MINUTES OF THE Cabinet HELD ON Tuesday, 14th July, 2026, 6.30 - 8.08 pm

PRESENT:

Councillors: Mark Blake (Chair), Tammy Hymas (Vice-Chair), Gio Iozzi, Tehseen Khan, Jo Kuper, Georgia Twigg, Johann Beckford and Dixie-Ann Joseph

ALSO ATTENDING:

Councillors: Ibrahim Ali, Luke Cawley-Harrison, Dan Johnson

1. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

2. APOLOGIES

Apologies were received from Councillors Wolson and Aksit.

3. URGENT BUSINESS

There was an item of late urgent business which provided additional exempt information for item 19. This was accepted by the Chair.

4. DECLARATIONS OF INTEREST

There were none.

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

6. MINUTES

The minutes of the meeting held on 30 June 2026 were discussed

RESOLVED:

That the minutes of the meeting held on 30 June 2026 were agreed as a true and accurate record of proceedings.

7. DEPUTATIONS/PETITIONS/QUESTIONS

A deputation was received from Parents of Highgate Wood School to raise concerns about the ongoing disruption at Highgate Wood School and the impact this is having on pupils and families.

The deputee introduced their deputation:

It was explained the pupils had lost 31 days of school time due to strikes, which had an adverse effect on children's learning. It was explained that there were significant levels of concerns from parents regarding this issue.

It was acknowledged by the deputee that there had been work undertaken by the new administration to resolve the issue, but pressed for more work, particularly in relation to aiding with a realistic deficit recovery plan. However, it was stressed that there needed to be a clear commitment to a recovery plan for the school, and that the Council work with unions to close demands of teachers.

The Cabinet Member for Children and Schools responded to the issues raised:

It was stressed that the Council was working towards an agreement in principle with the school and with teachers, however, it was stressed that there were other fiduciary and legal requirements which would prevent any commitment to a detailed recovery plan until these requirements had been resolved. It was noted that the repayment plan was outside of the control of the Council, but it was stressed that the Council would work with the school and unions to help develop a viable plan.

It was explained that the Council had met with the headteacher of the school and with the National Education Union's representatives to work to reach a solution. It was stressed that the Council wanted to reach a position where children were able to attend school normally.

Officers explained that they were disappointed to be in the position that the school was in. It was explained that the Council was required to ensure that schools budgets were viable. It was stressed that the Council was committed to ensure that there were no more strikes and that all sides would come together to meet a viable compromise.

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

There were none.

9. 2025/26 PROVISIONAL BUDGET OUTTURN

The Cabinet Member for Finance and Corporate, introduced the report.

It was explained that the financial position facing Haringey Council was recognised as challenging. The Council had received a statutory recommendation from its external auditor, which highlighted the need to strengthen its financial position through improved financial management and the delivery of savings across service areas.

The year-end financial position showed that the Council required £40.6 million of Exceptional Financial Support (EFS) from the Government. This represented a significant level of support and created a longer-term financial obligation for the authority.

The need for EFS did not arise in isolation. A growing number of local authorities had experienced similar financial pressures as service demand increased while funding levels remained constrained. It was considered that the Council's financial position reflected wider challenges affecting local government funding over an extended period.

Without a revised long-term funding framework for local government, these financial pressures were expected to continue affecting councils across the country.

During the year, the Council spent £792 million delivering services and support to residents. This included services for 5,890 adults receiving adult social care support, 4,671 children receiving children's social care services, and 2,725 households living in temporary accommodation.

Many of the services provided by the Council were essential and relied on the procurement of specialist and often high-cost provision, particularly within adult and children's social care. The cost and availability of housing also continued to place pressure on temporary accommodation budgets, which remained one of the Council's most significant areas of expenditure.

The publication of the outturn report also provided an opportunity to reflect on previous financial decisions made by the Council, including periods during which council tax increases were constrained and reserves were reduced. The current administration recognised the need to identify sustainable and equitable approaches to maintaining services and meeting resident needs within a challenging financial environment.

Officers had continued to work on measures aimed at improving the Council's financial position. The administration acknowledged this work and confirmed its commitment to strengthening financial governance and improving the Council's financial performance over time.

Following questions from Councillors Khan, Carlin and Cawley-Harrison the following information was shared:

- It was explained by the Cabinet member that the Council would not be seeking to cut services, but instead look for progressive solutions to generate revenue. It was additionally stressed that the Council would continue to lobby central government to ensure that services were adequately funded.

- The Cabinet Member highlighted that it was welcomed that the Council currently had estimated a reduced reliance on Exceptional Financial Support

(EFS). However, it was noted that future budgetary assumptions were set based on estimations, which would be updated based on demand pressures.

- It was stressed that the Council was awaiting finalisation on grant funding from the Greater London Authority, which had been delayed, and which would give the Council certainty when received. It was stressed that the Council was committed to Council house building.

- It was explained by the Cabinet Member for Housing that many residents felt that they were struggling with current service charges in Council homes and stressed that the Council would need to look carefully at any proposed changes and the potential impact on residents.

- The Cabinet Member for Finance and Corporate explained that the Council was working to create more transparency with the Council’s financial position. It was stressed that the Council would be open to ensure openness and transparency regarding officer processes around budgetary responsibility.

RESOLVED:

That Cabinet:

1. Noted the provisional revenue and capital outturn for 2025/26

2. Approved the capital carry forward requests

3. Approved the transfers to/from reserves

4. Approved the budget virements

5. Noted the debt write-offs approved by officers in Quarter 4 of 2025/26

6. Noted the Finance Recovery Closure report

Reasons for decision

A strong financial management framework, including oversight by Members and senior management was an essential part of delivering the Council’s priorities and statutory duties.

It was necessary at year end to review the use of reserves and balances considering the financial position during the year and knowledge of the Council’s future position and requirements.

Alternative options considered

The Corporate Director of Finance and Resources, as Section 151 Officer, had 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 addressing the Council’s financial sustainability.

This report by the Corporate Director of Finance and Resources had attempted to address these points. Therefore, no other options were presented at this time.

10. ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2

The Cabinet Member for Finance and Corporate introduced the report

It was stressed that the Council is focused on improving core services and organisational effectiveness.

It was explained that the Council was currently relying on manual processes and offline spreadsheets to support some finance, human resources and procurement activities. It is considered essential to modernise these systems to support the efficient delivery of services.

It was stressed that the Council needed a modern Enterprise Resource Planning (ERP)system. The risks associated with operating a system approaching obsolescence were recognised, and it was noted that some other local authorities had already implemented replacement solutions. To address this, the administration approved a procurement route and funding envelope, with a final supplier recommendation and confirmed costs to be presented to Cabinet at a later stage.

The Cabinet Member stressed that the procurement of a new system must follow appropriate procurement procedures and demonstrate good value for money. Given the Council's financial position, expenditure would be subject to close scrutiny. However, replacing critical technology infrastructure was vital to ensure both operational effectiveness and service delivery.

It was explained that the proposed investment is intended to improve internal processes and enhance the experience of residents and staff. The aim is to provide systems that are more reliable, accessible and efficient when residents interacted with Council services, including making payments and submitting applications.
The administration stated its intention to secure greater value for money from the procurement activity and to focus on efficient and effective use of public resources in support of local communities.

Following questions from Councillors Carlin and Cawley-Harrison, the following information was shared:

- It was stressed that the age of the current system meant that there was limited capacity for linkage of systems across the Council currently. It was explained that the Council was looking to implement the new system to deliver a higher quality of service. It was explained by officers that the new system was aimed to be a high-quality and high-tech system which could utilise some Artificial Intelligence (AI) capability to help ensure a much improved user experience and improved interconnectivity with other Council systems.

- It was noted that the estimated budget envelope was not available in the public report but was available for Members to review in the exempt report so they can see the wider financial implications of the proposal. It was stressed by the Cabinet Member that there were obvious commercial sensitivities preventing publishing the numbers in the public report. Officers stressed that the scoring and methodology for selecting the successful bidder would be available nearer to the point of award.

- It was stressed by the Cabinet Member that the social value and quality of the contract were equally important to the Council. However, it was also stressed that there currently was no set Council social value policy which would have given the Council the framework to achieve better outcomes. It was noted that there were some targeted attempts to improve social value, including requirements to mitigate digital exclusion. Officers explained that the current proposal was an exception in reducing the social value aspect due to the need to target more on digital inclusion. It was explained that the Council will consider cost alongside quality to select the successful bidder. Officers additionally stressed the procurement of this system was very complex, due to the wide range of variables.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the Full Business Case for the replacement of the Council's Enterprise Resource Planning (ERP) system, including the procurement of an integrated ERP solution, its implementation, and, if required, business integration and support services.

2. Approved the commencement of two linked procurement activities in accordance with Contract Standing Order (CSO) 2.01(b), comprising:
    - the procurement of an ERP solution, including software, implementation and associated support services; and
    - where considered necessary, the procurement of Business Integration services to support organisational change, adoption and transformation, with the procurement route to be determined following selection of the technology and delivery model.

3. Delegated authority to decide whether to proceed with the procurement of Business Integration services to the Corporate Director of Finance and Resources, in consultation with the Cabinet Member for Finance and Corporate Services.

4. Approved a waiver of Contract Standing Order 6.03, pursuant to CSO 18.01.4(a), allowing the procurement to proceed with a Social Value weighting of 5%.

5. Approved the transformation element of the proposed budget, including implementation, stabilisation, licensing, support and associated costs, to be funded through the Flexible Use of Capital Receipts programme, subject to Full Council approval of the additional allocation required.

6. Noted that an increase in the revenue budget would be required when the new system became operational in July 2028. This would be considered through the 2028/29 budget-setting process and Medium-Term Financial Strategy.

7. Noted that:
    - the cost estimates were indicative and had been developed using market engagement, benchmarking, risk allowances and contingency provisions;
    - final contract values and the recommended supplier or suppliers would be subject to a future Cabinet decision; and
    - no cashable savings had been assumed at this stage, with potential benefits to be further assessed during procurement and implementation.

Reasons for the decision

The existing SAP ECC platform was approaching the end of mainstream support in December 2027. Following that date, the Council would have become increasingly dependent on third-party support arrangements and faced heightened risks relating to security, payroll operations, legislative compliance, system resilience and audit assurance.

The current system was also limiting operational efficiency. Core Finance, Procurement, Human Resources and Payroll processes relied on manual workarounds, offline spreadsheets, duplicate data entry and fragmented workflows. This increased the risk of errors, reduced efficiency and limited access to timely and reliable management information.

The recommended option was supported by a structured assessment process. The Council undertook market engagement, considered five options, and evaluated them against agreed criteria. Delivery approaches were tested through a Request for Information process and supported by a ten-year total cost of ownership assessment.

The Council was required to procure the technology, implementation, support and associated services in accordance with the Procurement Act 2023, Contract Standing Orders and relevant procurement legislation. The proposed route to market was a further competition through the Crown Commercial Service Back Office Software 2 (BOS2) framework.

The Council confirmed that it was an eligible contracting authority under the framework and that its requirements fell within the framework scope.
The Council intended to undertake one, and potentially two, linked procurement exercises in order to:

- secure an integrated ERP solution with clear accountability for implementation and ongoing support; and
- procure specialist Business Integration support, if required, to focus on organisational change, user adoption, process alignment and benefits realisation.

This approach reflected the Council's assessment that successful ERP implementation required both technology delivery and organisational change capability. The ERP Programme Board also considered whether Business Integration activities could be delivered internally and agreed that this option should remain under review.

If a separate procurement for Business Integration services was required, it would allow the Council to select the ERP technology first and then determine the most appropriate delivery model and support arrangements.

The financial model was developed using a prudent approach. It incorporated varying levels of cost certainty, risk allowances, contingency provisions and did not rely on unverified savings assumptions.

The decision was required to ensure sufficient time to procure, design, implement, test and stabilise a replacement ERP system before risks associated with the existing platform became unacceptable.

Alternative options considered
Do nothing / retain SAP ECC
This option would have retained the existing system and relied on extended support arrangements. It was not pursued because it did not provide a sustainable long-term solution, failed to address existing operational challenges and exposed the Council to increasing security, compliance, support and service continuity risks.

Direct award to the existing supplier
This option involved awarding a contract directly to the incumbent supplier. While considered legally and technically feasible, it was not selected because it would have reduced competition, limited commercial leverage and made it more difficult to demonstrate value for money when alternative suppliers were available within the market.

Competitive ERP procurement (preferred option)
This option involved conducting a competitive procurement exercise to identify the most appropriate ERP solution and delivery model. Following further development of the procurement strategy and market engagement, the proposed approach was to undertake a further competition under the Crown Commercial Service BOS2 framework.

This approach maintained competition, enabled comparison of alternative ERP solutions and delivery models, and provided a compliant and efficient procurement route. It was assessed as offering the best balance of value for money, implementation assurance, delivery confidence and risk management.

Separate systems for individual service areas
This option involved procuring separate systems for areas such as Finance and Procurement, and Human Resources and Payroll. It was not pursued because it would have introduced additional integration requirements, fragmented accountability, increased data synchronisation risks and generated higher long-term support costs.

The procurement approach could, however, accommodate limited partner components where there was a clear justification and appropriate controls.

Shared service arrangement
This option was also considered but not selected. Market engagement did not identify a shared service model capable of meeting the Council's implementation timetable, governance requirements and operational needs. Existing shared service providers were either unable to accommodate additional councils, were not aligned with the required timescales, or presented significant contractual and delivery risks.

11. ALL VOID WORKS PROCUREMENT

The Cabinet Member for Housing introduced the report.

It was stressed that every empty home in Haringey represented housing stock that was not available for occupation. The shortage of affordable housing, combined with a limited supply of council homes and wider pressures in the housing market, contributed to increasing levels of housing need, homelessness and demand for temporary accommodation. Given the scale of demand, it was important that empty homes were returned to occupation as quickly as possible.

It was explained that the proposal was intended to increase capacity, flexibility and coordination within the existing repairs service, helping to reduce the length of time Council properties remained vacant.

With a further 1,700 council homes planned for delivery over the following five years, a continued high level of tenancy turnover was anticipated, as new homes were often allocated to residents living in temporary accommodation or existing Council housing.

The use of external contractors alongside the Council’s in-house service provided additional flexibility and enabled the Council to manage periods of increased demand, including those associated with the completion of new housing developments.

The Council stated its intention to reduce the number of empty homes and make effective use of available housing stock as part of its response to housing need within the borough.

Following questions from Councillors Beckford, Carlin and Cawley-Harrison, the following information was shared:

- It was explained by the Cabinet Member that the resolution of the voids was a building block to solve other issues, including potentially increasing the number of Council homes in the borough. It was stressed that the proposed contract would undertake minor repairs, as well as larger repairs, to bring housing back into viability.

- Questions were raised regarding some of the quality of repairs of voids, and it was asked whether the Council would ensure that repairs would be robustly checked for quality. The Cabinet Member stressed that there was a need to create a holistic approach across housing in the Council which would seek to improve quality. It was explained by officers that the Council had a strict regime and detailed surveyance of properties.

- It was explained that there was a wide work stream reviewing strategic voids. It was noted that there had been areas of improvement which had been identified, and that there had been a new manager of strategic voids who would be undertaking work to improve on this.

- It was asked what the capacity in the repairs service would be to monitor these contracts. It was stressed by the Cabinet Member that there had been discussions with the service and Unions to ensure that the work was manageable. It was explained that the repairs service managers would have resource for the different areas of business, which would allow them to place orders directly and task surveys and quality assurers to these voids. It was additionally noted that officers would hold regular contractor meetings to manage the process.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the procurement of a multi-service call-off contract to support the delivery of void (empty property) refurbishment, compliance and remediation works across the Council's housing portfolio, as outlined in Section 1, for an initial five-year term with options to extend for up to two additional one-year periods (5+1+1).

2. Noted that further Cabinet reports would be presented following completion of the procurement process, seeking approval to award the contracts. These reports would set out the outcome of the procurement, recommended contractors, contract values, affordability within approved budgets, and any associated financial implications for the Housing Revenue Account and General Fund.

Reasons for the decision

The Council continued to experience demand for void refurbishment, compliance and remediation works across a housing portfolio that included General Needs, Sheltered Housing, Temporary Accommodation, Hostels, Lodges, Acquisitions and Private Sector Leased properties managed by partner organisations. Properties that remained empty were unable to generate rental income and could incur additional costs relating to security, utilities, council tax and deterioration of the asset.

Delays in returning properties to occupation placed additional pressure on homelessness and Temporary Accommodation services by reducing the availability of housing stock and increasing the need for alternative accommodation arrangements. Given the range of property types, varying property conditions and differing service requirements, the Council required a flexible delivery model capable of responding to changes in demand and supporting the timely re-letting of properties.

The existing delivery model consisted of a combination of in-house resources and multiple contractor arrangements managed across different service areas. This resulted in separate commissioning arrangements, variations in performance management, differing specifications and pricing structures, and limited oversight of overall demand. A single multi-service contract was intended to provide additional capacity, improve coordination, standardise delivery and reporting arrangements, strengthen commercial oversight and reduce void turnaround times.

The anticipated scale and variability of demand across the housing portfolio indicated the need for a coordinated approach. The proposed procurement would establish a multi-provider call-off contract arrangement, enabling the Council to access additional capacity for void refurbishment, compliance and remediation works as required. No minimum value or volume of work would be guaranteed, and works would be commissioned only in response to operational requirements and within approved budgets. The arrangement was intended to provide flexibility, support value for money and assist in reducing rental income loss by returning properties to occupation more quickly.

Alternative options considered

Maintaining the existing arrangements
This option was not pursued. Retaining the existing delivery model would have continued the use of separate commissioning and contractor arrangements across housing services. This would have maintained pressure on in-house resources and limited the Council's ability to respond consistently to variations in demand.

Longer void periods could have reduced the availability of housing stock, increased costs associated with managing empty properties, reduced rental income to the Housing Revenue Account and General Fund, and resulted in higher repair costs where property conditions deteriorated. This option was not considered to provide the capacity or coordinated approach required to address service pressures effectively.

Short-term procurement arrangements
This option was considered but not pursued. While a series of short-term contracts could have provided additional capacity and maintained competition within the market, it would have required repeated procurement exercises and continued a fragmented commissioning approach.

The approach would likely have increased administrative costs, reduced opportunities for longer-term planning and supplier investment, and limited the Council's ability to establish consistent standards, performance management arrangements and pricing mechanisms. It was considered less effective in improving void turnaround performance, reducing rental loss and achieving value for money.

Fully in-sourced delivery model
This option was also considered but not pursued. The Council already operated an in-house voids service with a dedicated management structure and three teams of operatives, which was performing well against agreed targets. Historically, void refurbishment, compliance and remediation works had been delivered through a

hybrid model combining in-house resources with external contractors to provide additional capacity, resilience and specialist expertise.

Although expanding the in-house service to undertake all works was considered, a fully in-sourced approach would have reduced flexibility in responding to fluctuations in demand. Demand for void works varied according to factors such as tenancy turnover, property condition, compliance requirements, housing acquisitions, regeneration activity and housing delivery programmes.

For example, neighbourhood moves schemes and regeneration-related moves could increase the number of void properties requiring inspection and refurbishment, while variations in property condition could significantly affect the scale and complexity of works required. As a result, both the volume and nature of demand could change considerably over time.

Maintaining sufficient in-house capacity to manage periods of peak demand would have required a substantially larger workforce than needed under normal operating conditions, creating a risk of underutilisation during quieter periods and reducing value for money. A fully in-sourced model would also have required significant investment and a lengthy mobilisation period to recruit, train and develop additional staff and management capacity.
The principal limitation of this option was its reduced flexibility and scalability. By contrast, the continuation of a hybrid model enabled the Council to retain its core in-house service while accessing external capacity when required. This provided greater flexibility, resilience and scalability, supported the timely return of homes to occupation and offered a more balanced approach to service delivery.

12. REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE.

The Cabinet Member for Housing introduced the report.

Haringey required additional council housing to help meet local housing need.
The borough continued to experience significant housing pressures, including high private rental costs, increasing demand for housing assistance and a risk of homelessness for some residents.

The development at High Road West would deliver 61 new Council homes, providing additional affordable housing and supporting the rehousing of Love Lane Estate residents.

The Council also sought to maximise the use of existing housing stock by bringing empty properties back into occupation wherever possible, including for households experiencing homelessness.

The new homes were intended to provide accommodation that met residents' needs, including appropriate space standards and, where required, suitable adaptations.

The development formed part of the longer-term regeneration of the Love Lane Estate. Existing vacant and derelict buildings would be demolished and replaced with new homes. The programme also included ongoing investment in estate management during the transition and redevelopment period.

The Council stated that residents would remain central to the redevelopment process. Measures would be put in place to maintain safety during the works and to create temporary community spaces where appropriate. Existing Love Lane tenants would retain the right to return and would be given the first opportunity to move into newly completed homes.

The administration confirmed its commitment to delivering Council homes at Council rent levels and viewed the scheme as an important step in increasing the supply of affordable housing and progressing the redevelopment of the Love Lane Estate.

Following questions from Councillors Joseph, Blake, Cawley-Harrison, Johnson and Ali the following information was shared:

- It was noted that the Council had announced plans to purchase around 500 homes to house residents on the estate.

- It was stressed that there was a need to reach out to the community to take their views into account. There was work underway by officers to understand the need of residents. It was explained that the Council would be working with the housing team to help residents through the process of the development of the estate.

- It was explained that there was an opportunity to utilise temporary spaces for community use.

- It was highlighted that the administration believed the best way to deliver homes was through the development of Council housing. It was stressed that speculative housing development was not a priority for the administration. The Cabinet Member stressed that the administration supported Council house building at affordable rents.

- The Cabinet Member explained that the management plan highlighted a more strategic method of spending to ensure viability. It was stressed that there would be work to ensure financial sustainability with developers.

- The Cabinet Member explained that the Estate Management Plan had been developed to help support residents, and included safety and compliance inspections, cleaning, security and other measures to ensure that the residents were supported. It was stressed that the Estate Management Plan would be flexible to meet the need of residents.

RESOLVED:

That Cabinet, after considering the information within the exempt appendices:

1. Approved the appointment of Contractor A, identified in the exempt section of the report, to undertake the demolition of Whitehall Lodge and 2–32 Whitehall Street and to deliver 61 new Council homes at High Road West Phase 1A, for the contract value and contingency amount set out in the exempt report.

2. Approved the appropriation of Council-owned land within the Phase 1A site, comprising both General Fund and Housing Revenue Account land, for planning purposes under Section 122 of the Local Government Act 1972. The appropriation was to take place following demolition of the existing buildings on the site.

3. Agreed that the appropriation for planning purposes was temporary and necessary to enable demolition, site preparation and construction works required for the development.

4. Approved the use of the Council's powers under Section 203 of the Housing and Planning Act 2016, following appropriation of the land, to override easements and other third-party rights or interests that could impede the development of the Phase 1A site.

5. Approved the subsequent appropriation of the Phase 1A site for housing purposes under Section 19 of the Housing Act 1985 following practical completion of the new-build development.

6. Delegated authority to the Director of Capital Projects and Property, in consultation with the Director of Finance and Resources, the Cabinet Member for Housing and the Monitoring Officer, to:
    - implement the appropriations referred to in the report and determine their timing;
    - take all necessary steps to enable reliance on Section 203 of the Housing and Planning Act 2016; and
    - agree the terms of, and authorise payment of, any compensation required as a result of exercising those powers.

7. Delegated authority to the Cabinet Member for Housing to approve extensions to the construction and consultancy contracts up to the maximum value set out in the exempt section, subject to approval through the Housing Delivery contingency process.

8. Approved the total scheme cost for Phase 1A as set out in the exempt report.

9. Approved the issue of a letter of intent for up to 10% of the contract value specified in the exempt report.

10. Approved implementation of the Love Lane Estate Management Plan and the associated budget set out in the exempt report. The plan included provision for future decommissioning and demolition, site security and investment in blocks scheduled for later phases of redevelopment.

11. Approved the commencement of procurement exercises under Contract Standing Order 2.01(b) for site security, decommissioning and demolition works relating to the Ermine, Charles and Moselle blocks once residents had been rehoused and the blocks vacated.

12. Delegated authority to the Cabinet Member for Housing, through a Cabinet Signing process, to approve the award of contracts for site security, decommissioning and demolition of the Ermine, Charles and Moselle blocks where contract values exceeded £500,000.

13. Agreed a total budget of £1.1 million for delivery of the Love Lane Estate Management Plan.

14. Delegated authority to the Director of Placemaking and Community Development to submit funding applications and receive and spend any funding secured in relation to temporary uses on the Love Lane Estate following demolition and before redevelopment, in accordance with Contract Standing Orders.

Reasons for the decision

The recommendations enabled the delivery of High Road West Phase 1A, which would provide 61 affordable homes on Council-owned land. The development would support the rehousing of more than half of the existing residents of the Love Lane Estate into permanent homes in accordance with the commitments set out in the Love Lane Landlord Offer, which had previously been supported through a resident ballot. As existing properties became vacant, subsequent phases of the High Road West programme would be able to proceed.

Planning permission for the wider High Road West scheme, including detailed consent for Phase 1A, was granted in October 2021. A subsequent non-material amendment was approved in July 2023. The site was therefore ready to move into the construction phase, and the report represented the final member-level approval required before implementation.

Contractor A was identified through a formal tender process. Approval of the contract award and land appropriation enabled the Council to enter into the construction contract and proceed with the development works.

The Love Lane Estate Management Plan was intended to ensure that the estate remained safely and effectively managed prior to redevelopment. The plan sought to support housing management, health and safety and community safety responsibilities, while also improving the living conditions of residents remaining on the estate during the rehousing process.

The block at 2–32 Whitehall Street formed part of Phase 1B of the wider Development Agreement. As the earliest anticipated transfer of the site for redevelopment was not expected until 2028, the block remained vacant and was experiencing anti-social behaviour issues affecting the surrounding area. Demolition was proposed to address these issues and create the opportunity for interim uses of the site that could benefit

the local community. Any temporary use would remain compatible with future redevelopment proposals.
Delegated authority for future site security, decommissioning and demolition contracts was intended to ensure that the Council could implement the Estate Management Plan in a timely manner. The plan was designed to address health and safety considerations, support the management of vacant properties and maintain the effective operation of the estate during phased redevelopment. It also sought to retain the use of lower-rise blocks for housing where feasible during the transition period.

Alternative options considered

Not proceeding with the housing development
The Council considered not developing the site for housing. This option was not pursued because it would not have supported the delivery of additional affordable homes.

Not appropriating the land for housing purposes
The Council considered not appropriating the land for housing purposes following completion of the works. This option was not pursued because it could have prevented the new homes from being occupied and therefore hindered the delivery of the development.

Retaining Whitehall Lodge as temporary accommodation
The Council considered retaining Whitehall Lodge for temporary accommodation use. This option was not pursued because the site was required for Phase 1A. It would also have left a partially demolished site that was experiencing anti-social behaviour issues. In addition, the building was not considered suitable for long-term temporary accommodation use.

Not implementing the Love Lane Estate Management Plan
The Council considered not implementing the Estate Management Plan and not delegating authority to procure the associated contracts. This option was not pursued because delays in securing the necessary services could have reduced the Council’s ability to manage vacant properties, address anti-social behaviour, maintain health and safety standards and support phased rehousing effectively.

Retaining 2–32 Whitehall Street until redevelopment
The Council considered retaining 2–32 Whitehall Street and securing the building until redevelopment commenced. This option was not pursued because it would have continued to present risks associated with anti-social behaviour and would not have allowed interim community uses of the site to be explored.

The Council also considered bringing the building back into residential use prior to redevelopment. This option was not pursued because it would have required substantial investment that was not considered proportionate given the anticipated redevelopment timetable and the fact that the block was already vacant.

13. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

14. SIGNIFICANT AND DELEGATED ACTIONS

The Significant and Delegated Actions were discussed.

RESOLVED:

The Significant and Delegated Actions were noted.

15. NEW ITEMS OF URGENT BUSINESS

There were none.

16. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the remainder of the meeting subsequent items contain exempt information as defined under paragraph 3, 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).

17. EXEMPT: ENTERPRISE RESOURCE PLANNING PROGRAMME - PHASE 2

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

18. EXEMPT: ALL VOID WORKS PROCUREMENT

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

19. EXEMPT: REPORT FOR APPROVAL OF THE CONTRACT FOR PHASE 1(A) OF THE HIGH ROAD WEST SCHEME, DEMOLITION OF 2-32 WHITEHALL STREET, AND THE MANAGEMENT PLAN FOR THE LOVE LANE ESTATE.

The exempt information was discussed.

RESOLVED:

The exempt information was noted and agreed.

20. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3.

CHAIR: Councillor Mark Blake

Signed by Chair ………………………………..

Date …………………………………