

NOTICE OF MEETING

Cabinet

TUESDAY, 18TH NOVEMBER, 2014 at 18:30 HRS – COUNCIL CHAMBER, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillor Claire Kober (Chair), Councillor Jason Arthur, Councillor Ali Demirci, Councillor Joe Goldberg, Councillor Stuart McNamara, Councillor Peter Morton, Councillor Alan Strickland, Councillor Bernice Vanier, Councillor Ann Waters.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. 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 12 below. New items of exempt business will be dealt with at Item 15 below).

3. 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.

4. MINUTES (PAGES 1 - 20)

To confirm and sign the minutes of the meeting held on 14 October 2014 as a correct record.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. 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 13: Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 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.

7. BUDGET MONITORING REPORT 2014/15 - PERIOD 6 (PAGES 21 - 34)

(Report of the Assistant Director Finance. To be introduced by the Cabinet Member for Resources and Culture). The report sets out the forecast financial revenue and capital outturns for 2014/15 based on actual performance to 30 September 2014 and seeks approval of proposed management actions and budget adjustments.

8. TOTTENHAM PROGRAMME: COMMUNITY ENGAGEMENT STRATEGY (PAGES 35 - 42)

(Report of the Director of Regeneration, Planning and Development. To be introduced by the Cabinet Member for Housing and Regeneration). The report seeks approval of a strategy for community engagement for the Tottenham Regeneration Programme following the publication of the Strategic Regeneration Framework and Delivery Plan in July 2014.

9. PREFERRED PARTNER AGREEMENT AND USE OF RIGHT TO BUY RECEIPTS (PAGES 43 - 64)

(Report of the Interim Chief Operating Officer. To be introduced by the Cabinet Member for Housing and Regeneration). The report sets out the principles guiding the Preferred Partner Agreement and the use of Right to Buy money in order to provide grant funding for new developments.

10. PROVISION OF FACILITIES MANAGEMENT SERVICES FOR COUNCIL BUILDINGS (PAGES 65 - 86)

(Report of the Interim Chief Operating Officer. To be introduced by the Cabinet Member for Resources and Culture). The report seeks approval of an award of contract for the provision of Facilities Management Services for Council Buildings.

Exempt information pertaining to the report is set out under Item 14 below.

11. MINUTES OF OTHER BODIES (PAGES 87 - 90)

To note the minutes of the following:

- a) Cabinet Member Signing - 21 October 2014
- b) Decision by the Leader – 3 November 2014

12. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 2 above.

13. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Head of Local Democracy and Member Services

Items 14 and 15 allow for the consideration of exempt information in relation to Items 10 and 2 respectively.

RESOLVED:

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraphs 3 and 5, Part 1, schedule 12A of the Local Government Act 1972.

14. PROVISION OF FACILITIES MANAGEMENT SERVICES FOR COUNCIL BUILDINGS (PAGES 91 - 92)

To consider exempt information pertaining to Item 10 above.

15. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 2 above.

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Published: 10 November 2014

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Present: Councillor Claire Kober (Chair), Councillor Jason Arthur, Councillor Ali Demirci, Councillor Joe Goldberg, Councillor Stuart McNamara, Councillor Peter Morton, Councillor Alan Strickland, Councillor Bernice Vanier and Councillor Ann Waters

Also Present: Councillor Pippa Connor and Councillor Sarah Elliott.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB728.	APOLOGIES There were no apologies for absence.	
CAB729.	URGENT BUSINESS There were no items of urgent business.	
CAB730.	DECLARATIONS OF INTEREST There were no declarations of interest made.	
CAB731.	MINUTES RESOLVED: That the minutes of the meeting held on 16 September 2014 be confirmed as a correct record.	
CAB732.	DEPUTATIONS/PETITIONS/QUESTIONS There were no deputations, petitions or questions.	
CAB733.	NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS There were no representations received.	
CAB734.	MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE Cabinet received the Scrutiny Panel reports set out below and these were introduced by the Vice-Chair of the Overview and Scrutiny Committee Councillor Pippa Connor. Councillor Connor introduced the reports in the absence of Councillor Gideon Bull, Chair of the Overview and Scrutiny Committee, who had given apologies.	

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In introducing the reports Councillor Connor noted that the Panels had made their recommendations with the understanding that the Better Care Fund Integration Plan would be focusing on mental health in 2015/16. Whilst it was recognised that this was not new money the recommendations were made with the opportunities that this funding might present in mind.

Mental Health and Accommodation

The report highlighted the importance of having access to appropriate and good quality accommodation in relation to mental health recovery. The Panel had also noted that the right environment, support and move-on opportunities were also key to recovery. In addition the importance of the appropriate organisations working together from the outset to provide a seamless and an integrated mental health housing pathway was highlighted.

Mental Health and Physical Health

The Panel had recognised that work was being undertaken to improve the physical health of mental health of patients and service users in the borough. However, a number of areas where closer links and partnership working across the organisations had been identified and the recommendations made sought to addressing this.

Mental Health and Community Safety

It was noted that the Police had suggested that the Panel looked at this subject as they wished to raise the profile of the issue and the impact that mental ill health had on community safety and the local community.

The Panel looked at the reasons why people came into contact with the criminal justice system and focussed on how people with mental health issues came to the attention of law enforcement agencies as a result of suffering a crisis or creating a disturbance issue.

The Leader thanked Councillor Connor for presenting the reports and there was agreement that promoting a better understanding of mental health issues was helpful to the wider work being done around mental by the Council's Public Health team at present.

RESOLVED:

That the recommendations set out in the scrutiny project reports from 2013/14 listed as (a) to (c) below be noted:

- a) Mental Health and Accommodation
- b) Mental Health and Physical Health
- c) Mental Health and Community Safety

Alternative options considered

Not applicable.

Reasons for decision

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	Not applicable - the report is for noting only.	
CAB735.	<p>RESPONSE TO SCRUTINY PANEL REPORT ON MENTAL HEALTH AND ACCOMMODATION</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Wellbeing, which sought approval of the proposed response to the Scrutiny Panel report on Mental Health and Accommodation.</p> <p>The Cabinet Member for Health and Wellbeing, Councillor Morton, began by thanking the Panel for its report and the work that had been undertaken by Panel Members. He echoed comments made earlier with regard to the need to promote a greater understanding of the needs of people with mental health problems and the need to develop new approaches to address these needs.</p> <p>He noted that, as the report set out, some of the recommendations would be responded to by the Barnet, Enfield and Haringey (BEH) Mental Health Trust (MHT) rather than the Council. With regard to the use of the Better Care Fund (BCF) he noted that at present the focus for this was frailty; however, it was intended that a mental health focus would be introduced in 2015/16.</p> <p>The Leader of the Opposition, Councillor Elliott noted that the Panel's report had highlighted that when people were taken into hospital often this was not communicated to the Council's Benefits and Local Taxation team and as a result they often fell into arrears and accrued debts. In response to this Cabinet was advised that this issue had been addressed by officers in Adult Social Services and that 'Mental Health Navigators' had been nominated to liaise with Benefits and Local Taxation Scheme to prevent this from happening.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That the responses set out in the table attached at Appendix 1 be adopted; and ii. That it be noted that any proposals for change would be presented to Cabinet at a future date as necessary for adoption and agreement, after further work to identify resources, costs and identified risks. <p>Alternative options considered Not applicable.</p> <p>Reasons for decision Not applicable.</p>	Deputy Chief Executive
CAB736.	<p>RESPONSE TO SCRUTINY PANEL REPORT ON MENTAL HEALTH AND PHYSICAL HEALTH</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Wellbeing, which sought approval of the proposed response</p>	

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	<p>to the Scrutiny Panel report on Mental Health and Physical Health.</p> <p>Councillor Morton began by thanking the Panel for its report and the work that had been undertaken by Panel Members. He noted that on average people with affected by poor mental health had a lower life expectancy than others and that this was an issue that the Council's Public Health team were looking at as a matter of priority.</p> <p>Councillor McNamara noted that there had been a number of community projects than people with mental health problems had been encouraged to participate in and that the outcomes for people participating in these had been positive. He suggested that it would useful if a list of potential schemes could be drawn together in order to develop this approach further.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the responses set out in the table attached at Appendix 1 of the report be adopted; and ii. That it be noted any proposals for change will be presented to Cabinet at a future date as necessary for adoption and agreement, after further work to identify resources, costs and identified risks. <p>Alternative options considered Not applicable.</p> <p>Reasons for decision Not applicable.</p>	Deputy Chief Executive
CAB737.	<p>RESPONSE TO SCRUTINY PANEL REPORT ON MENTAL HEALTH AND COMMUNITY SAFETY</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Wellbeing, which sought approval of the proposed response to the Scrutiny Panel report on Mental Health and Community Safety.</p> <p>Councillor Morton began by thanking the Panel for its report and the work that had been undertaken by Panel Members. He noted that the Police had suggested that this issue was looked at by the Panel and that a number of the actions in relation to the Panel's recommendations would have the input of the Community Safety Partnership and Health and Wellbeing Board. He noted that it was proposed that the revised Health and Wellbeing Board strategy would include improving mental health and emotional wellbeing as an objective.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the draft responses with comments from the Community Safety Partnership be noted; and ii. That it be noted that the Community Safety Partnership and 	Deputy Chief Executive / Interim Chief Operating Officer

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	<p>the Health and Well Being Boards prioritise joint work and planning on these topics as set out in Appendix A of the report.</p> <p>Alternative options considered Not applicable.</p> <p>Reasons for decision Not applicable.</p>	
<p>CAB738.</p>	<p>THE COUNCIL'S PERFORMANCE ASSESSMENT QUARTER ONE, 2014/15</p> <p>Cabinet considered a report, introduced by the Leader of the Council, which set out progress against the Council's outcomes and strategic priorities during the first quarter of 2014/15.</p> <p>In introducing the report the Leader noted that excellent progress continued to be made on educational attainment with a further four primary schools being judged as 'good' or 'outstanding'. In addition the percentage of children and families classed as 'ready for school' had risen above the national average for the first time. This reflected the Council's commitment to ensuring that every child in Haringey received the best start in life and also demonstrated how the peer to peer support provided by the 'schools family' in Haringey was developing.</p> <p>In response to a question from Councillor Elliott with regard to how the level of Looked After Children being placed 20 miles or more outside the borough was being reduced; the Director of Children's Service advised that measures to increase the numbers of children being placed in permanent homes through early adoption were being looked at. In addition monthly performance management meetings were held to monitor progress in relation to this.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That progress against the Council's Corporate Plan priorities during Quarter 1 of 2014/15 be noted; and ii. That the area identified for focus moving forward be noted. <p>Alternative options considered Not applicable as the report is for noting.</p> <p>Reasons for decision Not applicable as the report is for noting.</p>	
<p>CAB739.</p>	<p>APPROVAL OF COUNCIL TAX REDUCTION SCHEME 2015/16</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Resources and Culture, which asked Cabinet to make recommendations with regard to the Council Tax Reduction Scheme to Full Council on 24 November 2014.</p>	

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In introducing the report the Cabinet Member for Resources, Councillor Arthur, noted that following the transfer of responsibility for Council Tax Benefit to Local Authorities from April 2013, Haringey ran a replacement Council Tax Reduction Scheme that protected pensioners and those in receipt of certain disability benefits. He noted that the Council was obliged, by law, to consider each financial year whether to revise or replace it's scheme and as such the report set out proposals for adoption by Council on 24 November with regard to this.

The proposals recommended for adoption by Council on 24 November proposed that there should be no change to the existing scheme thereby continuing to protect pensioners and those in receipt of certain benefits.

RESOLVED:

- i. That the following recommendations be taken forward for consideration by Full Council on 24 November 2014;
- ii. That having taken into account the Equalities Impact Assessment, set out at Appendix B of the report, the Council should resolve not to revise the Council Tax Reduction Scheme agreed for 2013/14 and continued in 2014/15;
- iii. That, accordingly, the scheme as summarised in Appendix A of the report and set out in full at Appendix C of the report, should continue to be implemented for 2015/16. The principles of this are:
 - a. That pensioners remain protected from any increase in the amount of Council Tax which they are liable to pay following the abolition of Council Tax Benefit (as prescribed by Central Government). Pensioners will continue to receive the same level of support for the payment of Council Tax.
 - b. That those in receipt of certain disability benefits are protected from any increase in the amount of Council Tax which they are liable to pay following the abolition of Council Tax Benefit. Those in receipt of certain disability benefits will continue to receive the same level of support for the payment of Council Tax.
 - c. That for all working age claimants, the extent of Council Tax Support available will continue to be capped at 80.2% of Council Tax liability. In other words, working age claimants will continue to receive the same level of Council Tax Support as 2013/14 and 2014/15, this amount representing a 19.8% reduction in the level of Council Tax Support available as compared with the amount of Council Tax Benefit received in 2012/2013.

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- iv. That authority to be given to the Chief Operating Officer and Assistant Director of Customer services to take all appropriate steps to implement and administer the Scheme.

Alternative Options Considered

In accordance with paragraph 5 of Schedule 1A to the Local Government Finance Act 1992 (the 1992 Act), each financial year the Council is required to consider whether to revise or replace its scheme. One option for the Council is to continue with the scheme in place for the current financial year. Another option is to revise the scheme in some respects. The Council could choose to increase or decrease the amount of financial support available under the scheme. Options should be considered in the light of the knowledge gained during the implementation of the scheme over previous years.

The options for changing the scheme that have been considered to date have been listed below. Some of these were proposed by respondents to the consultation undertaken prior to adopting the 2013/14 scheme.

- a. Increase the level of financial support so all customers pay less
- b. Decrease the level of financial support so all customers pay more
- c. Absorb the full shortfall into the Council budget by providing financial support up to the level previously funded by Central Government as part of Council Tax Benefit.
- d. Protect certain vulnerable groups in addition to those in receipt of certain disability benefits, these include but are not limited to:

Households with children

Households with a child under one

Households with a child under five

Households with more than three children

Households with a lone parent

Protect band A-C properties

Protect claimants on current maximum entitlement

Protect claimants who are working but on low income

Protect claimants who have been impacted by the Benefits Cap or Social Size Criteria changes

Protect claimants in receipt of Single Person's Discount

Increase Council Tax

A breakdown of these options with accompanying financial data has been provided in Appendix D of the report. Appendix D further sets out the potential advantages and disadvantages of each option.

Having regard to the detailed points set out at Appendix D of the report,

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	<p>it is recommended that none of these options for change are taken forward. This is because:</p> <ul style="list-style-type: none"> a. Any option which would require the Council to increase levels of support for Council Tax payments would need to be directly funded by the Council and given the competing demands on the Council's limited budget, increasing support for Council Tax funding would require the Council to find reductions elsewhere, cut services, utilise reserves or increase Council Tax. b. Any option which would require the Council to increase levels of support for particular groups of people could have a disproportionate impact on some claimant groups over others. c. The majority of the options do not support the Central Government initiative of encouraging people back to work. d. The Council do not consider that it is appropriate to increase Council Tax. <p>The Council also recognise that one further option to be considered in the future is to undertake a more comprehensive overhaul of the scheme so that Council Tax Support falls under Council Tax legislation as a discount, similar to the existing Single Person Discount. This may make administration more straight forward. However, the Council is not proposing to undertake such an overhaul at this stage, nor does it consider that this is an option for the 2015/16 scheme. If a decision is made to take forward consideration of this possibility for the future (i.e. from 2016/17 onwards), then depending on the nature of the changes, consultation and financial modelling to identify implications to the Council Tax Band may need to take place.</p> <p>Reasons for decision</p> <p>Although other options have been considered, the Council is proposing that the scheme for 2015/16 remains the same as the current one in order to support the Government's initiatives of work incentives and paying due regard to the challenging financial climate we are currently in.</p> <p>Although it is recognised that this impacts a vulnerable sector of the community there has been a higher than expected collection rate due to the supportive measures introduced, these will continue into 2015/16 and the forecasted income will be built into the Council's financial plans. This will enable the Council to maximise income without increasing council tax levels and help to reduce the £70m budget gap. Further information on this has been explained in paragraph 4.4 and at Appendix D of the report.</p>	
<p>CAB740.</p>	<p>AN INVESTMENT FRAMEWORK FOR WOOD GREEN</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Housing and Regeneration, which sought approval of the aims,</p>	

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objectives, core principles and methodology for the Investment Framework for Wood Green.

In introducing the report the Cabinet Member for Housing and Regeneration, Councillor Strickland, noted the under performance of Wood Green Town Centre had been an issue of concern for several years and that studies and public consultation had shown that residents felt that the retail offer was poor and that the environment was unsafe and unattractive. He noted that at present the connectivity between Wood Green Town Centre and Haringey Heartlands and Alexandra Palace was poor and that spatial and economic plan would be drawn up to improve this.

The introduction of an investment framework for the area would bring together a coordinated approach to the regeneration that would include consideration as to how the Council as a major land owner in the area would approach its own accommodation plan and the use of its strategic assets.

In response to a question as to how the cultural offer in Wood Green would be developed Councillor Strickland noted that there was an existing cultural hub at the Chocolate Factory and that they had their own development plan that was being taken forward. More broadly he noted that investment in activity was required in addition to investment in physical improvements and that a creative approach would need to be adopted to address this.

There was a general consensus that ensuring that the necessary infrastructure in terms of schools and healthcare was in place was essential and that the development of these facilities had to be considered as part of the regeneration plans. It was noted that for existing residents and for people considering moving into the area the adequate provision of these services was crucial.

RESOLVED:

- i. That the aims, objectives, core principles and methodology for the Investment Framework for Wood Green be approved; and
- ii. That the funding position be noted and that it be noted that Cabinet supported the process for securing external funding.

Alternative options considered

If the Council decides not to intervene in Wood Green and Haringey Heartlands, the most likely outcome is piecemeal and sub-optimal development, and an increased risk of continued town centre decline, with anchor retailers choosing to relocate and loss of Metropolitan Centre status.

If a unilateral masterplan approach or a unilateral town centre strategy approach is adopted, this carries the risk of a lack of a comprehensive and co-ordinated strategy, and significantly reduces the ability to

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	<p>maximise the potential of development and inward investment from both the public and the private sector.</p> <p>Reasons for decision By developing an Investment Framework for Wood Green, based on a specification developed in partnership with local stakeholders, Haringey Council will play a leadership role in defining and driving the future growth and success of Wood Green in terms of housing, economy and supporting infrastructure. Critically, the Framework will also be the basis for new planning policy for Wood Green, and for decisions about the Council's own property portfolio, both of which will be central to realising the vision for the area and – in the latter case – securing a sustainable long-term accommodation strategy for the Council.</p>	
<p>CAB741.</p>	<p>DEVELOPING A NEW HOUSING STRATEGY FOR HARINGEY</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Housing and Regeneration, which sought agreement to the proposed vision, priorities and principles for Haringey's new Housing Strategy and approval of the content of the proposed consultation document. The report also sought agreement to the commencement a six week period of public consultation from 20 October 2014.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the proposed vision, priorities and principles for Haringey's new Housing Strategy; be approved; ii. That the consultation plan be noted; and iii. That the content of the Consultation Document be approved and that agreement be given to a six week period of public consultation be undertaken from 20 October 2014. <p>Alternative options considered The council could continue with its current Housing Strategy which covered a 10 year period from 2009 to 2019. However, this document was written during 2008, since when there have been a number of significant changes to housing policy both at a national and regional level. Other changes, including Welfare Reform and the ongoing Deficit Reduction Programme are also having an impact, most notably on demand and service provision. Many of the priorities and actions included in Haringey's current Housing Strategy no longer assist the council in meeting local housing priorities in this changed legislative and economic environment.</p> <p>Reasons for decision To ensure housing and housing related services in the borough align with local need and demand.</p>	<p>Director of Regeneration, Planning and Development</p>
<p>CAB742.</p>	<p>PROPOSED CHANGES TO THE HOUSING ALLOCATION SCHEME</p> <p>Cabinet considered a report, introduced by the Cabinet Member for</p>	

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Housing and Regeneration, which sought approval of the Housing Allocation Scheme.

In introducing the report Councillor Strickland noted that demand for housing in the borough considerably outstripped supply and that it was essential that households bidding for properties had a realistic prospect of receiving an offer of a home. Therefore it was proposed that the existing bands D and E should be deleted. It was also proposed that lettings should be prioritised to residents with strong connections to the borough and therefore the residency criterion was being raised from one year to three. As part of the proposal it was noted that a Special Circumstances Panel would be established to consider cases where this might apply and detail with regard to the membership and terms of reference for this Panel would be worked up following agreement from Cabinet.

RESOLVED:

- i. That approval be given to the changes to the Allocations Scheme as set out below:
 - a. Households placed on the housing register should have a realistic chance of receiving an offer of accommodation. Therefore the existing bands D and E should be deleted. Consequential changes to the scheme are detailed in paragraph 5.16;
 - b. Applicants (other than certain households connected to the Armed Forces) must be resident in the Borough for a minimum of 3 years before they can join the housing register.
 - c. Single people who are vulnerable and are being provided with the necessary support to live independently (through Haringey's Pathway Model) will be awarded extra priority for social rented housing if private rented housing is unsuitable or unavailable.
 - d. The process for assessing priority to supported accommodation is reviewed, to ensure that a proper balance is struck between housing need and support needs.
 - e. Additional quotas are provided for Care Leavers with children of their own and for certain households connected to the Armed Forces.
 - f. An Exceptional Circumstances Panel is established to consider whether exceptions should be made to the Housing Allocations Scheme.
- ii. That it be noted that the Leader had agreed that the Cabinet

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	<p>Member for Housing and Regeneration should approve Local Lettings Plans in line with the principles set out in 5.22 to 5.27 of the report.</p> <p>Alternative options considered Significant freedoms exist in devising the Allocations Scheme, following the enactment of the Localism Act 2011, and statutory guidance from the Department of Communities and Local Government. Any of the recommendations set out in this report could be taken or alternatively the existing allocations scheme could be maintained.</p> <p>Reasons for decision The context in which we operate in is increasingly complex and the allocations of properties are inevitably about distributing scarce resources against huge demand. The proposals set out in this report seek to address a number of priorities including:</p> <ul style="list-style-type: none"> ➤ Contributing to the regeneration of the borough ➤ Continuing to support those in most housing need ➤ Providing a vehicle to move vulnerable people into independent living ➤ Making the best use of the housing stock ➤ Supporting the ongoing need to reduce temporary accommodation ➤ Assisting in delivering other corporate priorities such as assisting looked after children ➤ Offering choice but also to manage customer expectations ➤ Providing an efficient service – including the use of self-service where ever practicable 	
<p>CAB743.</p>	<p>TENANCY STRATEGY</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Housing and Regeneration, which sought approval of the Tenancy Strategy.</p> <p>In introducing the report Councillor Strickland noted that life-time tenancies would continue to be offered for the Council's own housing. The Council accepted that Registered Providers had started to use fixed-term tenancies; however the Council would expect that strong safeguards were put in place to protect the vulnerable groups. Unless there were exceptional circumstances fixed-term tenancies would be renewed at the point of review.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i) That the following be approved: <ul style="list-style-type: none"> a. That the Council will continue to offer lifetime tenancies to new tenants, following an introductory period; b. Where Registered Providers offer fixed-term tenancies, we 	<p>Interim Chief Operating Officer</p>

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	<p>would expect there to be policies in place to protect the elderly and the vulnerable;</p> <p>c. Where housing providers develop properties using the affordable rent model, rents should be set so that households on low incomes and benefits can access them;</p> <p>d. The Council will not extend succession rights to non-partner family members but will continue to consider, in exceptional cases, granting new tenancies to such cases, through a designated panel; and</p> <p>ii) That the Tenancy Strategy, attached at Appendix A of the report, be approved.</p> <p>Alternative options considered Local Authorities and Registered Providers have been given considerable discretion in terms of setting the tenancy length. They may choose to continue with lifetime tenancies, offer only fixed-term tenancies, or continue with lifetime tenancies to some groups, such as the elderly, but offer only fixed-term tenancies to others. Benefits and disadvantages of different approaches are explored below.</p> <p>Reasons for decision There is a statutory requirement for the Council to publish a Tenancy Strategy.</p>	
<p>CAB744.</p>	<p>ADOPTION OF PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT (SPD) Cabinet considered a report, introduced by the Cabinet Member for Planning, which sought approval of the Planning Obligations Supplementary Planning Document.</p> <p>In introducing the report the Cabinet Member for Planning, Councillor Demirci, noted that the Planning Obligations Supplementary Planning Document (SPD) was complementary to the Community Infrastructure Levy (CIL) and would provide guidance to developers on how the new CIL and revised Section 106 regimes would operate together. This would be important in terms of securing affordable housing, infrastructure contributions, employment and skills and ensuring that the negative impacts of development were mitigated appropriately.</p> <p>RESOLVED:</p> <p>i. That the consultation findings, as set out in Appendix B to the report, be noted; and</p> <p>ii. That the updated Planning Obligations SPD, as set out in Appendix A of the report, be adopted to support CIL implementation from 1 November.</p> <p>Alternative options considered</p>	<p>Director of Regeneration, Planning and Development</p>

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	<p>The Council determined in July to implement CIL from 1 November. In order to manage the transition in legislative requirements to CIL, the Planning Obligations SPD is considered important to ensure transparency and efficiency to the new process for collecting contributions for and managing the delivery of new infrastructure to support growth.</p> <p>There is no statutory obligation to produce a Planning Obligation SPD. To not have this document adopted would however not provide clarity in the process and use of planning obligations, and would create uncertainty amongst developers, putting the Council's regeneration objectives in jeopardy. The document would assist in reducing ambiguity and the time spent in negotiating such obligations and will assist the Planning Committee in making decisions on planning applications.</p> <p>Reasons for decision</p> <p>This document will be implemented at the same time as CIL in Haringey. Once adopted these documents will ensure that development makes a fair contribution to providing the infrastructure needed to meet the needs of the future Haringey residents. Mechanisms to collect infrastructure contributions, affordable housing and skills development contributions are included in this document.</p>	
<p>CAB745.</p>	<p>HEALTH AND CARE INTEGRATION</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Health and Wellbeing, which sought approval to establish a Health and Care Integration Programme jointly with the Haringey Clinical Commissioning Group (CCG).</p> <p>In introducing the report the Cabinet Member for Health and Wellbeing, Councillor Morton, noted that that the proposal to establish a joint programme with the CCG built on existing integrated services that had already been developed by the Council and CCG. A good example of this was the Haringey Learning Disabilities Partnership (HLDP), which offered joint provision across health and social care, meaning that users, families and carers were had one single point of contact through which a range of services could be accessed.</p> <p>Councillor Morton invited Beverley Tarka, Interim Director of Adult Social Services, Haringey Council and Carol Gillen, Director of Operations, Integrated Care and Acute Medicines, Whittington Hospital, to set in more detail the benefits of integrated working and the success that had been achieved via the HLDP.</p> <p>It was noted having one single point made the patient experience much more straight forward. It was often the case that people with learning disabilities became 'lost' within the system due to the range of services that they came into contact with and that the integrated approach adopted by the HLDP made this simpler with one point of contact being established. Other measures such as establishing folders, which set out their 'story', were used for patients with learning disabilities at the</p>	

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	<p>Whittington Hospital and this helped ensure that information was passed on and taken on board throughout their journey. Cabinet also heard the story of one service user who had been assisted by the integrated approach taken by the HLDP and how as a result of this his medication had been reduced and he had not been arrested following interventions.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That approval be given to the establishment of a Health and Care Integration Programme jointly with the CCG; ii. That it be noted that an initial funding bid for a programme manager will be made to the transformation reserve fund to start scoping for three months; iii. That it be agreed that the Health and Wellbeing Board would provide strategic oversight of the programme, although key decisions would need to be made through the Council or CCGs decision making structures; and iv. That it be agreed that once the scoping work at iii. has been completed, Cabinet receives a report on the proposed scope of the programme, including risks, any additional resource requirements and other issues. <p>Alternative options considered There are a number of individual projects across the Local Authority and CCG focused on the integration of health and social care. Consideration has been given to maintaining these as individual projects but this is likely to reduce their overall impact. In addition, legislative and policy requirements mean that taking no action on integration is not an option.</p> <p>Reasons for Decision Improving health outcomes through the principles of prevention, early intervention and community resilience is the strategic direction of the council. This programme provides the mechanism to achieve these aims by improving outcomes for residents. In order to meet savings targets across the Council, Adult Social Care needs to be reviewed. The best option for this is to redesign services and work in partnership. A decision is required to scope out a programme to join up projects working on integration in order to establish a corporate programme alongside existing corporate programmes, ensuring consistency, alignment and efficiency.</p>	<p>Deputy Chief Executive</p> <p>Deputy Chief Executive</p> <p>Deputy Chief Executive</p>
<p>CAB746.</p>	<p>AWARD OF CONTRACT FOR THE OPERATION AND MANAGEMENT OF THE COMMUNITY SAFETY CONTROL ROOM</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Communities, which sought approval of a contract for the operation and management of the Council's Community Safety CCTV Control Room.</p> <p>Exempt information in relation to this report was noted under Item 19 below.</p>	

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	<p>RESOLVED:</p> <ul style="list-style-type: none"> i. That approval be given to an award of the contract for the Operation and Management of the council's Community Safety CCTV Control Room to 'The Corps of Commissionaires' Management Ltd trading as 'Corps Security' at an annual cost of £200,429 with three year contract term cost of £601,287 (as outlined in Appendix B of the report); and ii. That the contract be awarded for a period of three years, from 16 December 2014 to 15 December 2017, with the option of two additional one year extensions (3+1+1), depending on satisfactory performance of the contractor. <p>Alternative options considered An options appraisal was conducted at the commissioning stage. This also evaluated the option of bringing this service back in house and merging it with the existing in-house traffic enforcement service. Due to the 24 hour, 7 day a week nature of this service, the cost of in-house provision was prohibitive. The external market has demonstrated competence and value for money in the delivery of this service.</p> <p>Reasons for decision An award of contract is necessary in order to provide this service.</p>	Interim Chief Operating Officer
CAB747.	<p>AWARD OF CONTRACT FOR PARKING ENFORCEMENT IT SYSTEM</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Environment, which sought approval of an award of contract for the provision of support and maintenance of the CE Parking Enforcement System.</p> <p>Exempt information in relation to this report was noted under Item 20 below.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That approval be given to an award a contract for a period of five years, with an option for a further two years, to Civica UK Limited for the provision of support and maintenance of the CE Parking Enforcement System to include hosting and a managed service; ii. That it be noted that the cost for the five year period would be £4,634,000, which represented a saving over the current cost of £761,000, and that considered over seven years, to include the option to extend, the cost would be £6,488,000 with savings achieved of £1,065,000;and iii. That it be noted that the supplier had agreed that, if approved by Cabinet, the new contract would be put in place immediately, which will bring further in year savings of approximately £85,000. 	Interim Chief Operating Officer

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	<p>Alternative options considered Doing nothing is not an option as the existing contract will expire.</p> <p>Undertake a competitive tender via OJEU or Framework - the CE system operates under proprietary software from Civica, and as such it is not possible to tender for the support and maintenance to be undertaken by another party. Any tender would require that the complete parking enforcement system is tendered and replaced if necessary.</p> <p>A competitive tender, either via an EU competition (OJEU) or via an approved framework, would be expected to bring value for money and expose the full extent of services available in the market. However, to undertake a tender requires a major investment in resource to specify the Council's requirements and to run and evaluate the tender.</p> <p>If a suitable alternative system was identified through the tender process, we would need to factor in switching costs such as the procurement of new licenses, new hardware, and training for staff and run a parallel system to ensure confidence in migration.</p> <p>The Parking Enforcement System underwent a major upgrade in 2012 which was akin to a system replacement and the impacts on resources and on parking revenue was significant at that time.</p> <p>Reasons for decision Approval from Cabinet is required in order to award the contract.</p>	
<p>CAB748.</p>	<p>HOUSING LIFT MODERNISATION PROGRAMME 2014-2015</p> <p>Cabinet considered a report, introduced by the Cabinet Member for Housing and Regeneration, which sought approval of an award of contract for the Housing Lift Modernisation Programme 2014/15.</p> <p>In response to a question from Councillor Elliott as to what provision would be made for disabled tenants at Alfred Findlay House whilst the single lift in place was being replaced; the Interim Chief Operating Officer advised that she would provide a response outside the meeting.</p> <p>Exempt information in relation to this report was noted under Item 21 below.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That approval be given to an award of contract for lift replacement works to Express Lifts Alliance (in the ward for St Ann's, Bounds Green, Noel Park, Northumberland Park and Woodside) for the tender sum of £1,388,954.64 in accordance with Contract Standing Order 9.06.1 c; and ii. That approval be given to the issuing of a letter of intent for up to 	<p>Interim Chief Operating Officer</p>

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	<p>10% of the contract value to enable pre-construction processes to take place in accordance with Contract Standing Order 9.07.03.</p> <p>Alternative options considered The alternative option to full replacement is to refurbish lifts/ However, this option has been rejected on the grounds that it could lead to increasing maintenance costs, increased risk of breakdowns and health and safety concerns in relation to the lifts being out of service for long periods.</p> <p>Reasons for decision A decision is required to enable the approval of the contract to replace lifts in the areas outlined in the report.</p>	
CAB749.	<p>MINUTES OF OTHER BODIES</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted:</p> <ul style="list-style-type: none"> a) Corporate Parenting Advisory Committee – 31 July 2014 b) Cabinet Member Signing – 9 September 2014 c) Corporate Parenting Advisory Committee - 22 September 2014 d) Decision by the Leader – 25 September 2014 	
CAB750.	<p>SIGNIFICANT AND DELEGATED ACTIONS</p> <p>RESOLVED:</p> <p>That the significant and delegated actions taken by Directors since the previous meeting be noted.</p>	
CAB751.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of Urgent Business.</p>	
CAB752.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>RESOLVED:</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraphs 3 and 5, Part 1, schedule 12A of the Local Government Act 1972.</p>	
CAB753.	<p>AWARD OF CONTRACT FOR THE OPERATION AND MANAGEMENT OF THE COMMUNITY SAFETY CONTROL ROOM</p> <p>To consider exempt information pertaining to Item 19 above.</p>	
CAB754.	<p>AWARD OF CONTRACT FOR PARKING ENFORCEMENT IT SYSTEM</p>	

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	To consider exempt information pertaining to Item 20 above.	
CAB755.	HOUSING LIFT MODERNISATION PROGRAMME 2014/15 To consider exempt information pertaining to Item 21 above.	
CAB756.	NEW ITEMS OF EXEMPT URGENT BUSINESS There were no new items of Urgent Business.	

The meeting closed at 7.35pm.


COUNCILLOR CLAIRE KOBER

Chair

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Haringey Council

Report for:	Cabinet – 18 November 2014	Item Number:	
Title:	Budget Monitoring Report 2014/15 – Period 6		
Report Authorised by:	 Kevin Bartle – Assistant Director - Finance (CFO)		
Lead Officer:	Neville Murton, Head of Finance (BAS)		
Ward(s) affected: ALL	Report for Key Decision		

1. Describe the issue under consideration

- 1.1 To consider the forecast financial revenue and capital outturns for 2014/15 based on actual performance to 30 September 2014 (Period 6) set out in **Appendices 1 and 2**.
- 1.2 To consider the proposed management actions and approve the budget adjustments (virements) set out in **Appendix 3** as required by Financial Regulations.

2. Cabinet Member Introduction

- 2.1 The budget for 2014/15 requires the delivery of a significant level of savings in addition to those already successfully delivered in previous years. We are all aware that this is not the end of the savings and to that end we have been considering savings proposals which will meet the £70m gap that is currently estimated.
- 2.2 The demographic pressures that were apparent when the July position was reported to you have continued in both the Children's and Adults' Services



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budgets based on the budget monitoring undertaken as at the end of September 2014. This report explains the position in more detail.

- 2.3 Directors and other relevant senior officers are continuing to keep the position under urgent review in order that we can deliver an overall balanced position by the end of the financial year.
- 2.4 I will continue to keep the Cabinet informed on these issues and I commend this report to you.

3. Recommendations

That Cabinet:-

- 3.1 Consider the report and the progress being made against the Council's 2014/15 budget in respect of net revenue and capital expenditure.
- 3.2 Approve the budget changes (virements), and note the transfers to/ from reserves approved by the Chief Financial Officer, as set out in **Appendix 3**.

4. Alternative options considered

- 4.1 This report proposes that the Cabinet should consider the overall financial position for 2014/15 in line with existing procedures.
- 4.2 A risk based approach to budget monitoring has been developed in order to manage the Council's finances in a time of economic and financial uncertainty.
- 4.3 Cabinet could choose to adopt a less rigorous regime and examine the financial position at a later stage. Projections could be marginally more accurate if a delayed approach was adopted, but there would be less time for robust development and consideration of management action and virements.

5. Background information

- 5.1 In overall terms a net revenue overspend of £2.2m is being forecast by officers for the Council's General Fund. Following Cabinet's approval in September for the transfer of £5m to Housing Revenue Account (HRA) reserves, a minor overspend (£70k) is being reported in respect of the HRA.
- 5.2 An overall capital underspend of £7.1m is being reported; the position against the General Fund capital programme is a forecast underspend of £3.3m; a £3.8m underspend against HRA capital projects is also being reported.

6. 2014/15 Revenue Outturn Forecast

- 6.1 Budget holders have provided an estimated outturn position based on data to the end of September 2014.



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Summary Position

Table 1 – Summary 2014/15 Revenue Position

£'000 General Fund	2014/15 Budget Variance		
	Budget	Estimated Outturn as at period 6	Variance
Leader and Chief Executive	3,967	3,967	0
Chief Operating Officer	83,542	82,817	(725)
Deputy Chief Executive	147,667	155,157	7,490
Dir. of Regeneration/ Planning	5,767	5,870	103
Non Service Revenue (NSR)	40,756	36,056	(4,700)
Total	281,699	283,867	2,168

£'000	2014/15 Budget Variance		
	Budget	Estimated Outturn as at period 6	Variance
Housing Revenue Account (HRA)	(10,432)	(10,362)	70

Significant issues identified

Deputy Chief Executive

- 6.2 There are pressures being reported within both Children's and Adults' Services. The former is currently projecting an overspend of £3.5m arising from pressures in the First Response team and the Looked after Children, No Recourse to Public Funds and Homelessness budgets, offset by management action and underspends elsewhere. The latter is forecasting an overspend of £3.5m on Adults' Social Care. Further details, including management actions to address these pressures, are set out below.
- 6.3 A previously approved budget saving of £2.25m has been actioned this year and taken from the Looked after Children's budget, however the number and cost of placements have not yet fallen to the targeted level. Since the last budget report, management action has been put in place including tighter managerial controls around new placements and a targeted review of high cost placements. This has resulted in a reduction in the forecast of around £350k. Further reductions are expected as a result of the continuation of this management action and will be reported on in future reports.
- 6.4 However other pressures have emerged including pressures in the staffing budget for First Response and support for families in need including homeless families and those with No Recourse to Public Funds. These pressures are being addressed as part of the ongoing improvement programme within Children's.



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- 6.5 Within Adults, Haringey is continuing to experience high levels of demand for care across all client groups and the number of people receiving care has risen year on year. There is a management action plan to deal with the associated budget pressure in this service which includes:-
- Holding staff vacancies and reducing running costs in non care purchasing budgets;
 - Improving systems and processes for recording and approval of care packages to increase the accuracy of the forecast and ensure that there is good gate-keeping; and,
 - Reviewing existing care packages to check they are still appropriate, ceasing care that is no longer needed or referring clients for continuing health care assessment.
- 6.6 Clearly in light of the projected overspend these areas need to be kept under close review and progress towards bringing the projections back into line with the approved budget, monitored over the forthcoming months. The Senior Leadership Team are being kept apprised of progress on reducing the forecast overspend.
- 6.7 There is also a projected overspend within Schools and Learning of £490k. The largest component is the projected costs of redundancy payments within schools (£240k) although this figure may need further revision once all schools staffing plans are known. Most of the rest relates to income targets that are not being achieved. The Assistant Director for Schools is currently carrying out a review of traded services that will seek to address this issue.

Chief Operating Officer

- 6.8 The variance within the Chief Operating Officer's (COO) budgets is a net £725k underspend which includes variations as outlined below:-
- Housing General Fund is reporting a projected underspend of £1.7m. This is mainly attributable to two factors. Firstly, reductions in contract costs in the Housing Related Support budget (£874k) this is a significant improvement from previous months following a review of contracts including termination of some due to poor performance. The second reason relates to an underspend in the direct budget of £732k due to favourable lease costs. However, this budget is volatile and the projection is subject to change as existing leases expire and rising rent levels may mean they cannot be replaced at the same cost. Following period 6, the responsibility for this budget transfers to Homes for Haringey as part of the Housing Unification process.
 - There is a forecast £250k overspend in Environment & Community Services largely within direct services as a result of slippage in transferring the White Hart Lane Sports Centre to the new contractor Fusion; the loss of 17 further schools from the Catering service and costs of an emergency bridge repair.
 - A £275k overspend in Libraries from a number of pressures including the service's inability to meet its income target; planned savings not achieved and costs of the interim head of service above available budget.



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- A £450k overspend in Customer Services predominately due to slippage in delivery of the 2014/15 savings, partially offset by forecast over achievement of court costs income.
- 6.9 The forecast underspend of £4.7m in Non Service Revenue (NSR) consists of an assumption that the Council's £2m contingency will not be required; that no call will be made this year on the recently approved borrowing costs budget to support the new acquisitions fund (£1.9m) and that the Council continues to manage down debt costs through its successful internal borrowing programme, which is currently estimated to contribute a further £800k this year.

Housing Revenue Account (HRA)

- 6.10 Following the approval of Cabinet to transfer £5m to the Housing Revenue Account (HRA) Reserve, the HRA is currently forecasting an overspend of £70k. This comprises a forecast overspend of £689k in the company account, offset by projected underspends in the Managed (£536k) and Retained (£83k) accounts. The projected overspend in the Company Account is due to additional security costs related to pirate radio stations and slippage against savings targets. The underspend within the Managed Accounts is largely due to a reduction in the provision for bad debts.

Regeneration Planning and Development

- 6.11 Currently Planning and Regeneration areas are reporting an overall overspend of £103k, although the Director has indicated that action is being taken in order to contain this within the coming months.

7. Collection Fund

- 7.1 The Collection Fund recognises transactions associated with both Council Tax and Business Rates collection activities. In both cases the Council is the billing authority with precepts being levied by the Greater London Authority for Council Tax and with Business Rates being shared between the Council (30%) the GLA (20%) and the Government (50%) under the Business Rates retention scheme.
- 7.2 Surpluses or deficits on the Collection Fund are settled between the relevant authorities after the end of the financial year and so have no direct impact on the Council's 2014/15 budget. However, the Collection Fund position does give an indication of performance for future years' and is an important element of the Council's longer term financial planning.
- 7.3 The estimated position on the Council Tax element of the Collection Fund at September (period 6) is a surplus of £3.1m of which £2.4m is attributable to Haringey Council's share.
- 7.4 The estimated position on the Business Rates element of the Collection Fund at September (Period 6) is a deficit of £2.6m of which £0.8m is attributable to Haringey Council's share.



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7.5 The estimated position on the Collection Fund for 2014/15 will be factored into the 2015 to 2018 Medium Term Financial Strategy.

8. 2014/15 Capital Programme and Capital Financing

General Fund

8.1 The overall forecast position against the individual programme areas, as at period 6, is set out below.

8.2 The largest underspends within the programme are occurring in the Children's Services programme which account for £2.6m of the overall £3.3m underspend; this relates to a number of projects and is attributable both to programme slippage due in a number of cases to extended consultation periods and a reduced requirement for project contingency sums for a number of projects nearing completion.

Table 2 – Summary 2014/15 General Fund Capital Position

Area	Budget £000s	Estimated Outturn as at period 6 £000s	Variance £000s
Regeneration, Planning and Development	26,322	26,132	(190)
Children's Services	11,683	9,064	(2,619)
Chief Operating Officer/ Council wide schemes	7,867	7,776	(91)
Environmental Services and Community Safety	25,279	24,903	(376)
GF Housing	6,520	6,520	0
Adults	2,919	2,919	0
Public Health	116	116	0
TOTAL General Fund	80,706	77,430	(3,276)



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Financed by:

Capital Grants From Central Government Departments (inc SCE(C))	7,206	5,913	(1,293)
Grants & Contribution From Private Developers & Leaseholders	38	28	(10)
Grants & Contribution From Non-Departmental Public Bodies	95	0	(95)
Capital Funding From GLA Bodies	8,493	8,155	(338)
Use of Capital Receipts	13,690	13,359	(331)
Section 106	839	923	84
Financing From HRA	5,594	5,594	0
Financing From General Fund Revenue Account	3,827	3,917	90
Other Local Authorities	300	482	182
Prudential Borrowing	33,984	32,816	(1,168)
Use of reserves	6,640	6,243	(397)
Total Capital Financing General Fund	80,706	77,430	(3,276)

8.3 The conclusion from this is that the underspend on capital was originally intended to be financed primarily from Government Grant and Prudential Borrowing. Subject to any conditions upon the grant funding it should also be possible to reduce borrowing still further by applying the available capital grant to finance expenditure originally envisaged as being financed from borrowing.

8.4 However, before taking that decision it is important to note the currently low levels of capital receipts arising from disposals. The section below highlights this issue which, if the anticipated receipts are not achieved, would lead to an increase in the borrowing need for expenditure that was anticipated to be funded from receipts.

Disposals

8.5 The General Fund capital financing relies to a large extent on capital receipts from the Council's disposals programme. The current position against the forecast receipts is set out below:

Table 3 – Capital Receipts

	Original Forecast Receipts (MTFP Feb. 2014)	Current Forecast Receipts	Actual Receipts to date (period 6)	Variance against Current Forecast
	£000	£000	£000	£000
Capital Receipts 2014/15	8,591	22,106	1,183	13,515

8.6 The current variance relates almost entirely to the anticipated receipt from Hornsey Depot which was anticipated, but not received in 2013. The current



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position remains that the Council was successful in defending a Judicial Review which was delaying the completion of the sale (and hence the associated receipt). Judgement is now awaited on whether the judicial review can be referred to the court of appeal, or is dismissed. If the case is dismissed the receipt should be available to finance capital expenditure in 2014/15 as anticipated. However any further delay would almost certainly have implications for the level of Prudential borrowing needed.

HRA – 2014/15 Capital Programme and Financing Position

8.7 The HRA Capital Programme is forecast to underspend by £3.8m largely due to slippage on the Decent Homes programme from the contractors' original plans.

Table 4 – Summary 2014/15 HRA Capital Position

	Budget £000s	Estimated Outturn at period 6 £000s	Variance £000s
HRA Capital expenditure	56,800	52,995	(3,805)

Financed by:

Capital Grants From Government Departments (inc SCE(C))	25,480	25,480	0
Grants & Contributions from Private Developers & Leaseholders	2,500	2,500	0
Financing From HRA	9,482	5,677	(3,805)
Financing From Major Repairs Reserve (MRR)	19,338	19,338	0
Total HRA Capital Financing	56,800	52,995	(3,805)

9. Approval of Virements and Transfers to/from Reserves

- 9.1 In accordance with financial regulations, there are a number of requests for virement, both capital and revenue in nature, which require the approval of Cabinet, and are set out in **Appendix 3**.
- 9.2 In addition, the Chief Financial Officer (CFO) has approved a number of transfers to or from reserves. The Council maintains earmarked and general reserves for a number of reasons and the level of reserves and their purposes are considered and approved annually by Members when setting the budget. The CFO has the power to agree transfers to or from reserves having considered a formal request from officers, and members are being asked to note the approvals made.
- 9.3 Consequently budgets will need to be created in order to give officers authority to incur expenditure against such additional resources; associated virements are therefore required. Cabinet are asked to approve those virements that are above the delegated threshold and these are set out in the appendix.

10. Comments of the Chief Finance Officer and financial implications



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10.1 As this report is primarily financial in its nature, comments of the Chief Finance Officer are contained throughout the report.

11. Assistant Director of Corporate Governance Comments and legal implications

11.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that there are no specific legal implications in this report.

12. Equalities and Community Cohesion Comments

12.1 Equalities issues are a core part of the Council's financial and business planning process.

13. Head of Procurement Comments

13.1 n/a

14. Policy Implication

14.1 There are no specific policy implications in this report.

15. Reasons for Decision

15.1 Members' involvement in financial monitoring is an essential part of delivering the Council's priorities.

15.2 The constitution requires Members to approve certain financial transactions such as virements according to approved limits.

16. Use of Appendices

Appendix 1: Forecast Revenue Outturn by Service Area

Appendix 2: Forecast Capital Outturn by Service Area

Appendix 3: Virements requiring Cabinet approval and transfers to/ from reserves for noting.

17. Local Government (Access to Information) Act 1985

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

- Budget management papers
- Medium Term Financial Planning Reports

17.2 For access to the background papers or any further information please contact Neville Murton – Head of Finance (Budgets, Accounting and Systems Team).

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Assistant Director (AD) Area	Approved Budget	Estimated Outturn @ P6	Projected variation
	£'000	£'000	£'000
Leader and Chief Executive's Office - Total	3,967	3,967	0
Chief Operating Officer - management	1,790	1,790	0
AD - Finance	5,787	5,787	0
AD - Customer Services	10,475	11,200	725
AD - Human Resources	2,674	2,674	0
AD - Environmental Services & Community Safety	35,270	35,520	250
AD - Housing	16,528	14,828	(1,700)
AD - Corporate Programme & Chief Information Officer	11,018	11,018	0
Chief Operating Officer - Total	83,542	82,817	(725)
Deputy Chief Executive	189	189	0
AD - Commissioning	10,784	10,784	0
Director - Children Services	45,326	48,826	3,500
Director -Adult Social Services	70,647	74,147	3,500
Director - Public Health	17,592	17,592	0
AD - Schools & Learning	1,791	2,281	490
AD - Communication	1,338	1,338	0
Deputy Chief Executive - Total	147,667	155,157	7,490
Director -Regeneration, Planning & Development	323	323	0
AD - Planning	2,005	2,069	64
AD - Regeneration	1,071	1,167	96
AD - Corporate Property Projects	(79)	(75)	4
Programme Director - Tottenham	2,447	2,386	(61)
Director of Regeneration, Planning & Devpt. - Total	5,767	5,870	103
Non Service Revenue	40,756	36,056	(4,700)
Total General Fund	281,699	283,867	2,168

	Approved Budget	Estimated Outturn @ P6	Projected variation
	£'000	£'000	£'000
Housing Revenue Account	(10,432)	(10,362)	70

Capital 2014/15 - The aggregate projected position in 2014/15 is shown in the following table.

Capital Scheme	Approved Budget	Spend to Date	Forecast @ P6	Projected Variance
	£'000	£'000	£'000	£'000
Transport for London projects	5,832	731	5,832	0
Recreation projects	689	38	689	0
Leisure External Capital Works	11,269	5,856	11,069	(200)
Parking Plan	384	16	384	0
Street Lighting	412	28	412	0
Borough roads and footways	5,269	113	5,269	0
Other Small Schemes	249	21	173	(76)
Total - Chief Operating Officer	24,104	6,803	23,828	(276)
Corporate Management of Property	1,175	173	1,075	(100)
Accommodation/Smarter Working (TechnoPark)	21,156	19,055	21,156	0
Hornsey Town Hall redevelopment	789	100	789	0
Green Lanes	1,172	411	1,172	0
Recycling Centre Re-provision	300	475	482	182
Tottenham Regeneration MasterPlan	500	0	500	0
Growth on High Road - multiple	1,367	701	1,284	(83)
Highways & Parking	62	29	62	0
N17 Design Studio	140	1	140	0
Green Deal	336	0	50	(286)
Other Small Schemes	500	56	497	(3)
Total - Regeneration, Planning & Development	27,497	21,001	27,207	(290)
Devolved Schools Capital	550	0	550	0
Hornsey School for Girls - Sports Hall roof	865	143	600	(265)
Fortismere football pitch drainage	100	0	100	0
Other secondary projects	200	0	200	0
Riverside School - Art and Music rooms	430	8	180	(250)
Planned Repairs & Maintenance	620	54	620	0
Belmont Replacement Windows	200	7	200	0
School Kitchen Enhancements	400	11	330	(70)
Electrical and ICT infrastructure projects	573	1	100	(473)
Alexandra Park Sports Club Drainage	0	19	19	19
Schools roofing works	200	0	200	0
Broadwater Farm ILC	301	5	301	0
Rhodes Avenue expansion	1,323	468	1,323	0
Belmont SEN & Entrance	300	3	90	(210)
Mulberry extension	69	18	69	0
Aiming High - Short Breaks for SEN	0	35	56	56
Capital for 2 year old provision	737	60	545	(192)
Temporary (Bulges) School Expansion	500	208	208	(292)
St James CE Primary - Temp Expansion	615	481	615	0
Alexandra - Permanent Expansion	370	70	370	0
Welbourne - Permanent Expansion	622	70	585	(37)
St Mary's CE Primary - Permanent Expansion	320	2	113	(207)
Bounds Green - Permanent Expansion	320	0	165	(155)
St James CE Primary -Permanent Expansion	450	61	450	0
Carer Home Adaptations	236	37	180	(56)
Primary Capital Programme Contingency	582	18	50	(532)
Programme Delivery	800	0	845	45
Total - Children's	11,683	1,777	9,064	(2,619)
Disabled Facilities Grant - Agency	1,536	157	1,506	(30)
Housing Aids and Adaptations	1,200	272	1,200	0
Multiple Client Group Schemes	183	(1)	183	0
Other Small Schemes	0	15	30	30
Total - Adults	2,919	443	2,919	0
Compulsory Purchase Orders	500	(440)	500	0
Other Small Schemes		(64)	0	0
Affordable Housing	6,020	20	6,020	0
Total - General Fund Housing	6,520	(484)	6,520	0
IT Capital Programme	940	151	872	(68)
Cross Directorate	2,602	623	2,602	0
Customer Services	2,000	0	2,000	0
Energy Efficiency Programme	968	0	968	0
Alexandra Palace	559	0	559	0
IT Evergreening	798	177	775	(23)
Total - Other Corporate Schemes	7,867	951	7,776	(91)
PHE Recovery Grant	116	29	116	0
Total Public Health	116	29	116	0
Total General Fund Capital	80,706	30,521	77,430	(3,276)
Housing Revenue Account (HRA)				
Housing Estate Improvement	1,000	104	1,000	0
Planned Preventative Maintenance	2,000	14	442	(1,558)
Boiler Replacement	5,000	445	5,000	0
Lift Improvements	1,191	671	1,091	(100)
Decent Homes	37,980	4,830	35,484	(2,496)
Mechanical and Electrical Works	3,539	162	3,769	230
Professional Fees	1,790	753	1,790	0
Fire Protection Work	1,000	0	1,000	0
Other Small Schemes	3,300	792	3,419	119
Total - HRA	56,800	7,771	52,995	(3,805)
TOTAL CAPITAL PROGRAMME	137,506	38,291	130,425	(7,081)

Virements for Cabinet Approval

Proposed virements are set out in the following table.

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Schools & Learning	Revenue	1,361	1,361	Budget Re-alignment	Budget adjustment to reflect the cessation of RM contract (ICT)
8	Commissioning	Revenue	287		Request to release funding from reserves	One Borough One Future programme - commissioned projects for 2014/15
8	Chief Operating Officer/Human Resources	Revenue	361	326	Request to release funding from Transformation reserves	Modern Reward Strategy Project
8	Chief Operating Officer/Human Resources	Revenue	606	143	Request to release funding from Transformation reserves	HR Programme Support
8	Chief Operating Officer/Business Infrastructure Programme	Revenue	851	0	Request to release funding from Transformation reserves	Business Infrastructure Programme Support
8	Chief Operating Officer/Human Resources	Revenue	127	338	Budget Re-alignment	Creation of a permanent budget within HR to fund the Council's Graduate Programme
8	Various	Revenue	390	583	Budget Re-alignment	Budget adjustments to reflect the final phase of the senior management restructure
8	Chief Operating Officer/Corporate Delivery Unit	Revenue	77	442	Budget Re-alignment	Creation of a permanent budget for the Corporate Delivery Unit
8	Corporate Programme Office & Chief Information Officer	Capital	775		Creating a new capital budget for the Evergreening programme as proposed by the Evergreening Portfolio Board (EVPB).	To ensure the continued delivery of a supported and compliant environment and capacity improvement of the data network. This will be fully funded from revenue contribution.
8	CYPS Capital programme	Capital	(276)		Re-profiling of budget into future years	Hornsey school for girls sports hall roof
8	RPD Capital programme	Capital	(995)		Re-profiling of budget into future years	Hornsey Town Hall redevelopment
8	RPD Capital programme	Capital	1,864		Additional approved budget for Technopark acquisition (Leader report 10/7/14)	Lee Valley Technopark redevelopment
8	RPD Capital programme	Capital	1,366		Load budget following agreement of funding carried forward from GLA	Growth On The High Road - improvement and development works on and around Tottenham High Rd
8	RPD Capital programme	Capital	1,172		Load budget following agreement of funding carried forward from GLA	Green Lanes - to create improvements to the public realm and to the facades of shops in Harringey Green lanes
8	HRA	Capital	(1,500)		Delayed start to the programme . Works to start in May 2015 to avoid winter working.	Planned Preventative Maintenance

Virements for Noting

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Schools & Learning	Revenue	514	514	Technical virement	Schools Swimming function has been transferred to Lesiure Services.
8	Schools & Learning	Revenue	3,300	3,190	Technical virement	Education Psychology and Inclusion Services . Service moved as part of the Council's reorganisation of the former CYPS directorate.
8	Schools & Learning	Revenue	65,353	65,353	Technical virement	DSG moved as part of the Council's reorganisation of the former CYPS directorate.
8	Schools & Learning	Revenue	2,996	2,996	Technical virement	Alternative Provision Service move from Schools to Commissioning as part of the Council's reorganisation of the former CYPS directorate.
8	Youth Community & Participation Service/ Commissioning	Revenue	2,303	2,303	Technical virement	Budget realignment to reflect change in structure and management responsibility. Youth Community & Participation Service cost centres from Commissioning to Children's Service.
8	Alternative Provision/ Commissioning	Revenue	511	511	Technical virement	Budget realignment to reflect change in structure and management responsibility. Behaviour & Alternative Prov. Mgmt cost centre (E41210) from Commissioning to Schools & Learning.
8	ECS	Capital	4,500		Technical virement	Boro Roads Capital Programme - payment to contractors account code re-aligned to payment to contractors infrastructure account code
8	Commissioning	Revenue	524	524	Technical virement	Substance Misuse - Management of service is moving from Adults to Commissioning
8	Public Health	Revenue	5,512	5,512	Technical virement	Amendment of account codes to properly reflect existing expenditure plans
8	Chief Operating Officer/Finance	Revenue	1,594	1,594	Budget Re-alignment	Budget adjustment to reflect the revised corporate finance structure

Transfers from Reserves

Reserves						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
8	Commissioning	Revenue	287		Request to release funding from reserves	One Borough One Future programme - commissioned projects for 2014/15
8	Chief Operating Officer/Human Resources	Revenue	361	326	Request to release funding from Transformation reserves	Modern Reward Strategy Project
8	Chief Operating Officer/Human Resources	Revenue	606	143	Request to release funding from Transformation reserves	HR Programme Support
8	Commissioning	Revenue	93	46	Request to release funding from Transformation reserves	Services to Schools
8	Commissioning	Revenue	200		Request to release funding from Transformation reserves	Adults and Health Intergration
8	Chief Operating Officer/Corporate Programmes	Revenue	27		Request to release funding from Transformation reserves	Provision of Training for the BCS International Diploma in Business Analysis. Phase 2
8	Chief Operating Officer/Corporate Programmes	Revenue	28		Request to release funding from Transformation reserves	Provision of Training for the BCS International Diploma in Business Analysis. Phase 3
8	Chief Operating Officer/BIP	Revenue	222		Request to release funding from Transformation reserves	BIP - Continuation of the detailed design phase, specifically the Finance and Revenues and Benefits work streams.
8	Chief Operating Officer/Corporate Programmes	Revenue	200		Request to release funding from Transformation reserves	Customer Services Transformation & Business Infrastructure - Cultural change and change management
8	Chief Operating Officer/Corporate Programmes	Revenue	35	65	Request to release funding from Transformation reserves	Funding for Local Partnerships
8	Chief Operating Officer/Corporate Programmes	Revenue	851	0	Request to release funding from Transformation reserves	Funding for the Business Infrastructure Programme


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Haringey Council

Report for:	Cabinet – 18 November 2014	Item Number:	
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Title:	Tottenham Programme: Community Engagement Strategy
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Report Authorised by:	Director of Regeneration, Planning and Development 
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Lead Officer:	Malcolm Smith: Interim Programme Director
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Ward(s) affected Northumberland Park, White Hart Lane, Bruce Grove, West Green, St Anns, Seven Sisters, Tottenham Green, Tottenham Hale	Report for Key Decision
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1. Describe the issue under consideration

- 1.1 To set out a strategy for community engagement for the Tottenham Regeneration Programme following the publication of the Strategic Regeneration Framework and Delivery Plan in July 2014.

2. Cabinet Member introduction



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- 2.1 The Tottenham Programme has been developed following extensive community consultation and engagement and it is now essential that the Council commits to ensuring continued engagement. This will include a commitment to an annual conference to review delivery, intensive engagement with residents and businesses affected by specific projects such as estate renewal and support for a wide range of stakeholder groups with specific concerns about areas or projects.

3. Recommendations

- 3.1 That the Council will host an annual Tottenham Conference, together with partners to review programme delivery.
- 3.2 That the Council will host and sponsor a range of 'Tottenham Talks' events each year for the duration of the Programme.
- 3.3 That the Council will continue to support residents and businesses affected by current and future programmes (including estate renewal) in North Tottenham, Tottenham Hale, Seven Sisters and Bruce Grove.
- 3.4 That the Council will continue to encourage all residents of the Tottenham Regeneration area to engage via the dedicated website and social media.

4. Alternative options considered

- 4.1 While it may be possible to deliver a programme as extensive as that for Tottenham without serious community engagement, without the proposals set out below, project implementation and Council credibility would inevitable be seriously compromised.

5. Background information

- 5.1 Since February 2012 when both the GLA and LBH agreed to commit £41m to the regeneration of Tottenham, the Council has engaged with a wide range of communities in the area. Many organisations and groups active in Tottenham have been engaged with the Council in developing and shaping the programme.
- 5.2 Following extensive consultation from October 2013 to February 2014 the Council completed the Strategic Regeneration Framework which was



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approved in March 2014. This document set out the strategic vision for the future of Tottenham, and a detailed a Delivery Plan was subsequently approved. On July 15th Cabinet resolved to receive a subsequent report setting out more detailed recommendations for on-going community engagement in the programme. Further work has also been undertaken to simplify and present a single brand for all the work in the Tottenham Regeneration area.

- 5.3 This report outlines the current community engagement structures, and recommends how the community could continue to be both informed and involved the programme development and delivery.

6. Comments of the Chief Finance Officer and financial implications

- 6.1 It is expected that the costs of this community engagement activity can be met from existing staff resources and existing budgets identified for consultation activity within the wider Tottenham team budget. If, as the programme develops costs cannot be contained within these budgets, Cabinet would then need to agree additional funding before further consultation activity could take place.

7. Comments of the Assistant Director of Corporate Governance and legal implications

- 7.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that there are no legal implications arising from this report. However, it should be noted that the proposed methods of community engagement do not replace the requirement for statutory consultation that may arise under the planning and housing regimes as the Tottenham Regeneration Programme progresses.

8. Equalities and Community Cohesion Comments

- 8.1 Given the wide diversity of communities in Tottenham it is vital that the Council and partners take every opportunity to engage with all aspects of the Tottenham regeneration programme. The scale of growth and change anticipated over the next twenty years will require a wide range of creative ways of engaging with the residents and businesses in the area.

9. Head of Procurement Comments



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9.1 There are no procurement implications.

10. Policy Implications

Community Engagement: Objectives and existing arrangements

10.1 At its simplest the value of positive and energetic community engagement can be summarised as:-

- To assist the community to deliver projects
- To sustain positive dialogue with communities
- To develop skills and empower residents
- To develop strong community leadership

10.2 Since 2011 a wide range of different groups and meetings have been set up by the Council and community. (Figure 1 below sets out how these are currently configured)

10.3 Where there has been a target to deliver a specific project stakeholder groups have been formed. A successful example of this is the Tottenham Green Stakeholder Group which has been a sub group of the Friends of Tottenham Green

10.4 Where comprehensive regeneration is being developed, such as High Road West (HRW) there has been the need to engage with both the residents and businesses likely to be affected by the scheme. In the HRW case the Love Lane Residents Association, and the HRW Business Steering Group will continue to be heavily involved as the Master-Plan is concluded, and negotiations on business relocations continue.

10.5 The Council led Ward Area Forums continue to be a focus for councillor involvement in all aspects of regeneration.

10.6 The Community Liaison Groups (CLG) that ran between October 2013 and February 2014 were hugely valuable in helping to crystallise community concerns and aspirations for Tottenham. However it is not felt necessary to continue with these area based meetings now that the SRF and Delivery Plan have been approved.

Proposed approach to on-going community engagement



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- 10.7 It would be all too easy to produce a new architecture for Tottenham community engagement that while appearing to encompass every interest group and sectional interest, would be impossible to resource. Given that Tottenham is geographically large by usual regeneration programme standards, it seems more sensible to adopt a more pragmatic three layered approach.

A. Those parts of Tottenham undergoing or preparing for significant physical regeneration.

- 10.8 For High Road West, Northumberland Park and Tottenham Hale it is proposed to support the most intensive level of community engagement. HRW already has a network of established resident and business groups, and once a development partner is procured and re housing residents becomes a reality, significant levels of support will be needed.
- 10.9 While not yet as advanced as HRW, Northumberland Park and Tottenham Hale will require similar levels of support and the creation of similar local groups and forums will be inevitable.

B. Stakeholder Groups and specific project support

- 10.10 In the areas outside those described above, a more flexible and fluid approach is recommended. This is best exemplified by the existing networks in the Seven Sisters/Tottenham Green and Bruce Grove areas. These would continue to be supported while projects are being developed and implemented, however in most cases it would be anticipated that once delivered groups would wind up. However where stakeholder groups continue to be involved with a wide range of local issues they continue to be resourced. A steering group of head-teachers from local schools has been set up and will continue to be an important means of continuing to engage with local children as the programme rolls out.

C. Wider engagement, involvement and information

- 10.11 Following the hugely popular and well attended SRF and Delivery Plan launch in July it is proposed to hold an annual Tottenham Conference in early summer. The purpose will be to hold to account the Council and other parties responsible for programme delivery, and also give the wider community the opportunity to hear progress/problems and highlight the programme for the coming year.



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10.12 In addition it is proposed to host a series of evening/breakfast events called 'Tottenham Talks' which will be aimed at covering all aspects of the programme, the place and peoples. This is in addition to a significant increase in social media and web presence which will allow many other residents to engage more informally.

10.13 A vital means of engagement with residents is the time honoured doorstep conversations which are vital when a specific set of proposals or project are likely to have a local impact. In the case of estate renewal this is especially important as many residents are unable or unwilling to engage in more public forums.

10.14 Appendix 1 below shows the recommended engagement approach set out above.

11. Reasons for Decision

11.1 There is a need to agree on-going community and stakeholder engagement following Council approval of the Strategic Regeneration Framework and Delivery Plan earlier in the year.

12. Use of Appendices

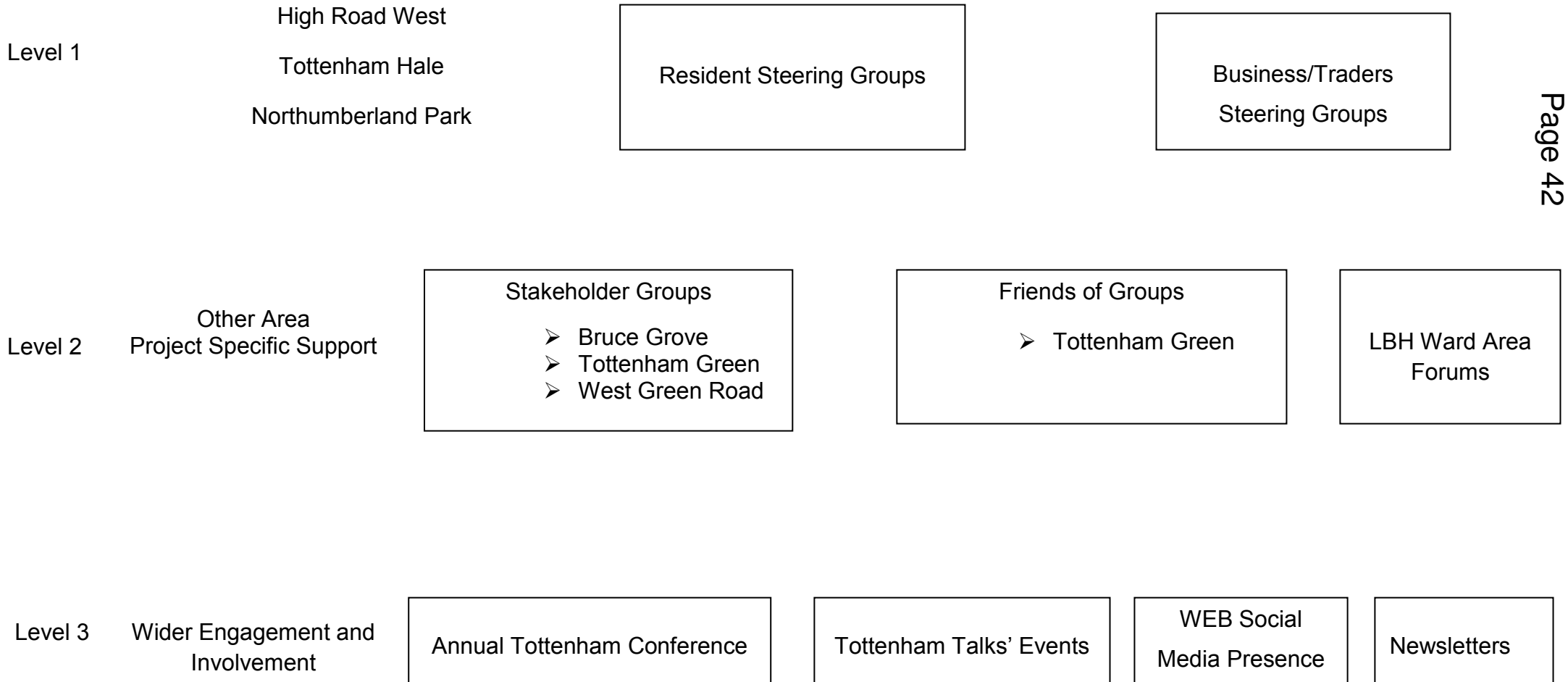
Appendix 1 – Engagement Approach

13. Local Government (Access to Information) Act 1985

None.



TOTTENHAM ⇒ COMMUNITY ENGAGEMENT ⇒ SUGGESTED LEVELS OF ENGAGEMENT





Haringey Council

Report for:	Cabinet – 18 November 2014	Item Number:	
Title:	Preferred Partner Agreement and Use of Right to Buy Receipts		
Report Authorised by:	Director of Regeneration, Planning and Development 		
Lead Officer:	Michael Kelleher, Head of Housing Investment and Sites Tel: 020 8489 4754 E-mail: michael.kelleher@haringey.gov.uk		
Ward(s) affected:	All	Report for Key Decision	

1. Introduction

- 1.1 In 2010, the council introduced a new Partnership Agreement for registered providers that set out how it would work with its partners to ensure the quality of new developments and day-to-day management activities are delivered to the highest standards.
- 1.2 The Agreement has had mixed results. Whilst it has broadly led to an improvement in relations with registered providers, it has been difficult to administer effectively due to the sheer number (more than 50) in the borough. It is also apparent that whilst there are so many operating in the borough, only a small number have been actively developing in recent years.
- 1.3 As a consequence, the council is in the process of establishing a Preferred Partner Agreement (the Agreement) that will comprise six organisations chosen for their strategic fit with the council and development capacity.
- 1.4 As part of the Agreement, the council wants to work with registered providers to maximise the delivery of new affordable homes in the borough. One way it can do



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this is to provide grant funding using Right to Buy (RTB) receipts as part of the Government's 'One for One Replacement Programme'. This report seeks Cabinet approval in principle to the concept of providing registered providers with grant.

- 1.5 This report sets out the principles guiding the Agreement and the use of RTB money to provide grant funding for new developments.

2. Cabinet Members Introduction

- 2.1 As a council we have made a clear commitment to enable the delivery of a significant number of affordable homes in the borough.
- 2.2 Registered providers of social housing have long made a contribution to affordable homes and provided access to housing to the most vulnerable residents. However it is clear that the council's relationship with registered providers has not always been strong enough to delivery new housing or ongoing housing management in the way that we need.
- 2.2 This report proposes a new relationship with a small number of registered providers whose work fits well with the council's strategic objectives. The new Preferred Provider Scheme will help us to deliver step change in the number of new affordable homes needed whilst also holding registered providers more accountable for the management of their housing stock.

3. Recommendations

- 3.1 It is recommended that Cabinet: -
 - (a) Notes the report and approves the six registered providers selected in paragraph 6.4 of this report as preferred partners
 - (b) Authorises officers to work with the six preferred partners to develop and enter into a formal Preferred Partner Agreement
 - (c) Delegates authority to the Director of Regeneration, Planning and Development, after consultation with the Lead Member for Regeneration and Housing, to agree the terms of the Preferred Partner Agreement
 - (d) Agrees the use of the retained right to buy receipts to part fund a council acquisition programme of former council owned properties sold under the right to buy
 - (e) Delegates authority to the Director of Regeneration, Planning and development after consultation with the Lead member for Regeneration and Housing, to agree the details of a council acquisition programme subject to confirmation from the council's Chief Finance Officer that the scheme represents value for money



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- (f) Agrees the principle of using the council's retained right to buy receipts as grant funding for the preferred partners as one option to provide additional affordable housing for rent both through an acquisitions programme and new build programme
- (g) Agrees that, subject to the council's Financial Regulations, approval of grant funding to preferred partners will be delegated to the Director of Regeneration, Planning and Development up to the approved limit of £500,000
- (h) Notes that, where any proposed grant funding exceeds the Director's approved delegated limit of £500,000, a separate report will be submitted to Cabinet for approval in accordance with the council's Financial Regulations

4. Alternative options considered

- 4.1 This report covers two distinct but related issues. First, the introduction of a Preferred Partner Framework and Agreement, and second, the use of Right to Buy receipts to provide grant funding to our preferred partners to maximise the development of affordable housing in the borough.
- 4.2 The council already has a generic Partnership Agreement in place with all registered providers in the borough and could continue to rely on this as the mechanism through which to manage the relationship. However, due to the large number of providers in the borough this will limit the opportunity to build constructive and proactive partnerships to make lasting improvements to housing across the borough.
- 4.3 If the council does not have a strategy in place to use its RTB receipts within three years of receiving them, it will have to return them to the Department of Communities and Local Government DCLG with interest.

5. Background

Strategic context

- 5.1 Working in partnership with key housing providers in the borough, and using RTB receipts to provide grant funding for new housing developments is central to the council's Corporate Plan commitment to provide '*Opportunities for all*' and will help ensure that everyone has a decent place to live (Priority 9, Corporate Plan 2013/15) and deliver regeneration at priority locations across the borough (Priority 8, Corporate Plan 2013/15). Within the emerging Corporate Plan, enabling better housing services and new housing provision will contribute to Priorities 4 (Growth) and 5 (Housing).
- 5.2 The council is currently in the process of developing a new Housing Strategy to be published early in 2015. This strategy will replace the current Housing Strategy which was published in 2010 and is now out of date, and will place a priority on



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delivering more homes in the borough and working in partnership to improve the management and delivery of housing services across the borough.

- 5.3 Registered providers have an important and central role to play in tackling the housing challenges that face the borough. In Haringey they currently manage around 13,000 affordable homes for rent and shared ownership and as such represent a major stakeholder in the future success of the borough and its residents. Registered providers have been the sole provider of new affordable housing in Haringey for around 30 years and will continue to provide the majority of new affordable housing in future despite the emerging council new build programme. In addition to their landlord and new build roles, registered providers have an important role to play in the economic growth of the borough by providing much needed affordable housing for the labour market, jobs through and during the construction phase of new developments and community investment initiatives including apprenticeships, training and back to work programmes. These issues and the need to form close and strong partnerships with registered providers will feature strongly in the emerging housing strategy.

What are registered providers?

- 5.4 Registered Providers of Social Housing (Registered Providers for short) are private organisations that provide low-cost affordable housing for rent and sale for people in housing need. Registered Providers are commonly referred to as Registered Social Landlords or Housing Associations. The term Registered Provider was introduced by the Housing and Regeneration Act 2008. Any surplus that a registered provider makes is re-invested back into the business to maintain existing housing and help finance new homes. Although independent they are regulated by the Government through the Homes and Communities Agency (HCA) and commonly receive public funding by way of Social Housing Grant. They are the major providers of new affordable housing for rent and sale in England and Wales.

Working with registered providers

- 5.5 The council introduced a generic partnership agreement for registered providers in 2010 as a way of improving relationships and ensuring consistency. This has gone some way to bringing about improvements, but these have been limited due to the high number of providers operating in the borough and budget reductions that has seen the team that deals with this area of work reduced in size.
- 5.6 The relationship between the council and its partners was the subject of a Scrutiny Panel report in 2013 which recommended further improvements to develop and improve engagement between the council and local RPs, and support further liaison and partnership and to assist local officials in local scrutiny and performance management of registered providers.

6. Preferred Partnership Agreement



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- 6.1 One way the council is seeking to improve relationships with its partners is to establish a Preferred Partner Framework to bring together the most pro-active organisations to work with the council to deliver and improve housing services in the borough. The Framework will offer our preferred partners the opportunity to engage with the council in an honest, open and transparent way on all matters in relation to housing and will act as monitor of all registered provider activity in the borough.
- 6.2 The council issued a pre qualification questionnaire in January 2014. A total of 20 organisations expressed an interest. All organisations were issued with a detailed questionnaire for completion (Attached at **Appendix 1**). One organisation withdrew during stage one leaving a total of 19 organisations.
- 6.3 The evaluation and selection process comprised two stages. The first stage was an assessment of the application form. This was carried out by colleagues from Homes for Haringey, Community Housing and Strategy & Regeneration and the scores amalgamated. The scores were weighted 65% strategic fit and 35% performance.
- 6.4 As part of Stage two of the evaluation and selection process, the nine shortlisted organisations were invited to an interview with the Lead Member for Regeneration & Housing and the Head of Housing Investment & Sites. The interviews took place during week commencing 28 July 2014 and the following organisations selected as the council's preferred partners: -
- Sanctuary
 - Circle
 - Family Mosaic
 - Newlon
 - London and Quadrant
 - Notting Hill
- 6.5 In terms of their strategic fit, they represent some of the largest and most consistent developers of new housing in the borough, and have a commitment to deliver mixed tenure schemes including affordable housing for rent and sale, large scale managed private rented housing and market sale. They have all committed to focus delivery of affordable housing for sale, private rented and market housing in the east of the borough while concentrating on the central and western parts of the borough to provide new affordable housing for rent. They are all experienced in housing estate renewal and are currently working in and around London in partnership with local councils to deliver growth and regeneration.
- 6.6 They also represent some of the largest stakeholders in the borough, owning and managing a significant proportion of the current registered provider stock. As such, they are well placed to make a significant difference to the lives of Haringey residents through improvements in the way they manage and invest in their existing stock.
- 6.7 In seeking to develop an open and transparent partnership, the council has deliberately been non-prescriptive in setting out terms and conditions, preferring



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instead to work with partners to develop the Framework and Agreement from the bottom up based on a set of guiding principles: -

- All partners will operate in an open, honest and transparent way, including the provision of information normally considered commercially sensitive as part of planning submissions.
- The relationship will exist between all partners and not just between individual providers and the council (note: where commercially sensitive information is provided this will be shared only between the individual provider and the council).
- Partners will work together to improve estate management by sharing information and proactively considering alternative management arrangements where this considered appropriate.
- Partners will work together to tackle homelessness and reduce the reliance on temporary accommodation.
- Partners will work together to maximise the provision of affordable housing in the borough and will comply fully with the Council's planning policies and aim of creating mixed and balanced communities.
- Partners will work collaboratively with elected members, both in their strategic capacity as policy setters and community advocates for local residents.

6.8 The Agreement will cover three key areas and represents a real opportunity for our preferred partners to make a major contribution to tackling the housing challenges in the borough. The areas will mirror the three key priorities within the emerging housing strategy: -

- a) development and new build, including estate renewal
- b) homelessness, temporary accommodation and lettings
- c) estate management, including community investment

6.9 The section on development and new build, including estate renewal, will seek to promote the provision of more housing through the appropriate use of council land and the use of the Council's retained RTB Receipts (see section 7 below) to provide grant funding. This will have additional benefits to the council of increasing the Council Tax base.

6.10 The section on homelessness, temporary accommodation and lettings, will co-ordinate work to reduce evictions and focus on proactive intervention and prevention measures to ensure residents can sustain their tenancies and contribute to a strong local economy. The Agreement will also promote alternative approaches to the use of temporary accommodation and the role registered providers have to play in this.

6.11 The section on estate management, including community investment, will focus on the local environment, condition of the estate and the properties themselves, as well as the opportunities available to tenants to enhance their life changes through access to education, training and work. The aim is to ensure that there is a joined up approach to local management that benefits everyone within a local community regardless of whom their landlord is.



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- 6.12 The Preferred Partnership Agreement will also include a section on working with elected members, both at a strategic level to develop local housing policy in the borough and at an operational level to support members in their constituency and advocacy role. It will also include a clear governance and performance monitoring framework to ensure that registered providers, and the council, meet the expectations and outcomes of the agreement.
- 6.13 The inaugural meeting of the Preferred Partner Framework took place on 22 August 2014 to begin work on the Preferred Partner Agreement
- 6.14 At the meeting on the 22nd, partners agreed in principle to make a financial contribution to the Council to administer the agreement and framework. They asked for confirmation of how this would be calculated and what the money would be used for before making a final commitment. The following breakdown is proposed: -
- 0.2 FTE on admin and monitoring of agreement (arranging meetings, publishing data etc)
 - 0.2 FTE on assessing bids for grant funding and monitoring contracts that are awarded grant
 - 0.2 FTE on identifying land opportunities, including but not limited to our own land
 - 0.2 FTE dedicated housing enabling 'hand holding' service through planning
 - 0.1 FTE on improving estate management, including working on options for stock rationalisation, management options etc
 - 0.1 FTE on working together to reduce homelessness and tackle the problem of TA.
- 6.15 This equates to 1 FTE overall, which if costed at the mid-point of PO4 gives a total charge of £50,737 which is £8,500 per registered provider. Further detailed negotiations with the council's partners are needed to confirm and agree the exact details and funding arrangements of this agreement.
- 6.16 As registered providers are private organisations, their involvement in, and adherence to, any agreement with the council is voluntary and therefore calls for an agreement that everyone can sign up to. The majority of the Agreement is about putting in place good practice for partnership working and ensuring that this feeds through to improvements that local residents can see. The provision of grant funding for new build requires detailed criteria which will set out the conditions of grant.

7. Use of Right to Buy receipts as Grant Funding



Haringey Council

- 7.1 In April 2012 the Government raised the cap on RTB discounts and confirmed that receipts from the additional sales generated would be used to fund replacement stock on a one-for-one basis. Ministers confirmed that their favoured option to deliver these new homes would be through local authorities retaining receipts to spend in their areas.
- 7.2 In order to keep these additional RTB receipts locally the council entered into an agreement with the Secretary of State for Communities and Local Government. As part of this agreement, the council agrees: -
- a) to use all the receipts for the provision of social housing (i.e. not shared ownership or market sale);
 - b) that the receipts will constitute no more than 30% of total investment in such homes (net of any contribution from another public body); and
 - c) that if, after three years, any of the receipts are not used as set out above, it will pay the unused sums - plus interest at base rate plus 4% - to the Secretary of State.
- 7.3 The Agreement is relatively 'light touch'; there are no conditions on the number of new homes that must be built or acquired, their type, size, location or the rent that must be charged on them. The Agreement defines "replacement stock" as including newly built council homes, newly acquired council homes (i.e. existing homes bought on the open market) or social housing provided through local authority grants to registered providers. There is also nothing to stop the Council offering grants directly to private developers. However, the housing developed would need to be transferred to a regulated social landlord that could include the Council. The main restriction is that the receipts retained must make up no more than 30% of the cost of replacement new build units or 50% of the cost of purchasing a former council owned home.
- 7.4 The council is already reviewing its new build programme to identify the possibility of using RTB monies in place of any subsidy from the Greater London Authority (GLA) that may already be awarded. The benefit to the council of doing this is that the level of funding available through the RTB route is higher than that available from the GLA. For example, GLA grant rates for phase 1 of the council's new build programme is approximately £34,000 per unit, however, at 30% of total cost (where the cost of building a new homes is £150,000 to £170,000 depending on size) subsidy through RTB funding will be £50,000 or more. This would mean that for every unit of affordable rented housing built by the council it would have to find less in capital or borrowing. Using RTB receipts also allows the council to set social rents and lifetime tenancies whereas it is a condition of the Mayor's Housing Covenant that rents must be set at affordable rent levels and tenancies must be five year fixed term.
- 7.5 However, even if the council uses its RTB receipts to fund its own new build homes, the scale of its programme in the short to medium term is insufficient to take up the full amount of RTB receipts available. Therefore, to avoid having to return the RTB receipts to DCLG with interest, the council will have to consider using the receipts to



Haringey Council

fund an acquisition programme or provide grant funding to one of its preferred partners.

- 7.7 Where the council uses its retained RTB receipts to fund an acquisition programme, the receipts can be used to fund 50% of the total cost of the purchase where the council buys back a former council owned home that has been sold through right to buy. .
- 7.8 If the council chooses not to use the receipts to fund its own new build or acquisition programmes, it can elect to provide grant funding to registered providers to enable them to build or acquire new homes. Where the council does choose to provide grant funding, the registered provider will be expected to fund the remaining 70% from its own reserves or through borrowing serviced by the anticipated rental income from the new homes built or acquired.
- 7.9 In the same way that the Right to Buy grant for the council's own new build programme will be higher than that from the GLA, so too will the grant offered to registered providers. This would act as a positive incentive to encourage more development in the borough to meet the need for housing and support growth in the borough. In addition, as the council will have a direct interest in the development of the new homes built by registered providers using Right to Buy receipts as grant funding, it will be able to exert more influence over the design and construction, including for example, the use of local labour and provision of training and apprenticeship opportunities as part of the construction contract.
- 7.10 The council will need to establish agreed criteria for registered providers to be awarded grant and against which they will be monitored for delivery. It will generally be accepted that the council's preferred partners meet the basic requirements to be awarded grant as this formed part of the selection criteria, however, annual checks will be needed to ensure that they retain their G1/V1 (highest level for Governance and Viability) Regulatory status with the Homes and Communities Agency (HCA).
- 7.11 Monitoring the delivery of units and use of grant once it has been awarded will require a Delivery Agreement. The terms of the Delivery Agreement, including the conditions for draw down of grant, will be negotiated and agreed with the council's Preferred Partners subject to Cabinet's approval in principal to provide grant to registered providers.
- 7.12 The use of RTB receipts as grant funding, either to fund the council's own new build or acquisition programme or one led by a registered provider, will need to demonstrate value for money and receive prior approval from the council's Chief Finance Officer.

8. Comments of the Chief Finance Officer and financial implications

- 8.1 At present the council is receiving around £4m of Right to Buy receipts per annum. The Council can elect to retain them for Investment in Housing as outlined in Section



Haringey Council

7 of this report, but if it does not subsequently spend these monies within 3 years it has to return the money to Central Government with interest.

- 8.2 The Council's ability to use this funding is limited by the fact that Right to Buy receipts can only contribute 30% of the total cost of a property and thus the other 70% has to be found from other sources. Thus for every £4m the Council spends it will need to identify £9.3m of other funding to fund the purchase. Given this expenditure needs to be balanced with other demands on the HRA such as Stock Condition work and Regeneration projects, it is advisable to consider other sources of the additional funding such as Registered Housing Providers.
- 8.3 This report establishes the policy position around potentially allocating Right to Buy receipts to Registered Housing Providers. No actual decision to allocate amounts to specific providers is being made at this point of time, as the Council is still reviewing the alternative options, notably funding council new build, to ensure that the benefits of this funding stream are maximised.
- 8.4 Before any decision is made to use Right to Buy receipts to purchase additional housing units, a full options appraisal on the long-term costs and income related to the purchase will be completed.
- 8.5 Any decision to allocate right to buy receipts to a Registered Housing Provider would need to comply with Financial Regulations, which may require separate Cabinet Authority if the amount is above £500,000. There is currently no budget provision to accommodate the Council's contribution to any scheme(s) and this would also need to be dealt with within any report seeking a decision to allocate resources.
- 8.6 The cost of developing the Framework outlined in this report has been contained within existing budgets, the additional post mentioned in this report to monitor the new arrangements with Registered Homes Providers can be funded from external contributions.

9. Comments of the Assistant Director of Corporate Governance

- 9.1 The Preferred Partner Framework is not subject to the tendering requirements set out in the Public Contracts Regulations 2006 (as amended). Therefore the council requested expressions of interest from organisations who were interested in being appointed to the Preferred Partner Framework. This is a process which is compliant with Contract Standing Orders.
- 9.2 Legal advice must be obtained on the terms of any agreements to be entered into pursuant to this report.

10. Equalities and Community Cohesion Comments

- 10.1 Registered Providers own and manage a significant amount of social and affordable housing in Haringey and are landlords to tens of thousands of local residents, many



Haringey Council

of whom are in low paid work or unemployed. The majority of the housing owned and managed by registered providers in the borough is located in Tottenham in wards with some of the highest levels of deprivation in the Country. By driving up the quality of services provided by registered providers and ensuring a more coherent and joined up approach with the Council and Homes for Haringey, the Preferred Partner Agreement will help bring about improvements in service provision to council and registered provider tenants alike and overall will have a positive impact on residents.

10.2 The Preferred Partner Agreement will include a section on monitoring and will provide a framework through which service quality is continually assessed. This will include key performance data such as the level of rent arrears, average time taken to let a home, the number of evictions for arrears and anti social behaviour, number of complaints received and resolved etc. An assessment of the potential impact of introducing the Preferred Partner Agreement as well as grant funding registered providers to build more homes will be considered in time for the final submission of this report to Cabinet.

11. Comments of the Head of Procurement

11.1 The Head of Procurement notes this report.

12. Policy Implication

12.1 Registered Providers have an active role to play in delivering affordable housing along with housing and related services to residents of Haringey and as such, activities such as those outlined this report will assist the council in delivering the vision, aims and objectives of the emerging housing strategy and Corporate Plan.

13. Reasons for Decision

- (a) To improve relationships with registered providers in the borough and contribute to the delivery of the council's current and emerging corporate plans.
- (b) To ensure the council has plans in place to spend its retained Right to Buy receipts within the timeframe set down by government.

14. Use of Appendices

Appendix 1: Registered Provider Preferred Partner Questionnaire

15. Local Government (Access to Information) Act 1985



Haringey Council

Appendix 1: Registered Provider Preferred Partner Questionnaire

Section 1: Name and registered address of registered provider

Section 2: Background information

	Yes	No
1. Are you registered with the Homes and Communities Agency (HCA)?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you an Investment Partner with either the HCA or GLA?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your organisation have a published policy on equalities?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does your organisation have a current G1 (Governance) and V1 (Viability) rating from the HCA? If not, please provide a separate statement setting out your agreed plans to improve.	<input type="checkbox"/>	<input type="checkbox"/>
5. Will you maximise transparency by working with the Council on a complete open book basis?	<input type="checkbox"/>	<input type="checkbox"/>
6. Are you prepared to work in partnership with other RPs or specialist providers?	<input type="checkbox"/>	<input type="checkbox"/>

Section 3: Strategic fit

1. On a separate sheet (one page of A4 maximum) please state why you want to work in partnership with Haringey Council.
2. The Council's Corporate Plan and key supporting policies and strategies are set out at <http://www.haringey.gov.uk/index/council/strategiesandpolicies.htm>

How will your organisation contribute towards these?



Haringey Council

3. What do you understand as being the wider strategic objectives and priorities for Haringey? How can your organisation help us to deliver these?

Section 4: Details of your housing stock

	Haringey	London (exc. Haringey)	Total (all London)
How many properties do you own and manage?			
How many properties do you manage on behalf of others?			
How many properties do you own that are managed by others?			
Other (please state)			
Total			



Haringey Council

Section 5: Development

1. Does your organisation have its own development capacity/function or are you part of a consortium? If part of a consortium, please provide the name of the organisation that acts as your development partner below.

--

2. How many units did your organisation complete across London during 2012/13?

- (a) Section 106 sites

Haringey	London (exc. Haringey)	Total (all London)

- (b) Local authority land

Haringey	London (exc. Haringey)	Total (all London)

- (c) Open market sites (purchased by RP)

Haringey	London (exc. Haringey)	Total (all London)

3. What percentage of your new developments (expressed as a percentage of total number of units delivered in London) have achieved Code Level 4 or above?

--

4. What do you understand about Haringey Council's planning policy in relation to affordable housing?

--



Haringey Council

5. What is your capacity to land bank? Please tell us how many sites your organisation has land-banked in the past three years in London.

6. When considering new development opportunities, how do you ensure that the housing proposed will meet local needs and contribute positively to the local community?

7. What is your policy on Affordable Rent?

8. What is your organisation's policy on delivering mixed tenures, including open market sale?

9. What is your organisation's policy on pepper-potting?

Section 6: Management



Haringey Council

1. If you currently manage properties within Haringey, please confirm where they are managed from.

--

2. Please confirm your policy in relation to local management and local offices. Would you be willing to office share with another organisation?

--

3. How much has your organisation spent on housing management services per annum (expressed as a cost per property managed) for the last three years?

2010/11	2011/12	2012/13

4. What level of rent arrears has your organisation carried in each of the last three years?

2010/11	2011/12	2012/13

5. How many evictions has your organisation carried out in each of the last three years? (in brackets, please show how many of these were for rent arrears)

2010/11	2011/12	2012/13



Haringey Council

6. Please describe your organisation's policy and approach to income recovery.

7. If you have adopted a new approach to income recovery since the introduction of affordable rent, please give details.

8. How many Affordable Rent units do you own and manage?

Haringey	London (exc. Haringey)	Total (all London)

9. How many of these have been provided through 'flipping' existing Social Rent voids? (in brackets, please show this as a percentage of total lettings made).

Haringey	London (exc. Haringey)	Total (all London)



Haringey Council

10. How are you preparing for Welfare Reform?

11. How do you deal with anti-social behaviour, harassment and other breaches of tenancy conditions?

12. Please give details on the number of ABCs, ASBOs and injunctions served per annum over the last 3 years.

2010/11	2011/12	2012/13

13. What is your approach to estate inspections/walkabouts? Do you routinely invite councillors?



Haringey Council

14. What was your average void turnaround time for the following years? (Number of working days taken from Termination of Tenancy to Commencement of Tenancy)

2010/11	2011/12	2012/13

15. What were your voids as a percentage of your total stock for the last three years?

2010/11	2011/12	2012/13

16. Please give details of the range of customer satisfaction surveys (including for repairs) you carry out, and provide levels of satisfaction for each of the last three years.

	Satisfaction Level		
	2010/11	2011/12	2012/13

17. How many service complaints has your organisation received per annum over the last three years? Please provide your complaints handling policy.

2010/11	2011/12	2012/13

18. How many tenant representatives do you have on your board?

19. How much has your organisation spent per annum on tenant participation (expressed as a cost per property managed) for the last three years?

2010/11	2011/12	2012/13



Haringey Council

20. How do you engage with hard to reach groups? e.g. Ethnic minority, older people etc.

--

21. How do you involve and empower residents?

--

Section 7: Maintenance

1. How many repairs did you carry out during the last three years?

2010/11	2011/12	2012/13

2. What percentage of these repairs was completed on time?

2010/11	2011/12	2012/13

3. What percentage of these repairs was responsive?

2010/11	2011/12	2012/13



Haringey Council

4. What percentage of repairs do you post inspect?

5. What percentage of boiler servicing has been achieved in each of the last three years?

2010/11	2011/12	2012/13

6. Do you operate an appointment system for repairs? If so, how does this work?

7. What percentage of your housing stock is currently meeting the Decent Homes target?
When do you envisage achieving the target for all of your stock?

Percentage currently meeting decent homes standard

Expected date when 100% of stock will meet standard

Section 8: Sustainable Communities

1. What are you doing to achieve sustainable communities?

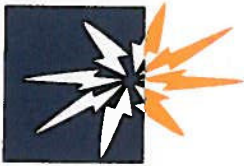


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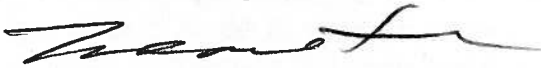
2. Do you have a Community Investment Strategy that aims to support your residents into employment, training and work? If Yes, please give details of your strategy and any initiatives you are involved in:

3. What can you offer to assist in the development of special needs housing, or other areas of specialism?

4. Are there any other skills/experience/innovations you feel your organisation has that have not been covered in this questionnaire but that could be of benefit in a long-term partnership with Haringey?



Haringey Council

Report for:	Cabinet 18th November 2014	Item Number:	
Title:	Provision of Facilities Management Services for Council buildings		
Report Authorised by:	Tracie Evans, Chief Operating Officer 		
Lead Officer:	Malcolm Greaves, Head of Asset Management		
Ward(s) affected: None	Report for Key Decisions: Key		

1. Describe the issue under consideration

- 1.1 The Council currently spends approx £4.1m pa on Facilities Management (FM) services for its Operational, Commercial and Community buildings. This report describes how our FM Services are currently delivered, explores the options for future delivery and recommends a preferred delivery solution.
- 1.2 The Council currently delivers FM through a “mixed economy” combination of in-house service provision and external contracts. This includes “hard” FM services to maintain our buildings and “soft” FM services which support our use and occupation of the mainly corporate office buildings.
- 1.3 The table below indicates the core services under each heading:

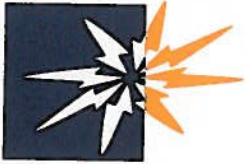
Hard FM Services	Soft FM Services
Reactive repairs and maintenance	Postal & Courier
Planned maintenance	Room Bookings and management
Service contracts	Security guarding and systems



Haringey Council

Statutory compliance testing and surveys	Reception services
Grounds maintenance	Porterage
	Car park Management
	Stationery Management
	Building Cleaning

- 1.4 The current hard FM contract, awarded to Europa Facility Services Limited as Managing Agent in September 2008, is due to end in November 2014. This contract delivers most hard FM elements except asbestos management and grounds maintenance.
- 1.5 The majority of soft FM services, except Cleaning and Security, are directly delivered by the Council's facilities management team based in Asset Management and the Library site management team. There is approx 46 staff delivering these services of which 35 are directly affected by the recommendation in this report.
- 1.6 Cleaning services are provided by Cofely gdf-Suez under a contract which terminates in November 2016 and Security is provided by United Guarding under a contract which terminates in May 2016.
- 1.7 The requirement to re-procure the hard FM contracts has afforded the opportunity to consider a range of delivery models, including combining with soft FM; driving better value and efficiency now and into the future.
- 1.8 Alternative delivery models have been considered and it is believed that moving to a Total Facilities Management (TFM) arrangement will best meet the Council's criteria, offering the optimum level of savings across the contract term, without increased risk of a reduction in service quality. TFM is a service delivery model bringing together delivery of all hard and soft FM into a single delivery contract.
- 1.9 The Tri-borough Authorities (Westminster, Royal Borough of Kensington & Chelsea and Hammersmith & Fulham) have entered into a 10 year TFM contract with Amey. The contract commenced on 1 October 2013 for a period of 10 years (with an option to extend for a further 3 years). The arrangements include a Framework Agreement ("FA") which allows other London Boroughs and schools to enter into separate agreements with Amey. Haringey expressed an interest and has an opportunity to benefit from the same economies of scale.



Haringey Council

1.10 The Tri-borough framework has been identified as the most appropriate solution and this report outlines the process undertaken, resultant immediate benefits and requests approval to award the contract. Under these arrangements all soft FM delivery staff would transfer to Amey under the TUPE regulations 2006.

1.11 Further savings can be achieved during the contract period through the adoption of new innovative methods of working and through the improved provision of certain centralised functions such as mailroom. Whilst the adoption of new and innovative ways may not be available immediately at contract award they will be phased in at the appropriate time.

2. Cabinet Member introduction

2.1 This report sets out a proposal to award a Total Facilities Management contract for Council buildings, which represents both an improvement in service offering and financial efficiencies.

2.2 I am pleased that all transferred staff will be paid at or above the London Living Wage (as they are now) and that Amey will pay at or above the LLW to all other staff working on the Facilities Management contract.

2.3 The proposal will provide cost certainty and the flexibility to meet the Council's changing requirements, whilst securing the benefits offered by this established framework.

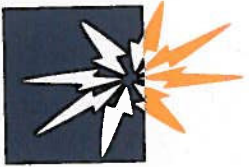
3. Recommendations

3.1 That, subject to paragraph 3.2, Cabinet approve the award by way of a call off from the Tri-borough single supplier Framework Agreement to Amey Community Limited ("Amey") of a Total Facilities Management services contract for a period of 5 years starting in early 2015 with an option to extend for up to a further 3 one-year periods making a potential total of 8 years, for the total estimated all-inclusive price of £29.724M as further detailed in the exempt part of this report.

3.2 That Cabinet delegate authority to the Chief Operating Officer in consultation with the Cabinet Member for Housing and Regeneration to finalise the detailed pricing, service levels and other contract terms.

4. Alternative options considered

4.1 Using the detailed work carried out by the Tri-borough authorities as part of their extensive procurement process we have applied that to Haringey's criteria for determining the optimum solution. To "do nothing" is not a viable option.



Haringey Council

4.2 The following criteria have been considered:

- Flexibility and scalability
- Financial savings
- Quality of delivery and performance
- Risk transfer
- Innovation

4.3 Five principle models have been considered for the delivery of FM services across the Council estate. Each of these is described in turn below:

4.3.1 Option 1: Mixed economy – a combination of in-house service provision and external contracts. Evolving incrementally over time this is an ‘as is’ operating model for FM that exists for the Council with in-house teams for soft FM whilst cleaning, security, helpdesk and managing agent function is provided through external suppliers.

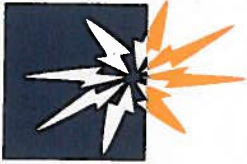
Consideration: Discounted as the desire to expand the influence of the Corporate Landlord across the estate (thereby controlling spend, standardising processes and better managing compliance) means that this is not a feasible operating model for the future requirements of the Council. This model would continue to deliver minor savings only and be limited in extent innovation and risk transfer.

4.3.2 Option 2: In house – a full suite of FM services (soft, hard and client side functions) provided by an in-house resource. This was the model of ‘Direct Labour Organisations’ previously operated but generally found no longer cost effective or flexible enough to meet Council needs. There is, however, a desire to protect the income levels of the lower paid cohort of employees

Consideration: Discounted as long as the preferred option ensures that the external provider is assured to adopt the London Living Wage (LLW) any advantages of in-house service provision would be negated. This model would require increased investment to in-source currently out-sourced services. There is no scope for risk transfer or externally driven innovation.

4.3.3 Option 3: Single services: a series of individual contracts for each separate service line (e.g. maintenance, security, cleaning, helpdesk provision etc). Such contracts are generally let for short periods of time (typically two to three years) and offer the advantage of regular market appraisal but do not encourage innovation from the supplier. They incur increased procurement costs.

Consideration: Discounted as the management of performance and spend data gathering required for effective management information can prove difficult to manage the diverse number of contracts and control off contract


Haringey Council

spend and is opposed to the strategic direction of the Council. This model would derive very few savings due to the low economies of scale with minimal transfer of risks.

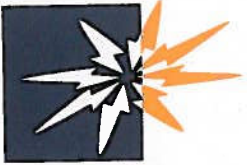
- 4.3.4 Option 4: Bundled and/or integrated services: when a number of similar contracts are bundled together to deliver greater savings and/or enhanced service provision. The effectiveness of this form of delivery model is often dependent upon the geographical location of the procuring authority and type of services to be bundled and will not necessarily facilitate a 'thinner' client side operation.

Consideration: Shortlisted as it can meet most of the criteria to some extent.

- 4.3.5 Option 5: Total Facilities Management (TFM): a 'one stop shop' outsourced solution for all facilities services. Innovation and self management of the account assist the Council in transforming the client model to that of an intelligent client function. As such the TFM provides a platform for the Corporate Landlord function.

Consideration: Shortlisted as it can meet all of the criteria.

- 4.4 The two shortlisted options (option 4 and option 5) were then taken forward to further determine their ability to fulfil the criteria necessary for the successful delivery of FM.
- 4.5 Although it is considered that the adoption of a bundled/integrated model of FM service delivery would deliver the majority of the Council's requirements, scalability would be more limited and difficult to action without affecting prices due to the lack of economy of scale in each bundle. Achieving consistent quality and savings would require greater management across the bundles. Risk transfer would be possible but limited due to the lower value of each bundle, similarly innovation would be limited to within the scope of the bundle rather than the totality of FM Services.
- 4.6 It is believed that to build and promote the TFM model offers greater benefits to the Council with least risk. This model maximises the opportunity for integrated innovative delivery and savings through a single provider. Risk can be transferred to and managed by the provider across the whole FM service which provides greater cost certainty. This option offers considerable flexibility to accommodate changes in the size and scope of the managed estate. It is expected that the LBH estate will reduce in size significantly over the coming years and this option allows the Council to remove buildings and reduce its FM spend accordingly. Therefore Option 5, the TFM model, is recommended.
- 4.7 The option of a full competitive procurement solely for Haringey, requiring notification in the Official Journal of the European Union, was considered



Haringey Council

prior to expressing an interest in the Tri-Borough framework in 2011. This option would normally take 12 – 18 months to complete and is unlikely to deliver a significant level of savings from the current FM budget, at a significantly higher procurement cost of circa £150k based on previous procurement.

- 4.8 An alternative framework, the Crown Commercial Services framework was considered; however, this is currently being re-procured and is unlikely to be available before December 2014. Following this a further period of mini competition tendering would be required.
- 4.9 The Tri-borough FA provides a delivery option that fulfils the Council's requirements whilst providing a scope of services whereby new and innovative ways of working will be available to the Council during the life of the contract. The ability to call-off from this existing FA provides for a cost effective and time efficient procurement route to the Council.

5. Background information

5.1 The following buildings and services are in scope:

- Buildings:
 - Operational estate of approx 107 buildings, including depots, libraries, community buildings and facilities
 - Commercial estate of approx 146 buildings (limited reactive repairs)
 - Parks and leisure buildings and spaces (limited reactive repairs)
- Services to operational buildings:
 - Repairs and maintenance (PPM, reactive and statutory)
 - Compliance testing and surveys
 - Cleaning services
 - Security
 - Mailroom and soft FM support services
- Capital funded repairs and maintenance

5.2 The following services are currently out of scope:

- Corporate Office receptions, with the intention of transferring to Customer Services.
- Schools FM, although the FA allows schools to procure these services directly should they so wish.
- Housing maintenance, delivered through Homes for Haringey.


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- 5.3 Schools generally contract on a stand-alone basis with some advisory support from Asset Management and Corporate Property & Major Projects teams. They are not therefore included in the current scope of services but can opt to use the framework at a later date if required.
- 5.4 Following commencement of the Tri-borough contract in October 2013 and subsequent availability of the framework, in June and July 2014, officers from the Tri-borough met officers from LBH to workshop possible applications of the framework agreement (FA). Specifically, the purpose of the meeting was to explain, explore and understand:
- what the FA has to offer and how the FA operates
 - clienting opportunities
 - potential timescales
 - stakeholder issues
 - data requirements and templates
 - service scope and specification
- 5.5 Further meetings have been held to refine LBH's requirements following which a feasibility study was undertaken, the purpose of which was to determine the minimum savings level ("MSL") and other benefits of entering into a contract with Amey (called off from the Tri-borough FA), across soft and hard services. The options appraisal undertaken indicates that the Tri-borough TFM FA presents the most favourable option for the provision of FM services for the corporate estate.
- 5.6 Following a robust and extensive competitive procurement process, the Tri-borough TFM FA has been in place since 1 October 2013 and LBH officers understand it has performed well. Amey also delivers many large, well established contracts for major government departments including the Home Office, MOD and the Department of Transport.
- 5.7 The recommended option for the provision of TFM services for the Council's estate is a contract with Amey called off from the Tri-borough TFM FA. This recommendation is based on the criteria described at 4.2 above and opportunity for further efficiency savings in areas such as post, security etc (currently priced as "pass through" services) through the adoption of new innovative models of operation.
- 5.8 An initial price has been submitted by Amey and this would generate an initial guaranteed net minimum savings level of £221k per annum, for the properties and services in scope. The pricing is to be further refined and as discussions with the contractor are completed, the final amount could reduce further increasing the level of projected saving.



Haringey Council

- 5.9 The proposed price is TUPE, pensions and London Living Wage (LLW) neutral. The final contract price will be adjusted to allow for the effects of TUPE, pensions, LLW as actually incurred. It was felt this would provide the most favourable outcome for the Council as contractors would generally include a significant premium in their price to allow for this risk. A contingency of £500k has been allowed for this, which can be amortised over 5 years at £100k per annum, the actual cost of which may be considerably less.
- 5.10 There will be one off transitional and mobilisation costs as a result of the recommended award of contract as set out in the Exempt Information part of this report. It will be possible to amortise this cost over the duration of the contract.
- 5.11 Under the terms of the call off contract there is no limit of liability for reactive repairs, substantially all reactive maintenance risk arising from the transfer date will be transferred to Amey, providing greater cost certainty. LBH will carry the risks of data quality and TUPE.
- 5.12 It is proposed that Amey will take on the role of Managing Agent of a small number of contracts including cleaning and security contracts until expiry. This will enable LBH to avoid the high termination costs and enable a smooth transition of service to Amey at contract end and to continue to benefit from a significant level of TFM savings. This will increase savings further after this 18 month period.
- 5.13 A number of services in scope, including directly delivered and specialist services, such as post room and FM Support, have been priced by Amey at cost ("pass through" services). There will be further efficiency savings through the adoption of new innovative models of operation; these savings will be shared with Amey on an 80/20 basis (LBH/Amey).
- 5.14 The award of contract for the services in scope would transfer approx 35 staff from the Council's facilities management and library site management services to Amey. The majority of this affected staff group is living locally and their services will be retained. All transferred posts will have their terms and conditions protected in accordance with the TUPE regulations 2006. Amey will have admitted body status so pensions will be protected. It is envisaged a small number of contractor staff may also be subject to transfer.
- 5.15 All transferred staff will be paid at or above the London Living Wage as they are now and Amey will pay at or above the London Living Wage (LLW) to all other staff working on the FM contract in accordance with the Council's requirements.

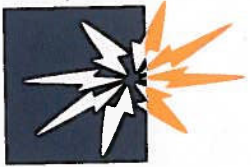


Haringey Council

- 5.16 Amey have committed to extending their apprenticeship schemes to this contract, recruiting and training 20 or more apprenticeships through the contract.
- 5.17 Amey have committed to engaging with local suppliers, including the existing supply chain, to support the delivery of a TFM contract. It is proposed to hold a supplier event during the mobilisation period.
- 5.18 The proposed price stipulates an RPIx annual inflationary increase and it is assumed the Council will manage this inflationary pressure through its MTFP.
- 5.19 Capital repair maintenance and improvement works of up to £250k per project are in the scope of the framework. Amey will be responsible for the forward maintenance plan and it is proposed will manage the works programme.
- 5.20 The form of contract is based on a Model Services contract drafted for Local Partnerships (4Ps). This incorporates a robust performance management mechanism based on a Balanced Scorecard that allows the Council flexibility in determining its Key Performance Indicators and associated weightings.
- 5.21 The contract includes an output based Specification and comprehensive Service Delivery Plans. A comprehensive suite of KPI's has been developed and performance will be benchmarked across all the Tri-borough contracts
- 5.22 The contract will be managed by an intelligent client team in Asset Management to ensure contract performance, manage the interface between key stakeholders & Amey and provide strategic management of the corporate estate.
- 5.23 It is proposed to finalise the contract fully in time for contract mobilisation to start in Jan. 2015 with a target operational start date for the new TFM services on 1 May 2015.

6. Comments of the Chief Finance Officer and financial implications

- 6.1 The CFO confirms that the total current budgeted cost of Facilities Management for the buildings in the proposed contract scope is just over £4.1m per annum.
- 6.2 Details of the proposed annual contract price, the contingencies required to cover elements still to be negotiated, and the mobilisation costs for the initial 5 year term are set out in the table in Part B. The estimated costs are compared against budget to demonstrate the savings expected to be achieved over 5 years, and the potential for continued savings if the contract were extended for up to a possible further three years.



Haringey Council

- 6.3 Estimated savings in the first full year are £221k, rising to £353k per annum from years 2-5. After 5 years, all mobilisation costs would have been fully paid for, and the annual savings would increase to £530k per annum if the contract continued for a further 3 years. Annual market testing of the contract rates will be undertaken throughout the contract, with the contractor obliged to match rates where beneficial to the Council. The Council would also have the option to fully test the market after the initial 5 year period in order to ensure best value continued to be obtained.
- 6.4 The contractor's total estimated all-inclusive price which delivers the guaranteed minimum savings level secured as part of the contract will offer the benefit of budget stability and certainty in relation to the basic costs of facilities management, as the risk of increased input costs is passed to the contractor.
- 6.5 The contract proposes that certain elements of the Council's existing costs are treated as pass through costs. These elements will require more detailed investigation over the initial contract period to determine whether further efficiencies and additional savings can be derived. Security costs for the Council's estate are currently volatile as the Council seeks to both rationalise property and also to support regeneration plans with strategic acquisitions. The Council will therefore need to continue to cover the risk on security costs until a more stable position is achieved on its operational estate.
- 6.6 Until discussion on the final terms is concluded, there remains a risk in relation to the costs of any TUPE transfers including pension rights. The contractor's final costs are dependant on the final details of potential transfers and the pension status of those concerned. A contingency sum to cover these costs has been included in the calculations of potential savings. This contingency sum is considered adequate, but there remains a low risk that additional costs would erode the savings achievable based on the current estimated price.
- 6.7 The main residual risk for the Council concerns the existing condition of buildings proposed to be managed in the contract, and the potential for significant repairs to be required over the contract period. The Council will therefore continue to need to make provision in its medium term capital programme to invest in maintaining and enhancing its operational buildings. The current annual provision is £750k per annum, which is relatively low given the size of the estate. There is therefore a risk that specific additional works are identified through a more rigorous condition survey regime which requires further investment. The Council will be responsible for agreeing the priorities and overall level of investment for this programme although it is proposed that the proposed Facilities Management contractor manages the future works programme.

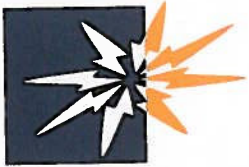


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- 6.8 In relation to the Council's Medium Term Financial Plan it should be noted that planned savings from facilities management efficiencies of a total of £175k were agreed for the 14/15 financial year, and have therefore already been applied to the Council's base budget. In the current year these savings are partially being met by one off savings, but pressures on the current year budget remain. The savings identified from the proposed contract would therefore allow the base budget savings already taken to be sustained, and allow a further base budget saving of £46k in 15/16 (£221k less £175k already taken), and a further base budget saving from 16/17 for the duration of the contract of £132k per annum (£353k-£221k).
- 6.9 In line with the Council's corporate landlord policy, all savings from the proposed contract and any rationalisation of property holding costs are savings due to be credited to corporate property services and the corporate accommodation savings target. Where necessary and appropriate any service budgets for such costs will be centralised in order to effect the implementation of these savings and overall improved control of property costs for the Council as a whole.

7. Comments of Assistant Director of Corporate Governance and legal implications

- 7.1 The report recommends the award of a contract for up to 8 years for services which are Part A services subject to the EU tender regime, as reflected in the Public Contract Regulations 2006 ("PCR 2006").
- 7.2 Contract Standing Orders (CSOs) also apply to this procurement in as far as they allow the Council to award a contract to a contractor selected from a framework established by another public sector body under the PCR 2006.
- 7.3 Paragraph 3.1 of the report proposes that the contract be awarded to Amey, the provider appointed to a single provider framework set up by the Tri-borough group of London boroughs. The framework was set up pursuant to an EU tender led by the Borough of Hammersmith and Fulham under the PCR 2006. The tender specifically provided for all London boroughs to call off contracts from the framework. It also provided for contracts to be called off from the framework for terms longer than 4 years depending on the contract's subject matter. This is what is proposed here given the need to allow time to build an innovative total facilities management delivery model.
- 7.4 The Council's proposed award will be compliant with EU procurement rules in as far as the Tri-borough procurement has followed PCR 2006 procedures and the Council has applied the terms of the specific framework agreement.
- 7.5 Because award relates to a contract valued over £500,000, the decision must normally be taken by Cabinet under CSO 9.06.1d. It is also a Key Decision



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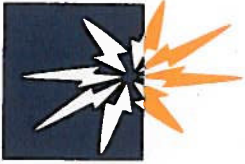
and 28 clear days' notice of intention to make it should normally be given through publication in the Council's Forward Plan. This has been done.

- 7.6 The recommendation in paragraph 3.2 of the report is for Cabinet to delegate authority to finalise the contract terms to the Chief Operating Officer in consultation with the lead Cabinet Member. Cabinet has the power under section 15(5)(b) of the Local Government Act 2000 to make this delegation.
- 7.7 Legal Services should continue to be consulted in the process of finalising the contract terms, including to ensure that TUPE procedures are fully implemented.
- 7.8 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendations in paragraph 3 of this report.

8. Equalities and Community Cohesion Comments

- 8.1 The Council has a general equality duty to ensure that in all its functions it has due regard to the need to among other things, advance equality for persons and groups who share the characteristics protected by the Equality Act 2010
- 8.2 The facilities management services will continue to be available to the Council and its employees whatever their protected characteristics and irrespective of who the provider is. The proposal has no equality relevance from a service provision perspective as there is no risk of adverse impact on any section of the Council who use this service.
- 8.3 No staff will be adversely affected as a result of the proposals in this report as all affected staff will transfer with existing terms and conditions under the TUPE regulations 2006.
- 8.4 An EqIA was carried out prior to the Tri-borough Cabinet approving the award of the Tri-borough contract and framework agreement to Amey. The procurement process was carried out within the Council's corporate procurement guidelines which have relevant equalities considerations at all the key stage including evaluation of qualitative criteria on the submitted bids.
- 8.5 An EqIA has been completed for the award of this Framework Agreement and is available on the website [insert link]
- 8.6 In regard to both service provision and employment the proposals have no adverse implications for the Council's public sector equality duty.

9. Head of Procurement Comments



Haringey Council

- 9.1 The Tri-borough arrangement appears to offer the Council significant savings and benefits over alternative options – but these will not be fully known until further detailed discussions on the final contract terms are completed with the Tri-boroughs and Amey
- 9.2 Joining an established framework with other London authorities would provide Haringey will greater supplier influence than if we procure alone.
- 9.3 Existing related contracts would be transferred under Amey so that these can be managed to their contractual expiry date, without contract breach or claims for damages
- 9.4 The Head of Procurement therefore supports the recommendation to progress the option of entering into contract with Amey through the Tri-borough framework.

10. Policy Implication

- 10.1 Approval of this report has no direct impact on Council policy.

11. Reasons for Decision

- 11.1 The Council needs to replace the managed service contract for its FM service.

12. Use of Appendices

None

13. Local Government (Access to Information) Act 1985

- 13.1 This report contains exempt and non-exempt information. Exempt information is contained in the Exempt Information Part of this report and is not for publication. The information is exempt under the following category (identified in the amended Schedule 12 A of the Local Government Act 1972).
- 13.2 Category 3 - Information relating to financial or business affairs of any particular person (including the authority holding that information)

14. Background Papers

- 14.1 None



Haringey Council

Equality Impact Assessment

Name of Project	TFM Framework	Cabinet meeting date If applicable	18 th November 2014
Service area responsible	Asset Management		
Name of completing officer	Malcolm Greaves	Date EqIA created	September 2014
Approved by Director / Assistant Director	Stephen McDonnell	Date of approval	6 November 2014

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Councils commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead Malcolm Greaves	5.
2. Equalities / HR – Inno Amadi/ Tina Ohagwa	6.
3. Legal Advisor (where necessary)- Stuart Best	7.
4. Trade union	8.
Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups	

The proposal is to seek award of a Total Facilities Management contract for the Council's corporate estate.

The services are currently being provided through a mixed delivery model of contracted out Hard FM building repair and maintenance, cleaning, security services and internally resourced Soft Facilities management services.

The proposal is to combine all Facilities Management services with delivery through award of a contract under a Framework Agreement (FA) procured by the Tri-borough authorities (Westminster, Hammersmith & Fulham and Kensington & Chelsea). It is proposed to award the FA to Amey Community Ltd. The FA was procured by the Tri-borough authorities, commencing October 2013. The FA is available to London boroughs and a review against haringeys requirements has identified the TFM FA as the recommended model. The procurement process took due regard to the general and specific public authority duties within the Equalities Act 2010.

Potentially, the proposal has implications for staff and is therefore relevant to the Council's general equality duty. Under terms of the proposal Haringey FM/ Site delivery staff (approx 35) based in the corporate team and library service will transfer to the new provider. This number will be finalised during discussions on the final contract terms. However, the impact on these groups will be minimised by the application of TUPE to all transferees, there are no planned redundancies. Incumbent contractor staff will also be subject to TUPE transfer. It means that in effect, no group existing employees will be adversely affected.

The framework is single supplier framework and the service will be mainly directly delivered by Amey and its supply chain. The incumbent contractors comprise mainly national organisations with some local labour and some local suppliers. Consideration has been given to the impact of procuring the TFM supplier and the potential exclusion of local suppliers, whilst TUPE may apply to some of their staff it may not resolve commercial impacts. A jointly promoted supplier day for existing suppliers is proposed in December 2014 to discuss opportunities for remaining part of the supply chain and any other opportunities within Ameys areas of business. This is to ensure that interested existing suppliers and others wishing to do so have equal opportunity to bid.

A full EqIA was carried out prior to the Tri-borough Cabinet report approving the award of the Tri-borough contract to Amey. The procurement process was carried out within the Council's corporate procurement guidelines which have general equality duty considerations at all the key

stages including evaluation of qualitative criteria on the submitted bids.

<p>Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.</p>	
<p>Data Source (include link where published)</p>	<p>What does this data include?</p>
<p>EqIA Profile on Harinet</p>	<p>Age, gender, ethnicity, disability information – for the Council and the Borough</p>
<p>EqIA profile of affected employees.</p>	<p>Age, gender, ethnicity, disability information – for the Facilities Management and Library Site Management staff</p>

<p>Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided</p>	
<p>Data Source (include link where published)</p>	<p>What does this data include?</p>
<p>No change to service provided</p>	

<p>Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.</p>			
	Positive	Negative	Details
Sex			None – why? There are no proposed changes to the services provided
Gender Reassignment			There are no proposed changes to the services provided

Age				There are no proposed changes to the services provided
Disability				There are no proposed changes to the services provided
Race & Ethnicity				There are no proposed changes to the services provided
Sexual Orientation				There are no proposed changes to the services provided
Religion or Belief (or No Belief)				There are no proposed changes to the services provided
Pregnancy & Maternity				There are no proposed changes to the services provided
Marriage and Civil Partnership				There are no proposed changes to the services provided

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.			
	Positive	Negative	Details
Sex			None – why? Existing staff TUPE transferred with same T&C's
Gender Reassignment			Existing staff TUPE transferred with same T&C's
Age			Existing staff TUPE

				transferred with same T&C's
Disability				Existing staff TUPE transferred with same T&C's
Race & Ethnicity				Existing staff TUPE transferred with same T&C's
Sexual Orientation				Existing staff TUPE transferred with same T&C's
Religion or Belief (or No Belief)				Existing staff TUPE transferred with same T&C's
Pregnancy & Maternity				Existing staff TUPE transferred with same T&C's
Marriage and Civil Partnership				Existing staff TUPE transferred with same T&C's

Stage 6 - Initial Impact analysis		Actions to mitigate, advance equality or fill gaps in information
There will be no disproportionate adverse impact on particular groups, directly or indirectly on existing staff as they will all transfer to the new provider under TUPE and will retain the same terms and conditions.		Ensure compliance with TUPE transfer processes, including providing LBH information and supporting information flow between incumbent and new suppliers.
There will be no impact on the services provided as all existing services will continue to be provided by the new provider.		Regular engagement with affected employees/unions/suppliers to review any consequential impacts and address issues and concerns

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
Councillors and Chief Officers have been consulted on this proposal and	So far, information and briefing, Q&A sessions with staff, meetings

<p>the award of the framework as detailed in the report will deliver significant cost reductions and service improvement in respect to the delivery of FM services across the Councils Estate. Staff consultation has commenced and will continue throughout the period of discussion on final terms and subsequent mobilisation period prior to operational commencement in May 2015.</p>	<p>with trade unions</p>
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Stage 8 - Final impact analysis

There is no impact on services as result to this proposals as all services will still be provided through a different provider..

There is no impact on staff as a result of these proposals as all affected staff will transfer with existing terms and conditions under the TUPE regulations 2006.

Stage 9 - Equality Impact Assessment Review Log

The EqIA will be reviewed prior to contract signing in January 2015 and operational commencement in May 2015.

<p>Review approved by Director / Assistant Director</p>	<p>Date of review</p>
<p>Review approved by Director / Assistant Director</p>	<p>Date of review</p>

Stage 10 -- Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

**MINUTES OF THE CABINET MEMBER SIGNING
MONDAY, 3 NOVEMBER 2014**

Present: Councillor Claire Kober (Leader of the Council).

In Attendance: Xanthe Barker – Principal Committee Coordinator and Charlotte Pomery
Assistant Director Commissioning.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP06.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>	
HSP07.	<p>HARINGEY BETTER CARE FUND (BCF) PLAN</p> <p>The Leader of the Council considered a report, previously circulated, which sought endorsement of the revised Better Care Fund Plan.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the revised Better Care Fund Plan (BCFP), submitted on 19 September 2014 as a vision to improve the health, wellbeing and independence of Haringey people through the delivery of integrated health and social care services, be endorsed; ii. That the revisions made to the BCFP, as required by NHS England, be noted (a summary of changes made to the Plan was attached at Appendix 3 of the report). <p>Alternative options considered The BCF Plan is part of a national programme to ensure integration of health and social care. It builds on work locally to integrate services to improve the user experience and to achieve better outcomes.</p> <p>Reasons for decision Formal acknowledgement of the Haringey BCF resubmission is required.</p>	<p>Ass Dir Commissi oning</p>
HSP08.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of urgent business.</p>	

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**MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 21 OCTOBER 2014**

Present: Councillor Stuart McNamara – Cabinet Member for Environment.

In Attendance: Xanthe Barker – Principal Committee Officer and Michael McNicholas – Neighbourhood Action Manager.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP03.	<p>URGENT BUSINESS</p> <p>There were no new items of urgent business.</p>	
HSP04.	<p>WINTER SERVICE PLAN 2014/15</p> <p>The Cabinet Member for Environment considered a report, previously circulated, which sought approval of the revised Winter Service Plan for 2014/15, which detailed the Council’s policies and operational procedures for dealing with snow and ice on the highway.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That approval be given to the adoption of the Winter Service Plan 2014/15, set out at Appendix 1 of the report, incorporating the proposed changes to Pavement and Carriageway Priority levels, and amendment to the grit bin network. ii. That it be noted that the Winter Service Operation Plan was reviewed no an annual basis. <p>Alternative options considered</p> <p>The option to incorporate all of the winter service suggestions and feedback into the Winter Service Plan 2014/15 was considered. This option was not chosen because the plan is designed to deal with snow and ice on a priority basis linked to heightened levels of risk, the need to keep public transport moving, taking into account footfall levels and the presence of important public buildings. Some of the feedback and suggestions received could not be given priority because they do not meet at least one of these criteria.</p> <p>The option to make no change to the Winter Service Plan 2013/14 was considered. This option was not chosen because the opportunity to improve the council’s response during severe winter weather would be lost and could lead to avoidable injuries and damage at untreated locations.</p> <p>Reasons for decision</p> <p>During severe weather it is not practicable for snow and ice on every carriageway and pavement surface to be treated and made safe.</p>	

**MINUTES OF THE CABINET MEMBER SIGNING
TUESDAY, 21 OCTOBER 2014**

	<p>Therefore, it is important to explain where we grit, when we grit and why we grit in any given severe weather event, the Winter Service Plan does this. The approval and adoption of the Winter Service Plan provides a mechanism to demonstrate that the policies, priorities and schedules for gritting have been given due consideration and approved at a level appropriate to the importance of the function. It is also designed to minimise the number of accidents related to snow and ice on the highway and forms part of the council's defence when claims are received for injuries and damage linked to snow and ice.</p>	
HSP05.	NEW ITEMS OF URGENT BUSINESS There were no new items of urgent business.	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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