resolution to complaints and to learning from the complaints that we receive. We have developed a series of actions to achieve this improvement which are underway. These take learning from councils with a strong track record based on Oflog metrics.

6.5 Our improvement plans include the development of a new case management system which will reduce manual processing of complaints and streamline data collection. Implementation of the new system will enable us to focus our resources on the quality and effectiveness of our complaints handling; and the completion of all follow up actions; rather than simply on the processing of complaints. In addition, we are working to build an organisational culture that welcomes feedback and is genuinely responsive to it as part of our wider organisational development.

6.6 Updates on this improvement programme will be provided to Cabinet and the Overview and Scrutiny Committee as part of the Annual Feedback Report due to be presented before the end of 2024.

## **7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes?**

7.1 Theme 1: Resident experience, collaboration and participation – Improved complaints handling processes.

## **8. Carbon and Climate Change**

8.1 N/A

## **9. Statutory Officers comments (Director of Finance ( procurement), Head of Legal and Governance, Equalities)**

## **10. Finance**

10.1 There are no direct financial implications arising from this report. The Haringey Feedback Policy is managed by the Feedback and Resolutions 9.2 10.2 Team whose costs are funded by budgets sitting within both the General Fund and HRA. The costs of the new case management system are being funded as part of the Digital Change programme.

## **11. Procurement**

11.1 There are no procurement implications arising from this report.

## **12. Assistant Director Legal & Governance**

12.1 The Assistant Director Legal & Governance has been consulted in the drafting of this report and comments as follows.

12.2 The Local Government and Social Care Ombudsman in February 2024 issued advisory guidance pursuant to s23(12A) of the Local Government Act 1974 for complaint handling in areas covered by the Local Government and Social Care Ombudsman.

12.3 The Housing Ombudsman issued statutory guidance effective 1 April 2024 pursuant to s51ZA of the Housing Act 1996<sup>1</sup> for complaint handling by landlords in the social housing sector.

12.4 Both regulators intended their respective guidance to align.

12.5 The Feedback Policy at Appendix 1 complies with both sets of guidance.

12.6 There is no legal reason why Cabinet should not adopt the recommendations in this report.

## **13. Equality**

13.1 The council has a Public Sector Equality Duty (PSED) 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

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<sup>1</sup> Inserted by s41(3) of the Social Housing (Regulation) Act 2023

- Foster good relations between people who share those characteristics and people who do not

13.2 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.

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

13.4 This decision is to approve the revised Haringey Feedback Policy. This new policy combines the Corporate Feedback Policy and the Homes for Haringey Complaints Policy, as these each took slightly differing approaches to the handling of complaints. Further, it is now aligned with the complaints handling codes issued by the Housing Ombudsman and the Local Government and Social Care Ombudsman.

13.5 By combining the two policies, we can provide equity of complaint handling for all of our residents regardless of tenure. No contact channels have been removed, and the policy has been strengthened in relation to reasonable adjustments for complaint handling, therefore there is no adverse impacts on any protected groups. The decision is therefore anticipated to have a neutral impact those with protected characteristics.

#### **14. Use of Appendices**

14.1 Appendix 1: DRAFT Haringey Council Feedback Policy

14.2 Appendix 2

## Haringey Council Feedback Policy

July 2024

### 1. Introduction

- 1.1. Haringey Council is committed to providing excellent services to our residents, business owners and visitors. We understand that sometimes things can go wrong, and we welcome feedback to rectify mistakes, learn from them and improve our services.
- 1.2. This policy outlines our commitment to effectively handle complaints in line with the current Ombudsman guidance:
- 1.3. Local Government and Social Care Ombudsman complaints handling code.
- 1.4. Housing Ombudsman complaints handling code.
- 1.5. Additionally, this policy addresses how we will handle compliments and suggestions.

### 2. Scope

- 2.1. We encourage anyone that uses or is affected by our services to give us feedback. We also accept feedback from people acting on behalf of someone else with their consent, such as friends, representatives, or advocacy workers.

### 3. Definition of a service request

- 3.1. Haringey Council has adopted the Ombudsman's definition of a service request which is:

*"a request that the organisation provides or improves a service, fixes a problem or reconsiders a decision".*

### 4. Definition of complaint

- 4.1. Haringey Council has adopted the Ombudsman's definition of a complaint which is:

*"An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its staff, or those acting on its behalf, affecting an individual or group of individuals."*

- 4.2. In this policy the term 'resident' denotes an individual or organisation resident or working in the borough or using services provided by the Council including council tenants, council leaseholders and council licensees.

### 5. Principles

- 5.1. Our complaints handling process adheres to the following principles:

- **Early resolution:** We will aim to resolve complaints as swiftly as possible. Where we have got things wrong we will apologise at the earliest opportunity.
- **Fairness:** We will treat all complainants with fairness, impartiality, and respect, regardless of their background or circumstances and deal with their complaints on their merits.
- **Transparency:** We will be transparent in our communication and provide clear information about the complaint process.
- **Accountability:** We will take responsibility for addressing complaints promptly and effectively.
- **Accessibility:** We will ensure that our complaints procedure is accessible to all residents, including those with disabilities or language barriers.
- **Learning and Improvement:** We view complaints as opportunities for learning and improving our services.

### 6. Making a Complaint

6.1. A simple enquiry, request or report of a single service failure will not be recorded as a complaint (e.g. a report of a missed bin collection, streetlight not working, or repair being needed). This is because such issues can usually be put right reasonably quickly and without detailed investigation.

6.2. Matters excluded from our complaints policy are set out in section 7 below.

6.3. Complaints relating to Adult Social Care and/or Children and Young Peoples' Social Care are dealt with under different regulations and are set out in Appendix One and Two.

6.4. Residents can make complaints through various channels including:

Online: Via our official website.

Email: [feedback@haringey.gov.uk](mailto:feedback@haringey.gov.uk)

Phone: 0208 489 3424

In Person at one of our Customer Service Centres based in two locations:

Marcus Garvey Library & Customer Service Centre,  
Tottenham Green Pools and Fitness,  
1 Philip Lane,  
Tottenham, N15 4JA

Wood Green Customer Service Centre,  
Wood Green Library,  
187-197A High Road,  
Wood Green, N22 6XD

In Writing:

Feedback and Resolutions Team,  
Alexandra House, 10 Station Road,  
Wood Green, N22 7TR.

### 7. Complaints must include:

- The resident's name and contact details.
- A clear description of the issue.
- Any supporting evidence if available.

7.1 We recognise some residents may need additional support with submitting complaints, and in those circumstances, we will make reasonable adjustments to simplify the process.

## **8. Matters not addressed under this policy.**

- The commencement or conduct of legal proceedings.
- Matters of law or central government policy.
- Personnel matters, including an employee appointments, removals, pay, discipline, or pension.
- Where there is an alternative appeal process before a court or tribunal, e.g. about the refusal of planning permission, school admissions or exclusions, housing benefit, penalty charge notices (eg parking fines), contractors or suppliers disputing invoices, terms of contracts or alleging a breach of contract.
- Matters best dealt with by an insurer (e.g., insurance claims).
- Matters already decided by a court, tribunal or ombudsman ruling.
- Data protection breaches.
- Freedom of information / environmental information requests.
- Complaints relating to Child Protection Conferences, which are referred to the Haringey Safeguarding Children Partnership. Such complaints may be about:
  - the process of the conference.
  - the outcome; and/or
  - a decision about a child protection plan.
- Complaints about Children and Young People's Social Care which are dealt with under a separate statutory procedure.
- Adult Social Care complaints that are dealt with under a separate statutory procedure.
- Disputes between tenants unless directly related to the handling of the dispute.
- Complaints raised about a Council Service through elected members (Councillors or MPs), which are handled as Member Enquiries.
- Complaints about Councillors, which are handled separately by the Monitoring Officer and Standards Committee.
- Matters outside the designated time frame or beyond the Council's control.

8.1. If Haringey Council determines a complaint does not fall within the scope of this policy, an explanation will be provided to the complainant setting out the reasons why.

8.2. Complainants retain the right to challenge this decision by escalating their complaint to the relevant Ombudsman, as advised in our response. The Ombudsman may instruct the Council to accept the complaint where appropriate.

## **9. Use of advocate or support person and consent**

9.1. Residents may choose to have an advocate or support person to assist with their complaint.

9.2. Written consent is required if the resident wants the Council to liaise directly with the support person or advocate.

9.3. Haringey Council will:

- Aim to simplify the consent process.
- Ensure the process does not make it difficult for someone to make a complaint.

9.4 If written consent cannot be given, alternative options for obtaining consent or responding to the issue will be considered.

## **10. Complaints Handling Procedure**

10.1 Our complaints handling procedure comprises two stages:

10.2 Stage 1 – Service Investigation:

- Upon receiving a complaint, we will acknowledge it within 5 working days and will provide a reference number.
- The complaint is assigned to the relevant department for investigation and resolution. We aim to resolve complaints within 10 working days of acknowledgement.
- If more time is needed for the investigation, we will let you know and give you a new response date.
- The complainant receives a written response detailing the resolution.
- Complaints about staff members are investigated by the officer's line manager in line with our employment policies. The outcome of this process will not be shared with the complainant in order to protect employee confidentiality.
- Where the complaint relates to a third-party contractor, we will refer the complaint to them to undertake the service investigation.

10.3 Stage 2 – Review:

- If the resident considers that all or part of the complaint has not been resolved to their satisfaction at stage 1, they may request that it be progressed to Stage 2, save that disagreement with Council policy cannot be escalated to Stage 2.
- The request should specify the reasons for the resident's dissatisfaction and their desired outcomes.
- We will acknowledge the request within 5 working days.
- We will give a written response within 20 working days of acknowledgement.
- If more time is needed for the review, a Senior Feedback & Resolutions Officer will let you know and give you a new response date.
- The Stage 1 response will be reviewed at Stage 2 by the Feedback & Resolutions team, not by the service who investigated the initial complaint.
- The Stage 2 response is the Council's final response.

10.4 Review by the Ombudsman:

- If the resident is dissatisfied after Stage 2, they can escalate the complaint to the relevant Ombudsman for an independent review.
- Although residents can complain directly to the Ombudsman at any point, completing the Council's complaints process first is encouraged.

## **11. Time limits for complaints**

11.1 Haringey Council will not normally accept complaints made after 12 months, but exceptions may apply in exceptional circumstances.

11.2 An explanation for the delay with supporting evidence will normally be required.

11.3 Factors considered include:

- (1) Reasons for the delay;
- (2) Council responsibility for the delay;
- (3) Personal circumstances of the complainant; and
- (4) Any disability or vulnerability contributing to the delay.

11.4 Requests to escalate complaints to Stage 2 should be made within 6 months of the Stage 1 response.



## **12. Right to withdraw a complaint**

12.1 Residents have the right to withdraw a complaint at any time.

12.2 Please contact the Feedback & Resolutions Team to withdraw your complaint.

## **13. Complaints made directly to the Chief Executive**

13.1 Complaints raised directly with the Chief Executive are forwarded to the Feedback & Resolutions Team for acknowledgement and handling under the complaints process.

13.2 This ensures all complaints receive equitable treatment and access to the relevant Ombudsman if dissatisfied with the outcome.

## **14. Compliments and Suggestions**

14.1 We value compliments received from residents when an officer has demonstrated exceptional service that is beyond their daily duties. Officers receiving compliments will be recognised with a letter of appreciation from their Head of Service.

14.2 Our preferred method for receiving compliments or suggestions is through our [e-form](#).

14.3 We acknowledge that not all residents may have access to this, so we will accept compliments and suggestions through the contact methods outlined in section 6.4 above.

14.4 We make reasonable adjustments to support residents who are unable to use alternative means of communication.

14.5 Suggestions received will be acknowledged, and appropriate action will be taken within 10 working days. The service officer will update the customer on the implementation of the suggestion or give reasons if it cannot be implemented.

## **15. Equality and Diversity**

15.1 Equality and diversity are of fundamental importance to services provided regardless of a person's protected characteristics under the Equality Act 2010 (age, disability, gender reassignment, marriage and civil partnership, religion, pregnancy and maternity, race, belief, or sex).

15.2 All must be treated with respect.

15.3 The Council treats everyone it houses, serves, and employs, fairly, and encourages others to do the same.

15.4 This policy provides assurance that compensation is offered in a fair and consistent way.

## **16. Data Protection**

16.1 The Council is committed to ensuring that data is:

- Processed lawfully, fairly and in a transparent manner.
- Collected for a specific and legitimate purpose and not used for anything other than this stated purpose.

- Relevant and limited to whatever the requirements are for which the data is processed.
- Accurate, and where necessary, kept up to date. Any identified inaccuracies will be amended or removed without undue delay.
- Stored (only) for as long as required, as specified within the Retention Policy.
- Secured with appropriate solutions, which protect against unauthorised or unlawful processing, accidental loss, destruction, or damage.

## **17. Monitoring and Reporting**

17.1 The Council has a responsibility to report on its complaints processes, including the number of complaints received, response times, and outcomes.

17.2 This information will be made publicly available.

## **18. Training and Development**

18.1 Our staff will receive training on complaints handling, ensuring they are equipped to handle complaints effectively and in line with Ombudsman complaints handling codes.

## **19. Implementation and review**

19.1 This policy will be implemented on 17th July 2024

19.2 It will be reviewed every three years to ensure its effectiveness and relevance in addressing residents' needs and concerns, or sooner to incorporate legislative and/or regulatory amendments, best practice developments, or to address any operational issues identified with the process.

19.3 The next Review date is July 2027

19.4 This policy is published on the Haringey website.

## **Appendices**

Appendix One - Complaints about Adult Social Care

Appendix Two - Complaints about Children and Young Peoples' Social Care

## Appendix One - Complaints about Adult Social Care

### 1. How we will deal with your complaint

We will:

- a. write to you to acknowledge your complaint within 5 working days.
- b. Assign your complaint to the relevant service or authority, who will conduct an investigation into your complaint.
- c. offer to discuss your complaint with you and explain how the complaint will be investigated.
- d. respond to your complaint with our decision in writing, where possible we will do this within 10 working days.

### 2. If you have an advocate

- a. If you have an advocate (someone who represents you), we will deal directly with them until the investigation into the complaint is completed. If you don't have an advocate, we will consider whether to appoint one.

### 3. High risk cases

- a. In high-risk cases, we will appoint an independent investigating officer. This is someone who:
  - does not work for us
  - is independent of the service involved
- b. In these cases, we will appoint an adjudicating officer to consider the independent investigating officer's findings. The adjudicating officer will respond to you explaining whether or not they accept the investigating officer's findings with clear explanations.
- c. The timescale may be extended in high risk or complex cases, and we will write to let you know if that is the case.

### 4. If we are unable to resolve the issue

- a. If we are unable to resolve the issue and you remain dissatisfied with the response, you can contact the Local Government and Social Care Ombudsman. We will provide the relevant contact details when we respond to the complaint.

## **Appendix Two - Complaints about Children's Social Care**

If you are a young person, you can get help with your complaint by contacting Barnardo's – advocacy services in Haringey.

They help young people who want to complain about children's social care services. You can also ask us to contact the organisations on your behalf.

### **1. How we will deal with your complaint**

There are 3 stages to how we deal with your complaint.

### **2. Stage 1 – local problem solving**

- a. When we receive your complaint, we will try to sort out the problem straight away. If we can't, we will ask a senior manager to investigate and respond to you within 10 working days.

### **3. Stage 2 – the formal stage**

- a. An independent investigating officer will investigate your complaint.
- b. The investigator will meet with you so that they can fully understand your complaint before they start the investigation.
- c. An independent person will also be appointed to make sure that your concerns are taken seriously and that you are treated fairly.
- d. The investigation should normally take between 25 to 65 working days.

### **4. Stage 3 – the review panel**

- a. A review panel meeting will consider your complaint, which you will be invited to.
- b. The panel will be 3 independent people who will hear your complaint and consider how it can be resolved.
- c. You have the right to bring an advocate or representative to speak on your behalf.

### **5. If we are unable to resolve the issue**

- a. If we are unable to resolve the issue and you are dissatisfied with the response, you can contact the Local Government and Social Care Ombudsman. We will provide the relevant contact details when we respond to the complaint.

**Report for:** Cabinet, 16 July 2024

**Title:** Procurement of the Council's Non-Domestic Water, Wastewater and Ancillary Services Contract

**Report authorised by :** Taryn Eves, Director of Finance

**Lead Officer:** Joe Baker, Head of Carbon Management, 020 8489 3976, [joe.baker@haringey.gov.uk](mailto:joe.baker@haringey.gov.uk)  
Risa Wilkinson, Energy Manager, 020 8489 2178, [risa.wilkinson@haringey.gov.uk](mailto:risa.wilkinson@haringey.gov.uk)

**Ward(s) affected:** All

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

## 1. Describe the issue under consideration

- 1.1. The Council's current non-domestic water, wastewater and ancillary contract commenced on 1 May 2022 and expires on 30 September 2024. Our current non-domestic water supplier is Anglian Water Business (National) Ltd, trading as "Wave". This contract was called-off from Yorkshire Purchasing Organisation's (YPO) 2020-2024 framework.
- 1.2. The purpose of this report is to seek approval from Cabinet to access YPO Framework Agreement 1181 and to use this to call off and procure a contract for non-domestic water and wastewater and ancillary services. This would be used by the Council for the four-year period 1 October 2024 to 30 September 2028, with an option to extend for one year to 30 September 2029.
- 1.3. The new contract will use YPO's 2023-2027 framework agreement which allows contracts to extend beyond the expiry date of the framework, and it is recommended to use this to award the Council's non-domestic water and wastewater and ancillary services contract to Anglian Water Business (National) Ltd, trading as "Wave". The value of the contract, based on current levels of water usage and known demand increases (with Leisure Centres coming back in house) is expected to be c£5m.
- 1.4. The contracts will serve the Council's non-domestic corporate buildings; non-domestic buildings within the housing portfolio, such as community centres and offices; and schools that have opted-in to the contract. Domestic buildings in the corporate and housing portfolio are excluded. Two leisure centres that have

swimming pools are being insourced back to Council management on 1 October 2024 and the water requirement for these will also be included.

## **2. Cabinet Member Introduction**

- 2.1. Non-domestic water prices are heavily regulated by Ofwat so the retail margin remains small. However, prices are forecast to rise in the next few years to allow wholesalers to upgrade infrastructure and reduce the volume of sewage reaching our waterways. As price margins are small it is important the Council has a non-domestic water supplier that delivers a quality service and helps the Council to manage its water consumption, to reduce costs. The contract with Wave through a YPO framework has delivered this, with Wave providing the Council with proactive water management including high consumption alerts. Continuing to use these services will allow the Council to monitor and manage its water consumption to mitigate the forecast price rises.

## **3. Recommendations**

That Cabinet:

- 3.1. Approves the Council entering into an access agreement with Yorkshire Purchasing Organisation (YPO) to enable the Council to access framework agreement 1181, as permitted under CSO 7.01 b) (selecting one or more contractors from a Framework).
- 3.2. Approves the award of a non-domestic water, wastewater and ancillary services contract under Yorkshire Purchasing Organisation (YPO) framework agreement 1181, to Anglian Water Business (National) Ltd, trading as “Wave” for the period of four years commencing on 1 October 2024 and expiring on 30 September 2028, with an option to extend for one year to 30 September 2029, up to a value of £5m in accordance with CSO 9.07.1 d) (Contracts valued at £500,000 or more can only be awarded by Cabinet).
- 3.3. Approves the resourcing of the Council’s Energy Team’s contract management and procurement costs through a rebate applied to the supplier’s invoices. This service fee is not expected to exceed 2.5% of the total contract value.
- 3.4. Agrees that the annual and forthcoming year’s estimated expenditure, will be reported to the Director of Finance and Cabinet Member for Finance.

## **4. Reasons for decision**

- 4.1. The Council considers it necessary to enter into this Contract to provide an uninterrupted water supply to the Council’s buildings and services, including corporate buildings; non-domestic properties within the housing portfolio; and schools that choose to opt-in. The Council needs to be able to supply water to ensure Council corporate and housing services can operate; and that schools opting-in have continuous water supply.

- 4.2. There are at least 135 water supplies in the Council's portfolio and resourcing is required for the Energy Team to manage the billing, queries, metering and consumption of these on a day-to-day basis. The Energy Team contract a third-party bill validation and data bureau service to assist with this management. Resourcing is also required to procure the contract every few years. A rebate from all the services and schools that use the contract will therefore assist in covering some of these costs.

## 5. Alternative options considered

- 5.1. **Procure the Council's non-domestic water by direct tender** - This option would involve the Council running a standalone compliant tender process to secure contracts with the selected water provider. This approach is unlikely to produce the best results due to the relatively small scale of the Council's water requirement compared to that of most large purchasing organisations. This option is therefore deemed unviable.
- 5.2. **For the Council to run a mini-competition through a different public sector buying organisation** - The option of the Council conducting its own mini-competition was not recommended because the risks and costs, including the use of staff resources to write a service specification and conduct a mini-competition, are not commensurate with potential benefits of retailer service efficiencies and savings. The Council is aware that there are other frameworks but as the retail margin is so small, the resourcing required to change supplier would not make the change cost effective.
- 5.3. **Do nothing** - Due to the value of the Council's annual water spend, it is required to have a contract in place. If a contract is not put in place, the Council may default onto more expensive out of contract rates that would not provide value for money, so doing nothing is not an option.

## 6. Background information

### Previous decisions

- 6.1. The Council's first non-domestic Water, Wastewater and Ancillary Services contract following market deregulation in 2017, was awarded by Cabinet on 8 August 2018 to Anglian Water Business (National) Limited, trading as Wave, following a collaborative procurement exercise conducted on behalf of members of the London Energy Project (LEP) and NHS London Procurement Partnership. The LEP was a collaborative Category Management resource, led by Haringey, whose principal purpose was to use authorities' combined spending power to minimise risk, reduce procurement, contract operation and back-office costs to achieve better commercial outcomes. The contract commenced on 21 January 2019.
- 6.2. The contract was awarded on a Most Economically Advantageous Basis, through a Further Competition for Water, Wastewater & Ancillary Services, issued under Lot 3 of the Crown Commercial Service Framework Agreement RM3790 Water, Wastewater & Ancillary Services. The further competition for a single supplier was

conducted by the Yorkshire Purchasing Organisation (YPO), a Central Purchasing body, on behalf of the LEP, its Participating Authorities (present and future) and collaborative partners, (which were named in the further competition).

- 6.3. The Council's current contract was awarded to Wave for non-domestic water, wastewater and ancillary services, through the YPO framework, by Cabinet decision on 12 January 2022.

#### **Financial context – water prices**

- 6.4. The non-domestic water market was deregulated on 1 April 2017 and non-domestic entities have been free to choose their own water retailer since then. A water wholesaler is required to undertake two functions, these are water supply, and wastewater disposal. However, the water wholesaler is still geographically determined. In the Haringey area the water wholesaler is Thames Water.
- 6.5. The water supplier (which is the subject of this report) is different from the water wholesaler. The supplier manages the water wholesaler relationship, alongside metering and billing, and supporting services such as water efficiency advice.
- 6.6. Most of a water bill, around 90%, is made up of pass-through charges from the wholesaler, and cannot be affected by the water supplier. The wholesale pricing is regulated by Ofwat, who currently review the price limits every five years. The retail margin is therefore small, the market being around 5%-12% of the bill, and so the quality of the services offered by the water supplier is important. Wave's service fee is at the lower end of this range and therefore can demonstrate competitiveness within the market.
- 6.7. Due to the need to update aging water infrastructure, resolve leaks on the network and reduce the volume of sewage being dumped into waterways, water companies have requested the ability to raise prices by up to 91%, depending on the region. These prices do not include inflation. Ofwat are reviewing the price rise proposals and will publish the outcome in December 2024.
- 6.8. The most recent wholesaler annual price rises have been c11.4% from 2022/23 to 2023/24 and are anticipated to be c10.3% from 2023/24 to 2024/25. Price changes vary depending on a number of factors including whether the charge relates to fresh water or wastewater, whether a supply is metered and the size of the meter.
- 6.9. The forecast price rises are in the wholesale costs and are regulated by Ofwat. They are the same regardless of the retailer in the wholesaler's geographical area. To offset these rises, the Council must reduce water consumption. Wave has a range of ancillary services that the Council can call off to actively address water consumption including automatic metering, water audits and leak detection.

#### **Current spend**

- 6.10. The current contract spend is c£567k.p.a. and provides non-domestic water, wastewater and ancillary services for:



- **Corporate** - all non-domestic buildings. This is the majority of the Council's corporate buildings, with the exception of a few domestic properties in Adults Services. This is approx. 69% of the current contract spend.
- **Housing** – the non-domestic buildings e.g. community centres and offices. This is approx. 1% of the current spend. (Domestic supplies are excluded; the household water market is still regulated and a household's supplier is geographically determined.)
- **Schools** – all schools that opt-in. Approximately 26% Haringey's schools are on the Council's current water contract. This is approx. 30% of the current contract spend.

### Leisure centre insourcing

6.11. The Council is insourcing two leisure centres that have swimming pools from 1 October 2024. These are currently outsourced to a leisure services provider which has been responsible for paying the water bills. From 1 October 2024, the Council will be responsible for paying these.

6.12. The pools use a significant volume of water, so this will therefore increase the Council's annual spend on non-domestic water.

### Contract value

6.13. The Council's projected costs under the new contract are outlined in the table below. The projected annual costs have been calculated to reflect:

- The long-term price increase that have been forecasted (see paras 6.4 and 6.7) which it is acknowledged have not yet been confirmed by Ofwat and may vary.
- The insourcing of the two leisure centres with swimming pools.
- A possible increase in the number of schools joining the contract from 26 to around 40 (a projection for valuation of contract only and not confirmed at this stage).
- Services and schools utilising the ancillary services within the contract.
- Inflationary increases.

The total forecast contract cost is therefore capped at £5m.

**Table 1 – Current and forecast non-domestic water spend by service area based on assumptions listed above (£)**

	2023/24 spend	Water & Waste water spend (£) Year 1	Water & Waste water spend (£) Year 2	Water & Waste water spend (£) Year 3	Water & Waste water spend (£) Year 4	Water & Waste water spend (£) Year 5 (optional)	Water & Waste water spend (£) Subtotal	Ancillary services etc provision	Forecast contract value
Corporate	£0.406m	£0.462m	£0.506m	£0.555m	£0.609m	£0.667m	£2.799m		
Leisure Centres (joining from 1 Oct 2024)		£0.126m	£0.138m	£0.152m	£0.166m	£0.183m	£0.766m		
Housing	£0.004m	£0.004m	£0.005m	£0.005m	£0.006m	£0.006m	£0.026m		
Schools	£0.158m	£0.180m	£0.248m	£0.272m	£0.298m	£0.327m	£1.324m		
<b>Total</b>	<b>£0.568m</b>	<b>£0.772m</b>	<b>£0.897m</b>	<b>£0.984m</b>	<b>£1.079m</b>	<b>£1.183m</b>	<b>£4.915m</b>	<b>£0.075m</b>	<b>£5.000m</b>

### Route to market

6.14. YPO is a public sector buying organisation wholly owned by 13 local authorities, which sets up framework agreements that public sector bodies can access to

purchase services and goods. YPO's framework agreements have been procured in accordance with the Public Contracts Regulations 2015. The Council may therefore access the framework agreement without needing to run its own, resource intensive compliant tender process.

- 6.15. YPO's Water, Wastewater and Ancillary Services framework 1181 runs from 1 September 2023 to 31 August 2027 but call-off contracts do not have to be co-terminus with the framework – the contract expiry date can be later than the framework expiry.
- 6.16. The ancillary services offered within the framework include water management services that help to identify and reduce water waste including Automated Meter Reading, high consumption alerts, leak detection and repair, water audit site surveys and water footprint assessments. These can be accessed as part of the contract and help the Council reduce its water footprint and save money.
- 6.17. Purchasing our current non-domestic water through a YPO framework has delivered an effective contract with Wave and the Council has benefited from Wave's proactive account, billing and water management.
- 6.18. The Council is an associate member of YPO, which means working together with YPO and other associate members to help achieve efficiency savings by working on common areas. The Council has a good working relationship with YPO and has provided YPO with a lot of information over the years to help develop their frameworks.
- 6.19. YPO have delivered value for money on other contracts with the Council and the rebate fee they apply is in line with other framework providers.

### **Supplier selection**

- 6.20. Wave is the sole supplier on the YPO framework 1181 for Water, Wastewater and Ancillary Services.
- 6.21. The framework was awarded on the following criteria:

Quality/ Price	Criterion	Weighting
Quality	Management Approach	10%
Quality	Managing Invoices and Payments	20%
Quality	Data Management	10%
Quality	Emergency Planning	5%
Quality	Service Development and Innovation	5%
Quality	Ancillary Services	10%
Quality	Sustainability and Social Value	20%
Price	Price	20%

- 6.22. The total value of the framework procurement was £1bn, weighted 80:20 quality:price. Wave winning to become the sole supplier demonstrates they are a

supplier that can deliver a good quality of service, even within the narrow retail margin permitted.

- 6.23. Wave have been the Council's supplier since the first non-domestic water contract was put in place in 2019 following the deregulation of the non-domestic water market. They have proved to be a good quality supplier, providing excellent customer service and issuing accurate billing on time. Wave ensures the Council has a responsive team that manage day-to-day queries and a dedicated account manager who is in regular contact and hosts quarterly meetings where KPIs and any issues are addressed.
- 6.24. Changing suppliers on a contract of this scale is resource intensive, requiring significant officer time for many months or years. The changes required include but are not limited to adapting systems to different billing formats, correctly setting up billing for direct-to-site billing sites, setting up new payment mechanisms, resolving accruals of debt to enable transfers to complete, resolving incorrect transfers, communication with sites on the changes, communication with schools on the changes and enabling the changes needed for them, resolving transfer reading errors and anomalies and resolving new supplier data issues with our third party utilities bureau provider.
- 6.25. The change from the previous supplier to Wave took years to complete in full and this is not an experience unique to Haringey. The lengthy processes required to change supplier would divert resources away from contract management and the active water consumption management which will be vital to reduce water consumption to offset the forecast rise in wholesale prices. It is therefore considered that this would not be an efficient use of Council resources.
- 6.26. Wave have excellent account management and quality of service which means the Council does not waste resources managing poor contract performance. Accurate billing, effective account management and prompt query resolution result in financial as well as time savings so it is considered that awarding the contract to Wave will be most cost effective and appropriate.
- 6.27. Wave is the supplier for many other London's boroughs and also other London public sector organisations. Many London boroughs contracted with Wave at the same time as Haringey and have found them to be a good quality supplier. These contracts with other London local authorities have been awarded under a variety of frameworks such as YPO, NEPO and LASER. The procurements have been conducted as both single council procurements and also as a consortium of multiple councils procurement.
- 6.28. Wave is on several frameworks and the pricing and service level they offer is the same on all of them. The difference in price between suppliers is marginal and the cost in terms of ongoing resource to manage a change of supplier would not be commensurate with any savings that could be made.
- 6.29. As price difference is marginal, how well a supplier performs qualitatively is an important factor. Wave have demonstrated that they are an effective supplier, helping the Council minimise inefficiencies by issuing timely billing, responding

promptly to queries and proactively helping the Council manage its water consumption.

- 6.30. Wave's water management includes high consumption alerts, alerting the Council about unexpectedly high consumption. The alert must be manually closed down, encouraging active investigation and resolution. This has helped the Council identify sites where water was flowing constantly due to leaking taps which have then been fixed. The savings achieved through any water efficiency measures do not need to be shared with Wave, which is not the case for all suppliers.
- 6.31. Wave also offer a leak detection service that the Council has utilised, identifying and fixing leaking taps and toilets. Wave also offers automatic metering which can help identify potential water waste or areas for water efficiency.
- 6.32. On a contract where such a large proportion of the price is pre-determined by the wholesaler and cannot be changed by the retailer, quality of service, account management and customer service are paramount. The Council continues to interact with other non-domestic suppliers through changes in portfolio as when a property is acquired, the Council will inherit the incumbent supplier from the previous occupier or owner. The experience with Wave is consistently positive in comparison to interactions with other suppliers.
- 6.33. It has taken two contract periods to fully onboard the portfolio to Wave. Wave's effective account management and prompt query resolution will now enable the Council to focus more on water consumption reduction which will be essential to offset the forecast rise in wholesale prices.

### **Social value**

- 6.34. The Council's Procurement Strategy confirms that the Council is committed to using the Public Services (Social Value) Act 2012 in procurement and commissioning functions to deliver broader social value to our residents, the local economy and our environment. All Council-tendered contracts will include 10%-25% of the scoring methodology dedicated to social value.
- 6.35. Sustainability and social value was 20% of the scoring methodology used by YPO in awarding their frameworks, which is in line with the Council's own Procurement Strategy. Wave demonstrate social value, providing customers up to four days a year of social value activities. These include volunteer days such as canal cleaning, tree planting and litter picks. Every Wave employee can also take a day a year to volunteer. Wave can also attend events the Council organises related to water.

### **Contract management**

- 6.36. The non-domestic water contract is procured and managed by the Council's Energy Team, within Carbon Management. The team manages the billing for the 135 water supplies as well as over 1,700 electricity and gas supply points across the portfolio. This includes addressing billing errors, metering issues and financial queries with suppliers. The team engage the services of, and contract manage a

third-party energy bureau and bill validation provider. The team are also responsible for managing the periodic procurement of the water contract.

6.37. The team is increasingly working on opportunities to reduce the Council's water consumption to reduce water spend. This includes, but is not limited to:

- Working with sites with unexpected high consumption to identify and resolve leaks and other issues.
- Analysing data to identify unexpected water consumption that can be reduced or eliminated, for example, water use in a void property.
- Analysis of water consumption data to identify areas of water waste.
- Address billing issues with suppliers on behalf of services and schools.
- Work with schools should debt arise on accounts to ensure that they are not disconnected.

6.38. To support the resourcing of the Energy Team in the management and the procurement of the contract, it is proposed to apply a rebate to the supplier invoices. This service fee is not expected to exceed 2.5% of the contract value and will be applied within the bills that services and schools pay. This process is common across local authorities and is the way that the Council funds the management of the energy contracts.

## **7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?**

7.1. Maintaining a safe, clean water supply and wastewater service to the Council's operational buildings is essential to the running of all Council services. In this way, this contract supports all the outcomes within the Corporate Delivery Plan.

7.2. **'A Greener and Climate Resilient Haringey'** – The supply of water and wastewater services has a carbon footprint in the energy required to provide fresh water and remove and clean wastewater. The proactive water management offered within the new contract will help to minimise water and therefore also energy waste, making Haringey a greener place.

7.3. **'Growing the Circular Economy and Making Better Use of Resources'** – Water is a vital resource and the water management services within the new contract will enable the Council to make minimise the waste of, and make best use of, this precious resource.

## **8. Carbon and Climate Change**

8.1. The supply of fresh water and the removal of wastewater and its subsequent treatment to clean and return it to watercourses, requires energy. The best way to reduce the energy intensity of the Council's water consumption is to reduce water consumption.

8.2. The proposed contract offers many proactive water management services including, but not limited to, high consumption alerts, leak detection, automatic metering and water audits.

- 8.3. Wave takes an active approach where high consumption is identified, working with customers to identify and resolve the issue, reducing water and therefore energy waste.
- 8.4. The risks of climate change include hotter, drier summers. The active water management offered within the new contract will help the Council reduce water waste, which will help reduce the Council's impact on the water network at times of stress, for example, when reservoir levels drop.
- 9. **Statutory Officers comments (Director of Finance ( procurement), Assistant Director of Legal and Governance, Equalities)**

#### **Finance**

- 9.1. This report for Cabinet to approve the recommendations as set out in paragraph 3 of this report.
- 9.2. The estimated value of the non-domestic water, wastewater and ancillary services contracts across the 4-year period 1 October 2024 – 30 September 2028 plus option to extend one year to 30 September 2029 is £5m (Table 1, Para 6.10).
- 9.3. The contract will provide water and wastewater supply and service to a wide range of users. This includes the Council's buildings and services, including corporate buildings; non-domestic buildings within the housing portfolio such as community centres and offices; and schools that choose to opt-in.
- 9.4. Water costs are heavily regulated by Ofwat and around 90% of the costs are pass-through charges from the wholesaler that cannot be changed. The retail margin is small at around 5%-12% of the costs. Thames Water (as our wholesaler) have asked Ofwat to increase prices by 44%, not including inflation. This is in response to aging infrastructure and will be passed on to the Council regardless of supplier. This will be confirmed in December 2024.
- 9.5. As the majority of the cost of water is fixed across all suppliers, the quality of a supplier is noted as significant in reducing spend, through reducing water consumption. Wave provide active water management through their high consumption alerts, leak detection and other ancillary services including water audits and accessing these can help the Council reduce spend on water.
- 9.6. Budgetary provision for non-domestic water costs within the General Fund is managed corporately and is a key part of the Council's established budget monitoring and financial planning processes which ensures that the Council can respond in a timely manner to forecast changes and set robust and realistic budgets. Any increase in prices will be minimised through the reduction in water usage but any future budget pressure will need to be managed through the Council's annual budget setting process.
- 9.7. It is noted that under the proposed new contract, the Council's Energy team will recover some of their costs for contract management and procurement via a rebate applied to the billing. This service fee is not expected to exceed 2.5% of

the contract value and is applied within the bills that services and schools pay. This model has worked well for the Council in managing its energy contracts to this point so it is anticipated this will work in the same way for water. The team is responsible for effective management of the water contract and working on opportunities to reduce the Council's water consumption to reduce water spend.

- 9.8. The anticipated increase in the cost of the water contract will be factored into the MTFS.

### **Procurement**

- 9.9. Strategic Procurement have been consulted and supported the Energy Team throughout the procurement process and can confirm the Council is able to access and call off a contract from YPO Framework 1181 pursuant to CSO 7.01 (b).
- 9.10. Wave is the sole supplier on the YPO Framework and the framework allows for direct award. Therefore it is permitted to directly award a contract to Wave.
- 9.11. In assessing value for money, the transition costs and timescales need to be considered when transferring services providers, as the Council will incur significant 'hidden costs' in supporting and managing the transition. Water providers operate under regulated prices; therefore, the market is in effect only a 5-12% margin for retailers to operate within. The effect of this means there is very little economic value in transitioning between suppliers. Service provision becomes much more of a measurable VFM factor when assessing suppliers.
- 9.12. Pursuant to CSO 9.07.1 d) all contracts of £500,000 or more may only be awarded by Cabinet.
- 9.13. Strategic Procurement supports the Recommendations stated in paragraph 3 above, and confirms there are no procurement related matters preventing Cabinet from approving the Recommendations stated in paragraph 3 above.

### **The Assistant Director of Legal & Governance (Monitoring Officer)**

- 9.14. The Assistant Director Legal and Governance (Monitoring Officer) has been consulted in the drafting of this report.
- 9.15. Approval is being sought for the Council to enter into an Access Agreement with Yorkshire Purchasing Organisation (YPO) to participate in Water, Wastewater and Ancillary Services Framework Agreement 1181 and for the Council to call off a contract from the abovementioned Framework Agreements with Anglian Water Business (National) Ltd, trading as "Wave".
- 9.16. The use of a Framework Agreement is compliant with Regulation 33 of the Public Contracts Regulations 2015 (the Regulations). Strategic Procurement has confirmed that the Council is a Contracting Authority which is eligible to the Framework Agreement referred to in this report and that the procurement has been carried out in accordance with the Regulations.

- 9.17. Contract Standing Order 7.01 (b) also allows for the selection of a contractor from a Framework Agreement.
- 9.18. In accordance with CSO 9.07.1 (d), all contracts valued at £500,000 (five hundred thousand pounds) or more at the time of award may only be awarded, assigned, or novated by the Cabinet.
- 9.19. The Assistant Director of Legal and Governance (Monitoring Officer) sees no legal reason why the recommendations set out in this report should not be adopted by Cabinet.

## **Equality**

- 9.20. 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.
- 9.21. 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.
- 9.22. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.23. This report recommends accessing YPO's Water, Wastewater and Ancillary Services Framework Agreement 1181 and awarding the Council's non-domestic water, wastewater and ancillary services contract to Anglian Water Business (National) Ltd, trading as "Wave" from the 4-year period 1 October 2024 – 30 September 2028 plus option to extend one year to 30 September 2029. This will deliver value for money and enable continuity of water and wastewater supply and service to the Council's corporate, non-domestic buildings (including children's centres and libraries); non-domestic buildings in the housing portfolio (including community centres); and enable schools to join the contract.
- 9.24. The award of the contract is not considered to have a direct, disproportionate impact on groups with protected characteristics in the borough. The contract will enable the council to ensure water and wastewater supply and service to services more likely to be used by individuals and groups with protected characteristics including day centres, youth services and schools.
- 9.25. As an organisation carrying out a public function on behalf of a public body, Anglian Water Business (National) Ltd will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.



**10. Use of Appendices**

None

**11. Background papers**

N/A

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**Report for:** Cabinet on 16<sup>th</sup> July 2024.

**Title:** Decision to Approve Funding for Haringey Music Service to become North London Music Hub Lead Organisation.

**Report authorised by :** Ann Graham, Director of Children Services

**Lead Officer:** Daniel Earley, Head of Haringey Music Service  
[Daniel.Earley@haringey.gov.uk](mailto:Daniel.Earley@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Key Decision

**1. Describe the issue under consideration**

- 1.1. This report seeks authority to approve receipt of grant funding for Haringey Music Service to become the North London Music Hub Lead Organisation.
- 1.2. In June 2024 it was announced that Haringey Music Service (HMS) would be the new Hub Lead Organisation. Haringey Council will receive a total grant of £2,374,756 in funding from the Department for Education, via Arts Council England (ACE). The funding will be made up of £1,796,756 in revenue investment with an additional £578,000 of capital.
- 1.3. The funding will go towards coordinating music education in the local area, as well as to invest in new musical instruments, equipment and technology tailored to the needs of children and young people across Haringey, Barnet, Camden, Enfield and Islington, including those with special educational needs and disabilities.
- 1.4. Working with over 400 schools across each of the boroughs, students will be offered high quality music education through diverse partnerships between educational, creative and community organisations, in their local communities and throughout the country.
- 1.5. Through a competitive bidding process, HMS worked collaboratively with nominated local councils, to submit a consortium bid, which met the objectives of the four other boroughs and those of ACE. To ensure strategic alignment with key partners and stakeholders there were extensive conversations - with various Heads of Service, Service Managers and Senior Leaders from other Music Education Hubs across North London and the Haringey Hub Advisory Group, which includes young people attending HMS – and this informed the bid.
- 1.6. After a short period of ACE consultation from the 1<sup>st</sup> September 2024, ACE will change the geographical make-up and names of their current Music Education Hub landscape. Typically, this means grouping local authority areas together to make larger geographical areas.
- 1.7. HMS will be signing an ACE Funding Agreement and will therefore administer the funding to the other consortium members. In agreement with Heads of Service and Service Managers from Barnet Education Arts Trust, Camden Music, Enfield Music Service and Music Education Islington. Haringey will become the Hub Lead Organisation from the 1<sup>st</sup> September 2024. This means Haringey will be responsible for the distribution of the Music Hub grant (£1,796,756.00), and the capital grant (£578,995), and quarterly reporting for the above areas, now referred to as the North London Music Hub.
- 1.8. Haringey Music Service will retain branding and identity.
- 1.9. It is recommended that approval to receive funding is granted and that HMS can continue to develop a funding agreement with ACE.
- 1.10. There is no financial risk to the local authority, as the grant requires no match funding, requires no additional staffing and there are clear delivery plans in the final stages of development and agreement with partners.

## **2. Cabinet Member Introduction**

- 2.1. I am delighted to present this report to Cabinet and am asking that the recommendations set out in paragraph 3 are approved in full.
- 2.2. In Haringey we are rightly proud of our Music Service which has a reach across the entire borough and which supports hundreds of children and young people to engage in making music across many different genres – whether through playing an instrument or singing. The service is well known and highly regarded, and in co-

operation with the four partner boroughs comprising the new Hub, it is proposed that Haringey Music Service becomes the lead organisation to administer and develop the new North London Music Hub

- 2.3. This new collaborative approach to music education requires the five partner boroughs to work together in a wider and reconfigured music landscape, under the auspices of Arts Council England. Partners agreed that Haringey Music Service should lead the North London Hub, which is a fitting tribute to the strength and depth of the service. There is no financial risk to Haringey, and indeed, I am confident that under the administrative leadership of Haringey Music Service, the North London Hub will thrive.

### **3. Recommendations**

#### **Cabinet is asked to**

- 3.1. Approve acceptance of the grant funding set out in this report (£2,341,580) to proceed with the proposal for HMS to be the Hub Lead Organisation for the North London Music Hub as part of the ACE Music Hub investment programme as permitted by Contract Standing Order 17.1 where the grant is valued at £500,000 or more.
- 3.2. Agree that LBH will administer the funding to consortium members taking a top slice of 3.75% for the administration of the North London Music Hub from Consortium members namely, Barnet Education Arts Trust, Camden Music, Enfield Music Service and Music Education Islington.
- 3.3. Agree that HMS will be the Hub Lead Organisation using a flow through model of grant funding to consortium members as per the suggested Department for Education funding formula. Each Hub Lead Organisation will receive a proportion of the overall Music Hubs programme funding amount based on the number of eligible pupils in each Local Authority area that the Music Hub serves. Ninety percent of the funding is distributed based on the total number of pupils registered on roll. Ten percent of the budget is allocated according to the Hubs' share of the total number of pupils who are eligible for free school meals. This recognises that these pupils will need greater support from Hubs than others in order to take up certain musical opportunities.
- 3.4. Agree the timely mechanism of receiving the Music Hub grant from ACE and payment to consortium members.

### **4. Reasons for decision**

- 4.1. In common with other Music Education Hubs in England, the new geographies have been prescribed by the Department for Education. The North London Music Hub, consisting of five Local Authority areas is the smallest in London, typically other geographies include seven Local Authority areas.
- 4.2. Considerations were given at the time of application as to which organisation would be most suitable for the role of Hub Lead Organisation. It was agreed with Heads of Service and Service Managers from Barnet Education Arts Trust, Camden Music, Enfield Music Service and Music Education Islington that Haringey has an outstanding and well-established Music Service and would be most suitable.
- 4.3. This links to aspirations with the culture strategy and London Borough of Culture 2027 project.

- 4.4.** Due to the competitive nature of the bidding process, there was some risk that 3<sup>rd</sup> parties such as Multi Academy Trust may apply and be successful. Not being the Hub Lead Organisation would possibly reduce influence, reduce service profile and also exclude Haringey from applying to be an ACE Centre of Excellence for one of the following categories: Inclusion, Continuing Professional Development, Music Technology or Pathways to industry.

## 5. Top slicing

Table 1 below shows the names of the Local Authority areas (consortium partners) that make up the North London Music Hub. Column two is the total value of each partners music hub grant, and column three is the contribution in pounds at 3.75% of the Music Hub grant. Including Haringey's contribution as a consortium member this totals £66,097.60 for 2024 / 2025. Column four shows the amount that will be sent to consortium partners to undertake activity in their area.

<b>Local Authority area</b>	<b>REVENUE Allocation TOTAL (£)</b>	<b>3.75% Revenue grant top slice TOTAL (£)</b>	<b>Amount to fund consortium partners (£)</b>
Barnet	523,903	19,646.36	504,256.64
Camden	190,330	7,136.38	183,193.62
Enfield	501,802	18,817.58	482,984.50
Haringey	332,133	12,454.64	319,676.36
Islington	214,417	8,042.64	206,374.36
<b>Totals</b>	<b>1,762,585</b>	<b>66,097.60</b>	<b>1,696,485.48</b>

- 5.1.** The above amount although relatively low in terms of contract management is a workable figure, considering the consortium nature of the North London Music Hub partnership.
- 5.2.** It is extremely unlikely that Haringey Local Authority as the Hub Lead Organisation would incur any additional expenditure, which is outside of the top slice contribution.
- 5.3.** Amounts to fund consortium partners (column four), will be sent in four quarterly payments upon the Hub Lead Organisation receiving reporting documentation.
- 5.4.** Reporting documents required will be published in July this year as part of the relationship framework. Typically, this will involve reporting on the three strategic aims and five strategic functions, along with management accounts and Hub board minutes.
- 5.5.** Due to the current high performance of the Music Service, undertaking the Hub Lead role for North London is seen by many as a great honour and this will only help to strengthen the reputation of Haringey.
- 5.6.** Heads of Service from consortium members will form an Executive Leadership Team responsible for the operational and strategic work of the Music Hub. Heads of Service and Service Managers from consortium members have a joined-up approach and positive working relationship, endeavouring in doing what's best for young musicians and their families.

- 5.7.** A separate Hub Board, independently chaired, will have a key role in monitoring and challenging the work of the Music Hub. The selection panel for the Hub board will consist of an inclusion lead, representatives of each consortium member, two independent members and a seat for ACE observers.
- 5.8.** The diverse and equitable membership of this Board will ideally be made up of:
  - 5.9.** Youth Voice (Under 25s)
  - 5.10.** Parent/Carer voice
  - 5.11.** Representatives of each local lead partner
  - 5.12.** Music Industries/ UK Music
  - 5.13.** Different music genres artists
  - 5.14.** Music technology professions
  - 5.15.** Business & Legal
  - 5.16.** Finance / Fundraising / Sponsorship
  - 5.17.** Ambassador roles
- 5.18.** The Executive Leadership Team will develop terms of reference which all board members will need to commit to. These will be in line with best practice guidance and ACE guidelines.
- 5.19.** Accountability will come from peer review, independent quality assurance and constituent Local Authorities or in the case of Barnet Education Arts Trust, their trustees. All stakeholders have a role here given their importance of supporting the establishment, realisation & success of the North London Music Hub. It is felt this level of governance will provide assurances that the Music Hub is compliant with ACE requirements.
- 5.20.** Haringey as the proposed Hub Lead Organisation and consortium member will be responsible for:
  - 5.21.** An area-wide strategic vision, shared values, and budget, monitored by a representative Hub Board.
  - 5.22.** A strategic approach to supporting inclusion and progression so that young people can connect to local, regional, and national structures.
  - 5.23.** A shared understanding and approach to considering environmental responsibility.
  - 5.24.** A collective commitment to consulting regularly, researching, and analysing need, evaluating and monitoring the impact of programmes, keeping abreast of sector thinking and ideas (including through relationships with Hub Centres of Excellence), and using this evidence to ensure that resources, investment, and support can be effectively targeted.
  - 5.25.** A strategic approach to identifying shared fundraising and income generation opportunities, with resources and capability directed at the use of government funding to leverage further investment.
  - 5.26.** The identification of opportunities to realise economies of scale and reduce duplication by centralising expertise, resources, and processes.
  - 5.27.** A diverse and more equitable range of musical activities, opportunities, teachers, instruments and equipment which is consistently available to more young people.
  - 5.28.** A better supported and more collaborative workforce that has access to training and networking, resources, and career progression opportunities.
  - 5.29.** A strategic approach to ensuring quality through performance management, monitoring and evaluation, quality assurance processes and peer assessment.

- 5.30. More strategic and high-profile engagement by Music Hubs with significant place-based infrastructure such as Combined Authorities and Local Enterprise Partnerships.
- 5.31. Stronger communications and marketing which means that children and young people, families, and schools know about local, regional, national opportunities, prices, and subsidies.

## **6. Alternative options considered**

- 6.1. Other local authorities could have applied, however there was partnership consensus that Haringey should put forward a bid on behalf of the North London local authorities.
- 6.2. If Haringey did not apply, there would be no option to progress to an ACE centre of excellence in four areas: Inclusion, CPD, Music Technology and Pathways to industry.

## **7. Background information**

- 7.1. Music Education Hubs were created in August 2012 as partnerships of music education organisations to deliver aspects of the first National Plan for Music Education (2011) in England. After some consolidation and changes in leadership, there are currently 117 Hub partnerships. Around 70% are led by local authorities, with charitable trusts leading most others. Music Education Hubs were never rebranded local authority music services, although some confusion grew up around this which still persists. The Department for Education has funded Hubs every year since 2012, and at substantially the same level since 2015/16.
- 7.2. In June 2022, the Department for Education published a new National Plan for Music Education, *The Power of Music to Change Lives*. This reasserts schools' primacy in delivering music education and redefines Hubs' role as more strategic, supportive and developmental, with commissioned activity from a wider range of partners. It has long been understood that the Hub grant would be retendered following publication of the new National Plan for Music Education.
- 7.3. ACE published bidding guidance on 14th June 2023, confirming a number of changes from the current programme. These included:
  - 7.4. From the 1<sup>st</sup> September 2024, there will be 43 Music Hubs in England, all but five covering multiple local authority areas.
  - 7.5. Music Hub areas are pre-defined by the DfE.
  - 7.6. The funding formula remains the same (ninety percent on eligible pupil numbers and ten percent Free School Meals allocation).
  - 7.7. Allocations will be for academic years.
  - 7.8. There is a new, explicit requirement to raise at least the value of the grant from other sources (such as income from parents and partners).
  - 7.9. Music Hubs will receive a capital allocation to purchase instruments and equipment and the total capital budget is £25M and will be drawn down in 2024/26 with more information to be published.
  - 7.10. Eligible pupil numbers include those who are sole or dual main registered at a school in Year 1 to Year 11 or aged five to sixteen at 31<sup>st</sup> August in the year before funding is distributed. Where dual registration applies, all young people registered



on roll at their main school. Free school meal eligible pupils in Year 1 to Year 11 or aged five to sixteen at 31<sup>st</sup> August in the year before funding is distributed.

- 7.11.** The new geography, London North will include five upper tier Local Authority areas - Barnet, Camden, Enfield, Haringey and Islington. Approximate pupil numbers are 200,555 based on July 2023 data, with 438 Schools in scope. Within the upper tier Local Authority areas, Barnet is represented by Barnet Education and Arts Trust, and is the only charitable trust within the North London Music Hub consortium. All other consortium members are part of a Local Authority.
- 7.12.** ACE believe the benefits of Music Hubs should operating across larger geographic areas include:
- 7.13.** Attracting excellent leaders, high calibre Board members, and experienced operational teams.
- 7.14.** Galvanising partners to collaborate and connect more effectively at a local, regional, and national level so that a more diverse and equitable offer of activity, expertise, and equipment is available.
- 7.15.** Fostering connected approaches to supporting access, inclusion, and progression, including by sharing practice, resources, ideas, and opportunities.
- 7.16.** Identifying new and effective ways of generating income and support.
- 7.17.** Embedding broader support, collaboration, learning, and career development for the music education workforce.
- 7.18.** Creating more opportunities for research, innovation, and exploration.
- 7.19.** Enhancing our collective understanding of the quality and impact of music education on the lives of children and young people.
- 7.20.** Raising the profile of music education, through more effective, transparent, and navigable communications and through better alignment with place infrastructure including Combined Authorities and Local Enterprise Partnerships.
- 7.21.** The below table shows the Local Authority area together with the total amounts of the revenue and capital grant. This is set next to total pupil numbers and the number of schools.

<b>Local Authority area</b>	<b>REVENUE Allocation (£)</b>	<b>CAPITAL Allocation (£)</b>	<b>Total Pupils (2023/24)</b>	<b>Total Schools</b>
Barnet	523,903	172,098	61,263	127
Camden	190,330	62,522	22,049	61
Enfield	501,802	164,838	56,588	98
Haringey	332,133	109,103	37,929	85

Islington	214,417	70,434	23,890	66
<b>Totals</b>	<b>1,762,585</b>	<b>578,995</b>	<b>201,719</b>	<b>437</b>

- 7.22.** The Executive Leadership Team are currently undertaking agreements for sharing data, collating financial statements of information, preparing a draft consortium agreement and further investigating a risk management analysis.
- 7.23.** We will take legal advice and are looking to the Haringey Deal as a point of reference and to include underrepresented voices.

## 8. Consultation

- 8.1.** Due to the prescribed geographies from the Department for Education, and that day-to-day teaching, learning and music making is unaffected, consultation around the new governance has remained with Director, Assistant Director, Heads of Service and Service Managers. The strategic and largely prescribed administrative nature of the proposed changes, meant there was no scope and little point in consulting on options with service users and schools / settings as the teachers in schools and settings will not change as a direct result of the Hub Lead Organisation status.

## 9. Can any risk be mitigated?

- 9.1.** This proposal will not adversely impact on families trying to access their local music education services across the new geography.
- 9.2.** A consortium agreement is in the process of being completed, outlining how the consortium will work together for our young people.
- 9.3.** Due diligence is in progress, including legal and financial advice. Currently as Music Education Hubs all consortium members have a low-risk rating from ACE and this means any financial risk is minor.
- 9.4.** Feedback from on our ACE bid (appendix 1) in relation to financial risk was rated as minor, the lowest category.
- 9.5.** There is little to no reputation risk involved in HMS undertaking work as the Hub Lead Organisation.

## 10. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'

- 10.1. Approval to accept the funding and related Music Hub programme directly responds to outcomes** in the Corporate Delivery Plan 2022 to 24, particularly in relation to themes 3 and 7 which sets out the council's ambition for every child to have the best Start in Life, a successful future and for Haringey to be a culturally rich borough through:
- 10.2.** Ensuring music is part of the first few years of every child's life.
- 10.3.** Giving children and young people the long-term foundation to thrive through requirement to align with the National Plan for Music Education.
- 10.4.** Increased access to Haringey Music Service and high-quality music education by local and neighbouring Children and Young People.

- 10.5. Being an integral part of Haringey's cultural landscape.
- 10.6. Increasing access to arts and culture by Haringey residents.
- 10.7. Providing tangible opportunities for skills and professional development within the creative industries.

## **11. Financial sustainability**

- 11.1. To further develop financial sustainability, we will explore diverse revenue streams including corporate sponsorships and partnerships with larger educational institutions.
- 11.2. The service currently has cost management strategies in place.
- 11.3. Achieving financial sustainability will require a comprehensive approach that we will develop over time.

## **12. Carbon and Climate Change**

- 12.1. We aim to offer training and workshops focused on energy conservation and sustainability, raising awareness among musicians, teachers and the instrumental and vocal workforce about best practices in reducing energy usage.
- 12.2. Our current plans include commitments to our approach to sustainability.
- 12.3. The Service are continually improving environmental performance as an integral part of our environmental strategy and operating methods.

### **12.4. Transport -we will:**

- 12.5. Reduce the need to travel, for example in planning teaching timetables.
- 12.6. Promote the use of travel alternatives such as e-mail or video/phone conferencing.
- 12.7. Encourage staff, partners and suppliers to travel by public transport wherever practical.
- 12.8. Make additional efforts to accommodate the needs of those using public transport or bicycles.
- 12.9. Maintain the hire of our electric van.

### **12.10. Energy and water - we will seek to:**

- 12.11. Reduce the amount of energy we use as much we can.
- 12.12. Switch off lights and electrical equipment when not in use.
- 12.13. Adjust heating with energy consumption in mind.
- 12.14. Consider energy consumption and efficiency of new products in purchasing decisions.
- 12.15. Evaluate whether a need can be met without purchasing new equipment.
- 12.16. Endeavour to reduce waste and to order only what we need.
- 12.17. Favour more environmentally friendly and efficient products wherever possible.
- 12.18. Reuse and recycle everything we are able to.

### **12.19. Purchasing office supplies and musical equipment - we will:**

- 12.20. Evaluate whether a need can be met without purchasing new equipment.
- 12.21. Endeavour to reduce waste and to order only what we need.
- 12.22. Favour more environmentally friendly and efficient products wherever possible.

**12.23.** Reuse and recycle everything we are able to.

**12.24.** Paper and plastic - we will, as far as possible:

**12.25.** Minimise the use of paper in the office

**12.26.** Reuse and recycle all paper

**12.27.** Seek to buy recycled and recyclable paper products

**12.28.** Avoid single-use plastics and excessive packaging

**13. Statutory Officers comments (Director of Finance (procurement), Assistant Director of Legal and Governance, Equalities)**

**Finance**

**13.1** This report seeks authority to approve receipt of grant funding for Haringey Music Service to become the North London Music Hub Lead Organisation.

**13.2** The funding will go towards coordinating music education in the local area, it will be across Haringey, Barnet, Camden, Enfield and Islington, Haringey will be the Hub Lead Organisation.

**13.3** There is no financial risk to the local authority, as the grant requires no match funding and requires no additional staffing and there are clear delivery plans in the final stages of development and agreement with partners.

**13.4** The top slice of £66,069.27 will be used for costs as a direct result of being the Hub Lead organisation. There will not be any financial burden for the council.

**14. Strategic Procurement**

**14.1** Strategic Procurement have been consulted in the preparation of this report. CSO 17.1 permits Cabinet to approve the receipt of grants valued at £500,000 or more.

**14.2** Strategic Procurement support the recommendations in section 2 of the report.

**15. Assistant Director of Legal & Governance [Monitoring Officer]]**

**15.1** The Assistant Director of Legal & Governance has been consulted in the preparation of this report.

**15.2** Pursuant to Contract Standing Order 17.1 Cabinet has the power to approve receipt of grants referred to in the recommendations of this report.

**15.3** The Assistant Director of Legal and Governance sees no legal reasons preventing Cabinet approving the recommendations in this report.

**16. Equality**

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

**16.2** Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.

**16.3** Advance equality of opportunity between people who share protected characteristics and people who do not.

**16.4** 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.

**16.5** This report relates to the receipt of the Music Hub grant for children and young people across North London. This service by its inclusive nature provides support to vulnerable people, including those with the protected characteristics.

**16.6** The Arts Council Grant will clearly set out the supplier's responsibilities under equalities legislation, including a requirement to have in place up to date equalities policies and to ensure that the service is accessible to all sections of the community. The contractor's compliance with equalities legislation will continue to be quality assured through regular contract monitoring and service review.

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**Report for:** Cabinet – 16<sup>th</sup> July 2024

**Title:** Modification of the Parking Management IT System (PMIS) Contract  
**Report**

**authorised by:** Barry Francis, Director of Environment and Resident Experience  
[barry.francis@haringey.gov.uk](mailto:barry.francis@haringey.gov.uk)

**Lead Officer:** Ann Cunningham, Head of Highways and Parking  
[ann.cunningham@haringey.gov.uk](mailto:ann.cunningham@haringey.gov.uk),  
020 8489 2223

Abdul Sahed  
[abdul1.sahed@haringey.gov.uk](mailto:abdul1.sahed@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non-Key Decision:** Key Decision

**1. Describe the issue under consideration**

- 1.1. Since the commencement of operational services under the Parking Management IT System (PMIS) contract in April 2021, there has been a significant increase of approximately 76% in the issue of penalty charge notices (PCNs) due to the implementation of new parking schemes, including low-traffic neighbourhood schemes (LTNs) and School Streets (since July 2021 and August 2022 respectively). The increase in enforcement activity has resulted in a significant increase in notice processing costs.
- 1.2. Given the significant increase in the costs of administering PCNs, it is imperative to take action to ensure the borough's future parking and transportation needs are met efficiently. This necessitates an increase in the contract value, a decision that will not only maintain the contract's viability but also align with the Council's budgetary limitations.
- 1.3. This report is presented under Contract Standing Order (CSO) 10.02 1.(b) and in compliance with Regulation 72 (1)(e) of the Public Contract Regulations (PCR) 2015. Its purpose is to seek approval for the increase in the total contract value to cover the remaining 6½ years of the initial 10-year contract term (i.e., from August 2024/25 to March 2031), thereby ensuring the continued efficient management of parking and enforcement activities.
- 1.4. The additional contract spend is directly related to the increased notice processing volumes due to expanded traffic schemes, all of which generate additional income for the Council that adequately covers the additional spend. This adjustment ensures the Council's ability to manage the movement of traffic in the borough efficiently and safely. The contract value increase accommodates the expanded operations by authorising the required increase in spend under the contract and is not an indication of overspending.

## **2. Cabinet Member Introduction**

- 2.1. Parking is an essential public service, and residents need safe and fair access to their homes, whether they are drivers or users of other forms of transport. So, it is essential that we have an appropriate IT system that will support our management of parking across the borough.
- 2.2. Whilst the IT system supports the parking function, it is also an important component in the management of our wider enforcement activity to ensure Haringey's roads are being legitimately used. The existing contract therefore needs to fully reflect the management of the measures that we have introduced to support the movement of residents, businesses and visitors as they go about their everyday lives.

## **3. Recommendations**

Cabinet is asked to:

- 3.1. Approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), an increase in the total value of the existing Parking Management IT System (PMIS) Contract with Taranto Systems Limited from £4.35m to £19.1m to cover the initial 10-year contract term. Therefore, an additional expenditure of £14.75m is proposed to the remaining 6½ years of the initial 10-year contract term (i.e., from August 2024/25 to March 2031) including an estimated £2.51m for RingGo cashless parking transactions processing costs (see section 3.2).
- 3.2. Approve the payment to Taranto Systems Limited for managing RingGo cashless parking transaction processing costs, totalling an estimated £2.51m for the remaining 6½ years of the initial 10-year contract term (i.e., from August 2024/25 to March 2031).
- 3.3. Note that the financial adjustments referred to in sub-sections 3.1 and 3.2 above result in additional expenditure of £14.75m to accommodate increased enforcement activity and associated processing costs. This additional spend is adequately offset by corresponding increases in enforcement activity income, ensuring the contract supports the borough's expanded traffic schemes, including LTNs and School streets. Future decisions on the retention of existing traffic schemes or the introduction of new schemes may change, which may require further updates / variations to the value of the contract.

## **4. Reasons for decision**

- 4.1. On December 12, 2023, the Cabinet Member for Resident Services and Tackling Inequality approved an increase in the contract value for the initial 10-year term by 50%, in compliance with Regulation 72(1)(c) of the Public Contract Regulations (PCR) 2015. This increase amounted to an additional £1.44m (which is equivalent to the amount approved in the original contract award for the optional 5-year extension period), bringing the total contract value for the initial 10-year contract term to £4.35m.



- 4.2. However, it's important to note that this was not a long-term solution, but rather an interim measure that allowed for further exploration of options. Since the procurement of the original contract, the service has expanded significantly, leading to the adoption of new parking schemes increasing processing costs to an unanticipated level. The implementation of new parking schemes, including low-traffic neighbourhoods and School Streets, has resulted in a 76% increase in the issue of PCNs and corresponding increases in notice processing and postage costs.
- 4.3. This report now thoroughly considers the current situation and provides a longer-term solution to address the increased notice processing volumes due to the expanded parking schemes. The approval sought in this report is for a contract variation, which is now required to ensure the continued efficient management of parking enforcement activities. This decision supports the implementation of the Council's strategic objectives and aligns with the Council's budgetary limitations, ensuring the contract remains viable.

## **5. Alternative options considered**

Doing nothing

- 5.1. Meeting the Council's monthly financial obligations to Taranto Services Limited under the PMIS contract is crucial, as failure to do so would be grounds for contract termination with no suitable alternative immediately available. This would disrupt day-to-day operations, posing a risk to public safety and the discharge of the Council's statutory duties and causing significant issues with income derived from enforcement under normal operating circumstances. Inaction is, therefore, not an option.
- 5.2. See further options set out in sections 5.2 to 5.6 of the Part B exempt report.

## **6. Background information**

- 6.1. The Council awarded a PMIS Contract to Taranto Systems Limited, formerly WSP Ltd, in 2019. The contract value is £2.91m for an initial ten years, with an option to extend for a further five years for an additional £1.44m.
- 6.2. Due to the expansion of traffic schemes and growth in enforcement and the associated notice processing costs, the original contract value was being reached far more quickly than anticipated. The situation was compounded by notable increases in postage costs and the inclusion of payment processing costs of pay-to-park bays (delivered through RingGo). Consequently, a Cabinet Member decision was sought on 12<sup>th</sup> December 2023, seeking approval for an increase in the contract value to cover the increasing costs (see section 4.1). This was an interim increase while further options were explored.
- 6.3. The interim increase allowed the Council to maintain the service and perform a thorough analysis of this existing contract scope and financial requirements. It became evident that a more substantial and permanent adjustment of the contract value was necessary to sustain the expanded operations and manage the increased cost effectively.

- 6.4. The inclusion of the RingGo costs in the revised contract value need particular attention. While RingGo was part of the original contract, the actual usage of pay- to-park bays and related transactional processing costs were not initially accounted for. This necessitated a formal inclusion of these costs in the updated contract value. For a detailed breakdown of the financial analysis of these costs, please refer to the Part B report, section 7.8, which provides a detailed breakdown of future RingGo transactional costs and the impact on the overall contract value.
- 6.5. This report now seeks to implement a longer-term solution formally increasing the contract value to cover the remaining 6½ years of the initial 10-year contract term, thereby ensuring the efficient management of parking activities.

## 7. Financial status

- 7.1. This section provides an analysis of forecast expenditure and revenue related to:

- Projected contractual obligations from the 2024/25 financial year to the end of March 2031.
- The impact of LTN and School Street enforcement, coupled with increased postage costs since contract inception.
- The treatment of RingGo processing costs for pay-to-park bays.

- 7.2. Table 1 below details the predicted progressive increase in contract costs, which rise to £2.66m in 2030/31 if the current circumstances continue unaltered. This yields a cumulative total of £14.75m over the period.

**Table 1: Summary Forecast Remaining Contract Cost Projections from August 2024 to March 2031**

<b>Summary Forecast Remaining Contract Cost Projections 2024/25 to 2030/31</b>							
<b>August 2024-25 onwards</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>Grand Total</b>
<b>£1,302,371</b>	<b>£1,875,646</b>	<b>£1,998,414</b>	<b>£2,137,037</b>	<b>£2,293,565</b>	<b>£2,470,319</b>	<b>£2,669,917</b>	<b>£14,747,266</b>

- 7.3. Forecast Royal Mail postage costs represent approximately 51% (approximately £9.73m) of the total contract costs over the 2021/22 to 2030/31 period. This percentage highlights the significant role that postage expenses play in the overall financial structure of the contract.
- 7.4. The use of Royal Mail for sending out statutory parking notices is best practice and not just for its reliability but also ensures the process is respected and upheld in potential challenges by motorists.
- 7.5. The remaining 49% of the projected contract cost is comprised of the following fixed and variable costs:

- Printing (7%)
  - RingGo processing costs (19%)
  - Software maintenance (8%)
  - Equipment and devices (4%)
  - Development and support costs 3(%)
  - Correspondence scanning (2%)
  - ANPR car costs (1%)
  - DVLA lookup charges (1%)
  - TSL hosting (1%)
  - Permit emission checks (1%)
  - Service cost for diesel emissions surcharge (2%)
- 7.6. The Council has implemented the RingGo app, managed by Taranto Systems Limited, enabling users in Haringey to conduct cashless parking transactions. RingGo's transaction costs, which total an estimated £3.54m over 10 years, initially appearing as additional expenses. However, these do not represent a direct financial burden on the contract because the service is self-financing as explained below.
- 7.7. The model operates such that all revenues collected from RingGo parking sessions are initially remitted to the Council, which then pays RingGo's processing fees via Taranto Systems Limited. This contract arrangement means that RingGo's costs are effectively covered by user fees rather than by Council funds, making these costs pass-through expenses.
- 7.8. It should be noted that the RingGo processing costs were not reflected in the original contract value that was approved at the time of the initial contract award and Parking Services is now seeking to include these within the additional £14.75m (see section 3.1 and 3.2). But because the RingGo costs are pass-through costs in that they are more than offset by the associated parking fee income received from RingGo transactions, their inclusion in the total contract value is an accounting adjustment rather than an increase in these contract costs.
- 7.9. In addition, on the 9<sup>th</sup> August 2022, Cabinet approved, amongst other changes to parking fees and charges, the introduction of a 25% surcharge for diesel vehicles on top of existing charges that apply to pay by phone and contactless parking spaces on the public highway and in public car parks. The new functionality within the PMIS software for administering the surcharge was implemented for Haringey by RingGo via their emissions-based parking service for an annual flat fee payable via the PMIS contract to Taranto Systems Ltd which manages the RingGo service. Haringey Council retains 100% of the additional revenue collected from the surcharge.
- 7.10. See further comments set out in section 7.1 to 7.8 of the Part B of the report.
- 8. Contribution to the Corporate Delivery Plan 2022-2024 High-level Strategic outcomes**
- 8.1. The Corporate Delivery Plan sets out numerous specific outcomes that relate to the way in which the Parking Management IT System contract is being used.

Under the high-level strategic outcome of 'Responding to the Climate Emergency', this includes:

- Reduced through traffic leading to safer, cleaner, and more pleasant streets for people to walk, wheel, cycle and gather.
- More accessible footways and carriageways.
- Retention of access to disabled parking.
- Improved air quality and road safety around schools.

## **9. Carbon and Climate Change**

- 9.1. The Council's ability to enforce parking regulations contributes to the safety and accessibility and smooth operation of the borough's roads. Illegally parked vehicles may be parked unsafely, obstructing the highway and impeding traffic flow, increasing vehicle emissions.
- 9.2. Equally, the ability to enforce against moving traffic offences in School Streets and low traffic neighbourhoods helps to create increased levels of active travel, thereby positively impacting on air quality and health.

## **10. Statutory Officers' comments**

### **Finance**

- 10.1. The recommendation of this report is to approve an increase in the value for the initial 10-year term of the existing Parking Management IT System (PMIS) Contract with Taranto Systems Limited, from its current value of £4.35m by £14.75m to £19.1m. The increase in the contract value will be funded from the surplus generated through enforcement activity.
- 10.2. See further finance comments set out in section 8 of the Part B exempt report.

### **Strategic Procurement**

- 10.3. Strategic Procurement has been consulted in the preparation of this report and supports the recommendations in Section 3 of this report.
- 10.4. CSO 10.02.1(b) permits that the Cabinet may authorise the variation of a contract where the value is £500,000 or more. The recommendation to vary the contract value in section 3 of the report is compliant with Regulation 72(1)(e) as the modification is not substantial within the meaning of Reg. 72(8) of Public Contract Regulations 2015.
- 10.5. The recommendations of the report does provide value for money as the initial award of contract was the result of a restricted tender process.
- 10.6. See further procurement comments set out in section 8 of the Part B exempt report.

### **Comments of Assistant Director for Legal & Governance**

- 10.7. The Assistant Director for Legal and Governance has been consulted in the preparation of this report which is seeking approval for a contract variation to increase the currently approved contract value of the existing PMIS contract to cover the remaining portion of the initial 10-year contract term.
- 10.8. Under Contract Standing Order (CSO) 10.02.1(b) a contract variation valued at £500K or more may be approved by Cabinet provided that the Public Contracts Regulations 2015 ("the Regulations") as well as the Council's Finance Regulations are complied with and subject to satisfactory contract outcomes.
- 10.9. There is nothing in the report to suggest that the PMIS contract outcomes are not satisfactory. Nor do the Finance comments in this section 10 or elsewhere in the report suggest any Finance Regulations issues preventing approval of the proposed variation. As a result, in these respects the proposed variation to the currently approved PMIS contract values appears to meet the requirements of CSO 10.02.1(b) permitting the variation.
- 10.10. Under the Public Contracts Regulations 2015 ("the Regulations") a contract may be modified, ie. varied, without the need for a fresh procurement if the modification falls within certain permitted types of modification identified in Regulation 72.
- 10.11. This report is seeking approval for a variation to the PMIS contract on the basis that the proposed modification is not substantial. Such modifications, as defined by Regulation 72(8), are permissible under Regulation 72(1)(e).
- 10.12. See further legal comments set out in section 8 of the Part B exempt report.
- 10.13. Having regard to the further legal comments referred to above, the Assistant Director for Legal and Governance is not aware of any legal reasons preventing the Cabinet Member from approving the recommendations in section 3 of the report.

### **Equality**

- 10.14. 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.
- 10.15. 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.
- 10.16. Although the legislation does not enforce it as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

- 10.17. The decision under consideration is to approve an increase in the value for the initial 10-year term of the existing Parking Management IT System (PMIS) with Taranto Systems Limited. The modification is required due mainly to the increases in the issuance of PCNs and the associated processing costs. The increase in the contract value will ensure continued enforcement of parking regulations and support new traffic schemes, such as School Streets and LTNs.
- 10.18. The proposal is for an uplift to the value of the current contract for the continuation of the existing service and would not directly impact any communities, disadvantaged or vulnerable residents. However, maintaining the wider enforcement activities for the purpose of LTNs or School Streets has positive impacts on residents, especially young children and women, through improvement of air quality and road safety for all users. These schemes and their enforcement also encourage active travel among communities, which further positively impacts their overall health and wellbeing.

## **11. Use of Appendices**

- 11.1. None

## **12. Background papers**

- 12.1. Cabinet Member signing report on 12<sup>th</sup> December 2023 for a Contract Variation of the Parking IT Contract with Taranto Systems Limited.

## **13. Local Government Act 1972**

- 13.1. This report contains exempt and non-exempt information. The exempt information is not for publication as it consists of information classified as exempt under the following categories (identified in the amended Schedule 12A of the Local Government Act 1972):
- (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).
  - (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY 12 MARCH 2024, 9:30AM - 10:00AM.**

**PRESENT:** Councillor Dana Carlin, Cabinet Member for Finance and Local Investment

**In attendance:** Carla Villa, Supplier and Contract Manager and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There was no urgent business.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. DEPUTATIONS/PETITIONS/QUESTIONS**

There were none.

### **6. VARIATION AND EXTENSION OF CONTRACT FOR CIVICA ICON AND MID CALL SERVICES FROM CIVICA UK LTD**

This report requested that Cllr Carlin approve the variation of contract for Icon Managed Service including the Mid Call solution as allowed under CSO 10.02.1a to Civica UK Ltd. The contract was procured through the Crown Commercial Data Applications (DAS) Framework and approved at Cabinet in October 2020 for the value of £1,501,036 for a term of 5+2 years. The variation would exceed the value approved by Cabinet and a request to approve the additional cost is being sought. The revised cost of the contract over the full term of 7 years is expected to be £1,590,770.67.

This variation is required to cater for the change from ISDN to digital due to take place by the end of 2025 and the closure of the Enfield Exchange: to integrate some current ISDN numbers into the system.

#### **The Cabinet Member RESOLVED**

1. That the Cabinet Member for Finance and Local Investment approves the variation of the Contract as set out in this section 2. The estimated spend by the end of the initial

term 31/10/25 is £1,089,421.88 which is £5738.12 under the original value agreed and will fund all of the mid call additional costs up to that date.

2. To vary the contract at an additional cost of £89,735.00 inc 3% fixed RPI from the 30/10/24 to 29/10/27. The additional cost was can be broken down into 3 elements:
  - Mid call additional licence cost shortfall of £21,810.00;
  - Upgrade for agnostic browser and other functionality of £30,425 and an annual uplift to the managed service of £7,500.00 to the end of the contracted term
  - an additional £30,000 for any future upgrade that may or may not take place between 2025 and 2027.
3. To extend the contract until 29/10/2027 as allowed for in the initial contract as an extension.

### **Reasons for decision**

This contract includes the Mid call solution used by Customer Services to take payments securely over the phone. This was implemented under a temporary solution as the project to implement SIP onto our telephone system was delayed by another supplier. The Council is now in a position to proceed with the full implementation, but the licensing model has to change and the cost would increase by a further £25,345p/a plus 3% fixed inflation. The overall cost of the contract has been reduced over the past 4 years, due to the removal of items that have not been utilised sufficiently or because they are being replaced by newer technology. In addition, the ISDN lines which are currently used by Customer Services are being phased out and the exchange in Enfield is due to close in March 2024, necessitating an adaption of new technology.

An upgrade was also required in Icon to move us to an agnostic browser as the Council were currently using a backwards compatible version. This will make it easier in the future when browser versions change or cease. The upgrade also includes additional functionality such as 'customer retry' when the payment fails, plus an updated look and feel making it easier for customers to negotiate. It will include self-serve password reset functionality, address lookup, Default email address for Receipts, Transaction Rebuilds, Smart Suspense Enhancements, Tracker Drill-down Return, Consistent Amount Field, New Prep Rec Function. The decision allows for an additional sum to allow for any future enhancements to the system which are currently unknown.

### **Alternative options considered**

Do Nothing – not an option as the Customer Service numbers need to move across to SIP. The Enfield exchange is closing and these numbers will be obsolete if we do not transfer them over.

Go out to tender – not required as the Council had already awarded the contract via a compliant route and are not exceeding the limit allowed for variation under the framework.

## **7. NEW ITEMS OF URGENT BUSINESS**

There were none.



CABINET MEMBER: Cllr Dana Carlin

Signed by Cabinet Member .....

Date .....12 March 2024.....

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY 12 MARCH 2024, 10:00AM - 10:05AM.**

**PRESENT:** Councillor Dana Carlin, Cabinet Member for Finance and Local Investment

**In attendance:** Carla Villa, Supplier and Contract Manager and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There was no urgent business.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. DEPUTATIONS/PETITONS/QUESTIONS**

There were none.

### **6. AWARD MICROSOFT UNIFIED SUPPORT 3 YEAR RENEWAL**

This report requested that the Cabinet Member for Finance and Local Investment to approve the award of contract as allowed under CSO 16.02 to Microsoft UK Ltd. This support contract can only be purchased directly from Microsoft. The Council's Microsoft Unified support contract ends March 2024. As the Council has a major investment in Microsoft technologies it is vital that the support contract is renewed allowing access to premier support services directly from Microsoft. These services cover both proactive and reactive services.

Failure to renew the support contract, could expose the Council to risk and additional costs by having to pay higher rates for support.

Taking the 3 year option would achieve a saving of £12,000.00 in year 1 with an estimated cost avoidance of £119,061.28 in years 2 & 3 (increases have normally been between 20-40%pa). Making the total value of savings and cost avoidance £131,061.28. The costs would still be charged on an annual basis.

The Cabinet Member queried the financial particulars of the deal and was assured that the deal would save the Council a considerable amount of money over three years as opposed to annual contracts.

### **The Cabinet Member RESOLVED**

1. To award a contract to Microsoft UK Ltd for 3 years from 1/4/24 at a cost of: £582,550.92.

### **Reasons for decision**

As Haringey Council's IT infrastructure was based upon Microsoft technologies, ensuring that the on-site Digital & Change support team have access to Microsoft support engineers and consultants is a critical requirement in providing high level service availability. Failure to establish a support contract could involve disruption to Council services, and additional costs should the Council look to Microsoft for support in the event of an issue.

### **Alternative options considered**

There were five options that were considered:

1. Do Nothing–Do Not Renew While this was a theoretical option, the potential financial, technical and political impact on Haringey could be substantial. This option was therefore not considered any further.
2. Unified Support Option 1 - £173,647.31 This support arrangement, while the cheapest, did not provide sufficient proactive services and should be viewed a minimum offering. Support for workshops and technical briefings would need to be costed separately, typically at a much higher price. Historically, these were services that had been used and had been very beneficial.
3. Unified Support Option 2 - £185,897.31 This option was closely aligned with Haringey's requirements and would have been selected if it were not due to the increased focus on data sharing, information governance and the current SharePoint project.
4. Unified Support Option 3 - £196,047.31 Last year, unified support option 3 was selected as this enabled the Council to fast track the enablement of E5 features. The use of an engineer aligned with the Council's outcomes provided much value and had been very well received by the engineering team. Based upon the requirement to deliver data driven key initiatives this year i.e. assisting the SharePoint project, data retention policies, data loss prevention, information tagging, controlling data sharing, implementing GDPR and information governance, the inclusion of a dedicated engineering resource should enable the Council to deliver on these outcomes in a best practices fashion. As last year, having an engineer engaged would allow the Council to "fast track" changes (having the technical knowledge and experience) and be a direct escalation route into Microsoft.
- 5 Unified Support Option 3 –36 month Option - £582,550.92  
This is the first time a 3year option has been available to procure. This would not only save/avoid price increases but also save time in the procurement process. It would still offer the same services provided under option 3 but over a 3 year period.

**7. NEW ITEMS OF URGENT BUSINESS**

There were none.

CABINET MEMBER: Councillor Dana Carlin

Signed by Cabinet Member .....

Date .....12 March 2024.....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 12th March, 2024**

### **PRESENT:**

**Councillors: Ruth Gordon**

**ALSO ATTENDING:** Helen McDonough (Head of Inclusive Economy Regeneration & Economy Development), Julie Khan (Employment & Skills Manager) and Boshra Begum (Senior Democratic Services Officer)

### **8. FILMING AT MEETINGS**

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

### **9. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **10. URGENT BUSINESS**

There were no new items of urgent business.

### **11. DECLARATION OF INTEREST**

There were no declarations of interest.

### **12. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations/petitions/questions.

### **13. APPROVAL OF ACCEPTANCE OF UK SHARED PROSPERITY FUND PEOPLE AND SKILLS GRANT APRIL 2024- MARCH 2025**

The Cabinet Member for Council House building, Placemaking, and Local Economy wanted it noted that paragraph 1.1 of the report contained an error and should instead read: 'this proposal seeks the approval from the Cabinet Member for Cabinet Member for Council House building, Placemaking, and Local Economy for Haringey Council to accept £807,302 UK Shared Prosperity Fund (UKSPF) revenue funding from Central London Forward for the period spanning April 1, 2024, to March 31, 2025. No additional funding is required for this grant. The allocated funds will directly support Opportunity Haringey, our Inclusive Economy Framework Theme 3 – Good Work and Skills and be delivered by a collaboration of Haringey Learns and Haringey Works'.

It was noted that the Cabinet Member Introduction of the report should be revised and that the revised Cabinet Member Introduction should be as follows:

2.1. The People and Skills element of UKSPF came into force once European Social Fund monies ceased, and this element was released in October 2023 for the period up to March 2025. This funding has gone to the GLA for distribution. The GLA are using the funding in two ways firstly they are commissioning a range of People and Skills programmes, and the remaining balance of funds have been devolved to sub-regional partnerships. Haringey is part of the Central London Forward (CLF) partnership and the borough allocation to Haringey is spend, £807,302 for the 24/25 financial year.

2.2. Haringey's approved plan for use of SPF funding outlines our intention to deliver employment support to residents furthest from the labour market through our Haringey Works and Haringey Learns services, and to work closely with locality and customer facing services across the Council to target residents facing the greatest barriers to accessing employment support. This aligns to our ambitions set out in Opportunity Haringey our Inclusive Economy Framework which aims to achieve an inclusive, more resilient economy, that is better able to withstand economic shocks and where our businesses can grow and thrive; with an economy that provides rewarding, well paid (at least London Living Wage) work. These ambitions directly align with the aims of the People and Skills UKSPF activities.

2.3. Haringey Works and Haringey Learns are central to delivering the aspirations of Theme 3 of Opportunity Haringey – 'Good Work and Skills' through a targeted and community based approach

**The Cabinet Member for Council House building, Placemaking, and Local Economy RESOLVED:**

To approve acceptance of a grant from CLF for £807,302 for the delivery of the UKSPF People and Skills programme. The current agreement is for a grant of £807,302, however dependent on whether there are underspends by other authorities Cabinet are requested to approve acceptance of up to a grant of £900,000. This will create an Employment Support programme providing additional capacity for Haringey Works and Haringey Learns to deliver employment and skills support for Haringey Residents. This is in accordance with Contract Standing Order 17.1 Where the Council receives a grant from an external body, the process for approving or varying the agreement for the grant shall be the same as that set out in CSO 9.07 (i.e. the Director may approve receipt of a grant valued at less than £500,000. For approval of receipt of grants valued at £500,000 or more, a Cabinet decision is required).

**Reasons for decision**

1. Haringey has a track record of delivering high quality employment support through Haringey Works and a range of partners. Haringey Learns has had two consecutive positive Ofsted reports.



2. The acceptance of this UKSPF grant will enable the council to continue to deliver employment support to residents who are unemployed or economically inactive, and support the restructuring of the service and introducing new ways of working.

#### **Alternative options considered**

1. Option to not accept - In a period of continuing employment challenges for Haringey's residents as unemployment pressure is expected to continue in to 2024, not accepting the funding would make the Council less able to support into employment those furthest away from the job market.
2. Option to commission delivery through sub-contracting – this would create an additional layer of contract management and reduce the funding available to directly support residents. Haringey Works is the Council's employment support service with a track record of successfully supporting residents into employment and is aligned to Haringey Learns, our Adult Learning Service.

#### **14. OPPORTUNITY HARINGEY WORKSPACE FUND**

The Cabinet Member for Council House building, Placemaking, and Local Economy introduced the report highlighting its support for small and medium-sized enterprises. The demand for Opportunity Workspace Haringey funding was noted, emphasising the importance of engaging with partners to increase the supply, making this funding valuable.

#### **The Cabinet Member for Council House Building, Placemaking and Local Economy RESOLVED to:**

- (a) Provides delegated authority to the Director of Placemaking and Housing to undertake further due diligence, negotiate and agree the terms, and approve the final funding agreements for the recommended workspace projects for the Opportunity Haringey Workspace Fund.
- (b) Subject to satisfactory completion of the above, allocate up to £3.9m of Opportunity Haringey Workspace Fund resources, as set out in section 6, to the following projects with funding gaps, the details of which are set out in the exempt part B report:
  - (i) Wood Green affordable creative workspace;
  - (ii) Tottenham affordable music studios workspace; and,
  - (iii) Tottenham affordable community co-working workspace.

#### **Reasons for decision**

1. The Opportunity Haringey Workspace Fund was set-up to enable additional workspace to come forward in the borough, which is a key priority of Opportunity Haringey – the Council's inclusive economic framework. The sources of funding are set out in section 6. It is an ambitious fund that aims to have a catalytic effect through supporting new and expanding workspace projects that have a funding gap. It was established as a result of:
  - (a) recognition that workspace is a highly effective way to support economic

growth, inclusive economy and regeneration for Haringey's creative economy and thriving SME sector, noting workspaces are in high demand amongst SMEs and two thirds of the workspace in Haringey are focussed on the creative economy;

(b) the Council having sufficient capital funding within the approved capital programme, relevant external grants and Council match funding to

external grants, for spend on workspace projects;

(c) the aim to deliver additional workspace meeting funder requirements within tight timelines; and,

(d) awareness of multiple compelling workspace projects in the borough with funding gaps.

2. There was an open call for funding proposals starting from 19th December 2023 for a six-week period. Application briefing sessions were provided to interested parties. Following receipt of applications, eligibility requirement checks took place ahead of a multi-disciplinary funding panel convening to assess the applications in detail. The panel included officers from Economic Development, Regeneration, Property and Finance. The panel assessed and scored eligible applications in light of the following priorities: strategic priority alignment and clear funding gap, track record, deliverability, impact, and value for money.

3. The funding panel recommends Opportunity Haringey Workspace Fund resources are allocated to the following projects:

(a) Wood Green affordable creative workspace - Creation of affordable creative workspace in Wood Green. This project will enable much needed additional workspace in the borough and has potential to stimulate others in the market to bring forward workspace in Wood Green. It would support the cultural character of Wood Green, support local job growth, and will generate additional workspace in the borough. Forecast outputs: over 2,500 square metres of new workspace, 350 jobs, 160 businesses to be supported and bring in over £0.8m additional funding to the borough.

(b) Tottenham affordable music studios workspace - Creation of affordable music studios in containers. This project will enable additional workspace in the borough, strengthen the music industry, which has a strong and growing presence in Haringey and Tottenham, and meets increased demand for more of this type of space in the borough. Forecast outputs: over 125 square metres of new workspace, 25 jobs and 15 businesses to be supported.

(c) Tottenham affordable community co-working space - Creation of an affordable community co-working space in Tottenham to support existing and new residential communities with a modern inclusive work environment. Forecast outputs: over 1,250 square metres of new workspace, 250 jobs and businesses to be supported and bring in £0.7m additional to the borough.

4. The funding panel recommends the funding allocation as detailed above as it:

(a) will support Haringey's creative economy, inclusive economic growth and thriving SME sector;

(b) is a positive step to invest in some of the organisations and workspace providers which are tried and tested, and investment ready;

(c) supports projects that meet the eligibility requirements, have a good financial standing, have a clear funding gap that wouldn't happen without funding support, collectively bring in additional investment in the borough

and align with criteria outlined in 3.2;

(d) will enable additional workspace in the borough, fulfilling a key ambition of Opportunity Haringey inclusive economy framework, which was adopted at Cabinet in November 2023;

(e) fulfils funder requirements, enabling external grant funding to be invested in Haringey, and meet the Council's match funding requirements; and,

(f) the proposed projects for funding provide a balanced approach that align well with strategic priorities, deliverability, impact, and value for money.

5. The funding agreements will have clear clawback rights for grants and call-in rights for loans, as well as other provisions that will ensure the workspaces continue as envisaged for the long-term. This is important to ensure the Council has the right level of control over its investments over the whole period.

6. This report recommends delegated authority to the Director of Placemaking and Housing to negotiate and agree the terms, funding arrangements and approve the final funding agreements for the workspace projects.

#### **Alternative options considered**

1. Officers considered direct awarding the available funding as an alternative approach to an open call for funding proposals through setting up the Opportunity Haringey Workspace Fund. However, setting up the fund was selected as the preferred option for reasons set out in paragraph 3.1.

2. Officers considered returning the funding drawn down to date from the City of London Corporation (as detailed below) that was used for feasibility studies regarding re-developing Council commercial properties into workspace. However, setting up the fund was deemed in the best interests of Haringey as it would enable a further £1.5m grant funding to be invested in the borough to increase employment space which is needed for inclusive economic growth.

### **15. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

### **16. EXCLUSION OF THE PRESS AND PUBLIC**

Item 6 & 7 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); para 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

### **17. EXEMPT - OPPORTUNITY HARINGEY WORKSPACE FUND**

The Cabinet Member considered the exempt information.

### **18. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF THE CABINET MEMBER SIGNING HELD ON MONDAY 18TH MARCH 2024, 9:00AM – 9:05AM**

### **PRESENT:**

COUNCILLORS: Adam Jogee

ALSO ATTENDING: Brian Ellik, Eubert Malcolm, Bhavya Nair

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. DEPUTATION / PETITIONS / QUESTIONS**

There were no deputation / petitions / questions.

#### **6. PUBLIC SPACE PROTECTION ORDER - HARINGEY BOROUGH-WIDE**

That Cabinet Member for Community Safety and Cohesion considered the report that sought approval of the consultation for this proposed Public Space Protection Order.

### **RESOLVED**

The Cabinet Member for Community Safety and Cohesion to approve a 12 weeks consultation in respect of a proposed borough wide PSPO for alcohol control and other detrimental activities as detailed in the proposed PSPO at Appendix 1 and supported through the co-design process.

### **Reasons for decision**

The Council's commitment to creating a safer environment for all residents and visitors was clear in its vision for the borough [The Corporate Delivery Plan | Haringey Council](#).

To achieve this vision, the Council was proposing the introduction of a borough-wide Public Space Protection Order (PSPO) to address the ongoing issues of anti-social behaviour (ASB) and criminal activity that were currently blighting the lives of residents and businesses in the borough, making residents and visitors feel unsafe and creating an environment that was unwelcoming and unpleasant.

A Public Spaces Protection Order (PSPO) sets clear conditions for the use of specified public areas and enables authorised Council officers and Police Officers to engage individuals and educate them about their behaviour and responsibilities.

Haringey's current PSPO provisions relating to alcohol were limited to certain areas. Noel Park Ward was the only ward which had an alcohol control PSPO in place covering the whole ward. Of the other remaining 10 Alcohol control PSPOs, these only apply to parts of the following wards: Bounds Green, Bruce Castle, Harringay, Hermitage & Gardens, Northumberland Park, St Ann's, Seven Sisters, South Tottenham, Tottenham Central, Tottenham Hale and West Green. With ward boundary changes in 2023, some of the alcohol control PSPOs had to be renamed as area PSPOs and no longer relate to a single ward; this may confuse residents and visitors to the borough and availability of resources to monitor and enforce the PSPOs can become muddled. There was no alcohol provision in the following wards: Alexandra, Crouch End, Fortis Green, Highgate, Hornsey, Muswell Hill and Stroud Green. Thus, leaving areas without a PSPO, vulnerable to displacement of this activity from areas which were covered by a PSPO.

In addition, Haringey's neighbouring boroughs, all have borough wide alcohol control provision, thus encouraging the displacement of such activity into Haringey, where our own provision was patchy. Enfield and Barnet have a complete prohibition on the consumption of alcohol in a public space. Islington, Hackney and Waltham Forest have a PSPO that gives the police and authorised Officers of the Council borough-wide powers to confiscate alcohol and request people to stop drinking where there was reason to believe that if they do not, alcohol-related nuisance and annoyance was likely to occur.

The initial co-design consultation with residents and other stakeholders took place during January 2024. Prior to this period the matter of a borough-wide PSPO was discussed with stakeholders at meetings such as Ward Panels, Ladder Community Partnership (LCSP), resident association meetings, and Neighbourhood Watch Association meetings. The overwhelming feedback from the co-design process was the support for a borough wide PSPO prohibiting alcohol related nuisance and a number of other detrimental, as listed in the draft proposed PSPO in Appendix 1

Cabinet/ Cabinet Member for Community Safety and Cohesion must consider the outcome of the co-design process in deciding on whether to approve the consultation on a borough wide PSPO.

## **Background Information Co-design Consultation Process**

As part of the Haringey Deal, the Council undertook a co-design process with residents, workers and visitors to Haringey, seeking their views on the introduction of borough-wide public spaces Protection Orders (PSPOs). The process included an on-line survey that ran between 10<sup>th</sup> and 31<sup>st</sup> January 2024.

A flyer was produced publicising the co-design consultation, outlining what PSPOs were and included a QR code for the on-line survey. The council held two pop up event (Marcus Garvey Library and Wood Green Library) distributing the flyer and engaging with 66 residents. During the co-design period officers also attended various resident/stakeholder based meetings to advise on the co-design consultation process, distribute the flyer, encourage participation and answer any additional questions residents had with regard to PSPOs and the proposals. These meetings included Ward Panels for Seven Sisters, St Ann's Bounds Green and Woodside Wards: Ladder Community Safety Partnership, Noel Park Residents Association meeting, Love Finsbury Park (Clear Hold Build). Details of the co-design consultation were also emailed to over 200 services, community groups and organisations, individual stake holders, faith groups and residents' groups to distribute to their users and members.

Residents and other stake holder were asked whether they were in favour of a borough-wide alcohol control PSPO. In addition, residents and stakeholders were asked if they agreed or disagreed with a number of other detrimental activities also being prohibited through a PSPO.

### **The results of the co-design process**

1. 175 people completed the on-line survey.
2. 79% of respondents were in favour of a borough wide alcohol control PSPO.
3. 83.2% of respondents strongly agreed/agreed that causing harassment, alarm, or distress to any individual(s) by committing anti-social behaviour (offensive language, acting in an aggressive manner) should be part of a PSPO. A further 7.5% of respondents were neutral on this issue.
4. 85.4% of respondents strongly agreed/agreed that urinating, defecating, spitting or littering in a public place should be part of a PSPO. A further 6.8% of respondents were neutral on this proposal. It was noted that Respondents commented that future consultations should seek to separate these issues as views may differ on each issue.
5. 80.7% of respondents strongly agreed/agreed that being in possession of or misuse fireworks in any public space unless individually licensed by the

council should be part of a PSPO. A further 10.6% of respondents were neutral on this proposal.

6. 79.5% of respondents strongly agreed/agreed that to ride moped/motorbikes and cause alarm harassment or distress, should be part of a PSPO. A further 10.3% of respondents were neutral on this proposal.
7. 75.7% of respondents strongly agreed/agreed that to smoke any tobacco or tobacco related product, smokeless tobacco product including electronic cigarettes, herbal cigarettes, within the boundary of the children's play areas should be part of a PSPO. A further 14.3% of respondents were neutral on this proposal.
8. 71.5% of respondents strongly agreed/agreed that to misuse or share with others any illegal substances (spice, and other substances known for legal highs) or marijuana/weed in a public space; nor be in possession in a public place of any drug paraphernalia for example cannabis grinders or crack cocaine pipes, should be part of a PSPO. A further 13.7% of respondents were neutral on this proposal.
9. 71.4% of respondents strongly agreed/agreed that starting or attempting to build any open fires or BBQs in Green Spaces (without prior written permission of the council), should be part of a PSPO. A further 15.5% of respondents were neutral on this proposal.
10. Although to a lesser extent, the majority of respondents also agreed with the inclusion of the following detrimental activities, indicating that these issues should be addressed through PSPOs targeting specific locations/areas.
  - Engage in or promote or encourage others to promote or deliver any unlicensed music events unless individually licensed in writing by the council – 62% agreed and 18.9% were neutral.
  - Buy and/or sell any merchandise on or within 7 metres of the Public Highway without the written consent from the council (illegal trading) – 56.1% agreed and 24.5% were neutral.
  - Not to buy and/or sell event tickets on or within 7 metres of the Public Highway without prior written consent of the council (ticket touting) – 57.1% agreed and 28.6% were neutral.
  - Congregate in a group of 3 or more people, where one or more person/s have been engaging in anti-social behaviour and at least one member of that group was within the designated area 66.2% agreed and 14.4% were neutral.



11. 44.4% of respondents strongly agreed/agreed that to engage in or encourage others to engage in any filming or making of music videos on council land or without prior written permission of the council should be part of a PSPO. A further 26.9% of respondents were neutral on this issue. It was noted that this was only likely to be perceived as anti-social behaviour by those residents living on council managed estates, where they have been affected by the disorder resulting from the production of gang-related videos. The result of the co-design confirms that this was not a borough wide issue and would be best suited for a PSPO for specific areas where this had been identified as a particular problem.

The co-design survey also asked respondents to identify any other detrimental activities which they felt should also be considered under the PSPO provision and the

- Drug dealing and drug use including cannabis, aerosols, gas cannisters, NOS, balloons.
- Dog Control: tackling dangerous dogs/aggressive dogs and their owners; training dogs for dog fighting; limiting number of dogs per dog walkers to 3 Allowing dogs; dogs off the lead within 400m of a children's playground; Not cleaning up dog foul if you were the owner. High fines for dog fouling
- Verbal abuse particularly to women
- prostitution
- Loitering in communal areas and stairwells in council blocks
- Aggressive begging, begging at traffic lights, outside shops, stations, around parks.
- Waste & Street enforcement: Bins blocking pavements; Fly tipping, landlord dumping white goods, furniture; graffiti; dumping of rubbish, Litter.
- Noise pollution: cars/motorbikes revving their engines unnecessarily; Busking without consent; Use of megaphone or microphone with speaker; amplified preaching and music.
- Vehicle related nuisance: Cyclists, e-bikes and e-scooters on pavements; Repairs of vehicles on the street/public highway/housing estate land; Residents blocking road to reserve parking spaces; engines idling; e-bikes left blocking pavements; hire bikes abandoned on pavements; congregation of Deliveroo, food delivery drivers.

Some key supportive comments from the Co-design process were highlighted below:

*“Alcohol control PSPO will help make the streets safer for us and our children”*

*“Unfortunately as the nuisance caused by alcohol related behaviour seems to occur in disparate parts of the borough it will be easier to use a whole borough approach, which will enable authorities to deal quickly with issues arising in new places instead of having to apply for new orders when a problem arises”.*

*“Excessive drinking and drunken behaviour in public spaces is closely related to high levels of noise all of which disturb the peace and limit enjoyment of public spaces. Behaviour of those drinking excessively can also be very intimidating especially for a woman on her own.”*

Respondents also raised other concerns:

- i. *“How will it be enforced – do the police and council have the resources and capacity.”*

It was not anticipated that the Council and the police will provide 24 hours monitoring of a Borough wide PSPO. It was hoped that restrictions will serve as a deterrent, to prevent the problem recurring. By having the Order in place it equips authorised officers, when encountering nuisance to use this power to stop the nuisance and/or give warnings/advice to those engaging in the unwanted behaviour, to prevent recurrence. Whilst the Council and the Police may not be able to directly respond to every individual report of breaches, enforcement services will utilise reports and community intelligence to inform planned activities and operations.

- ii. *“This power could be easily be misused against a harmless social gathering where people were enjoying some alcoholic drinks”*

The proposed order was not imposing a blanket restriction on alcohol in public spaces. It will not be an offence to drink alcohol in the restricted area. The PSPO will be used to tackle anti-social behaviour resulting from the consumption of alcohol. It was the desire to reduce the nuisance caused that an authorised officer may request that an individual stop drinking or surrender the alcohol in their possession. The offence which can result in enforcement (the issuing of a fine) was where an individual fails to comply with this request. Any required interventions would also be explored e.g. advice/signposting to support. However, any history of persistent engagement in this restricted behaviour without reasonable excuse would also be taken into consideration.

- iii. *The orders will impact on already vulnerable or marginalised groups*

The PSPO will not be used to target any particular group and there was no evidence of enforcement of PSPOs within the Borough being used to target any particular groups. Nor does the data available support that, ethnic minorities or particular age groups, were more likely to be engaging in the behaviours the proposed PSPO is seeking to restrict. The need to tackle anti-social behaviour, respond effectively to complaints from the public and take action against detrimental activities, to ensure the safety of the public, outweighs the negative impact this could have on any particular group, that was the issuing of a fine or

prosecution. The Council acknowledges the prominence of street drinking, alcohol and drug consumption amongst the street homeless population and other disadvantaged groups and we will continue to work in partnership with support and outreach services to engage with relevant groups and undertake preventative and supportive initiatives in the first instance. Authorised officers will give consideration to the needs of the individual and personal circumstances, in order to make an informed, balanced and equitable decision as to the appropriate action to take.

The Co-design consultation report can be found at Appendix 2

### **Alternative options considered**

Not to consult and to maintain current PSPO provision within the borough until those current provisions expire in May 2025.

This option was not recommended as

- The co-design process and indications from stake holders and partners confirms support for widening the PSPO provisions within the borough in respect of alcohol control and other detrimental activities.
- Without the additional powers under a PSPO it was likely these detrimental behaviours were likely to recur and remain persistent, having a detrimental effect on the local community.

## **7. PUBLIC SPACE PROTECTION ORDER - FINSBURY PARK SOUTH ENTRANCE**

The Cabinet Member for Community Safety and Cohesion considered the report that sought approval of the consultation for this proposed Public Space Protection Order.

### **RESOLVED**

That the Cabinet Member for Community Safety and Cohesion to approve the Public Space Protection Order (PSPO) – Gating order, as contained in Appendix 1.

### **Reasons for decision**

The Council's commitment to creating a safer environment for all residents and visitors was clear in its vision for the borough. To achieve this vision, the Council was proposing the introduction of a Public Space Protection Order (PSPO) to address the ongoing issues of anti-social behaviour (ASB) and criminal activity that are negatively affecting the park's atmosphere and the safety of those who use it.

The specific area in question, was located adjacent to the south entrance of the park on Seven Sisters Road, which poses certain challenges due to its design and layout. The main issues which have influenced the decision for the gating PSPO are as follows:

- Layout of the area. The narrow line of sight and the transition from nearby amenities like Lidl into an open space have created an environment where unlawful activities can occur without being easily detected.
- There was a lack of clear ownership or defined rules in the space which contributes to issues, as there are no clear indications of proper usage, including, poor pavement markings, the absence of signage and no clear parking restrictions.
- The environment also allows individuals to conceal themselves around various corners, leading to decreased feelings of safety in the area. This contributes to the misuse of the space for criminal activities and anti-social behaviour.
- The issue was not limited to pedestrian traffic; mopeds parking on the pavement further compounds the problem. While some moped riders might have legitimate reasons for being there, the presence of both legal and illegal users creates an assumption that this practice was acceptable, essentially establishing a "desire line" for mopeds in the area. This becomes a challenge to rectify, even if it negatively impacts the general public. It's also noted that the majority of moped users are pretending to be delivery drivers but are, in fact, involved in facilitating the supply of drugs.

Closing off the area by erecting gates and implementing the PSPO will bring an end to or restrict the behaviours above and subsequently, bring about improvements to the area such as, an increase in feelings of safety for users of the park in particular women and in addition the area will be put to better, legitimate use.

### **Alternative options considered**

Not to pursue a gating order under a PSPO.

Given the length of time that the behaviour had been ongoing and the detrimental effect the behaviour was having on our communities and businesses, this was not an option.

Also the outcome of the statutory consultation in respect of this proposal was support for the implementation of the Finsbury Park (South Side ) PSPO

## **8. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY 19 MARCH 2024, 11:00AM - 11:15AM.**

**PRESENT:** Councillor Sarah Williams, Cabinet Member for Finance and Local Investment

**In attendance:** Scott Kay, Head of Residential Building Safety and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There was none.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. DEPUTATION / PETITIONS / QUESTIONS**

There were none.

### **6. AWARD OF CONTRACT FOR THE PLANNED PREVENTATIVE MAINTENANCE, RESPONSIVE REPAIRS AND L8:2013 COMPLIANCE FOR WATER STORAGE AND DISTRIBUTION SYSTEMS**

This report sought approval from the Cabinet member to award a contract for The Planned Preventative Maintenance, Responsive Repairs and L8:2013 Compliance for Water Storage and Distribution Systems to Tenderer A for the initial duration of five years, with the option to extend for 1 + 1 years, totalling a value of £3,150,000 subject to Cabinet member approval.

### **The Cabinet Member RESOLVED**

That the Cabinet Member for Housing Services, Private Renters and Planning approves the award of contract for The Planned Preventative Maintenance, Responsive Repairs and L8:2013 Compliance for Water Storage and Distribution Systems to Tenderer A for the initial duration of five years, with the option to extend

for 1 + 1 years, at the value of approximately £450,000 per year, totalling a value of £3,150,000 with a proposed start date of 1st May 2024.

### **Reasons for decision**

This contract would enable the council to deliver the Maintenance and Repairs of water storage systems including communal cold water storage tanks and communal water taps which includes planned preventative maintenance, repairs, and installations. This includes completing urgent and high-risk actions, relating to water supply and legionella risk to council residents, ensuring compliance with HSE Approved Code of Practice (ACOP) L8 & HSG274.

The responsive provision would ensure that equipment failure which could put residents at risk or loss of water will be responded to urgently and within required timescales. The work also allows for communal cold-water tank and associated pipework replacement or repairs.

The planned works would include testing and prevention of legionella contamination.

This is a call-off contract, in that there was no monthly or annual fee, and the contractor would only receive payment for works completed on instruction.

### **Alternative options considered**

Do Nothing – This was not an option as it would increase the risks of loss of water supply to residents' properties, or risk of water contamination. The contamination of legionella could be dangerous or life threatening to residents if not controlled and prevented.

Carry out the work through in-house resources - the Council was unable to deliver these works in-house due to a lack of suitably trained and certified operatives. The Council did not have enough operatives and the timescales required to recruit and train them would result in the same outcome as set in 5.1 above.

Use our existing contracts or contractors - The only suitable contractors currently delivering this service under contract expired in April 2024. The Council was unable to extend this contract further as all extensions have been utilised. The Council also needed to ensure that our contracts provided value for money and reflect up to date regulatory requirements and current good practice.

## **7. EXCLUSION OF THE PRESS AND PUBLIC**

Item 8 was subject to a motion to exclude the press and public 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.

**8. EXEMPT - AWARD OF CONTRACT FOR THE PLANNED PREVENTATIVE MAINTENANCE, RESPONSIVE REPAIRS AND L8:2013 COMPLIANCE FOR WATER STORAGE AND DISTRIBUTION SYSTEMS.**

The Cabinet Member considered the exempt information.

CABINET MEMBER: Councillor Sarah Williams

Signed by Cabnet Member.....

Date .....19 March 2023.....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 21st March, 2024, 11.00am - 11.35am**

**PRESENT:**Councillor Lucia das Neves

**ALSO ATTENDING:** Sarah Hart online, Ayshe Simsek

### **9. FILMING AT MEETINGS**

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

### **10. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **11. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

### **12. DEPUTATIONS / PETITIONS / QUESTIONS**

There were no deputations, petitions or questions put forward.

### **13. REQUEST FOR APPROVAL OF ACCEPTANCE OF THE GRANT AWARD TO HARINGEY COUNCIL FROM THE DEPARTMENT OF HEALTH AND SOCIAL CARE FOR ROUGH SLEEPING DRUG AND ALCOHOL TREATMENT**

The Cabinet Member for Health, Social Care and Wellbeing considered the report, which sought approval to accept the Rough Sleeper Drug and Alcohol Grant 2024/2025.

The Cabinet Member was asked to note the following:

- This was the third year of receiving this grant funding and the Council were pleased to continue receiving this grant, providing sustainability for work with the homeless community and supporting them with drug and alcohol treatment.
- This was a good participatory team which was a place based working closely with homeless people.
- The grant application would be used to commission the drug and alcohol rough sleeping team that was made up of multi skilled workers from organisations such as BUBIC and included: a senior practitioner, psychology nurse,

prescribing nurse, alcohol worker, Eastern European worker and alcohol complex worker.

- There had been 259 referrals and 222 accepted for treatment. There were around 26 sources of referrals and these were mainly from peer agencies referring clients to this service. It was noted that 146 of the 222 referrals had entered a structured treatment programme and this had increased in quarter three of reporting to 74% of referrals.
- There were no key performance indicators to following terms of grant funding and this allowed the Council to set their own objectives, which were engagement and harm reduction.
- With regards to the housing status at referral, 56 % were officially sleeping rough at referral and the rest were at risk of homelessness.
- Noted that there were 25 out of 125 exits from the service connected with successful completion of the treatment. There were 3 deaths, 68 unplanned exits, 18 moved out of the area and 11 transferred into custody.
- The borough were one out of seven boroughs to be part of the national evaluation programme and reflected the confidence in the provision of the service.

In response to questions from the Cabinet Member, the following information was noted:

- It was known that 70% of rough sleepers had a substance misuse issue and the increase in referrals to the service reflected the Council were engaging better with rough sleepers. However, the rough sleeping team would likely contend that there was an increase in rough sleeping in the borough as well. The aim was to increase referrals and support more people.
- On exiting the provision, rough sleepers were predominantly offered alcohol harm reduction support. Through, having created a support relationship, the support officer was able to talk through the impact and provide support on improving wellbeing. Those exiting that a drug misuse issues were prescribed medication to support withdrawal. They were offered d access to GP and supported to apply for stable housing.
- 25 clients had completed treatment for drug and alcohol misuse.
- Accommodation support to help with abstinence was important and this was the biggest barrier for continued abstinence. There were good working relationships developed with health providers providing rehab and detox treatment.
- The provision had a strong safeguarding component and there was strong awareness of the risks and actions to reduce deaths in rough sleepers.

- Agreed that there be a wider update to all councillors on the work of BUBIC and HAGA as there were councillors that were concerned about people in their communities that were rough sleepers and it would be important to socialise the work of this provision and provide information about access to it.
- The continued funding provision would provide security for maintaining the employment of the team members who were experienced and also indicated likely further funding, providing sustainability of the team. A four year strategy for this provision would be developed and include trainee posts and participation of BUBIC in service development.
- The issues of meeting and locally interacting with rough sleepers was discussed and noted that there was a community development solution being worked to with effective engagement with the health trust and other agencies to prescribe medication as soon as the need is identified.

## **RESOLVED**

To approve the receipt of Department of Health and Social Care Rough Sleeping Drug and Alcohol Treatment grant of £702,145, for the year 2024/25 as permitted under Contract Standing Orders 16.02 and 17.1.

### **14. AWARD OF CONTRACT TO PROVIDE - COMMUNITY SEXUAL HEALTH SERVICES - OUTREACH AND HEALTH PROMOTION**

The Cabinet Member for Social Care, Health and Wellbeing considered the report, which detailed the outcome of an open tender process and sought approval to award the Public Health Contract for Community Sexual Health Services – Outreach and Health Promotion in accordance with Contract Standing Orders (CSO) 9.07.1 (a) and 16.02.

The current contract expired on 31<sup>st</sup> March 2024 and a procurement process had been undertaken to ensure that a new contract was in place to meet the Council's requirements.

The Cabinet Member was advised that this was a community outreach service and place based offer. The provision was based in community centred facing services and aimed to provide a broad range of services through an outreach, sexual health promotion/signposting and dedicated support for those most impacted by sexual ill health and HIV.

The contract promoted testing in communities and responded to the needs of the diverse communities in the borough, tackling the cultural barriers and working in a culturally sensitive way. The successful bidder outlined in Appendix B had been effective in their step change from providing advice to the provision of testing, and

were known for their positive work in particular communities, further demonstrating that they could work in a multi-cultural community.

Further to considering exempt information,

**RESOLVED**

1. That in accordance with Contract Standing Order (CSO) 16.02 and 9.07.1 (a), to agree to award, a contract for the Provision of a Community Sexual Health Service focusing on outreach and health promotion to the successful bidder identified in Appendix 1 – Part B of this report.
2. To agree that the proposed contract shall run for a period of three (3) years commencing 1st April 2024 to 31st March 2027 at an annual cost of £233,000 (totalling £699,000 over 3 years), with an option to extend for a period or periods of up to two (2) years. For the avoidance of doubt the maximum contract length would be five (5) years, if extended. The aggregated total cost of the contract including the proposed extension period will be £1,165,000.

**15. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

To exclude the press and public be from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); para 3, namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

**16. EXEMPT - AWARD OF CONTRACT TO PROVIDE - COMMUNITY SEXUAL HEALTH SERVICES - OUTREACH AND HEALTH PROMOTION**

Exempt information was considered.

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 21st March, 2024, 3.30pm**

### **PRESENT:**

**Councillors: Ruth Gordon**

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions received.

#### **6. BRUCE GROVE PUBLIC CONVENIENCE REFURBISHMENT AND EXTENSION WORKS - VARIATION OF CONSTRUCTION WORKS CONTRACT AWARD**

The Cabinet Member for Council House building, Placemaking, and Local Economy noted concerns about a significant budget increase and delays in the project. However, acknowledged that taking no action could lead to further delays and risk withdrawal of funding from GLA and Historic England, who have partially funded the scheme.

**The Cabinet Member for Council House building, Placemaking, and Local Economy RESOLVED:**

1. To approve a variation of construction works contract (No. 3) to Lilstone Limited (The Contractor) pursuant to Contract Standing Order (CSO) 3.01(d) and CSO 10.02.1(b), as detailed in Part B section 3.

2. To approve a client contingency which will be strictly managed under change control governance arrangements. Refer to Part B section 3 for the contingency value and total award value.
3. To approve an increase in total project budget of £0.493m.
4. To vire £0.493m from the Tottenham High Road Strategy budget to the Tottenham Heritage Action Zone budget where this scheme sits.

### **Reasons for decision**

The council is currently in contract with Lilstone Limited. There is a requirement under the terms of the contract to pay the contractor for delays to the general progress of work caused by events beyond their control. Additionally, as noted in section 6 of this report unforeseen works below ground and additional works required to meet Network Rail technical approvals have contributed to the required variation set out in Part B section 3 of this report.

This variation comes at an extremely late stage in the construction programme and the project is expected to complete in March 2024. Non completion of the project could lead to the risk of funding being withdrawn from the Greater London Authority (GLA) & Historic England who have partly funded the refurbishment works at BGPC. The council has grant agreements in place with both funders which cover this scheme.

### **Alternative options considered**

#### **Do nothing**

1. Contractual Liability as detailed in 4.1 of this report.
2. This will lead to further project delays and risk of withdrawal of funding by the GLA and Historic England who have partially funded the scheme.
3. This would provide the Council with a partially complete building which would be deemed unsafe, unrentable/unusable space in its current state. Works commenced on site in January 2022 and are projected to complete by 21st March 2024. It is acknowledged that the contract duration has 4 weeks remaining before achieving practical completion.
4. This could further expose the council to a loss of profit claim and or payment of goods which have been procured but perhaps not yet installed.

### **In-house Delivery**

1. There is currently no resource within the council that has the capacity, specialist expertise or qualifications to deliver this service and Lilstone Limited are the incumbent contractor delivering this scheme.
2. The remaining works could be procured via an alternative contractor, but this would delay completion and impact on grant funding required to be committed by the end of March 2024. Therefore, based on time and cost of re-

procurement it is not considered this would represent value for money for the council.

### **Alternative Procurement Route**

1. The remaining works could be procured via an alternative contractor. This would delay completion and impact on grant funding required which is to be spent by the end of March 2024. Entitlement to inflation, L&E and loss of profit would remain. Incomplete testing and commissioning of systems installed, time and cost of re-procurement this option is not considered to represent best value for the council.

2. Moving remaining works to the incoming tenant - consideration needs to give to the contractual obligations noted in section 4 of this report. Additionally incomplete testing and commissioning of systems installed. Whilst considering these risks, the Council could explore the possibility of letting the facility on the basis of including within the agreement completion of all remaining construction works. Aside from the building potentially being in an unsafe state at the point of suspending the current contract, entitlement to inflation, L&E and loss of profit as noted would remain and this basis is not recommended for consideration.

## **7. AWARD OF CONSULTANCY CONTRACTS FOR BROADWATER FARM NEW HOMES DESIGN TEAM**

This report sought authority to award a contract for architectural services for the Broadwater Farm New homes programme which was a key component of the overall regeneration programme. By awarding this contract the council would be able to complete RIBA stage four designs ahead of procuring a contractor to build the homes.

The Cabinet Member for Council House building, Placemaking, and Local Economy noted that she had been briefed well and had no further questions. It was also noted that this had been a fair and open procurement process.

### **The Cabinet Member for Council House building, Placemaking, and Local Economy RESOLVED:**

1. To approve the award of Architect and Lead Consultant Services consultancy contract to EXEMPT for the total value of £707,677.
2. To agree to the sum shown in EXEMPT Report.

### **Reasons for Decision**

1. In order to build new homes on the Broadwater Farm estate the Council needs to finalise designs ahead of appointing a contractor. The Council appointed a contractor last year to undertake this work but this contract was terminated following a failure to agree a build contract for the first phase.
2. While design work on phase one is completed and procurement for a build contractor is underway, design work for all future phases is required. In order to progress this, and to ensure the council retains control over design quality and

design integrity, the council is proposing to appoint a qualified architect and lead consultant. Without this appointment the council is unable to progress the new homes scheme.

3. As part of the commission the consultant will provide a range of services, including, Architectural, Acoustic, Principal Designer, Landscape Designer & Lead Consultant services, to support the development and delivery of the Broadwater Farm Estate regeneration programme for the remainder of the pre-construction programme and construction programme.
4. The council is procuring other professional services to complete the design and engineering team. A structural and civils engineer has been selected and other professionals will also be procured (Mechanical, Electrical, Plumbing and Heating engineers (MEPH), Fire Safety Engineer, Principal Designer, Clerk of Works). These appointments will be subject to separate decisions.

### **Alternative Options Considered**

1. The council could have sought to procure a new contractor to complete the RIBA stage four designs. Analysis of market conditions and advice from the procurement team concluded that this approach would not offer the council the best value for money.
2. The council could have sought to resource the work in-house. Unfortunately, the council does not have the resources in house to do this work.
3. The council could have decided to not progress the scheme. The council has however committed to residents to deliver new homes and improvements to Broadwater Farm, so this option was discounted.

## **8. EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED:**

That the press and public be excluded from the remainder of the meeting as items 9 and 10 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.

## **9. EXEMPT - BRUCE GROVE PUBLIC CONVENIENCE REFURBISHMENT AND EXTENSION WORKS - VARIATION OF CONSTRUCTION WORKS CONTRACT AWARD**

The Cabinet Member considered the exempt information.

## **10. EXEMPT - AWARD OF CONSULTANCY CONTRACTS FOR BROADWATER FARM NEW HOMES DESIGN TEAM**

The Cabinet Member considered the exempt information.



CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE CABINET MEMBER SIGNING HELD ON MONDAY 25TH MARCH 2024, 11.00 - 11.30 AM**

### **PRESENT:**

Councillors: Mike Hakata

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. DEPUTATION / PETITIONS / QUESTIONS**

There were no deputation / petitions / questions.

#### **6. PROPOSED ZEBRA CROSSINGS ON ADAMS ROAD NEAR THE WILLOW AND THE BROOK PRIMARY SCHOOLS, N17**

The Deputy Leader and Cabinet Member for Climate Action, Environment and Transport considered the report that sought to:

1. Determine whether two zebra crossings and speed reducing measures on Adams Road near The Willow and Brook Primary Schools, N17 should be implemented.
2. Request approval to proceed to implementation, after considering objections and officer response to those objections.

### **RESOLVED:**

That the Deputy Leader and Cabinet Member for Climate Action, Environment and Transport to:

- Consider all feedback to the public and statutory consultation carried out from 11 October to 1 November 2023, set out in Appendix D, on the proposals outlined in Appendix A together with officer's views regarding that feedback set out in section 8 of this report.
- Agree that the Council shall exercise its discretion to not cause a public inquiry to be held (see paragraph 8.3) in respect of the TMO referred to in recommendation 3.3 below.
- Approve the implementation of the zebra crossings and speed reduction measures on Adams Road near The Willow and Brook Primary Schools, as set out on the plan in Appendix A, except that the zebra crossing on the eastern end of Adams Road to be relocated by 3m west.
- Authorise the Head of Highways and Parking to make all necessary traffic management orders (TMOs) to give effect to the measures approved.

### **Reasons for decision**

The Council as a local authority had a duty under Section 39 of the Road Traffic Act 1988 to improve safety and reduce road traffic collisions. The proposals recommended for approval were aimed at reducing speeds of motor vehicles and improving road safety and pedestrian accessibility especially for children attending The Willow and The Brook Primary Schools.

### **Alternative options considered**

Do nothing: This option was rejected as it would not deliver an improvement to road safety and so the Council would not be discharging its duty under section 39 of the Road Traffic Act 1988 to "take steps to prevent accidents".

## **7. PROPOSED SPEED REDUCTION MEASURES ON FERME PARK ROAD N4/N8**

The Deputy Leader and Cabinet Member for Climate Action, Environment and Transport considered the report that sought to:

1. Consider the results of the statutory consultation on the proposed speed reducing features along Ferme Park Road N4/N8.
2. Approve to proceed implementation, after considering objections and officer's views regarding those objections.

The meeting heard that this was an ongoing project and there had been a total of 9 collisions that were recorded to date.

It was noted that there would be a lot of positive outcomes from this scheme and there was a priority in improving safety for pedestrians and cyclists.

### **RESOLVED:**

The Deputy Leader and Cabinet Member for Climate Action, Environment and Transport to:

- Consider all feedback to the statutory consultation carried out from 29 November 2023 to 05 January 2024 set out in Appendix D, on the proposals outlined in Appendix A together with officers' views regarding the feedback set out in section 8 of this report.
- Agree that the Council shall exercise its discretion to not cause a public inquiry to be held (see paragraph 8.7 and 8.8) in respect of the traffic management orders referred to in this report.
- Approve the implementation of the speed reducing measures on Ferme Park Road N4/N8, as set out on the plan in Appendix A and the making of all necessary traffic management orders (TMOs) to enable the proposed speed reducing measures to be implemented.

### **Reasons for decision**

The Council as a local authority had a duty under Section 39 of the Road Traffic Act 1988 to improve safety and reduce road traffic collisions. The proposals recommended for approval were aimed at reducing speeds of motor vehicles and improving road safety and pedestrian accessibility.

The reason that this was a key decision was because it was significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

### **Alternative options considered**

Do nothing: This option was rejected as it would not deliver an improvement to road safety and so the Council would not be discharging its duty under section 39 of the Road Traffic Act 1988 to "take steps to prevent accidents".

## **8. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CABINET MEMBER: Mike Hakata

Signed by Cabinet Member: .....

Date: .....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 28th March, 2024, 2pm**

### **PRESENT:**

**Councillor Peray Ahmet - Leader of the Council**

**ALSO ATTENDING: Benita Edwards, Jahedur Rahman and Boshra Begum**

### **9. FILMING AT MEETINGS**

The Leader referred to the notice of filming at meetings and this information was noted.

### **10. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **11. URGENT BUSINESS**

There were no items of urgent business.

### **12. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **13. DEPUTATION / PETITIONS / QUESTIONS**

There were no deputations, petitions or questions.

### **14. VARYING CONTRACTS AWARDED TO LAW FIRMS TO CARRY OUT HOUSING DISREPAIR CASEWORK**

The Leader acknowledged the surge in housing disrepair cases, that currently averaged 49 a month with around 1000 open cases in total. Due to this high volume, many cases have been outsourced to law firms, although some continue to be managed in-house.

Legal Services has recently been allocated a budget of £700k for the period 2024/25 in order to build a temporary inhouse specialist Legal Disrepair team within the Litigation Team. On 12 March 2024, the Director gave authority for the creation of that team comprising up to ten additional members of staff on fixed term contracts.

It is envisaged that Legal Services will need additional capacity until such time as the Housing Authority's plans to manage all unissued disrepair cases and complete repairs on new and backlog cases at the earliest opportunity are implemented and delivered. As such, an additional budget for the purpose of maintaining a temporary inhouse Legal Disrepair team, may be required for the period 2025/26.

Legal Services would initially be hiring agency workers due to the lengthy recruitment process for fixed-term contracts, with plans to transition these workers to fixed terms as per Council policies. A recruitment drive for fixed-term positions is set to launch in April 2024, aiming to form a temporary team of a Senior Lawyer, eight Senior Legal Assistants, and an Admin Assistant. If capacity allows, the Legal Disrepair team might also bring some outsourced cases back in-house.

The leader expressed satisfaction, noting that the report effectively outlined the strategies for future prevention, indicating a clear plan was now in place.

Further to considering the exempt information, the Leader of the Council,

## **RESOLVED**

1. To approve (in accordance with CSO 10.02.1(b)), the variation of the contracts awarded to Ashfords LLP, Birketts LLP and TLT LLP in October 2022, so as to increase the maximum value of each contract by the amounts set out in the Exempt Report;
2. To delegate Authority to the Assistant Director for Legal and Governance to further increase the maximum value of each contract as may be required from time to time provided that the cumulative amount awarded under this paragraph and paragraph 2(a) above does not exceed £2.4M.
3. To note that, subject to budget remaining available from the £2.4M allocation, Legal Services may run a further procurement exercise (or make a direct award) with a view to awarding further contracts to one or more law firms in 2024.
4. To note that recommendations 2(a), (b) and (c) shall not be implemented until such time as the Cabinet or Leader have approved a virement to the HRA budget covering the £2.4M costs of the law firms.

## **Reasons for decision**

The Council is aware that it has significant problems with its housing stock. In cases where the Council has failed to satisfactorily address disrepair that has been reported, tenants and leaseholders of such housing are entitled to escalate their concerns through legal channels by issuing a pre-action letter and / or issuing legal proceedings. Typically, where legal action is pursued, this will involve the tenant/lessee instructing solicitors who will issue a pre-action letter. If the Council does not respond to the letter with 20 working days and/or has not rectified the disrepair within an agreed timescale then the tenant/ lessee may issue legal proceedings seeking an order requiring that: the repair works are carried out, and that the Council pays damages as well as legal costs, court fees and interest. For that reason, there is



a need to ensure that the Council has sufficient legal resources to tackle the high volume of housing disrepair claims.

The Legal and Housing Services are building in house capacity to deal with more of the disrepair cases inhouse but in the meantime there is still a need to instruct external Solicitors and therefore a key decision is required to approve the extension of the contract values for the three law firms. That will enable them to continue to work on existing and new housing disrepair cases.

### **Alternative options considered**

Doing nothing was considered. However, it is not an option because it is necessary that the law firms continue to work on the cases referred to them and for the Council to continue to pay their fees. If the law firms were to cease work, those cases will not be addressed on behalf of the Council, which would most likely result in the tenants/lessees obtaining judgment against the Council. Further, in cases where the court has issued an Order against the Council and the Council fails to comply with its terms, there is a risk that a penal notice could be added to the Order, which could lead to senior officers being required to attend court and (in the worst case scenario) being sentenced to a term of imprisonment. In addition, where the Council fails to comply with Orders and pay compensation or costs in time, solicitors acting for the claimants may seek to enforce the Orders and may instruct bailiffs to attend the Council offices. For these reasons, it is essential that the law firms continue to act for the Council so as to protect its interests.

Insourcing has been considered as an option and capacity is currently being developed by both the Legal and Housing Teams, so that more of the new disrepair cases can be dealt with inhouse. However, there is a need to extend the contracts of the three firms in the meantime.

Take steps to reduce or eliminate housing disrepair cases reaching the stage where pre-action letters and / or legal proceedings are issued, thereby obviating the need for lawyers to be instructed. Achieving this outcome would entail the Council as Housing Authority taking steps to address and remedy all repairs reported by tenants and leaseholders within a reasonable time and, in cases where a pre-action letter is issued, ensuring that works are carried out promptly to avoid legal proceedings being issued.

It is envisaged that the Housing Authority could respond to claims at the pre-action stage to reduce the reliance on legal services as well as carry out a higher proportion of repairs more speedily. This is the optimal scenario which the Housing Authority is working to achieve through implementation of the Housing Services Improvement Plan, recruitment and procurement of additional buildings repairs contractors. This is not a quick fix and so until such time as the Housing Authority is able to deliver on its plans, there will remain a need for a legal resource to manage housing disrepair claims.

## **15. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

**16. EXEMPT - VARYING CONTRACTS AWARDED TO LAW FIRMS TO CARRY OUT HOUSING DISREPAIR CASEWORK**

As per item 14.

**17. NEW ITEMS OF EXEMPT BUSINESS**

None.

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 8 APRIL 2024, 11:30AM – 11:35AM**

**PRESENT:** Councillor Emily Arkell, Cabinet Member for Culture, Communities and Leisure

**In attendance:** Niall Tallis, Major Projects Delivery Manager, Shonese Howell, Apprentice for Construction Project Management and Kodi Sprott, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

The Cabinet Member for Culture, Communities & Leisure referred to the notice of filming at meetings and this information was noted.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **4. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions.

### **5. BRUCE CASTLE MUSEUM - MEND AWARD OF CONSTRUCTION CONTRACT**

London Borough of Haringey (Haringey) were seeking to identify and address building condition issues at Bruce Castle Museum. The museum was the only Grade 1 listed building owned by the Council and dated back to the early 16th Century. The building held significant historic importance and was one of the two largest Tudor houses remaining in the Greater London area.

Successive feasibility studies and condition surveys had been carried out over the years identifying a number of issues at Bruce Castle Museum. A successful bid for funding was achieved in November 2022 with £588,900 being contributed by the Arts Council and the remaining match funding from Haringey Council.

This refurbishment and structural improvement project would bring a number of benefits to the Museum building, its staff and the council, with the primary objective of providing essential structural repairs to ensure the building could remain open for the foreseeable future and creating improved Museum exhibition spaces for the local community in line with Haringey's Corporate Delivery Plan. Procurement of a contractor had been undertaken on a traditional basis, with the works designed to Stage 4 of the Royal Institute of British Architects (RIBA) Plan.

**RESOLVED**

For Cabinet pursuant to Contract Standing Order (CSO 9.07.1(b)) to:

1. To approve an award to Contractor A (named in Part B exempt information) up to the value of £916,147.64
2. To approve a client contingency as set out in Part B of this report which will be managed under change control procedures.
3. Approve the issuance of a letter of intent for up to 10% of the contract value, as set out in Part B of this report.

### **Reasons for decision**

MEND (Museum Estate and Development) funding from the Arts Council was successfully granted in 2022 to undertake a major refurbishment and structural works to the East Wing of the building, which will bring a number of rooms in the museum back to their original beauty, whilst also delivering much need fire safety improvements.

Bruce Castle Museum was a priority within the Haringey Corporate Delivery Plan under ***High Level outcome 1: Haringey will be a place where arts, culture and heritage is fostered, celebrated and valued, and is woven through everything the council does.***

Following the feasibility and successful funding application, a heritage focused design team were brought on board to complete the full design. This scope of the construction contract under consideration is as follows:

- ☐ Urgent Structural Works to the East Wing
- ☐ Lath and Plaster/Cornice repairs and full replacements where required
- ☐ Concealing of cables in MEND areas
- ☐ New exhibition lighting
- ☐ Upgrade to an L1 fire alarm (alarm and detector in every room, void/cupboard)
- ☐ Fire stopping improvements
- ☐ Minor internal window repairs
- ☐ Decorations

This construction award report requested a decision on the procurement of a contractor to undertake all the MEND scope of works identified, designed and approved by the project sponsor.

### **Alternative Options Considered**

Do nothing – a decision not to support this award of construction contract would result in the Councils failure to suitably maintain its only Grade 1 listed building by undertaking essential structural and refurbishment improvements. This would increase the likelihood of reactive works which will create greater disruption and cost to the council and potentially result in closure of the museum. All of which would undoubtedly impact on one of the boroughs cultural and publicly accessible assets.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

The press and public were excluded from the meeting as item 7 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.

**7. EXEMPT BRUCE CASTLE MUSEUM - MEND AWARD OF CONSTRUCTION CONTRACT**

The Cabinet Member considered the exempt information.

Cabinet Member: Councillor Emily Arkell

Signed by Cabinet Member .....

Date .....9 April 2024.....

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY 11 APRIL 2024, 11:00AM - 11:05AM.**

**PRESENT:** Councillor Dana Carlin, Cabinet Member for Finance and Local Investment

**In attendance:** James Straw, Benefits Manager and Kodi Sprott, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

The Cabinet Member for Finance and Local Investment referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions.

### **5. DSI BILLING CONTRACT EXTENSION (SUPPLY OF SECURE PRINT MAIL SERVICE - CONTRACT EXTENSION)**

Haringey Council sought to approve the extension of contract to DSI Billing Services Limited up to the contract value of £1.6m, to provide a secure print and mail service pursuant to Contract Standing Order 3.01 b). The Contract was procured via the CCS G-Cloud 12 framework in accordance with CSO 7.01 b) as it is a compliant public sector body framework.

The Cabinet Member for Finance and Local Investment queried whether this was the best contract available. Officers assured the Cabinet Member that several other local authorities procured from the same supplier and that a detailed analysis would be carried out before the next renewal to ensure this is still the best contract for the council's needs. Officers also explained that this contract was a pull-down contract, and figures came in below the maximum amount.

#### **RESOLVED**

1. To approve the extension of a contract for secure printing and postal services for Revenues, Benefits and Housing-related statutory services to DSI Billing Services Limited, as permitted under Contract Standing Order 10.02.1b) for a period of 1 year, from 31 January 2024 to 30 January 2025 in the sum of £400,000 per annum, up to a cumulative contract value of £1.2 million.

2. To delegate authority, in consultation with the Cabinet Member for Finance and Local Investment, to the Assistant Director, Corporate and Customer Services to approve a further extension of 1 year, from 31 January 2025 to 30 January 2026 for the sum of £400,000, up to a total contract value of £1.6 million.

3. The first extension will commence on 31 January 2024 and the contract will expire on 30 January 2026, if all options to extend are taken.

### **Reasons for decision**

The current contract expired on 31 January 2024. DSI Billing Services Limited specialised in high-volume mail solutions for Revenues, Benefit and related services, and provide secure printing and postal services for Council Tax, Business Rates and Housing Benefit overpayment bills and recovery notices. They also undertook printing for the Housing Service.

The extension of this contract would result in a fixed-unit cost for production which will spare the authority index-linked price increases and maintains economies of scale even where volumes of outbound correspondence continue to fall. The only variable element of unit cost was the postage, which was determined by Royal Mail. The unit cost of the service under the new contract does not vary from the current unit cost. The procurement aligned with the wider digital strategy and other services can benefit from this service should they choose to do so during the contract period.

### **Alternative Options Considered**

Full tender exercise – this was discounted due to the timescales in implementing this approach and given consideration that procurement through a framework had allowed the Council to take advantage of accumulated pricing based on the framework.

Do nothing – this was not possible as the existing contract expired and the Council has a statutory requirement to issue notices for Revenues and Benefit under the Local Government Finance Act 1992

CABINET MEMBER: Councillor Dana Carlin

Signed by Cabinet Member.....

Date .....12 April 2024.....



## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON FRIDAY 12 APRIL 2024, 11:00AM - 11:20AM.**

**PRESENT:** Councillor Dana Carlin, Cabinet Member for Finance and Local Investment

**In attendance:** Matthew Middup, Licence and Procurement, Glenn Mason, Head of Technology and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. DECLARATIONS OF INTEREST**

There were none.

### **4. DEPUTATIONS/PETITIONS/QUESTIONS**

There were none.

### **5. MICROSOFT SERVER AND CLOUD ENROLMENT FOR THE SUPPLY OF MICROSOFT CLOUD SERVER LICENCE SUBSCRIPTIONS**

Award of contracts under Contract Standing Order (CSO) 3.01(b) stated that contracts valued at £500,000.00 (five hundred thousand pounds) or more must be awarded by the Cabinet or delegated Lead Member.

To direct award a new contract for the supply of the Council's Microsoft (MS) cloud server licence subscriptions, under Crown Commercial Services Framework RM6098, Lot 3, through a new MS Server and Cloud Enrolment (SCE) agreement. The new SCE would be awarded to Bytes Software Solution Ltd (Bytes), an MS Licencing Solution Partner (LSP) and is eligible for the new Memorandum of Understanding (MoU) pricing structure and discounts.

There was currently a new Public Sector (PS) MoU, referred to as Digital Transformation Agreement 2024 (DTA24), being negotiated by Crown Commercial Services (CCS) and MS. DTA24 provided baseline pricing and significant discounts on the range of MS cloud server subscriptions required by the Council. The MoU DTA24 pricing and discounts were available through established procurement frameworks and by contracting with a MS LSP.

The Cabinet Member queried the scope of the contract and was assured that this was to service the number of licences that the Council required at this point in time but that an annual review would be taken in advance each year to see if the Council needed to continue the arrangement. The Cabinet Member was assured that any additional spend would need to be agreed by the Director of Culture Strategy and Engagement in consultation with the Cabinet Member for Finance and Local Investment.

### **The Cabinet Member RESOLVED**

That subject to contract standing order 7.01.(b) and 16.02

1. A new contract is awarded for the supply of the Council's MS cloud server licence subscriptions to MS LSP Bytes Software Solution Ltd, through a new MS SCE agreement and Memorandum of Understanding (MoU) over a 3-year term, commencing 1 May 2024 and until 30 April 2027.
2. To approve a contract value of up to £720,000.00, over the 3-year term.

### **Reasons for decision**

The London Borough of Haringey's current MS SCE agreement, for the provision of MS cloud server licence subscriptions, expired on 30 April 2024, with no option to extend. A new contract was required for the supply of MS cloud server licence subscriptions to support the continuation of digital operations within the Council.

If the Council did not take any action before the SCE expired, Microsoft (MS) have confirmed server licencing will be impacted as detailed below:

- Licences would no longer be supported via an active SCE agreement.
- Unlicensed products would not receive updates, security patches nor support.
- The Council would be in breach of MS Licence 'Product Terms'.
- Licences would cease to operate after approximately 30 days from the expiry date of the SCE and approximately 259 physical & virtual IT servers may cease to function effectively,

The MS licence subscriptions supplied through the MS SCE agreement support a total of approximately 259 physical and virtual servers. The servers enabled the Council to deliver critical services.

MS software was in strategic alignment to the Council's Digital Roadmap and was a key enabler in delivering essential services to residents. Operating without a MS SCE in place would be unmanageable as the council required active subscriptions to use all applications and services, as well as ensuring all MS server products were licenced in a compliant and legal way.

## **Alternative options considered**

Take No Action – Do not award a contract and allow the existing service to end (do not re-commission). This was not an option as the cloud subscription licences would cease and the Council would no longer be able to deliver essential services to our residents and become non-compliant in terms of software licence agreements. Critical systems would be impacted as a direct consequence and we would be unsupported by MS with cessation of regular security updates, leaving the council vulnerable to attempted cyber-crime.

Tender for a New Service Through a Further Competition - The Council's cloud server licence subscription requirement was not a bespoke solution. Direct award offered a quick and compliant route to market which incorporated DTA24 pricing and discounts, demonstrating optimal value for money if compared to the general marketplace.

Add Server Licence Requirement to MS Enterprise Subscription Agreement (ESA) contract – The Council was able to call-off from the current ESA contract for the supply of server licences but this approach was not commercially viable. Costs for the server licence subscriptions required by the Council were approximately £50,000.00 more per annum on the ESA compared to a new SCE agreement, and server licence benefits would be lost if the Council moved from SCE to the ESA.

Use of Non-MS software - The Council had a major investment in MS technologies which aligned to the Council's Digital Roadmap, moving to another platform, e.g., Google or Open Source, would require major rework of not only IT systems, but also business operational processes, and would be a major disruptor for the Council. Delivering a new operating platform would take over a year and had significant risks associated with the implementation. While non-MS software is technically an option, the reality was that moving away from MS was not being adopted by other councils.

Tender for a new service without the new MoU discount – The option to undertake an open tender was rejected. This route offers no advantage over procurement via the CCS framework and would not allow the Council to access the new MoU discounts, resulting in a higher cost per licence and extending the timeframe of the procurement.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

Item 8 was subject to a motion to exclude the press and public be from the meeting as they contain 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.

## **7. EXEMPT - MICROSOFT SERVER AND CLOUD ENROLMENT FOR THE SUPPLY OF MICROSOFT CLOUD SERVER LICENCE SUBSCRIPTIONS**

The Cabinet Member considered the exempt information.

**8. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were none.

CABINET MEMBER: Cllr Dana Carlin

Signed by Cabinet Member .....

Date .....12 April 2024.....

## **MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 16th April, 2024, 10:10-10:20**

### **PRESENT:**

**Councillors: Zena Brabazon**

**ALSO ATTENDING: Kodi Sprott, Principal Committee Coordinator, Joanna Heard, Project Manager, Michael Coleman, Children's Capital Programme Manager, Claire Barnes, Major Projects Delivery Manager, Jane Edwards, Assistant Director**

### **1. FILMING AT MEETINGS**

The Cabinet Member for Children, Schools and Families referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions.

### **5. HORNSEY SCHOOL FOR GIRLS - URGENT CONDITION AND SAFETY WORKS - AWARD OF CONSTRUCTION WORKS CONTRACT**

This signing sought approval to award a contract to T&B (Contractors) Ltd pursuant to Contract Standing Orders 7.01.b) and 9.07.1 d) for urgent condition and safety works at Hornsey School for Girls. Pursuant to Pursuant to Contract Standing Order (CSO) 9.07.3 to approve the issuance of a letter of intent in the value of £100,000.

On 14<sup>th</sup> November 2023, RAAC panels were discovered in the school kitchen and one third of the school dining room, which had not previously been identified in the original survey. The kitchen was closed immediately, with hoarding installed to close off the section of dining room identified as containing RAAC and a temporary catering facility had been provided until these RAAC panels could be encapsulated. The DfE had agreed with the school for further RAAC encapsulation works to take place to provide a total of 7 Science teaching labs and associated prep room space. This would

provide the school with sufficient Science classroom space to provide a full curriculum.

T&B (Contractors) Ltd were instructed with two enabling works packages, under delegated authority; to complete a scope of validation works in April 2024 to open up areas and test services to confirm works completed to date, to provide scaffolding for access for validation works, and a temporary office for a staff member whose office space is within the domain of the temporary kitchen. The combined value of these awards was approved under delegation for £55,245.41. The defects liability period (rectification period) is 12 months. The contract was to be awarded on a fixed price basis. The procurement route is based on a traditional (full design) form of contract – JCT Standard Building Contract without Quantities 2016 edition with Contractor's Design Portion (SBC/XQ 2016). Completion of the remaining works was projected to be end of August 2024. There was currently a temporary kitchen in place to provide school meals.

## **RESOLVED**

1. To approve, pursuant to Contract Standing Order (CSO) 16.02 and 9.07.1d to award a contract to T&B (Contractors) Ltd based on their tender value of £956,302.54 for urgent condition and safety works at Hornsey School for Girls.
2. To approve a client contingency as set out in Part B of this report which will be strictly managed under change control governance arrangements. This is in addition to the award value noted in 3.1.1 Refer to Part B section 3 for the contingency value and total award value.
3. Approve the issuance of a Letter of Intent up to the value of £100,000 as allowed under Contract Standing Order 9.07.3.

## **Reasons for decision**

Diamond Build Plc was appointed in August 2023 to carry out works to Block initial five classrooms, Block G plus and option to undertake works to the Block A hall. A variation of contract was granted in November 2023 to fully encapsulate the block A hall roof, in line with the latest DfE Guidance.

Diamond Build Plc placed themselves into Voluntary Liquidation on the 8th January 2024 and withdrew from site immediately. The Gazette (official public record) published this as insolvency on the 25th January 2024. A default notice was issued to Diamond Build Plc on 12th January 2024 and a termination letter issued on 29th February 2024. This has resulted in the need to re-procure outstanding works. A direct award is considered to offer the Council best value in terms of minimising further disruption to service, time and cost.

T&B (Contractors) Ltd are on the LCP Major Works Framework, which permits a Direct Call off. The pre-tender estimate for remaining and additional works was £1,223,177.43. T&B are currently working on RAAC mitigation works at Welbourne Primary, which is progressing well, has experience of the design that we are working with to make RAAC areas safe to use, and experience of working in Haringey schools.

### **Alternative options considered**

Do nothing – this would result in a failure by the Council to make adequate provision for catering, teaching and learning for the students at Hornsey School for Girls.

Relocate pupils to other schools for lessons taught in Block A 2nd Floor and the Block A hall. This option was considered but it was noted that there are no suitable alternative secondary school teaching spaces available within the vicinity of Hornsey School for Girls. It was also discounted as being detrimental to the children's education.

There are no resources within the Council that have the capacity along with the necessary experience, qualifications, and expertise to deliver this service in house.

The Council's Dynamic Purchasing System for Minor Works (DPS) does not permit a direct award. A mini competition was discounted as it was felt negotiating with a single contractor as allowed under LCP Major Works Framework would be most efficient in terms of time. A cost management consultant has been appointed to assess the tender price and confirm value for money.

A competitive tender exercise would have extended the procurement programme, resulting in further delays to completion of works. This would extend the impact on the operation of the school, due to closure of teaching spaces and provision of full catering facilities.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

## **7. EXEMPT - HORNSEY SCHOOL FOR GIRLS - URGENT CONDITION AND SAFETY WORKS - AWARD OF CONSTRUCTION WORKS CONTRACT**

As per item 5.

CHAIR:

Signed by Chair .....Cllr Brabazon.....

Date .....17.04.2024.....





## **MINUTES OF THE MEETING Cabinet Member Signing HELD ON Monday, 22nd April, 2024, 14:00 - 14:15**

### **PRESENT:**

**Councillors: Emily Arkell**

#### **1. FILMING AT MEETINGS**

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

#### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. DEPUTATION / PETITIONS / QUESTIONS**

There were no deputation / petitions / questions.

#### **6. PARK HIRE APPLICATIONS FOR FUNFAIRS IN FINSBURY PARK AND DUCKETTS COMMON 2024 - 2028**

### **RESOLVED:**

The Cabinet Member for Culture, Communities and Leisure was recommended to:

1. Authorise the Director of Environment and Resident Experience to approve conditional, in-principle agreement to hire Finsbury Park and Ducketts Common to the Applicant (for the events detailed in this report as set out in paragraph 6.5).
2. To agree the park hire terms and conditions to hire Finsbury Park to the Applicant (for the events detailed in this report as set out in paragraph 6.5) provided that the Director of Environment and Resident Experience was 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 were required to be determined with the prior agreement of the Cabinet Member. It was considered that this decision was non-key because it was (a) not likely to result in the local authority incurring expenditure which was, or the making of savings which were, significant having regard to the local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

With respect to (b) the impact of the proposed decision on communities was not considered to be significant because the area does not comprise an area of two or more wards. Whilst some Finsbury Park events sometimes receive strong local feeling from a section of the community, there was active engagement and opportunity for stakeholders to feedback. Also, any impacts of the events were not significant and have no lasting effect given the short duration of the events during the year. It was worth noting that no feedback was received during the recognised stakeholder notification period.

If authority was given, then officers would give in-principle agreement to the Applicant for the event applications to progress. The events were subject to discussions with relevant authorities – including the Police - before final agreement was given.

The rejection of the applications would have implications for the Parks & Leisure Service budget and reduce the opportunity for reinvestment into Finsbury Park and Ducketts Common. It would also mean that the wider cultural and economic benefits to the borough were lost.

### **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**

Item 6 was subject to a motion to exclude the press and public be from the meeting as they contain 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. EXEMPT - PARK HIRE APPLICATIONS FOR FUNFAIRS IN FINSBURY PARK AND DUCKETTS COMMON 2024 - 2028**

RESOLVED:

The Chair considered the exempt information.

**9. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY 9 MAY 2024, 11:30AM - 11:45AM.**

**PRESENT:** Councillor Sarah Williams, Cabinet Member for Housing Services, Private Renters and Planning

**In attendance:** Denise Gandy, Assistant Director Housing Demand, Martin Gulliver, Housing Strategy & Policy Officer, Max Tolley, Housing Strategy & Policy Officer, Linmora Blair, Head of TA, Cleo Andronikou, Housing Demand Service Development Manager and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. DECLARATIONS OF INTEREST**

There were none.

### **4. DEPUTATIONS / PETITIONS / QUESTIONS**

There were none.

### **5. OMBUDSMAN DECISION**

The report updated the Cabinet Member for Housing Services, Private Renters and Planning on a recent Local Government and Social Care Ombudsman decision and the outcome of a review into how the Council took account of its Equality Act 2010 duties when considering the suitability of temporary accommodation for homeless families.

The report also recommended steps which could be taken to ensure Equality Act duties are properly considered in future.

#### **The Cabinet Member RESOLVED**

1. To note the Ombudsman's decision letter (appendix A) of the report
2. To note the summary of the current TA Placement Policy and its EQIA (paras 6.5 - 6.9 of the report)
3. To note the review of how the policy was used in practice (paras 6.10-6.19 of the report).

4. Approve the amendment of the Temporary Accommodation Placement Policy to include the Priority for Accommodation Type as set out in Appendix C of the report.

### **Reasons for decision**

The current Temporary Accommodation Placement Policy did not include guidance on the use of hotels and bed and breakfasts.

Although the Council had a requirement to follow the Homelessness Code of Guidance and the Homelessness (Suitability of Accommodation) (England) Order 2003, adding the proposed additional text to the TA Placement Policy as recommended at 3.2 would confirm the Council's commitment to keeping to the Guidance.

### **Alternative options considered**

The Council could continue with its current practice/policy.

This option was rejected as this did not reassure the public that the Council was committed to the application of the Homelessness Code of Guidance and the Suitability of Accommodation Order

## **6. CONTINUED USE OF HOTEL ACCOMMODATION TO MEET HOMELESSNESS NEED**

Homelessness Prevention Grant to cover increased budget pressures resulting from the need to use hotels to provide accommodation due to the shortage of alternative accommodation.

Due to the ongoing shortage of alternative accommodation, Housing Demand Services has been forced to extend the use of hotels beyond the originally anticipated period of 31 December 2023.

As a result, there had been an additional overspend of £1.6 million on the Housing Demand Budget, with £1,009,515 specifically attributed to hotel costs incurred between January 2024 and March 2024.

The Housing Demand MTFS growth of £2.9 million in 24/25 assumes no continued use of hotels (bed and breakfast). However, the lack of alternative supply continues to be a challenge and so we have entered the new financial year with households still living in hotels. The Council forecast that this would result in a need to extend the use of hotel cost of £1,511,990 for the period April 2024 to July 2024.

The Housing Demand and Strategic Procurement teams are working together to create a hotelier framework. Initially, it was projected to be completed by March 31, 2024. However, due to resource constraints, the expected completion date is now July 2024.

**The Cabinet Member RESOLVED**

1. To note the continued pressures and reliance on the use of hotel accommodation to meet our statutory homelessness responsibilities, including the block-booked arrangements that the Council have entered into.
2. To note the additional overspend of £1.6m in the 2023/24 Housing Demand budget and the continued risk to the 2024/25 budget position.
3. To note the correction of the error within the previous Cabinet report dated October 2023 as set out in the exempt part of the report where the incorrect value was attached to the hotels.
4. To agree the extension of the current contracts to include additional spend given the continued use of hotels and the delay in the delivery of the Hotel framework, as detailed in the exempt report.
5. To note that the delay in the procurement of the Hotel Framework and the revised delivery date.

**Reasons for decision**

To correct the error within the previous Cabinet report dated October 2023 where the incorrect value was attached to the hotels and to approve the contract extensions to ensure compliance with regulations.

It was a legal requirement to provide interim accommodation to households who approach the Council for homelessness assistance if the Council had reason to believe they were homeless, eligible for assistance and in priority need, and to provide temporary accommodation to households once the Council had accepted a housing duty.

The continued shortage of supply had meant that the Council was unable to source enough self-contained accommodation and has thus needed to continue using hotels to meet its statutory duties.

**Alternative options considered**

The option of doing nothing was not feasible as it was unlawful to leave families who are owed a duty without accommodation.

A series of mitigating actions were planned to reduce the use of hotel accommodation throughout the year but at this stage the Council have a continued need to use hotel accommodation to meet our statutory responsibilities.

**7. EXCLUSION OF THE PRESS AND PUBLIC**

Item 8 was subject to a motion to exclude the press and public be from the meeting as they contain 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. EXEMPT - CONTINUED USE OF HOTEL ACCOMMODATION TO MEET HOMELESSNESS NEED**

The Cabinet Member considered the exempt information.

CABINET MEMBER: Councillor Sarah Williams

Signed by Cabinet Member.....

Date .....9 May 2024.....



## **MINUTES OF THE MEETING OF THE LEADER DECISIONS HELD ON 15 MAY 2024 3PM – 3.30PM. MEETINGACTUALTIMERANGE**

**PRESENT:**

**Councillor: Peray Ahmet – Leader of the Council**

**ALSO ATTENDING: Councillor Williams, Cabinet Member for Housing, Private Renters and Planning, Touissante Reba, Denise Gandy, Mark Blowers, Kisi Smith-Charlemagne, Ayshe Simsek, Benita Edwards online**

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There were none.

### **4. DECLARATIONS OF INTEREST**

There were none.

### **5. DEPUTATIONS/PETITIONS/QUESTIONS**

There were none.

### **6. KEY DECISION - APPROVAL OF A REVENUE BUDGET VIREMENT FROM THE HOUSING REVENUE ACCOUNT (HRA) RESERVES FOR THE PROVISION OF SERVICES TO MANAGE HOUSING DISREPAIR CASES, AND FUNDING FOR THE DELIVERY OF ELECTRICAL INSPECTION & CONDITION REPORTS (EICR)**

The report updated the Leader of the Council on the need for an additional £6.851m to fund the increasing cost of managing legal disrepair cases and housing disrepair work, and to meet the revenue cost of the EICR inspection programme.

It was noted that the number of disrepair cases continued to rise and on 9<sup>th</sup> November 2023, the Leader had approved a variation to the contracts for all three law firms to a

value not to exceed a cumulative total of £2.3M, accordingly, the maximum contract values were subsequently increased.

On approval of the virement the maximum cumulative contract value for the Council's external law firms for the period 2023/25 would be £4.7m (£2.3m + £2.4m). In addition, the responsive repairs service did not have sufficient capacity to undertake the work required, £2m was required to appoint 4 contractors to work on historic disrepair cases. This would address the following: to complete housing disrepair cases in a timely manner, to mitigate against further legal costs.

The Leader asked how the service intended to address the issue of increasing cost of managing legal disrepair going forward and what the plan of action was. The Operational Director for Housing & Building Safety advised the Leader that new processes and procedures would be in place. This included a new team based in housing to take forward initial contact on new housing disrepair cases and a new legal team focusing on housing disrepair cases. The Deputy Monitoring Officer advised that the new temporary team in Legal Service would have 8 senior legal assistant posts which were being recruited to and a locum senior lawyer appointed to manage them. This team would have the capacity to deal with up to 500 cases. However, there were an estimated 900 outsourced legal cases concerning disrepair and the virement would support the funding and spend of external lawyers on the outsourced cases. It was hoped that with the new Housing and Legal teams, that the full amount of projected spend for the law firms working on housing disrepair would not be needed over the coming financial year.

The Operational Director for Housing & Building Safety advised the Leader that the total additional spend requirement for Housing disrepair cases and EICRs was £6.9m, which was made up of:

• Contractors to complete legal disrepair work	£2m
• Tenant / lessee legal costs	£1.1m
• Compensation payment for tenants	£700k
• Cost of external law firms	£2.4m
• Contractor to complete programme of EICRs	£651k
• <b>Total</b>	<b>£6.9m</b>

The Cabinet Member for Housing, Private Renters and Planning commented that she was assured that there was a robust plan in place to tackle the increasing disrepair cases, but this would take time to have an impact.

Further to considering the exempt information at item 12,

#### **The Leader of the Council RESOLVED:**

- a. To note that of the £6.9m required, £3.4m will be funded from sources highlighted in the report 4.2.1.

- b. To approve a virement of £2.8m from the Housing Revenue Account (HRA) reserves for the provision of legal services for housing disrepair cases and the appointment of four contractors to complete repair work.
- c. To approve the virement of £0.7m from the HRA reserves to cover the cost of Electrical Inspection Condition Reports (EICRs) for 2024/25 for the Council housing portfolio for which Haringey Council holds responsibility for electrical safety.

### **Reasons for decision**

This report seeks approval from the Leader a virement from the HRA reserve, so as to cover part of the projected costs of the law firms in 2024/25 (which is estimated to be £2.4M) as the agreed 2023/24 budget for the legal firms who are acting for the Council on legal disrepair cases is exhausted, resulting in outstanding invoices that need payment to ensure they are paid for their services and can continue to work for the Council. A virement is also required to have sufficient budget in place for the work that we need four external contractors to undertake repair work on legal disrepair cases and for provision of funding to complete EICRs.

The decision was not taken to February cabinet as the position was not clear on the total budget virement required. The funding gap has increased over a period of months as it became apparent the quantum of the budget shortfalls, this did not allow for sufficient time to draft and submit a report for the February cabinet meeting.

The Council is aware that it has significant problems with its housing stock. In cases where the Council has failed to satisfactorily address disrepair that has been reported, tenants and leaseholders are entitled to escalate their concerns through legal channels. If the Council does not respond to the pre-action letter within 20 working days and/or has not rectified the disrepair within an agreed timescale then the tenant/lessee may issue legal proceedings seeking an order requiring that: the repair works are carried out, and that the Council pays damages as well as legal costs, court fees and interest.

The Council needs to ensure it has sufficient resources in place to repair the 1000+ housing disrepair claims where legal action has commenced. At the present time there is not sufficient capacity within the responsive repairs service to provide the required repairs, we therefore need to procure contractors to ensure that we can complete the repairs in a timely manner.

Legal and the Housing Repairs Service are building capacity to deal with the increased demand from housing disrepair inhouse, but in the meantime there is still a

need to instruct external solicitors to enable them to continue to work on existing and new housing disrepair cases.

The Council has a regulatory responsibility to undertake Electrical Inspection & Condition Reports (EICRs) within its managed housing properties at least once every 5 years, and when a property is re-let. This provision is for the 5-year testing and remediation programme only. The costs associated with remediation of electrical faults, repairs and re-lets are included within the responsive repairs and voids budgets respectively.

To comply with the requirements of the Regulator for Social Housing, The Health and Safety Act 1974 and the requirements and the Council's capitalisation policy, this programme requires a new annual revenue funding stream. This will be managed through the budget setting process from 2025/26 onwards and for 2024/25 requires an initial virement from the Council's reserves due to the completion of capital works identified through previous inspection programmes to date.

**Alternative options considered.**

**Do Nothing**

Doing nothing it is not an option for the following reasons:

It is necessary that the law firms continue to work on the cases referred to them and for the Council to continue to pay their fees. If the law firms were to cease work, those cases will not be addressed on behalf of the Council, which would most likely result in the tenants/ lessee's obtaining judgment against the Council.

Furthermore, in cases where the court has issued an Order against the Council and the Council fails to comply with its terms, there is a risk that a penal notice could be added to the Order, which could lead to senior officers being required to attend court and (in the worst-case scenario) being sentenced to a term of imprisonment.

In addition, where the Council fails to comply with Orders and pay compensation or costs in time, solicitors acting for the claimants may seek to enforce the Orders and may instruct bailiffs to attend the Council offices. For these reasons, it is essential that the law firms continue to act for the Council to protect its interests.

If contractors are not appointed to complete disrepair works, they will not be completed in a timely manner, causing further delay in resolution, further legal costs, and customer dissatisfaction. There are insufficient resources within the direct labour organisation in HRS to undertake the repairs required and, in the timescale, they need to be completed.

The Council has a regulatory duty to complete an EICR inspections in every property at least once every 5 years.

**Identify savings and/or stop other Housing related works to fund disrepair works / legal costs.**

To fund the required £6.9m costs, £3.5m one-off draw down from reserves has been requested to fund the exceptional costs for disrepair and the EICR inspection programme. The remaining £3.4m will be funded through savings from the Housing Operations & Building Safety revenue budget. This saving will be delivered by a review and reconfiguration of HRS services, a potential increase from refunds/claims and the reallocation of £0.5m of the Housing Improvement Plan (HIP) Budget. All Housing related works required will continue to be reviewed, prioritised and funding agreed as part of the MTFS process.

There is an expectation to replenish the HRA reserve to maintain adequate reserves balance, ensuring the viability of the HRA.

Further information about the refunds/claims mentioned above is contained in the Exempt Report.

**Insourcing**

Insourcing has been considered as an option and capacity is currently being developed by both the Legal and Housing Teams, so that more of the new disrepair cases can be dealt with inhouse. However, there is a need to extend the contracts of the three firms in the meantime.

There is not sufficient resources withing HRS DLO to complete the required level of work in the timescale required for the outstanding disrepair caseload.

This is not an option for EICRs and has been considered in detail in the contract award report previously referred to.

**7. NON KEY-DECISION - THE SEVEN SISTERS MARKET PARTNERSHIP ADVISORY GROUP (SSMPAG) CABINET MEMBER APPOINTMENT**

The report informed the Leader of the Council that the Chair of SSMPAG has requested that council nominates a representative to SSMPAG to act in an “observer” capacity – “The role is an observer role and has no voting rights. The role of the observer member is to act as a conduit of information flow between the group and the council. The observer member may also be called upon to provide points of information or opinion when the group make recommendations”.

The Leader sought confirmation on the voting rights of the council's representative. The Head of Area Regeneration confirmed that the council's representative would have no voting rights and would act as an observer only.

**The Leader of the Council RESOLVED:**

1. To agree that in line with the council's constitution, to nominate the Lead Member for Placemaking and Local Economy to represent the council as an observer on SSMPAG as described in the TOR for SSMPAG attached at Appendix 1.
2. To agree that in line with the council's constitution, the nomination is noted at the next Full Council Meeting which is to be held on 20<sup>th</sup> May 2024.

**Reasons for decision**

The council has a longstanding interest in the return of SSM, a sustainable home for the trader community to resume their livelihoods would also have wider benefits for the local economy. A SSM with the Latin Village at its heart has the potential to be a catalyst for the local economy and would attract footfall in Seven Sisters/West Green Road District Centre at this time. The long closure of the market and building works has contributed the decline of the district centre surroundings and poor visitor experience at Seven Sisters Station entrance.

That, in line with the council's constitution, the Leader nominates the Lead Member for Placemaking and Local Economy to represent the council as an observer on SSMPAG as described in the TOR for SSMPAG attached at Appendix 1.

That, in line with the council's constitution, the nomination is noted at the next Full Council Meeting which is expected to be held on 20<sup>th</sup> May 2024

**8. NON-KEY DECISION - APPOINTMENT OF EXTERNAL AUDITORS - HOMES FOR HARINGEY**

The report informed the Leader of the Council that in accordance with the requirements of the Members Agreement, the report sought consent from the Council (as owner of the company) for Homes for Haringey to appoint new auditors.

The Leader sought further information on the Council's internal arrangements for having oversight of the company. The Interim Programme and Client Manager advised the Leader that the company provided quarterly reporting, and there were independent checks on their accounts by the Council to ensure that the financial regulations were met. Consideration of the accounts by the council was part of the broader financial/ audit responsibilities of the council.

**Further to considering exempt information at item 11,**

**The Leader of the Council RESOLVED:**

**In her capacity** acting for the Council in its role as owner of Homes for Haringey, to give consent to HfH to appoint the Chartered Accountants identified in the exempt part of this report as external auditors to Homes for Haringey, as set out in appendix B of this report; and authorised the Director of Placemaking and Housing to write to HfH confirming that the Council has given its consent.

**Reasons for decision**

1. Homes for Haringey (HfH) is a wholly owned subsidiary company of the Council. As such it is a separate legal entity.
2. The Council is the owner of the company. The Leader and/or Cabinet are the decision makers in relation to Owner Consent matters. These are matters set out in Schedule 1 of the Members Agreement. Clause 1.1 and item number 23 of Schedule 1 of the Members Agreement specifies that, prior to appointing or changing the company's auditors, HfH must obtain prior written consent from the Council as owner of the company.
3. HfH requires an independent statutory audit on its financial statements for 2023/24. It is not possible to be included in the Councils audit process.

**9. NEW ITEMS OF URGENT BUSINESS**

There were none.

**10. EXCLUSION OF THE PRESS AND PUBLIC**

Items 11 and 12 was subject to a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 and paras 3 and 5 of Schedule 12A to that Act, 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.

**11. EXEMPT - NON-KEY DECISION - APPOINTMENT OF EXTERNAL AUDITORS - HOMES FOR HARINGEY**

The Leader of the Council considered the exempt information and agreed the recommendations in the public report.

**12. EXEMPT - KEY DECISION - APPROVAL OF A REVENUE BUDGET VIREMENT FROM THE HOUSING REVENUE ACCOUNT (HRA) RESERVES FOR THE PROVISION OF SERVICES TO MANAGE HOUSING DISREPAIR CASES, AND**

**FUNDING FOR THE DELIVERY OF ELECTRICAL INSPECTION & CONDITION REPORTS (EICR)**

The Leader of the Council considered the exempt information and agreed the recommendations in the public report.

**13. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were none.

CABINET MEMBER:

Signed by .....

Date .....



## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY 16 MAY 2024, 1:30PM - 1:45PM.**

**PRESENT:** Councillor Sarah Williams, Cabinet Member for Housing Services, Private Renters and Planning

**In attendance:** Scott Kay, Head of Residential Building Safety and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There was no urgent business.

### **4. DECLARATIONS OF INTEREST**

There were none.

### **5. DEPUTATIONS / PETITIONS / QUESTIONS**

There were none.

### **6. VARIATION TO INCREASE CONTRACT VALUE - GAS MAINTENANCE CONTRACT (LOT 2) 2020/2025**

The report sought approval from the Cabinet Member for Housing Services, Private Renters, and Planning for a variation to increase the currently approved contract value for the existing gas maintenance contract (Lot 2) with Purdy Contracts Ltd. This was to enable payment of pending and future invoicing to ensure continuation of current provision of gas service and maintenance and boiler replacements to Council residents for the remaining contract term up to 30-09-2025 and did not require any additional budget. The report also recommended steps which could be taken to ensure Equality Act duties are properly considered in future.

## **The Cabinet Member RESOLVED**

To approve a variation, under Contract Standing Order 10.02.1.b, to increase the original currently approved contract value for the existing Gas Maintenance Contract (Lot 2), with Purdy Contracts Ltd by £5,504,908.90 from £11.95M to a total of £17,454,908.90, to cover the duration up to 31-03-2025.

### **Reasons for decision**

To continue with the servicing and maintenance of domestic heating systems within the west of the borough and commercial/communal heating systems as well as private sector leasing (PSL) and hostel properties throughout the borough with minimal disruption to residents up to the end of March 2025.

To replace current obsolete and failing communal boiler systems, and renew gas supply pipes to an estate that no longer complied with current safety regulations.

To ensure continuity in adhering to regulation 36 (Duties of Landlords) under the Gas Safe Regulations 1998 to keep residents safe.

This was the most economically advantageous route as the procurement of a new contract was due to be carried out next year as the current contract expired in September 2025.

When the original procurement was conducted, there were large savings made over the previous contract however additional and unforeseen services had become necessary to ensure the safety of residents and the continued provision of heat and hot water and the contract costs had increased.

Since 2020, Purdy Contracts, had been delivering Social Value under the Haringey contract that has benefitted the local community through using the local supply chain, attending careers fairs, donating Christmas presents, taking on work experience placements and creating 5 Apprentice roles, 2 of which have since qualified and work as engineers, one of which started as work experience. Purdy had also attended careers, jobs, and apprentice fairs, and school visits, taking along Apprentices to tell their own story. This opened career options and awareness for residents regarding Housing Sector job roles.

Purdy were also committed to using the local supply chain to buy all materials needed on the contract. This had a direct impact on the local economy, and over the past year spend with local supplies merchant A10 equated to £840,000 of Social Impact Value (Thrive Social Value Calculator). Whilst future contracts would ensure that Social Value was a key factor, this variation to the contract would also ensure the continued good work under this contract until a new contract was in place.

### **Alternative options considered**

Undertaking a full procurement exercise to re-tender the contract

As the contract was procured as a two-year contract with three optional one-year extensions, it was not viable to go through a full tender exercise at this point. This could take between nine to twelve months when the Council was scheduled to carry out a new procurement next year. Also, the contractor's performance was good, so it was felt that there was no need to procure a new contract at this stage with eighteen months remaining of the contract duration.

Do Nothing

This was not an option as unless there was an increase in the contract value, the Council would not be able to continue meeting its statutory health and safety obligations.

In-house Delivery

Services previously delivered by Homes for Haringey were returned to the Council in mid-2022 and the Council had not yet undertaken a review of the option of in-house delivery. An enabling review could take up to twenty-four months to explore further service delivery options.

**7. EXCLUSION OF PRESS AND PUBLIC**

Item 8 was subject to a motion to exclude the press and public be from the meeting as they contain 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. EXEMPT - VARIATION TO INCREASE CONTRACT VALUE - GAS MAINTENANCE CONTRACT (LOT 2) 2020/2025**

The Cabinet Member considered the exempt information.

**9. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CABINET MEMBER: Councillor Sarah Williams

Signed by Cabinet Member .....

Date .....17 May 2024.....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Wednesday, 22nd May, 2024, 11:00 – 11:05**

### **PRESENT:**

**Councillors: Ruth Gordon**

**ALSO ATTENDING: Kodi Sprott, Principal Committee Coordinator, Scott Mundy,  
Regeneration Manager**

#### **1. FILMING AT MEETINGS**

The Cabinet Member for Placemaking and Local Economy referred to the notice of filming at meetings and this information was noted.

#### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. APPROVAL TO VARY THE CONTRACT WITH PINSENT MASONS TO PROVIDE LEGAL ADVISOR SERVICES FOR THE HIGH ROAD WEST REGENERATION PROGRAMME**

This report sought approval by the Cabinet Member for Placemaking and the Local Economy for a contract variation under Contract Standing Order (CSO) 10.02.1 (B), to increase the contract value. CSO 10.02.1 (B) states that subject to provisions of CSO 3.01 and the Regulation 72 of Public Contracts, compliance with Financial Regulations and subject to satisfactory outcomes of contract monitoring, Cabinet may authorise a variation to a contract.

As noted, in 2017 the Council entered into a DA and CPOIA with Lendlease to deliver the Scheme. The DA sets out the agreed commitment to deliver the regeneration of the Love Lane Estate and surrounding land to deliver the following:

- ☐ Over 2,600 high-quality, sustainable homes, including at least 546 council owned social rent homes.

- Over 130,000sqft of commercial, retail and leisure space throughout the Scheme
- Funding for social and economic support for businesses and residents
- A new Library and Learning Centre and a refurbished Grange Community Hub
- Public Realm investment including a civic square, c.143,000sqft of green space, a large new community park with an outdoor gym, children's play area and new gardens.

The CPOIA sets out both the Council and Lendlease's obligations to acquire and secure vacant possession of the land within the Scheme, including considering the use of CPO powers.

## **RESOLVED**

The Cabinet Member for Placemaking and the Local Economy was recommended to approve the variation of the contract with Pinsent Masons LLP, to increase the value of the contract by the amount set out in the exempt report, pursuant to CSO 10.02.1 (B), for the reasons set out in the body of this report.

## **Reasons for decision**

The Council required the support of a strong and highly regarded legal practice for the Scheme, to provide legal advice and support across a range of legal issues, including land assembly, CPO and management of funding agreements and the DA in place between the Council and Lendlease.

In March 2022, following a competitive procurement exercise, the Council awarded a contract to Pinsent Masons as the Most Economically Advantageous Tender for the legal advisor contract to support the Scheme and was appointed on a four-year contract. Since being appointed, Pinsent Masons has provided valuable support to the Council in key workstreams across the range of legal issues mentioned above and delivered on their brief to a high standard.

Although there were two years remaining on the contract, the contract spend was projected to reach the current limit within the next six months. This was a result of the Council requiring a significantly greater level of legal service provision over the course of the contract to date, particularly in relation to the land assembly and CPO workstreams. In this period, the Council had made a CPO to enable delivery of Phase A, which was confirmed on behalf of the Secretary of State for Levelling Up, Housing and Communities in February 2024. In addition, the Council and Lendlease have been working towards satisfying the phase conditions within the DA for the first sub-phase, Phase 1A.

It was therefore recommended that the current contract be varied to accommodate further expenditure on legal services. This will include ongoing advice related to land assembly and the DA, to prepare for the delivery of the next sub-phases of the Scheme following Phase 1A. There was clear justification for continuing the service provision by Pinsent Masons, based on their performance under the

contract to date and strong knowledge of the Scheme, and given that there were two years remaining on the contract.

It was anticipated that this increase in the contract value would allow for approximately twelve months of additional work beyond the current allowance. This would provide the Council with consistency of service up to this date, and additional time to reprocur a new service provider on a longer-term contract.

A significant majority of the costs of the legal contract, specifically all the costs relating to land assembly and CPO, would be reimbursable by Lendlease on a phased basis over the duration of the Scheme through the provisions within the CPOIA. The Council would grant leases to Lendlease for individual phases once conditions within the DA are met, and the costs that the Council had incurred in assembling the land interests for each phase, including the costs of legal advice, would be reimbursed to the Council. While a small portion of the costs of the legal contract will not be reimbursable, that being costs for advice on the DA, CPOIA and GLA funding agreements, it was important that the Council had access to the appropriate expert legal advice for these matters, to ensure that it delivered on its legal obligations and that it maintains a robust position in any discussions related to these agreements.

### **Alternative options considered**

To carry out the work in house:

As spend on this contract reaches capacity, the Council may consider reverting to these services to an inhouse resource. Currently, however there was insufficient capacity to carry out the scope of this legal advisor function in house. This variation allowed the Council to benefit from Pinsent Masons skills, knowledge and resources, as well strong previous track record on the Scheme that will support the Council progressing into the next stage of the programme

Not to vary this contract and procure a new provider:

Not to vary this contract would result in the loss of technical expertise to support the Scheme for a period of time until the new legal advisor services were procured and onboarded. This would represent a substantial risk to the delivery of the scheme, including financial, legal and programme risks. By varying the value of this contract, the Council would benefit from consistent service delivery for a further period of around twelve months and provide additional time to reprocur a new service provider on a longer-term contract when the spend limit was reached.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

**7. EXEMPT APPROVAL TO VARY THE CONTRACT WITH PINSENT MASONS TO PROVIDE LEGAL ADVISOR SERVICES FOR THE HIGH ROAD WEST REGENERATION PROGRAMME.**

The Cabinet Member for Placemaking and the Local Economy considered the exempt information.

CHAIR:

Signed by Chair .....

Date .....22/05/2023.....



**MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 28th May, 2024,  
9.30- 9.45am**

**PRESENT:**

**Councillors: Mike Hakata – Cabinet Member for Climate Action, Environment, and Transport.**

**ALSO ATTENDING: Ayshe Simsek and Yavuz Kalayci online**

**8. FILMING AT MEETINGS**

The Cabinet Member referred to the notice of filming at meetings and attendees noted this.

**9. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**10. URGENT BUSINESS**

There were no items of urgent business.

**11. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**12. DEPUTATIONS / PETITIONS / QUESTIONS**

There were no deputations, petitions or questions.

**13. HEARTLANDS BUS PROPOSALS FOR ROUTES 91, N91, AND 232**

The Cabinet Member for Climate Action, Environment and Transport considered the attached report which outlined the collaboration between the Council and TfL to optimise bus routes through Wood Green and the Heartlands site.

The report specifically sought to determine whether proposed changes to the highway to facilitate extension of bus routes 91, N91 and 232 to the Heartlands area in Wood Green should be implemented. The extension of these bus routes was consulted upon by Transport for London (TfL) between October and December 2023 and a decision was taken on 14 March 2024 to proceed to extend these routes so that in the future they would serve the new Haringey Heartlands Development, which is near completion.

It was noted that to enable the bus routes to run along Mayes Road, Coburg Road, Mary Neuner Road, Western Road and Clarendon Road (slightly different route for 91 and 232), statutory consultation on the proposed changes to the highway, outlined in Appendix A was carried out by Haringey Council between 17 January and 7 February 2024. This was carried out after TfL undertook its consultation but before it took the decision to proceed with the route extension.

The proposed highway changes consulted upon comprised new bus stops and a stand, revised highway alignments, waiting and loading restrictions, raised tables and a zebra crossing.

The proposed changes consulted upon, including their effect on parking, are detailed in paragraph 5.6 below and shown in the plans in Appendix A. These are summarised below:

- Provision of 5 new bus stops.
- Provision of 1 new bus stand.
- Provision of 2 raised junction tables one with a zebra crossing at entrance to Heartlands development on Western Road.
- Provide double yellow lines (138m) – loading permitted.
- Provide double yellow lines (no waiting and no loading) (73.5m)
- Removal of 17 shared (paid for or permit holder) spaces.

- Removal of 22 resident permit holder parking spaces
- Removal of 4 business permit holder spaces
- Removal of single yellow line parking (42m)

The Cabinet Member noted that Ward Councillors had been offered a briefing session on proposals before decision and no indications of objections received.

The Cabinet Member for Climate Action, Environment and Transport:

## **RESOLVED**

1. To consider all feedback, including objections to the proposed traffic management orders, as set out in Appendix D, on the proposals outlined in Appendix A and summarised in Table 2 of the attached report together with officer's recommended response set out in Section 5 of the attached report.
2. To agree that the Council shall exercise its discretion to not cause a public inquiry to be held (see paragraph 6.2).
3. To approve the implementation of the proposals outlined in Appendix A, except proposals necessary to implement the bus stand on Coburg Road.
4. To approve the implementation of the revised proposals for the bus stand on Coburg Road as detailed in Appendix B (change includes extending the proposed bus stand from 12m to 23m).
5. To approve the making of all necessary traffic management orders (TMOs) to give effect to the proposed changes set out in Appendix A (except changes for the bus stand in Coburg Road) and Appendix B for parking, waiting and loading changes required to implement a bus stand in Coburg Road.
6. To authorise the Head of Highways and Parking to make all necessary traffic management orders (TMOs) and publish notice of/notify objectors of the TMO/place a copy of the TMO with the documents available for public inspection at the Council's offices and to install/ undertake the highway infrastructure necessary to give effect to the design set out in Appendix A.

## **Reasons for decision**

Following a review of bus operations and future bus service needs for Wood Green, TfL consulted between October and December 2023 on changes to 4 bus routes that serve Wood Green High Road and Turnpike Lane: the 91, N91, 123 and 232.

Following this consultation exercise, TfL took the decision in March 2024 to implement its proposals which will mean two new bus routes, Route 91 and 232, will in the future serve the new Heartlands development (route 232 will have a temporary route in place until 2028, with changes to the permanent route after this date). The new routes will be via Mayes Road, Coburg Road, Western Road, Mary Neuner Road and Clarendon

Road (slightly different route for 91 and 232). TfL plans to remove route 123 from Wood Green High Road.

In order to facilitate the new bus routes, the Council will need to make changes to the roads identified in paragraph 3.2 above and as recommended in paragraphs 2.3 to 2.5 above.

3.4 The decision does not result in a contract being awarded or expenditure in excess of £500,000 being incurred nor any virements, so it is not a key decision for that reason. The decision also relates to only one ward and so it is not a key decision for that reason as the effects of the decision will not have a significant impact on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

#### **Alternative options considered**

Do nothing

This option was rejected as it would conflict with the Council's duty described in paragraph 6.4 and the Cabinet's commitment to carry out a review of the impacts of new housing development.

The proposals will help facilitate the new bus routes which will benefit local residents and businesses including those occupying the new development as the bus routes will provide access to public transport in close proximity to the premises.

Proposals align with the Council's Transport Strategy (2018) which seeks to connect communities, workplaces and high streets in managing growth impacts, carbon emissions by prioritising sustainable transport choices. The aim of this is to result in safer and less congested highways.

#### **14. NEW ITEMS OF URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 28th May, 2024, 10:00 – 10:10**

### **PRESENT:**

**Councillors: Emily Arkell**

**ALSO ATTENDING:** Kodi Sprott, Principal Committee Coordinator, Claire Barnes, Major Projects Delivery Manager, Kenneth Tharp, AD for Culture and Creativity, Councillor Pippa Connor

### **1. FILMING AT MEETINGS**

The Cabinet Member for Culture, Communities and Leisure referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Jess Crowe and Claire Gillespie.

### **3. URGENT BUSINESS**

There were no items of urgent business.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. MUSWELL HILL LIBRARY**

This report sought approval to award a contract to Niblock (Builders) Ltd pursuant to Contract Standing Orders 9.07.1 (d), 10.01.1 (a) and 10.01.2. (dii) for urgent condition works at Muswell Hill Library. This would give a modern, accessible library space with a lift installed that meets needs of customers with fresh furniture, books, and decoration. The space available and flexibility of that space would meet the needs of residents and partners. The library space had increased opportunity for working with partners and other service providers, internal refurbishment including new partitions, screens/ doors partial new floor coverings, new signage & redecoration. A separate package of external condition work had been undertaken by the Corporate Landlord. The initial award of contract to Diamond Build Plc therefore focused on internal works only to include:

- Condition and compliance works including rewire, fire alarm, intruder alarm and heating repairs.
- A new extension - accessible lift and staircase.
- Internal redecoration.
- New furniture.

- Upgraded ICT including enhanced WiFi system, additional PC's and workstations, and new self-serve facilities.
- New signage.
- Extended CCTV system

Councillor Connor attended the signing, it was clarified that there would be no changes to the build or design of this project. Due to Voluntary Liquidation of Diamond Build Plc the cost of re-procuring was expensive, officers were looking at value engineering the lighting system, this would produce a possible £5,000 saving. The new contractor was well established and tendered actively for work across the council. For future tenders, officers would seek further financial information from contractors. Contractors would be on site from early July with completion by February, this would provide a period to recant the library; with usage from early April 2025.

## **RESOLVED**

- Award a contract to Niblock (Builders) Ltd, pursuant to Contract Standing Orders 9.07.1 (d), 10.01.1 (a) and 10.01.2 (dii) based on their tender value of £1,189,835.20 for urgent condition works at Muswell Hill Library.
- Approve a client construction contingency as set out in Part B of this report which will be strictly managed under change control governance arrangements. This is in addition to the award value noted in 3.1, refer to Part B section 3 for the contingency value and total award value.
- Approve the issuance of a Letter of Intent up to the value of £118,983.42 as allowed under Contract Standing Order 9.07.3.
- To approve an increase to the project and programme budget as set out in Part B.

## **Reasons for decision**

On the 8th January 2024 Diamond Build Plc notified the council that they had placed themselves in voluntary liquidation. Formal notification of this was advised in the public domain on 19th January. As a result, there is a need to procure a new contractor to complete outstanding works.

Niblock (Builders) Ltd originally tendered for the Muswell Hill Library Works in 2023 and recently competitively tendered, awarded and successfully completed Highgate Library. A positive relationship has been formed with Niblock (Builders) Ltd built on quality of work, collaborative approach to site challenges, trust and respect. A comprehensive procurement options appraisal was discussed in collaboration with Strategic Procurement, Legal and the Project Sponsor and agreed that a direct award would demonstrate best value for Haringey Council providing the most expedient route to re-starting works and returning the library to operational use (closed in July 2023).

During initial soft market testing, Niblock (Builders) Ltd indicated interest in the project and willingness to engage and complete a site visit for initial review. They also indicated availability of resources aligning with the projected programme.

Refer to 6.2 which summarise the scope of works intended for the library.

## **Alternative Options Considered**

Do nothing – With 26% of the works completed prior to voluntary liquidation, which includes a complete strip out of existing services - this option would leave the Council with a partially



completed building which would be unsafe and unusable in its current state. This would also increase the risk of unauthorised access and would result in failure by the Council to make the necessary transformation and accessible improvements to the library and restoring a valuable resource to this part of the borough.

Value engineering and or De-scoping Options - consideration was given during the original construction contract with Diamond Build Plc and has been further undertaken during the tender clarification process with Niblock (Builders) Ltd.

As summarised in 6.2 of this report, the project includes a new extension incorporating an accessible lift and staircase improving accessibility to the ground floor (currently stepped) and 1st floor. Transforming the Library offer by improving accessibility enhances opportunities to generate increased income from letting, future proofing use in a variety of ways and continues to achieve the transformation of local libraries by shaping vibrant, culturally rich landscapes, of which the Library Service have recently received nationwide recognition for. Omitting this from the scope of work would be detrimental to the services offered now and in the future and bear no resemblance to rationale for the project. Consideration is presently being given to the possibility of value engineering the lighting system (refer to Part B section 6 for further information).

Refer to Part B section 6 for further information.

Novation – discounted on time and contractual negotiations to source a suitable contractor willing to accept the cost and programme risks this would offer for works partly completed.

Competitive Tender – this was initially discounted based on ability to attract bidders for this type of work, additional tender period as would be based on both a cost and quality assessment and more likely to incur a higher risk cost by bidders.

Direct Award – Major Works Framework – discounted based on a review of bidders likely to be interested in this type of work and with a number of capital projects effected by Diamond Build's Voluntary Liquidation this option was being explored for two other capital projects which could impact on resourcing and timely delivery if too many contracts were awarded via this route. Niblock (Builders) Ltd are not a contractor on the Councils Major Works Framework.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

## **7. EXEMPT MUSWELL HILL LIBRARY**

The cabinet member considered the exempt information.

A minor discrepancy is noted within these minutes between published (Part A) and exempt (Part B) information:

The tender value - is £1,189,835.20 (as noted per part B) and not £1,189,834.20 (as noted in Part A). The total contract award including contingency as noted in Part B is correct.

The contract is to be awarded to Niblock (Builders) Ltd (as noted in 1.1 and 3.1 of Part A) not Niblock (Builders Group) as referenced in 3.1 of Part B.

CHAIR:

Signed by Chair .....Cllr Arkell.....

Date .....30.05.2024.....

## **MINUTES OF MEETING Cabinet Member Signing HELD ON Wednesday, 5th June, 2024, 11:30 – 11:40**

### **PRESENT:**

**Councillors: Dana Carlin**

**ALSO ATTENDING:** Kodi Sprott, Principal Committee Coordinator, Glenn Mason, Head of Technology, Rob Todd, Senior Project Manager

### **1. FILMING AT MEETINGS**

The Cabinet Member for Finance and Corporate Services referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **3. URGENT BUSINESS**

There were no items of urgent business.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. DATA CENTRE MOVE**

Following on from the decision to close Riverpark House there was a subsequent need to relocate the Data Centre. The Council was taking advantage of this move to optimise the environment and to increase resilience.

Cllr Carlin noted that the aim was for the transfer to be completed as soon as possible, so that the closure of Riverpark House could proceed. She was also assured that the current and proposed structure would maintain Council resilience in the face of repeated cyber attacks on all public sector bodies.

### **RESOLVED**

The Cabinet Member for Finance and Corporate Services approved:

1. To approve, pursuant to Contract Standing Order 9.07.1 (d) (All contracts valued at £500,000 or more at the time of award may only be awarded, assigned, or novated by the Cabinet), the award of a contract for supply, installation and configuration of a Disaggregated Hyperconverged Infrastructure Platform (dHCI

Technology Platform) into two Council Data Centre locations to Supplier A, identified in Appendix 1 - Part B (exempt information) of this report, for 5 years for the tendered contract value of £1,327,567.16 (one million, three hundred and twenty-seven thousand, five hundred and sixty-seven pounds and sixteen pence) subject to the further details set out in section 3.1 of Appendix 1 - Part B (exempt information) of this report).

2. To approve, pursuant to Contract Standing Order 9.07.3, the issuance of a letter of intent for up to 10% of the tendered contract value, totalling £132,756 (one hundred and thirty-two thousand, seven hundred and fifty-six pounds).

### **Reasons for decision**

The Data Centre Programme used the required location move as an opportunity to fully review the current server and virtual infrastructure strategy and understood the growth of the server estate over the last 5-8 years. It became clear there was an opportunity to modernise the infrastructure offering, while reducing the overall footprint, and so power usage, while supporting a key programme objective to procure a solution that supported the short and longterm strategic needs of the Council. The proposed contract enabled the Council to meet this objective by the delivery of the new dHCI Technology Platform into the Council's Data Centres.

The supplier recommended for award of the contract submitted a strong tender that clearly demonstrated significant expertise and commitment to providing the appropriate and relevant solution for the Council's requirements. The supplier ran profiling tools on the Council's systems to understand the actual resources including the virtual and physical infrastructure and was able to cost the solution to reflect this. The supplier's tendered costs aligned to the discovery phase estimates.

The recommended supplier showed a strong understanding of the Council's requirements in its quality submission, demonstrating experience in similar projects and clear processes to deliver successfully.

### **5. Alternative options considered**

#### **Do Nothing**

This option, which would involve not awarding a contract to deliver the dHCI Technology Platform and would leave end of life legacy equipment to be relocated into data centres, is not recommended as any equipment failure would cause significant outages for the Council. There is also the need to relocate the data centre in order to close Riverpark House.

#### **Ad-Hoc Replacement of Hardware**

As with the Do Nothing option, this approach could have been adopted. However it would ultimately result in the Council using more rack space and power in the data centres and ultimately the cost of the hardware over the next two to three years would be the same as for procuring the new platform.

## **6. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

**7. EXEMPT - DATA CENTRE MOVE**

The Cabinet Member for Finance and Corporate Services considered the exempt information.

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 6th June, 2024, 12.30 - 1pm**

### **PRESENT:**

**Councillors: Lucia Das Neves – Cabinet Member for Health, Social Care and Wellbeing**

**ALSO ATTENDING: David Lee, Claire Barnes, Ayshe Simsek**

### **8. FILMING AT MEETINGS**

The Cabinet Member referred to the filming at meetings notice and the attendees noted this information.

### **9. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **10. URGENT BUSINESS**

There were no items of urgent business.

### **11. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **12. DEPUTATIONS/PETITIONS/QUESTIONS**

There were deputations, petitions or questions.

### **13. CANNING CRESCENT**

The Cabinet Member for Health, Social Care and Wellbeing considered the attached key decision report which requested approval to award a contract to Kind Diamond Consortium (KDC) to undertake refurbishment works at Canning Crescent Health Centre. The report also sought approval of the issuance of a letter of intent and to increase the project budget from £4,259,000 to £5,918,805.

In considering this decision, and noting the previous significant delays with this project, the Cabinet Member sought clarification on the increased cost and assurance that this construction cost and proposed provider had been robustly explored and met Council value for money principles.

In response it was noted that the cost received from Kind Diamond Consortium (KDC) was above the tender return but there was a need to account for the inflationary up build from the previous calculated cost. Assurance was further provided that this tender submission was based on the BCIS( The Building Cost Information Service )calculations and this percentage increase was still less than the RICS( rate).

The Council had also commissioned an independent Quantity Surveyor that had completed a thorough review of the tender submission and found that the tender return provided value for money for the Council.

With regards to the financial stability of Kind Diamond Consortium (KDC), the Head of Procurement had completed a full financial analysis and financial study of the company and had reported no concerns. Kind Diamond Consortium (KDC) were also part of the Major Works framework of contractors appointed by the Council since 2019.

The Cabinet Member recognised the pressure in the construction industry that had led to delays in this crucial local project to provide an improved Adult Mental Health Service facility. In addition, it was noted that, from a service delivery perspective , there was only a short delay from the expected opening of the Health Centre from late 2024 to now Jan 2025.

Further to considering the exempt information and agreeing the exempt recommendations, The Cabinet Member for Health, Social Care, and Wellbeing ,

## **RESOLVED**

1. That pursuant to contract standing order 7.01(b), 16.02 (urgent decision allocated to Cabinet Member) and 9.07.1d to approve an award of contract to Kind Diamond Consortium to undertake the refurbishment works at Canning Crescent (2c) based on their tender price of £1,731,390.
2. To approve a client contingency as set out in Part B of this report which will be strictly managed under change control governance arrangements. This is in addition to the award value noted in 3.1. Refer to Part B section 3 for the contingency value and total award value.
3. To approve the issuance of a Letter of Intent up to the value of £173,139 pursuant to CSP 9.07.3.

## **Reasons for decision**

There were significant delays in the work (Phase 1) being completed by the original contractor Cosmur Construction (London) Ltd (Cosmur) with a contract completion date of 18th March 2022 the project was 12 months in delay at the time of their withdrawal from site and subsequently entering a Compulsory Voluntary Arrangement (CVA) on 11th May 2023.



Following a review by Major Projects, Haringey Procurement and Legal it was decided for expediency to directly award a contract (Phase 2a, 2b & 2c) to Diamond Build Plc, a supplier with a proven track record of delivering similar projects. An award of contract was supported by Cabinet Member on 7<sup>th</sup> December 2023, however prior to a letter of intent being issued, the Council received notification on the 8<sup>th</sup> of January 2024 that they had placed themselves into Voluntary Liquidation. The Gazette, the official public record, publicised this on the 25<sup>th</sup> of January 2024.

Upon the liquidation of the previous contractor the Major Projects Team, in consultation with Strategic Procurement and Legal explored procurement options to deliver these works. This included comparing the benefits and risks of tendering via the LCP Major Works Framework or Haringey's Dynamic Purchasing System (DPS), and a direct appointment. This exercise concluded with a preference to undertake a direct award to Kind Diamond Consortium (KDC) from the LCP Major Works Framework.

There is an urgent need for the facility to be operational to support Haringey residents living with mental health conditions that affect daily life. The completed works will also allow the Clarendon Road Recovery College to be relocated to the Canning Crescent site, allowing Clarendon Road to be adapted for homelessness accommodation.

#### **Alternative options considered.**

Do nothing – The refurbishment works at Canning Crescent remain incomplete. A decision not to support this award of construction contract will result in the Council's failure to meet the original project objective which is to create a new Adult Mental Health facility with respite units, recovery college and cafe for use by Barnet, Enfield, and Haringey (BEH) Mental Health NHS Trust.

Following a full analysis it was considered that a competitive tender via the Dynamic Purchasing System (DPS) or LCP Major Works Framework would not necessarily lead to a lower cost, create risks, and would significantly lengthen the project programme. This route was therefore discounted as it was felt a direct award would represent best value and be most efficient due to the urgent need to replace the previous contractor. An independent quantity surveyor and contract administrator is appointed to evaluate all costs to ensure value for money for Kind Diamond Consortium to complete the works.

In-house – There is currently no resource within the Council that has the capacity, specialist expertise or qualifications to deliver this service.

#### **14. NEW ITEMS OF URGENT BUSINESS**

None

#### **15. EXCLUSION OF THE PRESS AND PUBLIC**

There was a motion to exclude the press and public from the meeting as the following items 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.

**16. EXEMPT - CANNING CRESCENT**

The Cabinet Member for Health Social Care and Wellbeing considered the exempt information and approved the exempt recommendations.

**17. NEW ITEMS OF EXEMPT URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF MEETING Cabinet Member Signing HELD ON Monday, 10th June, 2024, 11.00- 11.15am**

### **PRESENT:**

**Councillors: Seema Chandwani – Cabinet Member for Resident Services and Tackling Inequality**

**ALSO ATTENDING: James Straw, Benefits Manager and Ayshe Simsek**

### **18. FILMING AT MEETINGS NOTICE**

The Cabinet Member referred to the filming at meetings notice and attendees noted this information.

### **19. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **20. URGENT BUSINESS**

There were no items of urgent business.

### **21. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **22. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions put forward.

### **23. HOUSEHOLD SUPPORT FUND IN HARINGEY APRIL-SEPTEMBER 2024**

The Cabinet Member for Resident Services and Tackling Inequality considered a report which sought approval of the allocation of Household Support Fund grant provided from the Government, through the Department of Works and Pensions (DWP).

This decision would enable the Household Support Fund scheme to be extended for a further six months for the period 1<sup>st</sup> April 2024 to 30<sup>th</sup> September 2024 and Haringey Council had been allocated £2,406,672 for the 6-month period.

The objective of The Fund was to provide support to households in the most need; particularly those who may not be eligible for the other support government has recently made available but who are nevertheless in need and who require crisis

support. The Fund was intended to cover a wide range of low-income households in need including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people, with an emphasis on supporting households with energy, food, and water bills.

The Household Support Fund Scheme Policy: May 2024, was attached at appendix 1 and set out the Council's arrangement for administering the Fund, which was within the conditions stipulated by DWP.

The Cabinet Member noted that the main difference in this phase of funding was that the Voluntary Sector would not receive direct funding to allocate but instead would be referring residents to apply directly to the Council through the welfare assistance scheme. The benefits manager added that he would be engaging with the Voluntary Sector Team to ensure the process was as clear and efficient as possible to mitigate any delays.

There was also communication with Food Banks on the extension of the scheme so that they could continue to signpost residents and also help them with the application process.

It was noted that there was increased applications for the support with living costs and payment of electricity bills and clarification would be provided on the maximum amount that single persons and families were entitled to from the support fund for energy payments.

In response to a question about the template letter noting the provision of the Household Support Fund from the government, advice was awaited from the DWP on this to ensure that pre-election rules were adhered to. The Cabinet Member was assured that this would not delay letters of notification of grant funding, and in turn payments, to residents

The Cabinet Member for Resident Services and Tackling Inequality,

## **RESOLVED**

1. To note the Household Support Fund allocation from the government of £2,406,672 for the period 1<sup>st</sup> April 2024 to 30<sup>th</sup> September 2024.
2. To approve the allocation of this funding as set out in Appendix 1
3. To delegate authority to the Assistant Director of Customer Services, following consultation with the Cabinet Member for Resident Services and Tackling Inequality, to amend this policy to maximise and control the distribution of the fund and 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 delegate authority to the Assistant Director of Customer Services, following consultation with the Cabinet Member for Resident Services and Tackling Inequality, to provide Free Schools Meal (FSM) vouchers to households with children who are eligible for free school meals during the Autumn half term 2024 holidays from a future allocation of Household Support Fund, provided such an allocation is made and such an allocation is permissible under any such scheme. The vouchers are distributed by schools.
5. To agree that this policy is subject to the availability of government funding and will terminate on 30<sup>th</sup> September 2024; and (in the event that government increases the funding available and/ or extends the eligible period beyond 30 September 2024), agrees that authority is delegated to the Assistant Director of Customer Service to extend this policy as appropriate.

### **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 Fund 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. The proposed decision on the Household Support Fund sets out how the Council will target and deliver support to residents. This spend is targeted to those who 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 all funding to be spent between 1<sup>st</sup> April 2024 and 30<sup>th</sup> September 2024.

The Council has identified that the cohort of low-income households with children, who are eligible to receive free school meals vouchers, will be particularly impacted by the challenges presented by the significantly rising cost of living. Without support over the school holiday period, children in these households will not be able to access free meals.

The Council has also identified using its Low-Income Family Tracker (LIFT) data, the cohort of low-income residents who were not eligible for one-off support payments from Central Government in 2023/24 or have no recourse to public funds. The council recognises that these groups will be particularly impacted by the challenges presented by the significantly rising cost of living.

The Guidance for The Fund requires local authorities to include an application-based approach for residents and the Council proposes to achieve this requirement through the allocation of fund to its local welfare assistance scheme: the Haringey Support Fund.

The Council will work closely with voluntary and community sector partners to promote awareness of the application-based scheme and encourage applications from hard-to-reach communities.

#### **Alternative options considered**

The alternative option considered was not to develop a Haringey Support Fund Policy. This was discounted, as it would not have made use of the funds available to support Haringey residents.

A further option was to allocate funds to voluntary and community sector partners for distribution, as has happened in the last round of Household Support Fund. This approach has been discounted as the centralised distribution of funding through the Haringey Support Fund will allow a targeted distribution of funds to those most in need. The important identification of need will still be through the participation and engagement of the voluntary and community sector, but with the administration of fund distribution borne by the council.

#### **24. NEW ITEMS OF URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 11th June, 2024, 11:15 – 11:40**

### **PRESENT:**

**Councillors: Ruth Gordon**

**ALSO ATTENDING:** Kodi Sprott, Principal Committee Coordinator, Emily Read, Tottenham Hale Lead, Sorwar Ahmed, Regeneration Officer

### **1. FILMING AT MEETINGS**

The Cabinet Member for Placemaking and Local Economy referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. AWARD OF CONTRACT FOR LANDSCAPE WORKS AT THE PADDOCK, TOTTENHAM HALE**

This report sought approval to appoint contractors for the final phase of landscape works, which would deliver a comprehensive package of improvements to The Paddock including enhanced arrival spaces; a new and improved network of primary and secondary paths providing access for all; enhanced planting and landscaping; new wetland areas; a wildlife-viewing hide; signage and interpretation panels; benches and bins, and facilities for educational activities to be delivered on-site by our partners, TCV. The value of the landscape works was £1,069,938.58. This was funded from the Council's capital programme (Capital Scheme 401: Tottenham Hale Green and Open Spaces Strategy), and a s.106 contribution of £576,144 (including indexation) secured from the Hale Wharf development.

Cllr Gordon raised a query in regard to engagement with residents on this project. Officers explained there would be an introduction to the Paddock for local residents. There were talks within the team about the creation of a leaflet for council tenants moving in the vicinity in terms of what they could access at the paddock.

**RESOLVED**

The Cabinet Member for Placemaking and Local Economy,

1. Approve, pursuant to Contract Standing Order 9.07.1(d), the award of a contract to Bidder 1 for delivery of a package of RIBA Stage 5-6 landscape works at The Paddock, Tottenham Hale, for the sum of £1,069,983.58 subject to the further recommendation in section 3.1 of Part B, and subject to the Council entering into a lease of Thames Water land at The Paddock for a term of 125 years, which will be the subject of a separate report.

**Reasons for decision**

- The selected landscape contractor was the highest scoring bidder across quality, social value and price.
- The selected contractor provides a high level of expertise in working in sensitive ecological environments. They had demonstrated a strong response to the tender specification and provide value for money for the Council.
- The works were within budget and had been assessed through a robust process and found to be reasonable and competitive.

**Alternative options considered**

**Not awarding the contract**

- The Paddock Enhancement Programme had already made significant progress in transforming the site through the established management contract with TCV and the preliminary land remediation works.
- Not awarding the contract for comprehensive landscape works would mean the project would not be able to build on the progress made to date, and the long-term partnership with TCV may be put at risk.
- The project would not be able to deliver the planned accessibility improvements for all sections of the community; the improved arrival spaces to enhance the connections to the neighbouring area and the new Council housing at Hale Wharf in particular; or the enhanced educational facilities to underpin the project's community engagement and volunteering activities.
- This would undermine the vision for The Paddock of delivering an enhanced site with a long-term management plan in place to secure Local Nature Reserve Status.

**Delivering enhancements incrementally**

- Delivering the landscape works contract incrementally would prolong the Paddock enhancement programme and would likely lead to higher costs due to contractor mobilisation and preliminary set-up costs for each phase of works. An extended programme may also have a negative ecological impact on previously improved and established habitats, as well as involving regular restrictions on public access.



- While some elements of the ecological enhancement of the site were being delivered incrementally, e.g. habitat protection and planting enhancement, delivering the landscape works contract incrementally would not provide the impactful and timely changes that are needed to the site to meet the growing demand for improved access to nature and green space.

**5. EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the press and public be from the meeting as it contains 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.

**6. EXEMPT AWARD OF CONTRACT FOR LANDSCAPE WORKS AT THE PADDOCK, TOTTENHAM HALE**

The Cabinet Member considered the exempt information.

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON WEDNESDAY 12 JUNE 2024, 12:00PM - 12:30PM.**

**PRESENT:** Councillor Zena Brabazon, Cabinet Member for Children, Schools & Families

**In attendance:** Claire Barnes, Major Projects Delivery Manager, David Lee, Senior Project Manager and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

The Cabinet Member referred to the notice of filming at meetings and this information was noted.

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. DECLARATIONS OF INTEREST**

There were none.

### **4. FORTISMERE SCHOOL URGENT CONDITION WORKS PHASE 2**

To request approval to award a contract to undertake urgent condition work at Fortismere School.

To approve the issuance of a letter of intent representing 10% of the contract sum.

### **The Cabinet Member RESOLVED**

For the Cabinet Member for Children, Education and Families to:

1. Approve, pursuant to contract standing order (CSO) 16.02 (urgent decision allocated to Cabinet Member) and 9.07.1d (Contracts valued at £500,000 or more only to be awarded, assigned, or novated by the Cabinet), an award of contract to Contractor B, identified in the Part B exempt report, to undertake condition works at Fortismere School at a tender price of £1,367,012 subject to the further details of the recommendation in section 3.1 of the Part B report.
2. To Approve the issuance of a Letter of Intent for a value of £136,701 pursuant to CSO 9.07.3 (Director may approve issuance of a Letter of Intent).

3. Note that based on the above recommendation the total project cost for this project is as follows: -

Description	Actual / Forecast Spend
Project Cost up to May 2024	£226,298
Forecast Construction Cost 24/25	£ 1,332,837
Forecast On Cost 24/25	£464,749
Forecast Construction Cost 25/26	£34,175
Forecast On Cost 25/26	£21,483
Total	£2,079,118

### Reasons for decision

A feasibility study was completed in February 2022 that recommended improvements to aspects of the school's building services and fabric to ensure compliance with health and safety regulations and to maintain resilience of mechanical and electrical systems.

To limit the disruption to the school the works identified were split into two phases with Phase One works including improvements to Block H that was suffering from structural defects and serious fire precaution issues which needed to be addressed to ensure the safe use by the school. This phase (Phase 2) will address wider issues across the school including the following:

- • Fire Compartmentalisation
- • Replacement fire doors
- • Extension of heating system to Block E
- • Concrete repairs
- • Electrical mains power distribution renewal
- • Water tank replacement

### Alternative options considered

Do nothing – The refurbishment works would address serious health and safety issues which if unattended could lead to Haringey being held liable under the Management of Health and Safety at Work Regulations 1999 amongst other Health and Safety legislation and would place students, staff, and visitors at unnecessary risk.

Following liaison with Haringey's Strategic Procurement department the contractors on the LCP Major Framework were assessed and discounted as it was considered that a more competitive offer would be received by undertaking a procurement via the Dynamic Purchasing System (DPS).

In-house – There was currently no resource within the Council that had the capacity, specialist expertise or qualifications to deliver the service.

**5. EXCLUSION OF THE PRESS AND PUBLIC**

Item 6 was subject to a motion to exclude the press and public be from the meeting as it contains 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.

**6. EXEMPT FORTISMERE SCHOOL URGENT CONDITION WORKS PHASE 2**

The Cabinet Member considered the exempt information.

CABINET MEMBER: Councillor Zena Brabazon

Signed by Cabinet Member .....

Date .....17 June 2024.....

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON THURSDAY 13 JUNE 2024, 2:30PM - 2:45PM.**

**PRESENT:** Councillor Sarah Williams, Cabinet Member for Housing and Planning  
(Deputy Leader)

**In attendance:** Scott Kay, Head of Residential Building Safety and Nazyer  
Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There were no declarations of interest.

### **4. DECLARATIONS OF INTEREST**

There were none.

### **5. DEPUTATIONS / PETITIONS / QUESTIONS**

There were none.

### **6. AWARD OF ELECTRICAL INSPECTION REPORTS CONTRACT 2024 - 2029**

The report sought approval in accordance with CSO. 9.07.1 (d) to award a contract for up to five years for the provision of planned maintenance, repairs and testing Electrical Installation Condition Reports (EICR) compliance for domestic electrical and communal electrical distribution systems.

#### **The Cabinet Member RESOLVED**

1. To approve the award of a contract and associated expenditure for the provision of planned maintenance, repairs and testing of Electrical Installation Condition Reports (EICR) for domestic and communal electrical distribution systems for an initial two (2) years, plus up to three (3) annual extensions of one (1) year each (total maximum five (5) years), for a total maximum contract value of £5,893,605.30, subject to contract requirements with a proposed start date of 1st July 2024, a JCT Measured Term 2016 will be used.

2. To delegate the three annual extensions of one year each, to the Director of Placemaking & Housing in consultation and agreement with the Cabinet Member for Housing and Planning (Deputy Leader).

### **Reasons for decision**

Haringey implemented 2 temporary EICR contracts in September 2022 to complete the backlog of overdue and non-compliant EICRs, which were subsequently self-reported to the Regulator For Social Housing and committed to completing via a Voluntary Undertaking in April 2023.

These contracts were coming to an end in March 2024 and a new contract was required to be put in place to continue with the EICR programme.

The 18th Edition Wiring Regulations - IET BS7671 required landlords to undertake regular electrical condition reports and recommend that they were undertaken at least every 5-years, or upon new tenancies, within homes, and communal areas.

Haringey had at the time of writing the report, 15,023 dwellings and 789 communal systems (15,812 total) that require periodic inspections at least once every 5 years. These numbers would fluctuate based on changes in stock and management responsibility, e.g. sales, acquisitions, and demolition. Therefore, under the contract the Council required on average to undertake 3159 inspections every year. There were also, approximately 350 voids per year that also required testing when a new tenancy was commenced. However, this was undertaken by the voids team and was funded separately, through the voids budget.

The Council did not undertake EICRs in leasehold properties and there were no leasehold implications for communal tests as the costs of each inspection, as detailed in the Exempt part of the report, once every 5 years, was significantly below the annual threshold for a Qualifying Long-Term Agreement. Leaseholder contributions to costs for communal testing would be re-charged through normal service charges and were below the S20 consultation threshold. Any major works resulting would be consulted on separately as part of a major works or planned programme consultation.

Haringey did not currently have the in-house resource capacity and capability to deliver the required programme of EICRs alongside the level of responsive repairs and voids works due to staff turnover. However, Haringey would continue to deliver the electrical responsive repairs through its in-house team and would continue to review the potential for bringing EICRs and other works back in house as and when it could recruit the required resources.

Haringey needed to maintain the current programme of EICRs through external contractors under the new contract to ensure the Council maintained compliance with the regulations and to minimise the risk to residents, staff, and properties from electric shock and/or fire, due to properties without a valid EICR. 4.8 Valid electrical inspection condition reports enable us to demonstrate compliance with regulatory requirements, by identifying and/or preventing significant electrical hazards. It also supported the requirements of the Building Safety Bill 2022 and The Fire Safety Act 2021, ensuring they did not contribute to the risk and spread of fire in multi-storey, multi-occupancy rented accommodation.

Valid electrical inspection condition reports enable the Council to demonstrate compliance with regulatory requirements, by identifying and/or preventing significant electrical hazards. It also supported the requirements of the Building Safety Bill 2022 and The Fire Safety Act



2021, ensuring they did not contribute to the risk and spread of fire in multi-storey, multi-occupancy rented accommodation.

### **Alternative options considered**

Do nothing. This would mean that the current contract would expire, and the Council would not be able to undertake the required 5 yearly testing programme. Furthermore, it would leave the residents subject to living in buildings where there could be electrical safety issues that go unrecorded and unremedied if the Council did not undertake electrical inspections and improvement works. In addition, the Council would not be compliant with the Electrical Regulations, and could be found to be in breach of the Regulator for Social Housing's Home Standard.

Extend the current contract. This was legally possible under the Council's constitution and Cabinet authority; however, it was not viable as this was initially procured and awarded on a fixed term basis and has already been extended following Cabinet approval on the basis that we would tender a longer-term contract to replace it.

Undertake all the work in-house. This option was not currently viable due to the current lack of specialist skills available in the market for Haringey to recruit. However, this was the intention in the longer-term and will be kept constantly under review.

## **7. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

## **8. EXCLUSION OF THE PRESS AND PUBLIC**

Item 9 was subject to a motion to exclude the press and public be from the meeting as it contains 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.

## **9. EXEMPT - AWARD OF ELECTRICAL INSPECTION REPORTS CONTRACT 2024 - 2029.**

The Cabinet Member considered the exempt information.

## **10. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

CABINET MEMBER: Councillor Sarah Williams

Signed by Cabinet Member .....

Date .....13 June 2025.....



**MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 18th June, 2024,  
10.00 – 10.20am**

**PRESENT:**

**Councillor Dana Carlin – Cabinet Member for Finance and Corporate Services**

**ALSO ATTENDING – Jess Crowe, Dan Paul(Online) Ayshe Simsek, Nazyer Choudhury**

**11. FILMING AT MEETINGS NOTICE**

The attendees noted the filming at meetings notice.

**12. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**13. URGENT BUSINESS**

There were no items of urgent business.

**14. DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

**15. DEPUTATIONS/ PETITIONS/ QUESTIONS**

There were no deputations, petitions or questions.

**16. CONTRACT VARIATION - MATRIX**

The Chief People Officer set out the reasons for consideration of this report which was seeking approval by the Cabinet Member for Finance and Corporate Services to increase the spend on the contract for the provision of temporary staff to £32,504,910. This was for the remaining duration of the contract which was due to end on the 18<sup>th</sup> of July 2025.

It was noted that there had been two previous variations from the start of the contract in July 2021, with the first variation for £1495,090 to allow for permanent recruitment of some agency staff. There had been a further £20M variation agreed by Cabinet in October 2023 to allow continuity of services.

The Cabinet Member was advised that this would be the last variation that could be taken forward on this contract to allow a maximum spend of £162M. The Cabinet Member for Finance and Corporate Services noted the following reasons for the increased spend on this contract:

- Increased use of temporary staff in the Covid pandemic, including their provision at mass testing centres
- Job market challenges
- Higher than expected annual pay increases

It was noted that the Council were currently spending an equivalent of £43,500,00 per annum and this contract variation was for £32,504,910. The report stated that the current contract could no longer be varied according to procurement rules.

In considering the recommendations and noting the need for contract spend to be further reduced, the Cabinet Member was assured by the following information provided at the meeting:

- The ongoing dedication and diligence being demonstrated by Senior Officers to monitor and reduce agency spend.
- That use of agency staff required the approval of Directors and was considered by a Corporate Recruitment Panel.
- The ongoing quarterly meeting with directors to scrutinise agency spend and facilitate ongoing reductions in temporary agency staff spend.
- The longer term view of managing and reducing temporary agency staff spend being taken with the consideration of the Workforce Strategy at Cabinet on the 16<sup>th</sup> of July 2024.

The Cabinet Member for Finance and Corporate Services,

## **RESOLVED**

1. That, in accordance with the Council's Contract Standing Order (CSO) 10.02.1 (b) to approve the variation to increase the value of the Matrix contract; and
2. To approve an increase of up to £32,504,910 for the duration of the contract. This increase was to ensure that the Council can continue to provide short term agency / interim workers and support the permanent agency supply chain where required.
3. To note that the contract duration is four years, from 26 July 2021 to 18 July 2025.

## **Reasons for decision**

The initial contract value of £108,000,000 agreed by Cabinet on 20 November 2020 and a 1<sup>st</sup> variation for £1,495,090 for the provision of the permanent recruitment

supply agreed in 2021 was estimated based on the previous three years. A further variation for £20,000,000 was agreed by Cabinet in October 2023, making the total current contract value £129,495,090.

The original estimate could not have accounted for the unprecedented events of recent years, including: Covid and the large number of additional agency workers as a result of the Covid testing programme, job market challenges, Brexit, and the higher-than-expected annual pay increases. We are anticipating a further potential increase in Housing to work on the improvement programme. None of these higher costs and additional spend were accounted for in the original contract estimate.

In 2022, the Council migrated several off-contract interim workers on the Local Government Recruitment Partnership (LGRP) framework to Matrix as well as other agency suppliers, which reduced overall costs. However, it increased the value of spend through the Matrix contract, contributing further to the increased rate at which the overall contract value was being used up.

The Chief Executive and the Corporate Leadership Team are taking further action to reduce agency spend. As a result of the report to Cabinet in October 2023, targets for reductions in Directorates were agreed. Numbers of agency workers have reduced and the targets are currently close to being met in most Directorates. Our cash spend is on a reducing trend despite pay awards being higher than in the past. The percentage of our workforce that are agency workers has also reduced, and is on a downward trend towards being in line with the London Borough average.

Although most areas overspent in the period October-December 2023, spend was on a reducing trajectory and the targets to reduce spend for January-June 2024 are currently forecast to be met; or be close to be met; in all Directorates other than Environment and Resident Experience and Placemaking and Housing. The Directors in those areas are redoubling efforts to reduce agency spend at pace. The Chief Executive is monitoring agency spend in these two Directorates closely and personally alongside the Directors.

However, further work is needed. The Chief Executive has directed officers to focus in particular on agency workers with long tenure (1 year plus), to minimise the number of long-term agency workers at the Council, which is being done on a line-by-line basis and monitored by the Chief Executive. There is also a focus on higher cost agency workers.

As an organisation with a large and diverse workforce delivering services in a wide range of disciplines, the Council needs to develop a range of workforce planning approaches that address the different challenges that exist in different service areas. These need to sit under an overall strategy to attract people with the right skills, values and attributes to want to work for us on a permanent basis, demonstrating commitment to the borough and enabling the Council to invest in developing its staff and services for the long term. The Council's workforce strategy has been developed to address this and is being presented to Cabinet as a separate item on this agenda. Particularly relevant to agency spend reduction will be the development of directorate level workforce plans, programmes to grow our own talent and designing jobs that are attractive to permanent candidates. We particularly aim to focus on growing our own future talent by the use of professional graduate programmes and apprenticeship

programmes in Directorates. There are good examples of this already in areas like Finance and Planning, and we plan to leverage this best practice across other areas.

However, whilst the Council will always seek to reduce the reliance on agency staff, there will remain a continuing requirement to plug skills gaps, address market and recruitment challenges which often pertain across the whole local government sector, and ensure the continuation of essential services. The Council needs to therefore ensure that it can continue to acquire the right skills to serve our residents while securing the maximum value for money possible. Extending the value of the existing contract ensures the achievement of that objective.

The spend of the current contract value of £129,495,090, if we continue at the current run rate, is expected to be reached in July 2024. The contract runs until July 2025. Directorates will need to materially reduce spend in accordance with their forecasts as the contract cannot be extended further than the recommendations in this report and if spend does not reduce, the value will be exceeded prior to the contract end date. Human Resources will work with Strategic Procurement to procure a new agency staff contract over the second half of 2024 and the first half of 2025, with the aim of the new contract following on from the expiry of the current one (when either the term or the value expires, whichever is the sooner). Further contract reports will be brought to Cabinet in this regard at the appropriate time.

#### **Alternative options considered**

Not to extend the contract value. This would mean the Council could not continue to use agency workers without services procuring each worker individually on the open market. This would substantially increase costs and reduce corporate control and monitoring. This option was discounted on that basis.

Re-procure a different contract. This would result in unnecessary work and considerable disruption to Council services. A new contract for provision of temporary, interim and permanent recruitment will be procured in 2024/25-25/26. This option was discounted on this basis.

#### **17. NEW ITEMS OF URGENT BUSINESS**

None

#### **18. EXCLUSION OF THE PRESS AND PUBLIC**

Not required

#### **19. NEW ITEMS OF URGENT EXEMPT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING Cabinet Member Signing HELD ON Tuesday, 18th June, 2024, 10.30am**

### **PRESENT:**

**Councillor Peray Ahmet – Leader of the Council**

**ALSO ATTENDING: Fiona Alderman, Ayshe Simsek**

### **20. FILMING AT MEETINGS NOTICE**

The attendees noted the filming at meetings notice set out at agenda item 1.

### **21. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **22. DECLARATIONS OF INTEREST**

None

### **23. DEPUTATIONS/PETITIONS/QUESTIONS**

None

### **24. ESTABLISHMENT OF THE CORPORATE PARENTING COMMITTEE AND APPOINTMENT OF CABINET MEMBERS TO COMMITTEES AND PARTNERSHIPS 2024/25 & CONFIRMATION OF THEIR TERMS OF REFERENCE.**

The Leader of the Council considered a report which sought to re-establish the Corporate Parenting Advisory Committee, confirm its terms of reference, and appoint Members to serve on this advisory Cabinet sub-Committee.

The report also sought to confirm the terms of reference of the Community Safety Partnership and appoint 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 terms of reference attached at Appendix B;
3. 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 Ali

Cllr Collett

Cllr Johnson

Cllr Opoku

Cllr Weston

Cllr Isilar-Gosling

Community Safety Partnership

Cabinet Member for Communities(as Co-Chair)

Cabinet Member for Children, Schools, & 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.

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.

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

CHAIR:

Signed by Chair .....

Date .....



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**MINUTES OF MEETING Cabinet Member Signing HELD ON Tuesday, 18th June, 2024, 4pm- 4.15pm**

**PRESENT:**

**Councillor Zena Brabazon – Cabinet Member for Children, Schools and Families**

**ALSO ATTENDING: Ginny Thorne, Caroline Brain(Online) Ayshe Simsek**

**1. FILMING AT MEETINGS NOTICE**

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

**2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**3. URGENT BUSINESS**

There were no items of urgent business.

**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions or questions put forward.

**6. HARINGEY SCHOOL IMPROVEMENT AND GOVERNOR SERVICES**

The AD of Commissioning & Programmes set out the reasons for consideration of the report which was seeking approval to proceed to open tender for the Council to continue to commission School Improvement and Governor Services. This was to ensure statutory and strategic functions can be delivered and to ensure compliance with the Public Contract Regulations 2015 and the Council's Contract Standing Order policy.

The Cabinet Member for Children, Schools and Families was also being asked to approve the budget of up to £3,686,107 for a total of 8 years under a 4 plus 2 plus 2 years contractual agreement, commencing from 1<sup>st</sup> April 2025 until 31<sup>st</sup> March 2033.

In response to questions from the Cabinet Member, the following information was noted:

- This was an open tender process and the Council was undertaking this procurement in its capacity as a supervising authority for the provision as set out in paragraph 7.5.1 .
- This decision did not affect the operation of the HEP(Haringey Education Partnership which was established as a School's Company and had a wide remit and reach.
- The Council would look to commission a provider to work on these strategic and statutory functions, aiming to also have a strong interface with traded services being commissioned by schools.
- After this meeting and call in period, a briefing report on this decision would go forward to the Schools Forum on the 16<sup>th</sup> of July in accordance with schools finance guidance as the decision involved allocation of the central school services funding block. Following this Schools Forum meeting, the Council would go out to open tender for these services and bring forward a report later in the year to Cabinet on the award of the contract.

The Cabinet Member for Children, Schools and Families,

## **RESOLVED**

1. To approve the proposal to proceed to open tender for the Council to continue to commission School Improvement and Governor Services to ensure statutory and strategic functions can be delivered and to ensure compliance with the Public Contract Regulations 2015 and the Council's Contract Standing Order policy.
2. To approve the budget of up to £3,686,107 for a total of 8 years under a 4 plus 2 plus 2 years contractual agreement, commencing from 1<sup>st</sup> April 2025 until 31<sup>st</sup> March 2033 in accordance with the budget breakdown in section 7.8 of this report.

## **Reasons for decision**

To be compliant with regulation, HEP would need to secure a minimum of 80% from Haringey Council and Haringey Schools. This would meet Public Contract Regulations 2015, specifically Regulation 12 to be exempt from competition criteria.

However, it has been identified that over recent years HEP has expanded its offer and area of operations to encompass schools beyond the Haringey Local Authority area. Whilst this has ensured that the organisation has achieved financial sustainability and

was able to retain its non-profit making status which has benefitted the LA and Schools through a diverse and comprehensive offer.

However, the expansion of HEP's business and income stream therefore means that HEP's non- Haringey business equates to more than 20% of their total income and therefore we are require to tender.

HEP's membership is composed of 112 member schools, the proportion of schools are:

- 82 Haringey Schools.
- 30 Enfield Schools

Haringey member schools currently constitute 73% of HEP's membership, therefore falling below the 80% PCR Regulation 12 threshold when measured by membership.

In addition, in 22/23 HEP's reported income apportionment also fell below the threshold for PCR Regulation 12 compliance, with a maximum of 64% of income coming from in-borough sources:

<b>Income source</b>	<b>Percentage of total income in 22/23</b>
London Borough of Haringey	22%
Haringey Schools Traded Services	34%
Kickstart Grant	8%
Enfield Schools	11%
Non-member Schools	25%

The dilution of Haringey membership below 80%, combined with HEP's increase in non-Haringey income, necessitate the requirement to undertake a competitive procurement tender process.

The service is funded via the Dedicated School Grant: Central School Services Block (CSSB). The CSSB budget has pressures due to a forecast decrease in the allocation of CSSB of 2.5% per annum. The forecast decrease is factored into the proposed budget envelope detailed in section 7 of this report. Due to the forecast decrease in CSSB, no inflationary uplift can be made during the contract period.

The service requires a sustainable long term funding envelope from the Central School Services Block (CSSB) to ensure that the service can continue to deliver local authority statutory and strategic functions for the whole period of a future contract.

In the event of an alternative provider succeeding to win the tender instead of the current provider, HEP would continue to offer and provide traded services to Haringey schools. Schools can decide to commission traded services from a provider of their

choosing, hence HEP have been successful in securing the custom of non-Haringey schools.

**Alternative options considered.**

**Option 1: Direct award to the existing provider,**

Directly Award a new contract to HEP following the expiry of the existing contract without proceeding with an open competitive tender. Following a rigorous legal and procurement assessment of Public Contract Regulations 2015 and HEP's business model, the conclusion reached was that a direct award to HEP without competition would not be compliant with the PCR's 2015 and this option is therefore not recommended. To directly award a contract to HEP without an open tender opportunity would be in breach of PCR's 2015 and may leave the Council open to challenge from other interested parties.

**Option 2: Insource the service.**

Insource the functions that HEP delivers on behalf of the Council. Following an assessment of this option it is not recommended, due to the cost of an in-house model.

An in-house model would require the recruitment of a number of school improvement partners and a head of service to deliver the local authority statutory and strategic functions. This would exceed the current contract value of £457,000 per annum.

All Council's CSSB allocations are decreasing by 2.5% per annum and therefore the Council would be at risk of a funding shortfall in the longer term.

HEP was also set up in partnership with schools who favoured the model of an outsourced service in preference to the previous in-house model. Schools continue to support the outsourced service, through continued membership of HEP.

**Option 3: Proceed to Open Competitive Tender- Recommended option**

The option to proceed to open tender to ensure compliance with Public Contract Regulations 2015, for the Council to continue to commission School Improvement and Governor Services to ensure statutory and strategic functions can be delivered and to ensure compliance with the Public Contract Regulations 2015 and the Council's Contract Standing Order policy is the recommended option.

**7. NEW ITEMS OF URGENT BUSINESS**

None

**8. EXCLUSION OF THE PRESS AND PUBLIC**

Not required.



**9. NEW ITEMS OF EXEMPT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

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## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON WEDNESDAY 19 JUNE 2024, 10:30AM – 10:35AM.**

**PRESENT:** Councillor Sarah Williams, Cabinet Member for Finance and Local Investment

**In attendance:** Simone Graham, Housing Delivery Manager, Robbie Erbmman, Assistant Director for Housing and Nazyer Choudhury, Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

There were none

### **3. URGENT BUSINESS**

There were no declarations of interest.

### **4. DECLARATIONS OF INTEREST**

There were none.

### **5. DEPUTATIONS/PETITIONS/QUESTIONS**

There were none.

### **6. GATEWAY 0 REPORT - PHASE 2, SELBY URBAN VILLAGE, N17 - BRUCE CASTLE WARD**

This report sought approval to include the proposed redevelopment of the Selby Centre site, currently used by the Selby Trust, into the Council Housing Delivery Programme. The redevelopment will be Phase 2 of the Selby Urban Village (SUV) regeneration project. The whole of the SUV was shown edged red on the plan attached at Appendix 1 of the report.

The SUV was first presented to Cabinet on 8th October 2019 for approval to appoint the recommended contractor to undertake a master planning exercise and was subsequently approved.

The intention would be to provide 202 social rented homes and 1 commercial unit on this site under the Council House Delivery Programme.

The site was council land and is shown marked “Phase 2” on the plan attached at Appendix 1. It was currently held in the General Fund (GF) portfolio, in the Bruce Castle Ward. It was proposed that the housing element of the wider SUV regeneration project be delivered by the Housing Delivery Team, and that the land be appropriated, first for planning purposes prior to commencement of construction, and subsequently for housing use into the Housing Revenue Account (HRA) portfolio prior to letting any completed homes and will be subject to a further report and Cabinet approval at Gateway 3.

### **The Cabinet Member RESOLVED**

1. To note that the SUV was now at the end of RIBA stage 2.
2. To approve the addition of the SUV (phase 2), Selby Centre site, as shown marked “Phase 2” in Appendix 1, to the Council’s Housing Delivery Programme in order to enable progression of RIBA stage 3. This will allow the work already undertaken by the project Design Team to be completed and will allow us to bring forward a GW1 paper to New Homes Board in due course.

### **Reasons for decision**

The Council was committed to delivering 3000 council homes by 2031. This decision would contribute to Haringey achieving their ambitious house-building programme.  
4.2.

On 9 July 2019, Cabinet noted that all housing delivery schemes were subject to three formal stages of Member scrutiny and decision-making. The first stage was including any potential site into the council housing delivery programme with approval to progress design and consultation work. The second stage was when a site comes forward for planning, at which point members on the Planning Sub Committee make a decision. Finally, all sites would come back to Cabinet before any contracts were let to build or to purchase homes. This would also be the point at which any decision to formally appropriate any site from the General Fund into the Housing Revenue Account would be taken. So, this decision was the first of three stages in a triple lock, ensuring Members have full oversight of the delivery programme.

### **Alternative options considered**

The Council had no statutory duty to develop this site. However, the Council’s top priority was the delivery of a new era of Council housebuilding. The Selby Centre would contribute around 200 council rented homes, so to exclude them from the development programme would undermine the Council’s capacity to deliver a new era of Council homes. With more than 11,000 Haringey households on the housing register, this option was rejected.

**7. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CABINET MEMBER: Councillor Sarah Williams

Signed by Cabinet Member .....

Date .....19 June 2024.....

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## **MINUTES OF MEETING Cabinet Member Signing HELD ON Thursday, 20th June, 2024, 10am – 10.15am**

### **PRESENT:**

**Councillors: Lucia das Neves, Cabinet Member for Health, Social Care and Wellbeing**

**ALSO ATTENDING: Sarah Hart, Bezuayehu Gubay, Ayshe Simsek**

### **8. FILMING AT MEETINGS NOTICE**

The Cabinet Member referred to the filming at meetings notice and attendees noted this information.

### **9. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **10. URGENT BUSINESS**

There were no items of urgent business.

### **11. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **12. DEPUTATIONS/ PETITIONS/ QUESTIONS**

There were no deputations, petitions or questions.

### **13. REQUEST TO GRANT PERMISSION TO ACCEPT FUNDING FROM DEPARTMENT OF HEALTH AND SOCIAL CARE AND VARY THE CONTRACT FOR THE PROVISION OF NHS HEALTH CHECKS TO DELIVER WORKFORCE NHS HEALTH CHECKS PILOT.**

The Cabinet Member for Health, Social Care and Wellbeing considered the report, which sought approval for the acceptance of external funding of £200,000 from Department of Health and Social Care (DHSC) for Workplace Cardiovascular NHS Health Checks pilot.

In order to successfully deliver the programme, an approval to vary the existing contract for the provision of NHS Health Checks delivered by Haringey GP Group Limited trading as Haringey GP Federation to provide workplace Cardiovascular NHS Health Check pilot was recommended.

In response to questions from the Cabinet Member, the following information was provided:

- Given the clear objectives for delivery of the service in the next 12 months, there was no option to go out to tender for this provision.
- The Haringey GP Federation were successfully providing this service and varying the existing contract with them allowed a consolidation of resources and continued capacity for this provision.
- The Council were one of only six London boroughs to gain access to this funding.

The Cabinet Member for Health, Social Care and Wellbeing,

## **RESOLVED**

1. To grant approval to accept external funding estimated to be £200,000 for Workplace NHS Health Checks pilot in accordance with Contract Standing Order (CSO) 17.1; and
2. To vary the existing contract for the provision of NHS Health Checks delivered by Haringey GP Group Ltd t/a Haringey GP Federation to provide workplace Cardiovascular NHS Health Check pilot with a target start date in July/August 2024 for a period of 9 to 12 months at the maximum cost of £200,000 (exclusive of VAT). The proposed variation is allowed under CSO 10.02 and CSO 16.2. The total contract value for the duration of the existing contract is £495,080. The aggregated total value of the contract will be a maximum of £695,080 including the above proposed variation.

## **Reasons for decision**

Accepting this external funding will help the council to upscale its current outreach NHS Health Checks with target to workplaces for eligible population for NHS Health Checks and/or those outside of the 40 to 74 year old age range including workers from out of the area as specified in the grant specification. This model also open opportunities to engage with eligible population but less likely to take it up (e.g. men and younger age groups). Furthermore, the checks involve Mini cardiovascular disease (CVD) checks for some individuals who may not be ready to engage with a full NHS Health Checks.

The NHS Health Checks will spot the early signs of cardiovascular disease, (which is the 2<sup>nd</sup> highest cause of mortality after cancer in Haringey), such as heart disease and provide people with the information they need to reduce their risk of having a heart attack, stroke or developing diabetes. This workplace project would also contribute to a reduction in sickness absence and worklessness, associated costs of staff turnover, loss of skill base, downtime, recruitment and re-training.



### **Variation to the current NHSHC contract is a viable option:**

The confirmed funding is expected to be spent on Workplace Cardiovascular NHS Health Checks within very short timeframe (e.g. by 31<sup>st</sup> March 2025). Due to such a tight deadline, a procurement process is not appropriate and will not be a realistic alternative. Furthermore, this potential contract opportunity is unlikely to be of interest to other suppliers as it's a one-off project for a very short period and has clinical requirements which would be a challenge for most potential bidders.

Recently, the Public Health Team conducted an open and competitive tender for the Integrated Lifestyle Change Programme, known as One You Haringey (OYH) which involves NHS Health Checks as one of its service components. Following a robust evaluation process, the contract was awarded to Haringey GP Federation. Furthermore, Haringey GP Federation has been successfully providing another NHS Health Checks contract since 2023 and Public Health is of the view that they will be able to satisfy the requirements of the proposed variation. Therefore, the variation of the current NHS Health Checks contract with the GP Federation is a viable option for various reasons including avoiding duplication, helping to consolidate resources, service integration, and collaboration.

The public health team has discussed the opportunity with Haringey GP Federation, and they expressed their interest, provided their financial model along with key deliverables and targets that they can achieve. They have showed full confidence that they will meet the requirements required through this contract variation and able to engage individuals in workplaces and deliver increased number of NHS Health Checks as well as Mini CVD Checks.

### **Alternative options considered**

The Council could decide not to accept the grant. As such the council will lose the opportunity to provide NHS Health Checks or Mini CVD checks for Haringey workforce in their workplaces which provides them an opportunity to have checks on their CVD risk factors particularly those economically disadvantaged groups (by targeting the service in those workplaces with employees who are likely in low paid jobs) and those outside eligible population. Therefore, it is in the Council's interest to accept the funding in order to deliver the service against the commitments set out in the Council Corporate Delivery Plan 2022/23 and 2023/24.

Going to tender or not to vary the existing contract – going to tender would not be a viable option due to limited time available as well as not be able to attract good market due limited period of funding as well as the need for clinical requirements which would be a challenge to meet requirements. Also, setting up a separate contract would create duplication and avoidable administrative costs as well as losing the benefits from service integration, improving access, reducing health inequalities and facilitating choice and achieving greater value for money.

## **14. NEW ITEMS OF URGENT BUSINESS**

None

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY 2 JULY 2024, 10:30AM – 10:45AM.**

**PRESENT:** Councillor Ajda Ovat, Cabinet Member for Communities

**In attendance:** Daliah Barrett, Licensing Team Leader and Nazyer Choudhury,  
Principal Committee Co-Ordinator

### **1. FILMING AT MEETINGS NOTICE**

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

### **2. APOLOGIES FOR ABSENCE**

There were none.

### **3. URGENT BUSINESS**

There were no declarations of interest.

### **4. DECLARATIONS OF INTEREST**

There were none.

### **5. DEPUTATIONS/ PETITIONS/ QUESTIONS**

There were none.

### **6. CONSULTATION ON DRAFT STATEMENT OF GAMBLING POLICY**

It was a requirement to regularly review the Council's Statement of Gambling Policy. The current policy was adopted in January 2021 and is therefore due for review this year, to be published in January 2025. The Gambling Commission had advised Local Authorities to extend their existing policies so as to have a lawful policy in place come January 2025. There were changes expected from Central Government and the Gambling Commission. During December 2020 the Department for Digital, Culture, Media & Sport (DCMS) launched a major and wide-ranging review of gambling laws to ensure that they are fit for the digital age. There was a 'Call for evidence' and a new Gambling Bill was expected to be presented to Parliament. The Department for Culture, Media & Sport has published a white paper on gambling reform in April 2023 but there had yet to be any changes to the legislation which would not be in place, so a further review may be required in late 2025 to take account of these changes.

The report sought authorisation to take the attached draft policy to public consultation.

There were changes to the proposed policy at this time. The draft revised policy contained more information about the socio-economic make-up of the borough and the impacts of gambling harm in the communities. The Local Area Profile Supplementary document highlights the impact high street gambling premises had on the most vulnerable and 'at risk'

areas of the borough. The Council considered that it was necessary to manage the impact that facilities for gambling have in areas where its most vulnerable residents may be placed at increasing risk from gambling harm.

All areas shown within the local area profile as being at high overall risk of Gambling related harm, were generally considered inappropriate for further gambling establishments, which could potentially raise the risk of gambling related harm to vulnerable people living in those areas. Operators were therefore asked to consider very carefully whether seeking to locate new premises or relocating existing premises within these areas would be consistent with the licensing objectives and the local risks identified. However, the Gambling Act 2005 still requires the Council to 'aim to permit' applications.

All areas shown within the local area profile as being at high overall risk of Gambling related harm, were generally considered inappropriate for further gambling establishments, which could potentially raise the risk of gambling related harm to vulnerable people living in those areas. Operators were therefore asked to consider very carefully whether seeking to locate new premises or relocating existing premises within these areas would be consistent with the licensing objectives and the local risks identified. However, the Gambling Act 2005 still requires the Council to 'aim to permit' applications.

#### **The Cabinet Member RESOLVED**

1. To approve the 6-week consultation on the draft Gambling Policy 2025-2028 (Appendix 1) and the local area profile (Appendix 2). b)
2. To note that following consultation a further report will be presented for decision to recommend approval to Full Council for final adoption.

#### **Reasons for decision**

To comply with the requirements of the Gambling Act 2005 the Council must prepare and consult on a statement of gambling policy for the period 2025- 2028.

The Council would be renewing its resolution, first made in 2007, to not issue any casino licences in the next three years.

To obtain the views of interested parties on the proposed statement of gambling policy and use these views to formulate any changes to the policy.

#### **Alternative options considered**

No alternatives were considered. It was a statutory requirement that the policy be reviewed at least every three years, and that a public consultation was carried out. If the Council did not have a policy, it would be acting ultra vires with regards to any decisions it makes when determining gambling premises licences.

The Gambling Commission has laid down requirements which the Council must follow with regards to the Gambling Policy. If they were not followed the Council could face risk of judicial challenge. The Gambling Commission guidance had been followed in drafting this policy.

**7. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

CABINET MEMBER: Councillor Ajda Ovat

Signed by Cabinet Member.....

Date .....2 July 2024.....

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## **MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE MEETING HELD ON TUESDAY, 27TH FEBRUARY, 2024, 7:00PM – 8:45PM**

### **PRESENT:**

Councillors: Zena Brabazon, Felicia Opoku, Elin Weston, Lotte Collett, Cressida Johnson and Ibrahim Ali

#### **1. FILMING AT MEETINGS**

The Chair referred to the filming of meetings and this information was noted.

#### **2. APOLOGIES FOR ABSENCE**

Apologies of absence were received by Beverly Hendricks, AD for Safeguarding & Social Care.

#### **3. URGENT BUSINESS**

There were no items of urgent business.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. STAYING PUT ARRANGEMENTS - THE GUIDANCE AND THE IMPACT IN HARINGEY**

Emma Cummergen, Head of Young Adult Service, introduced the report as set out at pages 1- 6 of the agenda pack.

The report detailed that when young people living in foster care turned aged 18, they were no longer legally in 'Care' and therefore fostering arrangements no longer applied. Staying Put was an arrangement that enabled a young person over the age of 18 to remain living with their carer if this was what the young person and the carer both wanted.

The meeting heard that:

- When a child was placed in care, the long term arrangements would be discussed at the outset and this would include their Staying Put arrangement that would enable a young person over the age of 18 to remain living with their carer.
- It was noted that more children were wanting to remain in their Staying Put arrangements. This showed placement stability and commitment.

- The number of care leavers that went to university had been increasing and this was also a result of placement stability.
- Staying put would support care leavers into independence by guiding them through their responsibilities including money management and their financial arrangements and.
- There were currently 31 staying put arrangements in place for care leavers. This included unaccompanied minors, young people with additional needs and young people waiting to go off to university.
- Every foster carer's financial arrangements were different to one another and they were encouraged to seek their own financial advice.
- In terms of the size of the cohort for the Staying Put arrangements, the service was supporting over 400 18+ (18-25 years of age).
- In regard to foster carers who decide to opt out of staying put arrangements, there was a concern of possible trauma for the young person. It was noted that to navigate these instances there were other services available that would help provide further support. An example is First Steps who provided psychological health screening and assessment for all looked-after children and young people in Haringey. Foster carers would also have the opportunity to explain their positions and these discussions would take place at a very early stage so that children and young people would be able to understand and make sense of what their journey through care would be like.

**RESOLVED:**

The Committee to note the report.

**6. STABILITY PANEL - VERBAL UPDATE**

Keith Warren, Head of Children in Care & Placements provided a verbal update and the meeting heard that:

- The purpose of Placement Stability Panel was to ensure there was early intervention to prevent children from having to change foster placement, change carers or change schools.
- Some children experienced several placement moves which affected their ability to form relationships and or attachments with adults, it affected their peer relationships at school and their ability to perform well. It primarily affected their self-esteem and self-confidence.
- Ofsted in the last inspection identified key strengths with the placement stability panel which aimed to prevent placements breaking down, and for support services to be mobilised at an earlier stage.
- The role of the placement stability panel in Haringey was to review and monitor the stability of placements for children in the care system. The panel was responsible for assessing the frequency of moves, the length of placements, and the overall well-being of the children involved.



- From 1<sup>st</sup> of April 2023 the Placement Stability Panel had reviewed 53 children who had two or more placement moves. 81% of those children had remained in their respective home/placements with support and intervention from the panel.
- There were two types of placement stability that were measured - short term stability and long term stability. Short Term Placement Stability was improving in line with statistical neighbours
- The panel was effective. Early intervention and support were provided to children at risk of placement disruption or breakdown.
- When a placement was disrupted, this would also come to the attention of the panel.

**RESOLVED:**

The Committee to note the information.

**7. PRIVATE FOSTERING ANNUAL REPORT - 2022-23**

Keith Warren, Head of Children in Care & Placements introduced the report as set out in the agenda pack.

The purpose of this report was to update Members on the private fostering notifications, assessments, and monitoring activity, and to provide a level of assurance that privately fostered children were being safeguarded well. The report covered the activity between September 2022 and September 2023.

The meeting heard that:

- The nature of private fostering meant that it was hard to have accurate data on the number of private fostering.
- In order to increase reporting, social workers were encouraged to go out into the community and different forums to develop relationships.
- Social workers would be encouraged to develop partnerships to ensure more referrals were taken in.
- The service had been working with partners to raise awareness of private fostering including developing links with the Haredi community in Haringey. It was noted that the lead social worker had built relationships with Rabbis and work had been carried out within the MASH team.
- Communications were also sent out and included private fostering flyers for schools, GP newsletters and the Haringey Fostering newsletter. In addition, private fostering champions were being identified across various partnerships.
- Most of the referrals were through educational institutions.

**RESOLVED:**

The Committee to note the report.

**8. FOSTERING PANEL ANNUAL REPORT 2022-23**

Shirley Walker introduced the report as set out at pages 7- 20 of the agenda pack.

This report covered the year from 1st April 2022 to 31st March 2023, providing details of the Fostering Panel activity and the range of assessments.

The Fostering Panel provided a quality assurance role that enabled it to challenge the quality of reports and feedback information on good practice, as well as that which falls short of the National Minimum Standards (NMS).

The meeting heard that:

- In terms of the feedback form children, the Committee noted that children had various options to give feedback including written feedback, voice notes and also receiving direct face to face feedback. Social workers also talked openly to the children to obtain further information and feedback.
- In terms of training for foster carers, this had been an ongoing challenge for Haringey. The way training was provided had evolved and now most training was done online virtually. This seemed to have worked really well, particularly for foster carers with children.
- Haringey has been considering a more bespoke form of training which included podcasts, information through BBC and private one to one discussions.
- In terms of feedback from a health perspective, it was noted that at the end of every clinic letter, there was a form with a QR code where feedback could be provided and it was usually always completed.
- The Committee recommended for a report on Health to be considered at a future Corporate Parenting Advisory Board.
- The Committee also recommended that this report be considered every 6 months as a review along with the annual full report.

**RESOLVED:**

The Committee to note the report.

**9. FAMILY STRESS FACTORS WHICH LEAD TO PUBLIC LAW OUTLINE**

**RESOLVED:**

The Committee agreed to defer this agenda item to the next meeting

**10. CORPORATE PARENTING WEEK - VERBAL UPDATE**

Keith Warren, Head of Children in Care & Placements provided a verbal on the corporate parenting week.

The meeting heard that:

- This was the very first corporate parenting week that Haringey had ever had and the service received positive feedback.
- For next year, the Council was planning to open up the event to wider communities and businesses with the intention of getting support for children within the borough.
- “Just giving” page collects funding for children in care and this would help contribute in them achieving their ambitions.
- The “Proud to be Me” initiative would help children of black and other minority backgrounds.

**RESOLVED:**

The Committee to note the information.

**11. ANY OTHER BUSINESS**

Lynn Carrington, Designated Nurse, Children in Care provided a verbal update on dental checks for Haringey Children in care as requested at the last meeting.

The meeting heard that:

- The Healthy Smiles Looked After Children's Oral Health Pilot started on 15.11.2021 to support children to have the statutory oral health assessments and access to routine NHS dental care during the COVID pandemic.
- The service aimed to refer children if they were unable to get a dental appointment.
- Whittington Health dental services will see also see Children in Care.
- For children who were living outside of London and SW's or carers inform the nurse of difficulties in booking appointments, then the CIC health team would contact their counterparts in other areas requesting which dentists in their area were seeing Children in Care.
- Some foster carers had reported they had been unable to get appointments for children who had recently moved to them.
- Social workers are encouraged to ensure that dental checks are recorded on children's casefiles.

CHAIR: Cllr Zena Brabazon

Signed by Chair .....

Date .....

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## Finance

### Significant decisions - Delegated Action - For Reporting to Cabinet on 16<sup>th</sup> of July 2024.

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	26 April 24	Acquisition at N15 6QR	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
2.	26 April 24	Acquisition at N17 9EG	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
3.	26 April 24	Acquisition at N22 8EF	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
4.	26 April 24	Acquisition at N22 6XS	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
5.	26 April 24	Acquisition at N22 5RS	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
6.	29 April 24	Asset Valuation Contract Award	♦ EXEMPT PAPERS It is recommended that the Assistant Director of Finance in line with CSO 9.07.1 (c) approves the award of a contract to the value of £100,000.00 to Wilks, Head and Eve (WHE), for the valuation of the council's assets
7.	31 <sup>st</sup> May 24	Acquisition at N8 7AR	♦ EXEMPT PAPERS Acquisition of Properties under the Council's GLA Single Homelessness Accommodation Programme (SHAP)
8.			

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