

NOTICE OF MEETING

CABINET

Tuesday, 19th January, 2021, 6.30 pm - MS Teams meeting(View it by clicking [Here](#)) (This link will become live at the meeting start time)

Members: Councillors Joseph Ejiofor (Chair), Seema Chandwani, Charles Adje, Kaushika Amin (Deputy Chair), Mark Blake, Gideon Bull, Kirsten Hearn, Emine Ibrahim, Sarah James and Matt White

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting will be recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 20 below. New items of exempt business will be dealt with at Item 27 below).

4. DECLARATIONS OF INTEREST

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

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

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

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

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

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

This agenda contains exempt items as set out at **Item [21]: 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.

6. MINUTES (PAGES 1 - 36)

To confirm and sign the minutes of the meeting held on 8th of December 2020 as a correct record.

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

8. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

9. EXPANSION OF FREE SCHOOL MEALS ELIGIBILITY (PAGES 37 - 48)

[Report of the Director for Customers, Transformation and Resources. To be introduced by the Deputy Leader and Cabinet Member for Children, Education and Families]

This report seeks approval from Cabinet to initiate an expansion of eligibility for free school meals to defined groups of primary school pupils who are not currently eligible for free school meals from Summer Term 2021.

10. UPDATE ON THE COUNCIL'S HOUSING DELIVERY PROGRAMME (PAGES 49 - 66)

[Report of the Assistant Director for Housing. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

An update on progress on the Council's commitment to deliver a new generation of Council homes and to ask Cabinet to add new sites to the delivery programme.

11. HOUSING ASSET MANAGEMENT STRATEGY (PAGES 67 - 100)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Housing and Estate Renewal]

A report setting out the strategy for the management of, and investment in, Council-owned housing stock over the next 5 years.

12. PARKS AND LEISURE DPS RENEWAL (PAGES 101 - 110)

[Report of the Director of Environment and Neighbourhoods. To be introduced by the Cabinet Member for Climate Change, Equalities and Leisure.]

Cabinet approval for the Renewal of the existing Parks and Leisure Dynamic Purchasing System.

13. CONTRACT EXTENSION ON CHILDREN AND YOUNG PEOPLE'S SUBSTANCE MISUSE SERVICES CONTRACT (CYPS) TO ALLOW FOR NEW CONTRACT TO START 1ST DECEMBER 2021 (PAGES 111 - 118)

[Report of the Director of Adults and Health. To be introduced by the Cabinet Member for Adults and Health.]

Request to extend the existing contract by 8 months as a result of impact of Covid 19 to allow sufficient and reasonable timeframe to prepare ITT documentation and service provider submissions.

14. MAJOR WORKS: NOEL PARK (TENANTED PROPERTIES) (PAGES 119 - 130)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Leader of the Council.]

To seek approval for the appointment of the successful contractor to undertake the installation of modular extension replacements and major works. These to be carried out to 117 dwellings in Farrant Avenue, Gladstone Avenue, Morley Avenue and Moselle Avenue.

15. EXTENSION OF HOUSING RELATED SUPPORT CONTRACTS-SINGLE HOMELESS- PATHWAY OF SHORT TERM SUPPORTED HOUSING (PAGES 131 - 140)

[Report of the Director for Adults and Health. To be introduced by the Cabinet Member for Adults and Health.]

The Housing Related Support contracts for the Single Homeless Pathway were awarded to St Mungo's and St Ignatius on 12/01/2015 and are due to end on 11/01/2021. The contracts were due to go out to tender in March 2020 but due to COVID19 organisations were unable to undertake a full tender process. Procurement have granted an extension of up to 14 months to allow for organisations to return to normal and be able to bid for services. Therefore the report will be seeking to extend the contracts to 11/03/2022.

16. APPROVAL OF CONSTRUCTION CONTRACT AT SCALES ROAD N17 (PAGES 141 - 150)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

This report seeks Cabinet's approval, in light of engagement with local residents, to deliver four new Council homes for Council rent on Council land: three two-bedroom flats, including one that is fully accessible for wheelchair-users, and one three-bedroom flat. The recommended development has received positive feedback from the community and was given planning permission on 29 September 2020.

In order to facilitate this, Cabinet is being asked to approve use of the Council's powers to appropriate the land for planning purposes and to override any easements.

Cabinet is asked in light of a formal procurement exercise to approve the appointment of a local contractor, NFC Homes Limited, to deliver these new Council homes by converting a vacant shop unit on the ground floor of an existing Council block and building a new block of two flats on adjoining land currently occupied by dilapidated pram sheds.

17. APPROVAL OF CONSTRUCTION CONTRACT AT TUDOR CLOSE N6 (PAGES 151 - 160)

[Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Housing and Estate Renewal.]

This report seeks Cabinet's approval to develop a new-build scheme in Highgate on Council land, at 1- 42 Tudor Close N6 5PR, to build a three-storey block of flats with six new homes at social housing rent. Appendix 1 redline boundary provides the footprint of land. The accommodation schedule is 1x1bx2p, 2x2bx3p, 3x2bx4p, equates to six new habitable homes for twenty people. Appendix 2 (site plan) provides the proposed site layout, currently occupied by 38 car parking spaces within the cul-de-sac of the estate.

18. MINUTES OF OTHER BODIES (PAGES 161 - 174)

To note the minutes of the following:

Corporate Parenting Advisory Committee 20 October 2020
Urgent Decision 17 December 2020
Urgent Decision 21 December 2020
Cabinet Signing 21 December 2020

19. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 175 - 184)

To note the Delegated and significant actions taken by directors between November and December 2020.

20. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

21. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Items 22,23, 24,25,and 26 allow for consideration of exempt information in relation to items 14, 15, 16, 17 and 6.

TO RESOLVE

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

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

22. EXEMPT - NOEL PARK PODS REPLACEMENTS & MAJOR WORKS PROJECT (PAGES 185 - 190)

As per item 14.

23. EXTENSION OF HOUSING RELATED SUPPORT CONTRACTS-SINGLE HOMELESS- PATHWAY OF SHORT TERM SUPPORTED HOUSING - EXEMPT (PAGES 191 - 192)

As per item 15.

24. EXEMPT - APPROVAL OF A CONSTRUCTION CONTRACT FOR NEW COUNCIL HOMES AT SCALES ROAD N17 (PAGES 193 - 196)

As per item 16.

25. EXEMPT - APPROVAL OF CONSTRUCTION CONTRACT AT TUDOR CLOSE N6 (PAGES 197 - 200)

As per item 17.

26. EXEMPT MINUTES (PAGES 201 - 202)

To approve the exempt minutes of the meeting held on the 8th of December 2021

27. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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John Jones
Monitoring Officer (Interim)
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 11 January 2021

MINUTES OF MEETING Cabinet HELD ON Tuesday, 8th December, 2020, 6.30pm

PRESENT:

Councillors: Joseph Ejiofor (Chair), Seema Chandwani, Charles Adje, Kaushika Amin (Deputy Chair), Mark Blake, Gideon Bull, Kirsten Hearn, Emine Ibrahim, Sarah James and Matt White

ALSO ATTENDING: Cllr Dennison, Cllr Ahmet, Cllr Ogiehor

373. FILMING AT MEETINGS

The Leader referred to the notice of filming at meetings and the meeting noted this information.

374. APOLOGIES

There were apologies for lateness from Cllr Mark Blake, Cabinet Member for Communities.

375. URGENT BUSINESS

The Leader advised that the Overview and Scrutiny Committee had decided at its meeting of the 1st of December to refer the decision, taken by Cabinet, on 10th of November, on the Alterations Policy for Leaseholders back to Cabinet for reconsideration. The recommendations of Scrutiny will be dealt with as part of Agenda item 7.

According to the Call-in Procedure in the Council's Constitution (Part 4 Section H), the Cabinet had five working days to reconsider the key decision before taking a final decision.

To meet this requirement, the Cabinet needed to re-consider the Key decision at this meeting before making a final decision. The Leader confirmed that he had accepted this matter as an item of late urgent business to be considered with item 7 of the agenda.

376. DECLARATIONS OF INTEREST

On the basis of being a leaseholder in the borough, Councillor Chandwani declared an interest in relation to part of item 7 [the report dealing with the reconsideration of the key decision on the Alterations Policy for Leaseholders] and Item 12 payments policy

for leaseholder's consultation. Cllr Chandwani clarified that she had no personal or beneficial interest in item 14 as she did not own a car.

Cllr Bull declared an interest in items 7, 8, 12 and 14 by virtue of being a leaseholder and also had an interest in item 13 as a garage license holder in the borough.

The Leader, Cllr Ejiofor, declared a disclosable pecuniary interest in item 13, as garage license holder.

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

None

378. MINUTES

RESOLVED

To approve the minutes of the Cabinet meeting held on the 10th of November 2020 as an accurate record of the meeting.

379. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE - NON KEY

The Chair of Overview and Scrutiny introduced the report on fire safety in high rise blocks. The Committee had met on the 15th of October to consider an update on the implementations of the Fire Safety Review which had been ratified by Overview and Scrutiny in March 2019 and responses to the recommendations agreed by Cabinet in July 2019. The Committee noted that efforts to recruit additional fire safety officers had not been successful, and concern was raised at the speed of progress. Therefore, there was a recommendation made to recruit at least two apprentice building control officers.

The Cabinet Member for Housing and Estate Renewal responded and recommended that Cabinet accept the recommendation to recruit at least two apprentices in the Building Control service who would be recruited to start working with the Council in the 2021/22 financial year. This course of action was also agreed with by Cabinet.

It was noted that an officer working group had been set up to act on new building and fire safety requirements and its remit specifically included staffing issues to do with recruitment, retention, expertise, and training.

[Councillor Bull and Cllr Chandwani left the meeting at 6.42pm]

The Leader invited Cllr Ahmet to introduce the Scrutiny call in report on the Alterations Policy for Leaseholders and to outline the recommendations.

Cllr Ahmet outlined the outcome of the Overview and Scrutiny Committee's consideration of the Cabinet's decision at a special meeting on 1st of December. The Committee heard representations from Michael Hardy and Barbara Tierney from the

Haringey Leaseholders Association and the call in signatories as well as the Cabinet Member and senior housing officers.

The Chair of Overview and Scrutiny highlighted the key themes of the representations considered, the resulting concerns which were listed at the report at paragraph 3, informing the recommendations at paragraphs 3.1 to 3.5.

The Leader thanked the Chair of Overview and Scrutiny for her presentation and invited the Cabinet Member for Housing and Estate Renewal to respond.

The Cabinet Member for Housing and Estate Renewal thanked the Chair of Overview and Scrutiny Committee for presenting the concerns of the Overview and Scrutiny Committee and referred to the detailed call - in meeting which had helped address a lot of the issues that had been raised in the report.

Responding to the concerns and subsequent recommendations raised by the Overview and Scrutiny Committee, the following information was provided:

- The recommended policy was based on the fundamental fact that the Council, as freeholder, was liable for resident safety and for the structure of the building, which under the terms of the lease included windows and external doors. The findings of the Hackitt Review, the first phase of the Grenfell Tower Public Inquiry and the Government's proposed Building Safety Bill, all provided firm evidence that the existing Alterations Policy was out of step with the direction of building safety regulations whereas the proposed policy reduced risk and clarified the Council's primary accountability for building safety.
- Both the Council and Homes for Haringey were monitoring any developments and outcomes from the second phase of the Grenfell Tower Public Inquiry and the need for this to inform the Council's approach to building safety within the Council's housing stock. The Council were aware that this phase would not conclude until 2021 and, in the meantime, the updated policy would ensure adherence to any new government guidance to maximise residents' safety within the Council's homes.
- Homes for Haringey worked in close partnership with the Council's procurement and housing teams to ensure a robust, open, and transparent procurement and delivery process. There were sufficient existing checks and balances, including regular internal audits, cost and quality assurance processes, scrutiny of contractor method statements and inspection of works during and after completion. Homes for Haringey was strengthening its internal project management and contract compliance teams. The Council was strengthening its housing client management team to focus further on building safety. [Recommendation 3.2a Not Agreed]
- The Council and Homes for Haringey were keen for leaseholders and tenants to participate in a meaningful way in procurement processes. HfH will strengthen its resident liaison team to support delivery of the HRA capital programme through wider opportunities to participate in procurement stages. [Recommendation 3.3 – Agreed]

- Homes for Haringey had undertaken additional safety tests and had a programme of safety checks for windows and doors, in line with industry best practice. [Recommendation 3.2a – Not Agreed]
- Oversight of the procurement arrangement to achieve high quality process for windows and doors fittings. The Cabinet Member referred to her earlier comment on the procurement and the oversight by the Council client management team and the HfH project management team. [Recommendation 3.2b - Not Agreed]
- The existing complaints process enabled any concerns to be raised initially with HfH and if the leaseholder was not satisfied with any part of the response it could be escalated to stage 2 (which was reviewed by the Council). If they were still dissatisfied, they could then go to the Ombudsman unless it was to do with the quality or cost of the works, then it would need to be referred to the first-tier tribunal. The process was clear and HfH staff could explain in more detail, if needed, to ensure full accessibility. [Recommendation 3.4 - Agreed but the challenge on this was that there was already a robust complaints process in place]
- The Council and Homes for Haringey were equally disappointed with the low number of responses to the consultation pack sent to over 5000 leaseholders and the three follow up online meetings. The Council and Homes for Haringey were always looking for new ways to broaden and deepen consultation processes and would work with colleagues across the Council to learn what new forms of engagement have been most successful during the pandemic[Recommendation 3.5 Agreed]
- Pausing the decisions on the Alterations policy to allow for a time limited scrutiny to be completed by March 2021 was not agreed with and the Cabinet member recommended that decisions proceed as agreed by Cabinet at their meeting on 10 November 2020.[Recommendation 3.1]

The Leader invited questions on the scrutiny report and response. Following questions from Cllr Amin, Cllr Dennison, and Cllr Ahmet the following information was provided:

- In relation to performance management of Homes for Haringey, there was the Homes for Haringey Board which had performance responsibility. There was an awareness of performance challenges with Homes for Haringey and the Cabinet Member was working closely with them on this issue.
- With regards to the Council or Homes for Haringey contributing to the £300 fee which was typical of putting forward a case to the first-tier tribunal, this was not possible.
- The specific causes of the spread of the Lakanell House fire were not known by the Cabinet Member. However, the Cabinet Member underlined that, following research she could not find another Council that would allow leaseholders to fit their own windows and doors.
- At the call- in meeting it was advised that poorly installed windows can have an impact on the spread of fire. An important part of ensuring fire safety was

accountability, and this was met when the ALMO/Council was responsible for installing the windows and doors. They provided a level of oversight as an organisation which was safer than an individual person/ contractor being responsible.

- The 2005 legislation outlined the clear responsibility of the freeholder and this called into the question the need for the existing policy to have been agreed in 2008. The proposed decision was based on the regulatory framework and should be taken seriously.
- It was accepted that this was not the only area where the Council saw low response rates from residents, especially those that the Council wanted to engage with in the Council processes. The Cabinet Member committed to continue to highlight the issues of consultation in her regular meetings with Homes for Haringey. This would be discussed when considering the consultations that were forthcoming, the processes to be used for engagement, the number of contacts to be made and the level of feedback to be sought. An example of a current consultation conversation was highlighted. The Council and Homes for Haringey would need to be fully aware of the best methods to engage with people. There was a change in the way consultations were taken forward over time, in particular the use of online platforms whose success could be argued. Therefore, there was a need to make sure a full suite of options was available for consultation.

The Leader thanked the Councillors for the discussion and moved to reconsideration of key decision CAB 348 on the Alterations Policy for Leaseholders.

In accordance with the Call-in procedure, having heard the responses to the scrutiny recommendations, he referred Cabinet to the key decision resolutions which were included in the supplementary pack at pages 37 to 38.

After re-considering the matter, the Leader asked Cabinet Members, individually, to indicate that they were happy to agree to confirm its original decisions made on the 10th of November and to the commitments made by Cllr Ibrahim to scrutiny recommendations 3.2b, 3.3, 3.4 and 3.5 as outlined above,

RESOLVED

1. To approve the revised 'Alterations Policy for Leaseholders' regarding the improvement works that leaseholders are permitted to make to their property as set out in appendix 1 of the policy.
2. To approve the introduction of a requirement that, where a leaseholder's external windows and doors need to be changed, all such installations are to be carried out by the Council and its approved contractors.
3. To approve the fee structure detailed in paragraphs 6.13, 6.16 and appendix 1 of the policy which will be subject to an annual review.
4. To note the process for deciding whether landlord consent can be granted as detailed in paragraphs 6.6 to 6.12 and appendix 1 of the policy.

Reason for decision

The recommendations in section 3 are being proposed to ensure there is a clear and transparent process in place for allowing leaseholders to improve their properties. In providing consent, the Council will consider the effect works may have on the structural integrity of Council owned buildings and the possible impact of these works on other tenants and leaseholders.

The recommendations also seek to ensure that all external installations have been manufactured and fitted correctly, in accordance with current regulatory standards and do not compromise fire safety. This is because the Council, as landlord, is ultimately responsible for the health and safety of all residents within Council owned buildings.

The recommendation also seeks to provide leaseholders with clarity on the fees payable for obtaining landlord's permission for alterations to their home.

Alternative options considered

The only alternative option was to continue with the existing 'Alterations Policy for Leaseholders' which was not feasible due to the Housing Health and Safety Rating System Regulations 2005 conferring powers on local authorities to ensure fire safety in occupied buildings. It is ultimately the Council's responsibility to have robust processes in place to ensure doors and windows are installed to current regulatory standards in the event of a fire.

380. DEPUTATIONS/PETITIONS/QUESTIONS

[Councillor Bull left the meeting for the duration of the item]

Deputation in relation to item 14

Mr Paul Burnham and Mr Jacob Secker addressed the Cabinet in relation to item 14 on the agenda –Council Housing Parking Estate Charges.

Mr Burnham felt that parking on Council estates would become worse if the charges were implemented. He referred to the 2000 garages within Council estates and questioned why these were not integrated within the strategy. Mr Burnham also referred to a previous consultation, where less than 30% of consultees supported charging for parking on Council estates.

Mr Burnham considered that there was no economic need for the charges and that the Council could run estates without implementing charges.

Mr Burnham also questioned the transfer of funds received from parking charges between the Housing Revenue Account and the General Fund.

Mr Burnham advised that he was opposed to applying parking charges to carers, and to the transfer of funds from the HRA to the General Fund.

The Cabinet Member for Housing and Estates Renewal responded to the points raised by Mr Burnham and provided a copy of her response for the minutes.

- **“Resident charges were rejected in a full Statutory Consultation last year and also rejected by a resident focus Group earlier this year”**

The proposals outlined represent the only workable option identified which achieves the aims of the estate parking review approved by Cabinet in July 2019 and presented to residents in the consultation on the “Future of Estate Parking”. The proposals are designed to mitigate financial impact on residents by ensuring every household can apply for one free permit for any vehicle at or below the average emissions level.

The views of respondents to the “Future of Estate parking” consultation are detailed on page 3 of Appendix C (Resident and stakeholder consultation and engagement).

- 50.5% disagreed with introducing permit charges and 29.9% agreed.
- 36% agreed only service users should pay for it (i.e. by buying permits)
- 40.6% agreed to subsidising costs from rent and service charges.

As outlined at section 5.2 of the report (page 3-4), resident views on Permit charges were recognised and alternatives considered. In all instances the alternative options have had to be discounted for the following reasons.

1. A Free scheme would not generate enough income to pay for itself.
2. Service Charges could not be collected from all Leaseholders, Businesses and Freeholders
3. Permit charges for some (i.e. Leaseholders) and Service Charges for others (i.e. Tenants) would make the scheme financially unviable due to the additional administrative and fraud prevention costs.

- **“There is no business case for charges to residents and carers. The proposed scheme would generate an annual surplus of £245,000 while the income from residents and carers parking fees would be £55,350”**

Appendix B (Financial Assessment including permitting and permissions to park proposal) outlines the business case for levying some charges to ensure the proposed scheme is both financially viable and financed fairly.

Until end 2024/25 the Housing Revenue Account will be in net deficit on parking due to the payback period required to meet the costs of both rolling out the new scheme and maintaining the current scheme in the interim. From 2025/26 onwards the scheme has the potential to generate a net revenue, which if achieved would be reinvested back into services in compliance with Housing Revenue Account and Parking Account rules. In addition, once payback has been achieved Haringey Council would have the ability to review any fees and charges associated with the proposal.

Each household will be eligible to apply for one resident permit free of charge for any vehicle that is at or below the average emission level. Approximately 60% of vehicles are forecast to meet the average emissions level for a free permit. Charges will only apply for second or subsequent and high emission vehicles with the average annual permit price being £45.

Additional protections are in place for those who are disabled, over the state pension age or have a long-term limiting conditions. A charge of £12 per year for Carers permits is designed to cover the administrative costs of preparing these permits to ensure those who do not use the service do not subsidise costs for others.

The proposals will minimise financial impact on residents including ensuring only those who use the service contribute towards the running costs. In addition, the proposals will help to tackle the climate emergency by incentivising residents to reduce the number of vehicles they have and the emissions of each vehicle.

- **“The Council want the enforcement income from the scheme to go to the General Fund and not the Housing Revenue Account - more income being syphoned out of Council housing. we say that all income from Council estates should remain in the Housing Revenue Account”.**

The financial proposals for the new estate parking management scheme are designed to ensure that Haringey Council complies with all relevant legislation. To the extent legally possible, income will be collected by the Housing Revenue Account.

The Local Government & Housing Act 1989 Schedule 4 Part 1 sets out the credits that shall be placed into the Housing Revenue Account. These include charges for the provision of services and facilities to and contributions towards expenditure on housing within the Housing Revenue Account, but not enforcement income from statutory fines.

In addition, Section 55 of the Road Traffic Regulations Act 1984 requires Local Authorities maintain a Parking Account of all income and expenditure and ring-fences the application of surplus income generated by Parking enforcement to specific purposes.

In compliance with this legislation, the following is proposed.

1. An Estate Parking Scheme managed by Homes for Haringey on behalf of Haringey Council with charges collected by the Housing Revenue Account.
2. An enforcement scheme to administer parking rules via Traffic Management Orders managed by Haringey Parking Services with income collected by the Parking Account.
3. There is scope for use of any surplus generated from enforcement on estate parking for the Parking Account to be directed to highways-associated improvements on estates

- **“Homes for Haringey board members want to push ahead for full CPZ charges for the 280 Council estates which will be affected”**

The Deputation referred to questions raised by both residents and board members at the 30 September 2020 Homes for Haringey Board meeting. The questions and responses are outlined at Pages 6-9 of Appendix C and summarised as follows.

1. Homes for Haringey’s Board does not set Council Policy - including the fees and charges associated with this proposal.
2. The proposals will deliver a financially viable scheme without the same charges as CPZ parking permits.

381. COUNCIL HOUSING PARKING ESTATE CHANGES

The Cabinet Member for Housing and Estate Renewal introduced the report which sought approval to introduce a new estate parking management scheme which would meet both residents’ needs and the objectives of the estate parking review which Cabinet approved in July 2019. The current system for controlling estate parking was ineffective and it was not fair for residents to subsidise a poor service which they may not even be using. The new improved service would provide the best value for money offer. In the short term, the new scheme would deliver an improved service to over 280 estates across the borough. In the medium to long term it was hoped that the scheme would provide improved service to all Haringey estates.

Gethin Segel, Parking and Project Manager, responded to questions from Councillor Dennison:

- The charge for carers would be set at £12 annually, which was the admin cost to process a permit and no income would be generated from these applications.
- To comply with all relevant legislation there would be two schemes implemented. The Estate Parking Scheme would be managed by Homes for Haringey on behalf of Haringey Council and charges would be collected by the Housing Revenue Account. An enforcement scheme to administer parking rules would be managed by Haringey Council via Traffic Management Orders and income would be collected by the Parking Account.

RESOLVED

- 1) To approve the estate parking management scheme based on a Traffic Management Order (TMO) based scheme using powers provided to Local Authorities under the Road Traffic Regulation Act 1984.
- 2) To approve the proposal to in-source enforcement of estate parking to Haringey Council’s own In-House Parking Service with income derived from enforcement collected by the Parking Account of the General Fund; and
- 3) To Delegate the service design and service level agreement for the in-sourced service to the Director of Environment and Neighbourhoods, and the Managing

Director of Homes for Haringey in consultation with the Cabinet Member(s) responsible for Housing & Estate Renewal and Parking.

Reasons for decision

The current ECPS is redundant because the Protection of Freedoms Act makes it hard to enforce and lack of DVLA support means it cannot collect enough income to cover costs. A Traffic Management Order (TMO) based scheme is the preferred solution because it is the only option, meets the aims of the estate parking review to deliver a financially viable scheme with the powers to effectively control parking and meets residents' needs as well as assisting in tackling the climate change emergency. In addition, a TMO scheme is the Department of Transport's recommended solution operated successfully by neighbouring boroughs including Enfield and Islington.

In-sourcing the delivery of estate parking enforcement to Haringey Council's own Parking Service meets the objectives of the estate parking review established by Cabinet. This will allow Haringey Council to share resources and expertise in a sustainable way to generate efficiencies and savings. In addition, estate parking management will benefit from the improvements delivered by the Parking Transformational programme including new IT systems, online offers and resource management. Enforcement income generated on Housing Land does not fall within the definition of Housing Revenue Account charges as set out in the Local Government & Housing Act 1989 Schedule 4 Parts 1 or 2. Therefore, this income and any costs associated with collecting the income must fall within the General Fund. The Financial assessment indicates that both the Housing Revenue Account and General Fund will cover any costs incurred and have the potential to achieve a small surplus.

Delegating authority for the service design to the relevant Haringey Council Directors and Homes for Haringey Managing Director will ensure an efficient process. Delegating authority to the Cabinet Members for Housing & Estate Renewal and Neighbourhoods will provide member oversight to ensure an outcome which meets the objectives of the estate parking management review. The service design and accompanying reverse service level agreement will be designed to meet the estate parking management scheme and in accordance with the relevant requirements of Haringey Council and Homes for Haringey standing orders, financial regulations, and constitutions.

Furthermore, the proposals will address financial fairness and ensure sufficient income to cover the operating costs, roll out capital and finance costs over a long time. The proposal to offer each household access to one free permit for vehicles at or below the average emissions level meets the needs of residents to address the potential negative financial impact of any new scheme. In addition, measures are included to protect vulnerable groups such as the disabled and OAPs with one free permit regardless of emission level offered. The proposal includes measures to tackle the climate emergency by financially incentivising households to consider both the number of vehicles they own and the emission level of each vehicle. Cabinet are required to approve any budget amendments. Approving a funding envelope will allow the Housing Revenue Account to ensure Homes for Haringey has sufficient budget to manage the new estate parking scheme on behalf of Haringey Council.

Alternative options considered

Alternative options, including retaining the current scheme, have been considered, as follows:

- **Discontinue all parking controls** - The option has been considered and discounted because residents indicated an expectation that parking be managed for their benefit and failure to control parking represents a health and safety risk to emergency access routes.
- **Continue with the current ECPS** – The option has been considered and discounted. Although residents indicated support for this option, further engagement identified concerns that a new scheme would lead to high charges for parking permits. The concerns of residents have been mitigated with the proposals outlined in this report, which include the ability for each affected household to access one free permit dependant on emissions. Continuing the current arrangements would require tenants to subsidise an ineffective service via the Housing Revenue Account regardless of whether they use it or live on affected estates, which is inequitable.
- **Adopt housing roads as part of the public highway** – This option may have to be used on a small number of roads which cannot be classified as off-street parking places or private roads. However, it is not a viable option borough wide, because it requires Secretary of State approval as well as significant capital investment to adjust the land to public highway standards. In addition, this option would still require the implementation of controlled parking zones to deliver the parking controls that residents have indicated they expect.
- **Utilising automated controls such as barrier gates and number plate recognition** - The option to replace onsite enforcement by officers with remote or automated controls has been considered and is deemed of limited application. Automated controls such as barrier gates and CCTV recognition are only viable on a small number of sites with entrances that could allow access to be controlled in this manner. In addition, the level of investment required to deliver each installation is prohibitive. This option will be reconsidered for specific sites that are deemed suitable if the new estate parking management scheme generates a surplus for reinvestment.

The proposal outlined at Appendix B include proposals for limited permit charges. Alternative financial options were explored, in response to the consultation where 50.5% of respondents indicated they were opposed to the introduction of permit charges, with 40.6% indicating a preference for subsidies from rent and service charges. Options considered including the following: -

- **Offering a free service to all end users** - The option has been considered and discounted because the scheme would not generate enough income to self-finance. In addition, this option would not allow the implementation of rules designed to reduce emissions and the number of carbon emitting vehicles.
- **Introducing a service charge to be paid by all residents** - The option has been considered and discounted because a service charge could not be levied on all potentially affected residents, including business tenants, freeholders, and sublessees. In addition, some leasehold agreements did not contain the clauses

necessary to introduce a service charge of the type required. Therefore, a service charge could not be levied on all service users and would not address the underlying issue of tenants unfairly subsidising services for other, potentially more financially able, groups.

• **Introducing permit charges for some groups (i.e. Freeholders and Sub-Lessees) and subsidies for other groups (i.e. Tenants and Leaseholders)** –This option has been considered and deemed impractical. As detailed above, it may not be possible to introduce a service charge for all leaseholders, requiring different leaseholders to be charged in different ways. In addition, the different offer for each group would require a manual verification process to prevent application fraud. The additional administrative costs could render any new scheme financially unviable.

382. AUTHORITY TO COMMENCE CONSULTATION ON AN ENHANCED PAYMENT OPTIONS POLICY FOR LEASEHOLDERS

Councillors Bull and Chandwani left the meeting for the consideration of this item.

The Cabinet Member for Housing and Estate Renewal introduced the report which contained recommendations to improve the leaseholders' payment options for major works previously approved by Cabinet on 12 November 2013. Recent Section 20 notices outlining major works with a potential cost to 76 leaseholders of £60-£117k had resulted in them raising concerns around their ability to pay. It was recognised that leaseholders would require more support to pay these invoices and so it was proposed that flexible options be introduced to provide support and minimise the risk of leaseholders defaulting on their payments.

In response to Councillor Dennison, the Cabinet Member confirmed that all residents would receive a formal notice of consultation and follow up contact.

Tracie Downie, Executive Director of Housing Management, advised that Homes for Haringey had improved on contacting non-resident leaseholders and would be able to inform them of the consultation by letter.

RESOLVED

To approve consultation on the following payment terms for new major works invoices as follows: -

- a. For leaseholders living in their property (resident leaseholders): -
The payment period for invoices between £30k and up to £40k is set at 15 years, with the first 10 years being interest free and the remaining 5 years charged at the Public Works Loan Board (PWLB) rate.
- b. The payment period for invoices between £40k and £60k is set at 20 years, with the first 12 years being interest-free and the remaining 8 years charged at the PWLB rate.
- c. The payment period available for invoices above £60k is set at 25 years with the first 15 years being interest-free and the remaining 10 years charged at the PWLB rate.

2. For resident leaseholders that are facing severe hardship, are unable to secure funding from a High Street Bank/Building Society, the Council will offer them an interest-only payment option. This will be secured by a charge on the property, for the actual amount of the invoice.
3. For leaseholders who are not living in their leasehold property (non-resident leaseholders): -
 - a. The payment period available for invoices between £30k and £60k is set at 10 years with interest charged at the PWLB rate with the Assistant Director for Housing in consultation with the Council's Finance Service, having discretion to approve an offer for the first 5 years to be interest-free, following a recommendation from Homes for Haringey. (That is, if the non-resident landlord has no other tenanted properties and an illness/disability or caring responsibility that is preventing their occupation of their Haringey Council home).
 - b. The payment period available for invoices above £60k is set at 15 years with the first 5 years being interest-free and the remaining 10 years charged at the PWLB rate.
 - c. An extended interest free period to be approved by the Assistant Director for Housing in consultation with the Council's Finance Service, following a recommendation from Homes for Haringey, if there will be a benefit to the Council's homelessness prevention strategy.
4. For all leaseholders: -
 - a. The Council offers a discount of 5% for full payments made within 60 days of the invoice being issued.
 - b. The Council offers an equity share scheme under section 308 of the Housing and Regeneration Act 2008.
5. To note the intention to consult and the outcome from this will be considered by Cabinet in February 2021, to enable them to formally approve and adopt the payment terms for leaseholders.

Reasons for decision

It is important that that the Council offers fair and considerate terms that recognise the needs of residents and any debts incurred are recovered in an ethical, reasonable, and just manner.

Approving the enhanced payment options will mean that the Council's new terms reflect some of the best options offered by other London Councils and will give leaseholders greater flexibility to choose a payment option that meets their financial circumstances. It also reduces the risk of the Council incurring debts that remain unpaid as well as the risk of lengthy and costly court proceedings to recover the debt.

Alternative options considered

A do-nothing option could mean that some leaseholders will struggle to pay the monthly payments associated with bills in excess of £30k. This is not in the Council's interest since this could result in lengthy court action to recover the debt.

The alternative of not introducing this scheme would mean the Council could run the risk of not providing sufficient options for leaseholders, to enable them to agree repayment terms that are affordable and reflect the full range of financial and other circumstances which households may find themselves in.

383. RECOVERY AND RENEWAL: OUR FRAMEWORK FOR REFRESHING THE BOROUGH PLAN - NON KEY

[Clerks note: The Leader noted at 7.52pm] that Councillor Mark Blake joined the meeting during the consideration of this item]

[Councillor Bull and Chandwani joined the meeting]

The Leader introduced the report which provided an overview of the outcomes of the Council's Recovery and Renewal process and was intended to inform the refresh of Haringey's Borough Plan, 2019-23, in light of the impact of Covid-19 on both the borough's residents and on the Council, including the impact on Council finances.

The report was commended for being well written and containing an in-depth analysis of the issues.

In response to questions from Cllr Amin, and Dennison the following was noted:

- The pandemic had brought into sharp focus the issues that were already there, and some issues significantly exacerbated such as food poverty.
- The same process for publishing the Borough Plan was being followed as in previous years. The Council would be publishing the outcome of the refresh of the Borough Plan and delivery plan in time for the new financial year.
- Page 79 indicated that the borough had the 4th highest COVID-19 related death rates in London, this was per 100,000, but the number of confirmed cases had been lower and information on the reason for this mismatch was sought. Agreed that a written response be provided by the Director for Public Health.
- With regards to the residents in most need of mental health support outlined in the report, BAME, LGBT plus and trans people, and what the borough was doing to specifically support these people, it was noted that the level of support provided to LPA and LGBT+ community was quite specific and a response would be provided in writing on this.
- The Deputy Leader suggested that when the Borough Plan is refreshed, there could be additional 2 pages outlining the administration's delivery of services and reducing inequality over the last two years. This could be set out before outlining the forthcoming challenges.
- The Cabinet Member for Public Realm and Transformation emphasised that people had been suffering food poverty a long time before COVID-19 and

although the scale of the issue had changed, there was a need to recognise that there was level of individual poverty in Tottenham and Wood Green.

The Leader commented on the research undertaken after the first lockdown and the amount of hidden poverty and food poverty which was being addressed as part of anti-poverty strategy. It was important to ensure prevention of people slipping into poverty by understanding how they can access benefits when needed and helping to improve their life opportunities to get to better jobs.

RESOLVED

1. To approve the Recovery and Renewal report which is attached as Appendix 1.
2. To agree that the context and principles set out in the report be used as the basis for the refresh of the Borough Plan 2019 – 2023.
3. That stakeholders including residents, businesses, partner organisations and voluntary sector be consulted on the refreshed Borough Plan; and
4. That officers prepare a report on the outcome of the consultation and the refreshed Borough Plan for a decision by Cabinet.

Reasons for decision

The Borough Plan is the overarching strategic plan for the Council and partners. It sets out the partnership vision for the borough and how it will be delivered, including what will be prioritised and why, and how the Council will deliver the political priorities of the administration.

The Borough Plan for 2019 – 2023 was published in October 2018. At the time of publication, the Council proposed that the Plan should be treated as a living document, and it was anticipated that the plan would be refreshed during the time period covered, including to respond to the recommendations of the Haringey Fairness Commission.

The impact of Covid-19 is such that it is especially important to refresh the Borough Plan so that it reflects a number of different things including: the impact of the pandemic on our residents, communities and businesses; the changed context in which we are operating; and, the impact on the Council and its finances.

The Council led a programme of Recovery and Renewal work between April and October 2020 which sought to support a process of reflection on the part of the Council and partners about what has changed for our residents, what had changed for the Council and its partners and what this means for priorities and ways of working going forward.

The Recovery and Renewal work has included a strong emphasis on hearing from residents about their experiences and about the impact the pandemic has had on them, and the outcomes of these conversations are reflected in the appended report. Going forward, the Council is committed to ensuring that resident participation and co-production is central to the next phase of this work.

The Council has a statutory duty to publish equalities objectives. The Borough Plan is the core document through which the Council identifies and agrees where to tackle inequality in the borough, and this is reflected in the prominence given to equality issues in this document.

The report in Appendix A sets out some of the key learning from Recovery and Renewal process and provides the context for the Borough Plan refresh, including the principles and approach for how we will undertake the work to ensure that we are being consistent in reviewing our priority areas (Housing; People; Place; Economy; Your Council).

Alternative options considered

Two alternative options were considered, which is:

- a) Do not use the outcomes of the Recovery and Renewal process to refresh the Borough Plan for the period 2019-23; and,
- b) Do not refresh the Borough Plan for the period 2019-23.

It is not considered desirable to pursue option A if we are going to refresh the Borough Plan. The outcomes of the Recovery and Renewal process are informed by a robust process of data analysis, resident insight and engagement, partner conversation and reflection within the Council.

It is not considered either desirable or feasible to pursue option B. This is not just because a reviewing and refreshing the Borough Plan, as our key strategic document, represents good practice, but also because it is assessed that the scale and nature of the impact of the pandemic on our residents and organisation is such that it is important to critically assess the impact on our priorities and how they should be delivered within the new operating context (including a significantly reduced budget envelope and a reduced income stream).

384. 2020/21 FINANCE UPDATE QUARTER 2

The Cabinet Member for Finance and Strategic Regeneration provided an update on Medium Term Financial plan for 2020/21. The budget monitoring report covered the position at Quarter 2 (Period 6) of the 2020/21 financial year including General Fund (GF) Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) budgets. The report focused on significant budget variances, including those arising as a result of the forecast non-achievement of Cabinet approved MTFS savings but more significantly, the impact that Covid-19 was forecast to have on the Council's financial plans.

In response to questions from Councillor Dennison

- With regards to the waiver of parking restrictions in the lock down and resulting loss of income, this was not a mistake and was done with residents' safety in

mind. The Cabinet Member for Public Realm and Transformation added that this action was a government direction, supported by London Councils and the British Parking Association, and all London boroughs had followed this instruction. The local government compensation scheme recognised the connection of parking losses and the deterioration of Council budgets because of the lockdown 1. This was likely to be the reason that this instruction was not received for lockdown 2

- The levels of the Council's reserves was information that was readily available, online, and the location of the published accounts could be provided.

RESOLVED

1. To note the forecast revenue outturn for the General Fund (GF), including the impact of COVID-19, and known and estimated levels of announced COVID-19 funding, is a net overspend of £9.8m (Q1 £23.1m). This is before any further emergency grant support (Section 6, Tables 1a and 1b, and Appendix 1). This excludes the DSG forecast.
2. To note that Directors have been asked to focus on actions to bring the forecast overspend down before the end of the year.
3. To note the net Housing Revenue Account (HRA) forecast of £4.2m (Q1 £9.6m) overspend (Section 6, Table 2, and Appendix 2).
4. To note the net DSG forecast of £5.3m (Q1 £4.6m) overspend, the actions being taken to seek to address this and the potential implications for the GF (Section 7 and Table 3).
5. To note the forecast budget savings position in 2020/21 which indicates that £7.3m (45%) (Q1 £8.3m (50%)) may not be achieved. (Section 8, Table 4 and Appendix 3). This is incorporated in the GF budget pressures addressed in recommendation 3.1 above;
6. To approve the proposed budget adjustments and virements to the capital programme as set out in Table 5 and Appendix 5 and note the forecast expenditure of £218m (£251m Qtr1) in 2020/21 which equates to 40% (43% Qtr1) of the revised capital budget (Section 9, Table 5 and Appendix 4);
7. To approve the budget virements as set out in Appendix 5; and
8. To note the debt write-offs approved in Quarter 2 2020/21 (Appendix 6).

Reason for Decision

A strong financial management framework, including oversight by Members and senior management, is an essential part of delivering the Council's priorities and statutory duties. This is made more critically important than ever as a result of the severe financial duress placed on the Council by the Covid-19 crisis.

COVID-19 affects everything local authorities do – as community leaders, public health authorities, education authorities, employers, partners and service deliverers. The Leader, Cabinet and its officers continue to need to focus on responding to the crisis while ensuring normal critical services are provided.

Alternative Options Considered

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

385. 2021-22 BUDGET AND 2021-2026 MEDIUM TERM FINANCIAL STRATEGY REPORT

The Cabinet Member for Finance and Strategic Regeneration introduced the report, setting out the details of the draft Budget for 2021/22 and Medium-Term Financial Strategy (MTFS) 2021/26, including budget reductions, growth and capital proposals. This included details of estimated funding for 2021/22 and the remainder of the planning period and highlighted areas of risk. The report recommended that budget proposals were released for public consultation and Scrutiny consideration.

The Cabinet Member outlined that the report addressed the impact that the Covid-19 pandemic had had on the financial planning process over the year and the steps that the Council had taken to respond to this challenge. It also incorporated the Council's present best estimate of the implications of the Spending Review 2020 (SR20). The implications of expected further details from Government were yet to be received, including the Local Government Funding Settlement, which would be taken into consideration before the Final Budget for 2021/22 and Medium Term Financial Strategy (MTFS) 2021/26 were considered by Cabinet – to include its response to the consultation - and Full Council for ratification in February 2021.

The Cabinet Member expressed that this was a progressive budget in a time of hardship where the Council needed to support the most vulnerable people in the community. COVID-19 had an impact on the Council finances, for this financial year, of £40m. However, the past and present sound management of finances provided confidence to provide this support despite the lack of clarity from Government about whether they would fulfil meeting the full cost of COVID-19 on Council budgets.

The budget savings set out in the report focused on delivering efficiencies, service redesign which was broader than departmental boundaries, involving and increasing income instead of service level costs. The Council would be reviewing all projects risks and savings programme whilst considering the budget issues that arise through demographic growth.

The Councils' reserves would be utilised to bridge the budget gap for 2020/21 of £5.4m. It was important to note that COVID-19 and likely recession would have a

continuing impact on finances and the Council would continue to call on the government to fund local authorities so that they can continue to serve communities.

The Cabinet Member continued to outline how the budget would continue to support the most vulnerable and set out:

- The investment in welfare assistance, the community voluntary sector, youth services, employment support, and university bursary scheme.
- Capital projects investment for improving school buildings, roads, pavements, empty properties, and Civic Centre.
- Continuing previous schemes such as the Council Tax reduction scheme, 1.99% Council tax precept for Adult Social Care.
- The Housing Revenue Plan supporting delivery of new Council homes at Council rents.
- Creating opportunities for young people and a cleaner and greener Haringey.

The Leader commended the budget and highlighted that the Council had managed its finances prudently and efficiently to allow this progressive budget to be put forward.

The Cabinet Member for Adults and Health commented, with regards to the support for Adults services, and commended the compilation of budget in a difficult circumstances.

The Cabinet Member for Public Realm and Transformation spoke about capital investments stimulating the economy and creating new jobs for local people. Also, importance of local welfare assistance to support people in severe strife.

In response to questions from Cllr Dennison and Cllr Ogiehor, the following was noted:

- With reference to the service-based budget adjustments outlined at table 7.9.1 and the significant required savings for 2022 to 2025, the Council would continue with tight monitoring of the service base budgets and re-profile these according to circumstances. Future updates would take into account any increase in the levels of income and these figures would be reprofiled if they were not able to reach required target levels.
- The approach taken with the business rates basis was consistent with those in previous years and reflected the projections that the Council were able to make. It was important to note that the economic actions that the Council was taking engendered further growth in the number of businesses and achievement of the business -related objectives. This would also be taken account of in future forecasts.

- There was an additional report on Good Growth funding, on the agenda, which set out the funding that the Council would be receiving from the Mayor and would help support businesses in Wood Green. There was a project to ensure that business continued to survive in Tottenham.
- Responding on a question relating to the Council's sustainable level of debt, the Cabinet Member advised that the Council was not breaching any thresholds in relation to debt levels. When making decisions, there was a need to assess the issues of the time. The Council was audited by an External Auditor and the Council complied with the required CIPFA regulations. There was a consistent analysis of the debt situation with actions to be taken to deal with the situation.
- With regards to understanding the funding of the Streetspace Plan, this was an example of how parts of the capital programme were assumed to be at least part financed by external funding. The Director of Finance explained that like other capital growth items, some of which the receipt of funding was absolutely assumed and some projects where external funding was expected. This section on Streetspace was about providing members a clear idea of what grants the Council were expecting and what funding the Council may need to locate to support the project.
- In addition, later, it was advised that for the Streetspace plan, TFL funding of around £600k was expected. The Council were just awaiting to hear the announcements, and this was what would be expected on average. The proposal in the capital programme would help fill any gap in funding.
- With regards to the funding of the Climate Change Action plan and Walking and Cycling plan – it was clarified that there were external funding sources available and the Council were consistently bidding to fund climate change initiatives. The Planning service was optimistic that there was sufficient and growing external opportunities for accessing funding from the government, the GLA sources and other sources. Since the budget report had been published there was updates from these external bodies of further funds available.
- Assurance was provided that the issues being experienced by Crouch End and Muswell Hill High Streets was being factored and the Cabinet Member for Local Investment and Economic Growth was aware of the disproportionate dependency on the hospitality sector in Crouch End which had been affected by COVID-19 and was also awareness of a need for a nuanced based High street plan that addressed the specific needs in Muswell Hill and Highgate. The Cabinet Member asked Cllr Dennison to put forward his formulated question in writing to him and he would provide a detailed response. He provided assurance that it was recognised that Crouch End, Muswell Hill and Highgate did not have the same issues as Tottenham and Wood Green High streets, and they required tailored support.

The Cabinet Member further thanked the Senior Officers and Finance team for putting this budget together, in the required timescales, and in challenging times.

RESOLVED

1. To note the initial General Fund revenue and capital budget proposals and financial planning assumptions set out in the attached report and note that they will be refined and updated after the final Local Government Finance Settlement is received in January 2021 and also to incorporate further budget changes as required;
2. To note the Draft General Fund 2021/22 Budget and MTFS (2021/22 to 2025/26) detailed in this report and Appendix 1;
3. To note the Draft budget reduction proposals summarised in Section 7 and Appendix 2;
4. To note the Draft General Fund Capital Programme for 2021/22 to 2025/26 as set out in Appendix 4;
5. To note the Draft Housing Revenue Account (HRA) revenue and Capital Programme proposals and HRA Business Plan as set out in Section 9;
6. To note the 2021/22 Draft Dedicated Schools Budget (DSB) and update on the DSG reserve position set out in Section 10;
7. To note that the detailed proposals will be submitted to Overview and Scrutiny Committee / Panels in December 2020 and January 2021 for scrutiny and comments;
8. To agree to commence consultation with residents, businesses, partners, staff, and other groups on the 2021/22 Budget and MTFS.
9. To note that an updated budget 2021/22 Budget and MTFS (2021/22 – 2025/26) will be put to Cabinet on 9th February 2021 to be recommended for approval to the Full Council meeting taking place on 22nd February 2021.

Reasons for decision

The Council has a statutory requirement to set a balanced budget for 2021/22 and this report forms a key part of the budget setting process by setting out the forecast funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are maintained on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

Alternative options considered

The Cabinet must consider how to deliver a balanced 2021/22 Budget and sustainable MTFS over the five-year period 2021/26, to be reviewed and ultimately adopted at the meeting of Full Council on 22nd February 2021.

Clearly there are options available to achieve a balanced budget and the Council has developed the proposals contained in this report after determining levels of both income and service provision. These take account of the Council's priorities, the extent of the estimated funding shortfall, estimated impact of Covid-19, Brexit, and the Council's overall financial position.

These proposals are subject to consultation both externally and through the Overview & Scrutiny process and the outcomes of these will inform the final budget proposals.

386. FEES & CHARGES 2021-22

The meeting paused whilst Cllr Ejiofor, Leader of the Council recused himself from the meeting as he had a disclosable pecuniary interest, as a licensed garage holder in the report. Cllr Bull, Cabinet Member for Local Investment and Economic Growth also recused himself for his item as a licensed garage holder – 9.07pm

Cllr Amin, Deputy Leader, and Cabinet Member for Children, Education and Families continued to chair the meeting for this item.

The Cabinet Member for Finance and Strategic Regeneration introduced the report which sought approval to the Fees and Charges to be applied to services at the start of 2021/22.

The Cabinet Member outlined that the Council's income policy required, as a minimum, an annual review of the level of the fees and charges levied upon service users with a view to ensuring that income is maximised commensurate with the full recovery of costs.

This report considered the relevant factors affecting the review of fees and charges, identified those services where an increase was being proposed and sought approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation. Member's agreement where an alternative approach is being proposed.

The Cabinet Member outlined that it was important that, as part of the Council's ongoing financial planning, there was compliance with the Council's policy to review fees and charges, as a minimum annually, taking account of issues such as the general economic climate, the Council's overall financial position and delivery of the objectives of the Borough Plan.

In response to questions from Cllr Dennison the following was noted:

- There would be no charging for use of tennis courts in the 2021/22 financial year.
- Residents would be able opt out of using changing rooms and therefore not need to pay the prescribed charge.

- The Cabinet Member for Climate Change, Equalities and Leisure, would be exploring with officers how overall Parks were financed and in particular consider fees and charges, also making sure that people on low incomes were not disadvantaged.

RESOLVED

1. To agree the proposed non-statutory fees and charges to be levied by the Council with effect from 1 April 2021, unless otherwise stated, and as detailed in Section 8 and Appendices I – XIII taking into account the findings of equalities assessments as set out in section 10 of the report.
2. To note the statutory fees and charges to be levied by the Council with effect from 1 April 2021.
3. To note that the Council's draft 2021/22 Budget and Medium-Term Financial Strategy (MTFS) 2021/22-2025/26 assumes that the changes to Fees & Charges set out in this report are agreed.

Reasons for Decision

It is a requirement to review fees and charges as a minimum annually. The financial position of the Council supports the view that levels of fees and charges should be maximised where possible, taking into account all relevant factors including the effect on service users and any consequent demand for services.

Alternative options considered

This report summarises the conclusions after consideration of a range of alternative approaches dependent on services and relevant factors. As such a range of alternative options ranging from no increase to differentiated rates of increases or decreases have been considered and reflected in this report.

387. STRATEGIC CIL (SCIL) SPENDING

[Cllr Ejiofor and Cllr Bull returned to the meeting 9.17pm]

The Cabinet Member for Planning and Corporate Services introduced the report which recommended projects to be allocated Strategic Community Infrastructure Levy (SCIL) monies, in accordance with national legislation and guidance, and Haringey policy. The Cabinet Member highlighted some of the areas where it was proposed to allocate the money:

- £5.1m on street space projects
- £1.5m on School Streets
- £3.5m on District Energy Networks
- c.£1m on temporary Youth Space in Wood Green
- £0.5m on parks

RESOLVED

To approve £14.6m of Strategic CIL (SCIL) monies being spent on the projects set out in section 6 of the report.

Reasons for decision

The Council must spend 70-80% of CIL on Strategic CIL (SCIL) projects. As of the end of October 2020, there is £14.6m of SCIL available to spend.

The requirements, process, and criteria for spending SCIL are set out in national legislation and guidance, and also in adopted Haringey policy, summarised in this report.

Following consideration of the requirements, process and criteria, a shortlist of projects is recommended for SCIL spend. These projects are important to support the delivery of local infrastructure and development for the benefit of residents and businesses in the borough.

Alternative options considered

The alternative options considered to the recommended approach are as follows:

- **Option 1 – Do not spend SCIL at this time.** This is not considered appropriate as there are significant SCIL funds available to support residents and businesses through the development of the borough by capital expenditure on infrastructure which will also help address infrastructure impacts from Covid-19.
- **Option 2 – Spend SCIL on projects which are not infrastructure, or do not support development of the borough.** This is not an option as it would not comply with the legal requirements for spending SCIL.
- **Option 3 – Spend SCIL on projects through an approach different to that in the CIL Governance document.** This is not considered appropriate as it would not be in accordance with Haringey's adopted CIL Governance document. As the CIL Governance document has been shaped by previous public consultation, any further changes to the CIL Governance document would likely require further public consultation.
- **Option 4 – Spend SCIL to different projects within the Capital Programme.** This is not considered appropriate as the recommended projects have been selected as they best meet the relevant requirements and criteria for SCIL spend and support the Council's priorities.

388. PERMISSION TO CONSULT ON NEW WAY OF DELIVERING LEARNING DISABILITIES DAY OPPORTUNITIES

The Cabinet Member for Adults and Health introduced the report which sought approval to carry out a formal consultation over a period of 42 days on proposals for changes to the delivery of day opportunities for adults with learning disabilities and or autism in Haringey.

The Cabinet Member welcomed the consultation process recommended which built on the co-production work with users and carers which had led to the proposals for change. These proposals have been developed as part of a strategy to create more

buildings-based care in Haringey and better-quality support. If accepted, these plans aimed to provide greater support to families now and in the future.

The cabinet member expressed that, as the Council continued to provide more services in-borough so people with complex needs are able to stay living in their communities, there was a need to ensure that the day opportunities offer met the needs of people with a range of learning disabilities.

Responding to a comment on the change in approach to building based care from the Cabinet Member for Local Investment & Economic Growth, there had been significant co- production and the Council had listened to local people, families, carers and service users, recognising that there was a demand for this service.

In response to a question from Cllr Dennison, it was noted that the proposals had been considered at the Adult Re -Design Group and had also been discussed at the Day Opportunities working sub - group. There had been engagement already with the Partnership Board and there were many kinds of interconnection between the groups.

The consultation information, to be distributed, had been co- designed with the group as well. The Cabinet Member felt that the Council had done it best to propose changes with services users and other interested stakeholders' involvement. There was already a lot of awareness of the plans to be consulted on during December and January.

RESOLVED

1. To approve a 42 - day consultation on the proposals for a new model for delivering day opportunities for adults with learning disabilities in Haringey.
2. That the outcome of the consultation will be reported back to Cabinet in Spring 2021 for a decision on the proposals for a new model for delivering day opportunities for adults with learning disabilities in Haringey.

Reasons for decision

These service change proposals enable Haringey Council to increase the in-borough capacity of day opportunities for people with a learning disability and/ or autism, particularly for those with very high needs who often have to travel out of borough to receive a similar service.

All these proposals will provide person-centred support that it is believed will better meet an individual's needs, but which also make best use of the Council's resources and public money.

It is not anticipated that people who currently receive and require support in the day to lose an offer of day support. All changes will follow a strengths-based review by a social worker involving the individual and their circle of support wherever possible.

Compared to the current learning disabilities day opportunities offer as outlined in section 6 of this report, the proposals will mean that the Council will be better able to:

- Achieve community inclusion, reduce social isolation and loneliness.
 - Develop or maintain existing social networks, community links and activities.
- Provide flexible support that is well connected to community-based resources.
Provide breaks for carers.
Maintain and improve resident's health and wellbeing.
Build capability for employment and stable accommodation

Users and carers have already been involved in co-designing Haringey's new learning disability and autism day opportunities offer. This has been through developing the new service offer for the provisions at Waltheof Gardens and through helping to shape the Covid-19 offer at Ermine Road. It is through implementing these changes that we need to consult as it will require some people's day opportunity provision to change to deliver this new offer.

Alternative options considered

The alternative option for day opportunities was not to change anything. The 'do nothing' option is not an option as it does not provide for future and some current day service users who struggle to find support in the borough. In response to this and to leave our day opportunities in a better state post-Covid, providing more flexible and 'normal' support making good use of our local community assets, we need to plan and consult with our residents on how day services are delivered. This is particularly the case for family carers, where the impact can be acutely felt when they may have to provide additional care when day services are closed or limited.

389. GLA GOOD GROWTH ACCELERATOR FUND

The Cabinet Member for Finance and Strategic Regeneration introduced the report which sought approval for the receipt of additional grant funding to the Good Growth Funding round 3 (GGF3) and to agree to the variation of the existing GGF3 Grant Agreement by way of a Deed of Variation of the GGF3 Grant Agreement for the receipt of the accelerator grant.

Haringey had submitted a bid for GGF3 in September 2019 for a project called 'Adaptive Wood Green'. This bid had been successful, and Haringey received a grant of £972,500 in March 2020. Subsequently, the Wood Green Regeneration team submitted a bid for funding from the Mayor of London's 'Getting Building Fund', which was also successful, and the Council would receive £850,000 as a 'Good Growth Fund 3 Accelerator'.

The GGF3 accelerator would fund three new projects in Wood Green, alongside the original six GGF3 funded projects to unlock much needed town centre and public realm improvement projects for Wood Green.

RESOLVED

1. To approve the receipt of additional grant funding to the Good Growth Funding round three (GGF3) via the Good Growth Fund Accelerator and agree to the variation of the existing GGF3 Grant Agreement by way of a Deed of Variation of the GGF3 Grant Agreement for the receipt of the accelerator grant.
2. To receive the total value of the additional grant funding from the GLA which is £850,000.

Reasons for decision

Haringey was awarded £972,500 from the Good Growth Fund in March 2020.

In June 2020, the Wood Green Regeneration Team applied for the Mayor of London 'Getting London Building Fund', and in August 2020 were shortlisted to receive £850,000 in the form of the 'GGF Accelerator Fund'.

In March Cabinet approved the decision to enter into a grant agreement for the initial grant of £972,500. Haringey entered into this grant agreement with the GLA in October 2020.

In November 2020, the GLA confirmed that LBH had been awarded £850,000 GGF Accelerator Funding.

As the accelerator fund is also above £500,000, the decision to enter into the grant funding agreement is a Key Decision.

We therefore require Cabinet to approve the additional funding, and approve its inclusion into the pre-existing GGF3 grant agreement via a Deed of variation.

Alternative options considered

Do not accept additional Accelerator Funding - If Cabinet does not agree to allow the accelerator fund to be accepted, then the three identified projects will be unlikely to progress. This would also fail to make best use of available external funding to support limited Council budgets.

390. UPDATE ON CAPITAL LETTERS TO AGREE FUNDING PROCESSES

The Cabinet Member for Housing and Estate Renewal introduced the report which provided an update on Capital Letters and sought authority to make on-going payments to cover the incentives and staffing costs.

The Cabinet Member outlined the administration's commitment to end homelessness through new generation of Council homes, helping people sleeping rough in Haringey

with accommodation, and providing accommodation to 3,098 homeless households currently provided with temporary accommodation.

The Cabinet Member added that the Council had bought 200 good, local homes and let them to homeless Haringey families through the Community Benefit Society that it had established.

It was noted that since October 2019 when the Council joined Capital Letters as one of its founder members, the scheme had provided good, local homes for 132 homeless Haringey households.

The Cabinet Member outlined that, instead of boroughs competing with each other for accommodation across the capital, driving up prices and sending families to distant parts of London, Capital Letters sourced accommodation on behalf of all its member boroughs and then allocates it on a geographical basis. As a result, 132 Haringey households been able to stay within their communities and the Council had also saved £140,000.

The Capital Letters scheme showed what can be done when London boroughs cooperated. This report recommended that the Council allocate the necessary resources to remain part of that initiative.

RESOLVED

1. To approve the payment of a sum of up to [EXEMPT] to Capital Letters to fund a member of staff, for the financial year period 2020/21 in line with the service level agreement and Borough Service Plan.
2. To approve the payment of a sum of up to the maximum total of [EXEMPT] to Capital Letters for Private Sector Landlord Incentives, including related insurance and void period payments for the financial year period 2020/21 in line with the service level agreement and Borough Service Plan.
3. To approve future payments to Capital Letters for Private Sector Landlord incentives, to fund one member of staff, and to cover void and insurance cost annually for the financial year 2021/2022; and gives delegated authority to the Director of Housing, Regeneration and Planning, after consultation with the Director of Finance, to approve all such future payments to Capital Letters from 2021/22 financial year onwards in accordance with the Service Level Agreement, Borough Service Plan; and subject to continued part funding of incentives by MHCLG and government allocation of future Flexible Homelessness Support Grant (FHSG).

To notes that all these payments would be made from the Council's FHSG allocation from Government; and that these payments will only continue as long as there is allocation of FHSG to cover the cost, and on condition that the part-funding of Capital Letters from MHCLG continues.

Reasons for decision

Recommendation 3.1 is proposed as it is a membership requirement of the Capital Letters scheme to provide four members of staff, and to date only three have been seconded from Homes for Haringey. Payment will be made on a pro-rata basis dependent on the date of appointment of the additional member of staff, and the amount will be advised prior to invoices being submitted.

Recommendation 3.2 is proposed as it is a membership requirement of the Capital Letters scheme to reimburse the costs of incentives, insurance, and void payments. The cost of the incentive per tenancy of Capital Letters sourced tenancies is partly funded by MHCLG and so are at a lower rate than those previously obtained by Homes for Haringey. The amount to be paid will depend on the number of lets entered and will be advised prior to the invoices being submitted.

Recommendation 3.3. is proposed as these payments will depend on the number of properties sourced and allocated in each period and the Council will be invoiced frequently during each financial year.

Alternative options considered

The Council could decide not to make these payments. This option was rejected because it would mean that the Council would lose the benefit of joining Capital Letters and would be a breach of the membership terms.

391. CIVIC CENTRE FUTURE USE AND CAPITAL WORKS

The Cabinet Member for Finance and Strategic Regeneration introduced the report which sought approval to support investment in a project to repair, restore, refurbish, and extend the Civic Centre. The project would bring the Civic Centre back into use by the Council as its new civic headquarters, including a high-quality refurbishment of the democratic spaces and the provision of modern office space.

The Cabinet Member reminded Members that the Civic Centre had closed in March 2020 for safety reasons. There had been work completed on helping the Council decide the future use of the Civic Centre and necessary repairs included in the capital programme. However, it had become clear that the costs of the repair work were very high due to its nature as a listed building and the Cabinet Member stressed that the Council had no other alternative but to spend money on the building due to its listed status.

The Cabinet Member put forward plans to spend additional funds to bring the Civic Centre up to a standard that reflected its listed English Heritage status. It was planned to modernise the services and continue to use it as a civic premise, not just for the Council but the community in the long term.

The Cabinet Member commended the report for approval and asked Cabinet to agree proposals to allow delivery of new Civic headquarters for use in 2024. The Cabinet Member would keep member informed of progress.

In view of the time, 9.40pm, the Leader moved to invoke Committee Standing order 63 to allow Committee Standing Order 18 to be suspended and allow the meeting to continue after 10pm. This was to complete the business on the agenda. Cabinet agreed this motion without dissent.

In response to the Leader, the Cabinet Member confirmed that it would cost more than £10m just to carry out basic repairs to the building.

In response to Councillor Dennison, the Cabinet Member stated that the decision to refurbish and improve the building was prudent and would be money well spent. It was more cost effective to spend money on the Civic Centre rather than to spend over £100m on building new Council premises. He added that he could not commit to a final cost, as it was always a risk when carrying out building work that extra costs may arise. He also advised that the car park was separate to these works and any decision on the future use of it would be a separate decision for the Cabinet to make.

The Leader reiterated that, if the Council did nothing with the building, apart from the absolute minimum it would cost £10m. It was further felt that this was not the right time to build a new civic centre which would cost more. Given the listed status and responsibility of the Council, it was prudent to invest in the asset, to allow development of a civic hub used by Council and community.

RESOLVED

1. To agree to the proposed use of the Haringey Civic Centre as the Council's headquarters and democratic functions building, and to the repair, refurbishment and extension works as set out in more detail in paragraph 6.7 and 6.8 in this report.
2. To agree to a total sum of £24m towards the cost of the works, comprising of the £9.75m already in the capital programme and an additional £14.25m required for the project over 2020/21 to 2024/5, subject to the Council's budget setting process.
3. To authorise officers to carry out further work to develop the design brief which will include exploration of the option to extend the Civic Centre or add an annex which could meet all of the Council's HQ accommodation needs.
4. To note that, subject to the outcome of the work described in paragraph 3.3, a separate report will be brought to Cabinet in 2021 to recommend the contract for design works for this project.

Reasons for decision

The Civic Centre is a listed building, and the Council has a responsibility to ensure it is repaired and does not deteriorate further. Therefore, doing nothing with this building is not an option. The cost of basic repairs is estimated in excess of £12m, which the Council would need to spend in any case; whatever the decision about the future use of the Civic Centre. No serious alternative use for the Civic Centre has been found or

could be found quickly given this liability, and therefore the responsibility will be retained by the Council to repair the building.

In doing the recent feasibility work, it has become clear that the additional cost of the project recommended in this report would lead to a much better outcome and better value for money. Investing a larger sum in a full repair, extension and refurbishment would enable the Council to provide a high quality democratic and office headquarters building within a relatively short timescale in comparison with other options being considered.

In addition, the COVID-19 pandemic has affected the Council's accommodation requirements, with new agile and flexible working in place over a very short period of time. Whilst it will be important that staff do spend time in the office in the future, the effect is still that the Council's longer-term accommodation needs will be smaller than previously thought. In addition, the work to locate more staff in localities has continued during the COVID-19 pandemic period, and this will further reduce the number of staff who need to be located in Wood Green itself.

On this basis, it is now considered possible that the Council could use the Civic Centre as its main headquarters, with all of the civic democratic functions and a large proportion of the centrally located staff teams based there. Work will continue to test the extent to which the Civic Centre will be able to accommodate all the Council's headquarters needs, alongside George Meehan House and also work will continue on the future plans for the Council's existing accommodation and buildings in Wood Green, including the Library.

Even though there is a new context for decision making regarding the Council's accommodation strategy, a constant aim is the need to ensure that the overall accommodation strategy contributes to the MTFs. This contribution can be a mixture of reduced running costs and/or the application of capital receipts to reduce the borrowing costs incurred in delivering the strategy. This aim was previously agreed as being central to the accommodation strategy and remains so.

The refurbishment of the Civic Centre is the quickest way to provide a modern Council chamber and committee rooms which, in addition to a new and improved ground floor layout, can be used for a range of civic and community activities. The rooftop extension to the North wing will create a substantial increase in office area, meeting a significant proportion of the Council's HQ office requirements.

This project will help the Council to plan to reduce, over time, the number of sites in Wood Green that it uses for accommodation to deliver savings in response to the Council's financial position. Work is continuing to ensure that savings from accommodation can be identified over the course of the current Medium Term Financial plan, whilst also ensuring that any site which the Council ceases to use for accommodation as part of its plans and following the completion of the Civic Centre project is used in ways which will support economic growth and regeneration of Wood Green as well as the underlying business case for any capital investment.

Cabinet has previously agreed to take a future decision about the location of the Council's office accommodation and civic space between the Library and Civic Centre.

In making a decision to invest in the Civic Centre, it is possible due to changed needs that the Civic Centre, along with George Meehan House could meet most or all of the Council's accommodation needs, which would mean that at an appropriate time later, a separate decision may be required about investment in the Library. Further work is required to test whether an extension or annex to the Civic Centre, with continued and more intensive use of George Meehan House could meet all of the Council's headquarter accommodation needs. A separate report will be brought to Cabinet in 2021 about this along with a further report seeking agreement to the contract award for design works for this project.

Alternative options considered

As the Civic Centre is Grade 2 Listed, the building needs to be retained and repaired and made viable for future use and therefore doing nothing is not a realistic option to consider.

A range of options have been explored from basic repair on the basis of possible short life use pending a decision about the Library site, through to different levels of refurbishment and extension on the current footprint.

Carrying out basic repairs only would significantly restrict the capacity of the building and some parts of it would remain unusable, the existing cellular layout of the North Wing would not provide a modern fit for purpose office environment which would enable the open plan shared collaboration spaces we need. Basic repairs would mean the building would remain tired in appearance and fail to provide an uplifting environment for members, officers and residents to enjoy.

The option, which is being recommended, as is described in section 6.7 and 6.8, provides a better value longer term investment for the building.

This decision allows for the option to build an annex to the Civic Centre in the car park site to continue to be explored and a recommendation about this, which will include the site's suitability for housing as an alternative, will be made in early 2021.

392. EXTENSION AND VARIATION OF HOUSING RELATED SUPPORT CONTRACTS - MENTAL HEALTH PATHWAY- SHORT TERM SUPPORTED ACCOMMODATION

The Cabinet Member for Adults and Health outlined that the Council and its statutory partners are committed to supporting people with mental health needs to live in the community and to achieve a sustainable recovery, preventing crisis interventions and the risk of homelessness. Housing Related Support services were a valuable provision delivered by specialist practitioners which enable and empower people to develop and rebuild the confidence and skills needed to achieve this.

It was noted that the Council currently commissioned a range of mental health supported accommodation and Housing First services and I believe it is appropriate that these should be extended as set out here, offering users continuity and the support which they need, while a new service model is co-designed and set in place.

RESOLVED

That, pursuant to Contract Standing Order 10.02.1(b) to approve the following:

1. To vary the contracts for the provision of short term specialist housing related support services for people with mental health needs awarded to St. Mungo's and Sanctuary in order to provide for an option to extend the contracts for two further periods of up to one year each, in place of the current option to extend for two further periods of exactly one year each.
2. To extend the aforementioned contracts for up to twelve (12) months, as permitted under the terms of the varied contracts. The extension will be for an initial period of six (6) months, commencing from 1st April 2021 to 30th September 2021 and will be extended for further periods of up to six (6) months, if required. The breakdown of costs for each contract is as follows:
 - The contract for the provision of short-term supported housing specialist mental health services with 24-hour support and visiting support (Mental Health West) is delivered by St Mungo's. The cost of the service for duration of initial period of six (6) months extension will be £265,816 and the total value over the full twelve (12) months, if used, would therefore be £531,631. The aggregated value of the contract over a period of 6 years will be £2,989,786, including the proposed extension.
 - The contract for the provision of short-term supported housing specialist mental health services with forensic provision is delivered by Sanctuary. The cost of the service for duration of initial period of six (6) months extension will be £194,859 and the total value over the full 12 months, if used, would therefore be £389,717.
The cost of the service (£194,858.50 for initial period of 6 months and £389,717 for full 12 months) includes a 6.5% uplift on the current contract price which amounts to £23,786 over a period of 12 months.
The aggregated value of the contract over a period of 6 years will be £2,019,387, including the proposed extension.
3. To vary the terms of the following contracts and to extend for further periods of up 12 months:
 - (i). The contract for the Community Mental Health Floating Support Service delivered by Richmond Fellowship to be extended for further periods of up to nine (9) months, commencing from 16th July 2021 at the cost of £197,847. The extension will be applied for an initial period of two and half (2½) months, commencing from 16th July 2021 to 30th September 2021 and will be extended for further periods of up to 6 months, if required. The aggregated value of the contract over a period of 27 months will be £593,541 including proposed extension.
 - (ii). The contract for the Integrated Response Mental Health Floating Support service provided by One Housing Group to be extended for periods of up to nine (9) months, commencing from 16th July 2021 at the cost of £185,250. The extension will be applied for initial period of two and half (2½) months, commencing from 16th July

2021 to 30th September 2021 and will be extended for further periods of up to 6 months, if required. The aggregated value of the contract over a period of 27 months will be £555,750 including proposed extension.

(iii). The contract for the provision of the Housing First Intensive Floating Support Service delivered by St. Mungo Community Housing Association to be extended for a further period of up to 12 months, commencing from 1st April 2021. The extension will be applied for initial period of six (6) months, commencing from 1st April 2021 to 30th September 2021 and will be extended for further periods of up to 6 months, if required.

The estimated cost of the service for duration of initial period of six (6) months, from 1st April 2021 to 30th September 2021 would be £97,445, this includes uplift of £5,500. The total value over the full 12 months, if used, would therefore be £194,890 including total increase of £11,000 on the current contract price.

The aggregated value of the contract over a period of 6 years will be £1,114,340 including proposed extension.

4.To give delegated authority to the Assistant Director Commissioning to approve the further extensions to the contracts for mental health supported accommodation, floating support services and Housing First if required as set out above and up to the maximum durations specified in 3.1.3 above.

Reasons for decision

The mental health supported accommodation pathway offers a range of provision types and services, including those staffed 24-hours a day, specialist women's provision and a forensic service for people involved with the criminal justice system.

The pathway makes a key contribution to the health and wellbeing of local residents and there is a clear strategic need and strong evidence base to continue to provide a mental health supported accommodation pathway going forward. The pathway operates to prevent homelessness and to facilitate hospital discharge and prison releases for people with ongoing mental health needs and supports residents to develop and strengthen the skills required to live independently. There is a continued and high demand for mental health supported housing, with residents referred via Barnet, Haringey and Enfield Mental Health Trust (BEHMHT) and Homes for Haringey's Housing Needs Service.

Mental health supported housing and Housing First are important elements of the accommodation pathway for single homeless adults. The recommissioning process for the Mental Health Pathway is underway. The Housing Related Support (HRS) service have completed the review of existing Mental Health Pathway services and refreshed the service delivery model to maximise positive outcomes for service users and realign the recommissioned provision with strategic objectives for vulnerable adults.

Due to the Coronavirus (Covid-19) pandemic staff in the HRS service were diverted to support vulnerable homeless residents placed in emergency accommodation under the 'Everybody In' directive from government. As such some slippage in the redesign timeline occurred, and extra time has been required to implement virtual consultation and stakeholder feedback processes, which have informed the development of the

refreshed approach and service specifications for the Mental Health Pathway services to be set in place in the future.

Given the above, it is paramount to extend all five (5) existing contracts so that they all come to an end together and so that sufficient time is allowed for the redesign process. The new approach will bring greater coherence to the landscape for mental health services and create a single pathway offering a range of options to support people in the community. It will also allow time to implement a smooth transition and mobilisation process for the new services and allow flexibility to accommodate any future slippage due to Covid-19, if required.

The performance of the contractors has been evaluated as good throughout the contract period and demand for the service outstrips availability. Performance returns have been submitted by both providers throughout the course of the contract and targets are being met.

The proposed uplifts to the current contract values is recommended to reflect inflation and staffing cost increases of the contracts since their commencement in 2016.

Alternative options considered

Do Nothing - It would be possible to leave the contracts to expire at the end of this contract period. However, as noted above, there is continued demand for this service, and it was not felt viable to have no mental health supported housing service in place particularly given other pressures on other elements of the pathway. Rather, it was agreed to carry out an evaluation to recommission the accommodation pathway to best meet the needs of Haringey Residents. Therefore, it would not be in the Council's interest not to continue with mental health supported housing.

Go out to tender – It would be possible to go out to tender to seek a new and refreshed service, which could result in a new delivery provider. However, this option is considered to be not suitable given that there is a need for redesign and for changes to the existing model. Furthermore, short term contracts would cause significant disruption to vulnerable service users and may be detrimental to their mental health recovery. Therefore, continuing to deliver these services through existing providers is the most economically viable and efficient option while redesigning the new service delivery model for the Mental Health Pathway and the re-commissioning of these services is underway and the new contracts likely to start from 1st October 2021.

Deliver the services in house – Sanctuary Housing and St Mungo's (Mental Health West) are using their own accommodation to support this service, as well as agreements and leases with other landlords, and for the Council to ensure appropriate accommodation from which to deliver the service in-house would not be possible in the time frames available. All extensions requested are for a minimal period of 6 months and would not change the existing arrangements.

393. NEW ITEMS OF URGENT BUSINESS

None

394. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the following items contained exempt information under paragraph 3 and 5, Part 1 Schedule 12a of the Local Government Act 1972

395. EXEMPT - UPDATE ON CAPITAL LETTERS TO AGREE FUNDING PROCESSES

As per CAB 390 and the exempt minutes.

396. EXEMPT MINUTES

RESOLVED

To approve the exempt minutes for the meeting held on the 10th of November 2020.

397. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Joseph Ejiofor

Signed by Chair

Date

Report for: Cabinet, 19 January 2021

Title: Expansion of Free School Meals Eligibility

Report authorised by : Rachel Surtees, Assistant Director for Strategy, Communications, and Delivery

Lead Officer: Jean Taylor, Head of Policy
Hugh Smith, Policy and Equalities Officer

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 This report seeks approval from Cabinet to initiate an expansion of eligibility for free school meals to defined groups of primary school pupils who are not currently eligible for free school meals from Summer Term 2021.

2. Cabinet Member introduction

This council's guiding ambition is to create a fairer and more equal borough. I'm proud that we are now introducing an expansion of free school meals in Haringey, taking a major step towards meeting that ambition, towards making education what it should be – a common experience, with no children divided from their peers by what they do or don't pay for at school.

34% of families and 40% of children in Haringey live below the poverty line. Thousands of households in our community struggle with food poverty, fuel poverty and other basic living costs – and often have to make trade-offs between each of them. It goes without saying that no one should have to do so.

The cost of food has risen steeply in the last decade, just as wages have flatlined or even fallen for poorer families. Haringey's anti-poverty efforts – coordinated between the council and the community – are designed to lower costs and raise incomes for our most deprived residents. That's why the council has rapidly expanded its food security programme in recent years, why we've expanded payment of the London Living Wage – and it's why we are choosing to expand free school meal provision.

The number of children who can claim free school meals from the government has fallen dramatically in the last ten years. Less than a fifth of Haringey pupils now receive a free school meal, down from a third in 2010.

Many of those who have lost their eligibility now struggle with the cost of school meals and some have switched to less healthy packed lunches. Many are living on the cusp of free school meal eligibility – the ‘just about managing’ families – who may easily slip into poverty.

This expansion of free school meals is just a first step, but it is also an urgent step. We are living through a pandemic that has and will continue to push people out of work and into poverty, with very real consequences for hunger and nutrition.

So we are expanding free school meals in Haringey above and beyond what the government offers. We’re starting by targeting groups of children that are most in need – those in social housing with a parent on Universal Credit (and legacy benefits), those in private housing receiving Discretionary Housing Payments and those with No Recourse to Public Funds (NRPF) status. We are also creating an emergency fund to cover the cost of school meals for children whose parents fall into short-term financial distress.

At the same time, to help raise the quality and nutrition of school meals we will start talking to schools about how some, or indeed many Haringey schools, could possibly begin to procure meals together – potentially through a council-owned provider or a jointly-owned co-operative between the council and local schools, replacing currently outsourced catering contracts with a non-profit enterprise based in the local community.

Coordinating the procurement of school meals has the potential not just to improve the bargaining power of schools, lowering costs and raising quality, but also to build wealth within the community (creating jobs and increasing wages) by spending local budgets with local suppliers.

The expansion of free school meal eligibility is just one strand of Haringey’s response to food poverty. A free school meal is of course just one meal in the day and so our wider efforts to reduce hunger and improve nutrition look at how we can support families *outside* of school time too. Our upcoming Food Security Strategy will set out how we do this – and how we intend to do more.

We are ambitious about what we can achieve as a council, about the impact that we can make on poverty and inequality in our borough. This policy will support hundreds of children with free school meals, making an enormous difference to their lives and as the Cabinet Member for Children, Education and Families I’m really pleased to support them.

3. Recommendations

3.1. It is recommended that Cabinet approves:

- a. the implementation of an expanded Free School Meals (FSM) offer for the following priority groups of children:
 - i. Children aged 7-10 in families who live in temporary accommodation, Council housing, or social housing and claim

- ii. Universal Credit or legacy benefits but who are not currently eligible for FSM
 - iii. Children aged 7-10 in families who claim Discretionary Housing Payments (DHP) to help cover housing costs while experiencing financial hardship who are not currently eligible for FSM
 - iv. Children aged 7-10 in families with no recourse to public funds
 - v. Children whose parent(s) may temporarily find themselves in financial need.
- b. the expanded FSM provision for the period April 2021 to April 2023 in accordance with MTFS 2021/2026.
- c. the discretionary FSM fund for schools, as set out at para.6.15.
- d. that the above recommendations are subject to Full Council approval of the annual budget for 2021/2022 and MTFS 2021/2026.
- e. the period of the expanded FSM provision be subject to review and evaluation, the findings of which will be brought back to Cabinet for a further decision prior to budget setting in April 2023.

4. Reasons for decision

- 4.1 This proposal expands free school meal eligibility to approximately an additional 650 children between the ages of 7 and 10. These children live in families who are structurally disadvantaged as a result of high housing costs, low incomes, and gaps in the benefits system. They are:
- Children aged 7-10 in families who live in temporary accommodation, Council housing, or social housing and claim Universal Credit or legacy benefits but who are not currently eligible for FSM
 - Children aged 7-10 in families who claim Discretionary Housing Payments (DHP) to help cover housing costs while experiencing financial hardship who are not currently eligible for FSM
 - Children aged 7-10 in families with no recourse to public funds
- 4.2 The discretionary element will fund an additional 25,000 meals over the course of the school year which would be over and above those benefiting from the expanded eligibility criteria described above. This would be sufficient for an average of 140 pupils per day. It is likely that these will be hot meals in school rather than vouchers.
- 4.3 Taken together, the expanded eligibility and the discretionary fund can be expected to support 790 children per day.
- 4.4 The additional FSM support approach recommended in this report has been built into the 2021/26 MTFS plans for the next two financial years. The

financial section below describes the budget provision made. The Council's position in future years will be reviewed before the end of the two year period as part of the Council's business planning and budget/MTFS setting. This will take account of the Council's financial position; the experience gained and learnings from the review and evaluation of the impact of the policy; and any changes to the national policy landscape in relation to the level of support for an expanded national provision of free school meals.

5. Alternative options considered

5.1 Do Nothing

The Council would not take steps to expand free school meal eligibility for children in Haringey primary schools. This would curtail the possibility of achieving the policy objective. It would mean that the Council would not meet the Borough Plan commitment referenced at para.6.7.

5.2 Universal Free School Meals at Key Stage 2

The national arrangement is that government provides funding to schools for them to provide free school meals based on an eligibility criteria. While there has been some exceptional additional funding for local authorities via the Winter Grants scheme grant, which has allowed this Council to fund some additional meals support in school holidays during this covid affected period, local authorities are not specifically funded to support free school meals, but expanded free school meals are important for our borough because of the disadvantages we face. Because of this and despite the funding pressure on the council, it is putting in more money for the expansion of the free school meals provision.

6. Background information

Food Insecurity

- 6.1. The circumstances through which families find themselves unable to provide a nutritious meal for their children are many and complex. Food insecurity is a consequence of deprivation, caused by financial insecurity and other social and physical factors such as the accessibility and availability of healthy, affordable food.
- 6.2. Over the last decade, rising living costs, low wages, job insecurity, and changes to the welfare system have increased the number of people experiencing food insecurity. Physical and social factors such as inability to access supermarkets, lack of space to store or prepare food, and low levels of knowledge or skills relating to food preparation can also contribute to food insecurity.
- 6.3. Food insecurity has both significant short- and long-term impacts. Food insecurity can result in diet-related ill-health, with associated conditions including diabetes, cancer, cardiovascular disease, obesity and malnutrition. Food insecurity has a profound link to poor mental health and those experiencing food insecurity are more likely to report depression and anxiety.

For children, food insecurity can have adverse impacts on physical and mental health, concentration at school, aspirations and social participation. This can negatively affect attainment and children's future social and economic outcomes.

- 6.4 Uptake of FSM among eligible households in Haringey is high, at 91.9%. By comparison, the highest uptake among neighbouring boroughs is 93.7%, in Islington. The lever of increased promotion of existing entitlement to FSM can therefore only achieve marginal gains in preventing hunger at school among Haringey pupils. An expansion of FSM provision is therefore considered necessary to achieve the objective of ensuring that no child is hungry at school because their parent cannot afford to pay for a nutritious meal for them.
- 6.5 The Department for Work and Pensions has made additional financial support available via the Covid Winter Grant scheme that will support the provision of free school meals during the holidays until the end of March 2021. It is widely anticipated that this support will be replaced by an expansion of the Department for Education's (DfE's) Holiday Activities and Food programme from Easter 2021 onwards. Therefore, this decision only relates to food provision during term-time.

Food Insecurity among Children in Haringey

- 6.6. Central government is responsible for the design and administration of our social security system: local authorities do not have statutory responsibilities for welfare ('benefits') and do not receive any funding to perform this function. Under national free school meals provision, all children in Reception, Year 1 or Year 2 who attend a state-funded school are entitled to free school meals. From Year 3 onwards, children are only entitled to free school meals if they or their parents or guardians receive Universal Credit (or a range of legacy benefits or tax credits), and have net earnings of less than £7,400 a year.
- 6.7 An objective was set in Haringey's Borough Plan 2019-23 to initiate an expansion of free school meals. Subsequently, the Haringey Fairness Commission recommended in its final report, on the basis of evidence received during the Commission process, that the Council's Expanded Free School Meals Working Group "prioritise the provision of free school meals to children of families with NRPF."
- 6.8 There is clear evidence of food insecurity and need for additional provision of food for children in families who are struggling financially. The Council's emergency food provision during the early stages of the Covid-19 pandemic highlighted the extent of food insecurity in Haringey that is attributable to low income and temporary hardship.
- 6.9 Being hungry at school is detrimental to children's learning, development, health, and wellbeing. Children from the most disadvantaged backgrounds are at greatest risk of experiencing hunger at school, and the effects of hunger widen the gaps in attainment and wellbeing between these disadvantaged children and their more affluent peers . Preventing hunger at school is therefore a means of tackling inequality, promoting social mobility, and helping children fulfil their potential.

- 6.10 A local position on free school meal expansion, developed in partnership with schools, will be an important bridging measure to address the gaps in the current national provision. It will help to ensure continued, dignified and sustainable access to healthy and affordable food for those who need it; and be an important step in making Haringey a fairer more equitable borough.
- 6.11 The proposals set out here are concerned with getting support to where it is most needed. In addition to those with no recourse to public funds (NRPF), the policy will expand provision to households who are currently on the edges of eligibility for free school meals (3.1.2), applying the following eligibility criteria:
- Children living in temporary accommodation, Council housing, or social housing and whose parent(s) claim Universal Credit or legacy benefits
 - Children whose families live in the private rented sector and claim Discretionary Housing Payments from Haringey Council to cover shortfalls in housing costs
- 6.12 The free school meals policy recognises that periods of financial hardship can have a long tail of effect that can stretch beyond the time that a family may be entitled to receive any of the benefits set out above. Therefore, if a child becomes eligible for a free school meal based on the criteria described above, they will receive this entitlement for the duration of that school year.
- 6.13 This proposal expands free school meal eligibility to approximately 650 additional children between the ages of 7 and 10. These 650 children include the following groups:
- Children aged 7-10 in families who live in temporary accommodation, Council housing, or social housing and claim Universal Credit or legacy benefits but who are not currently eligible for FSM
 - Children aged 7-10 live in families who may claim Discretionary Housing Payments (DHP) to help cover housing costs while experiencing financial hardship who are not currently eligible for FSM.
 - Children aged 7-10 currently known to the Council who have no recourse to public funds (NRPF). N.B. this figure will not reflect the total number of families with NRPF in Haringey
- 6.13 It is noted that there is a high degree of food insecurity among private rented sector tenants, which may increase in the coming months in the context of an increase in unemployment and a decrease in opportunities in the labour market. A large portion of this need will be addressed by expanding FSM eligibility to children in private rented households that claim DHP. A number of households in the private rented sector that do not claim DHP experience food insecurity, and the Council plans to provide a discretionary fund for schools to respond to this need and support children from these households.
- 6.14 In addition, our policy position also aims to take into account the significant and continuing uncertainty that families have faced since the outbreak of the pandemic. The discretionary element of the fund will enable schools to directly

and easily access support for children whose parent(s) temporarily find themselves in a position in which they are unable to afford to feed their children nutritious meals. This approach will also allow some degree of flexibility if there is a greater than expected level of need.

- 6.15 This proposal also provides for a discretionary fund that will enable teachers and other school staff to respond quickly and easily to need that they identify within their schools. It is anticipated that this discretionary fund will be used to address short-term need for families who find themselves in temporary financial hardship (e.g. for families waiting for receipt of universal credit, or who have experienced sudden job losses). Importantly, it will allow the Council to respond more flexibly to unanticipated increases in need in the borough. The value of the discretionary fund will provide 25,000 meals per year, which is on average 140 per school day.

Principles

- 6.16 Our policy position follows these principles:
- Our approach must be designed in a way that explicitly acknowledges the role of national government in providing social security and the rapidly evolving national support offer relating to free school meals specifically
 - Is specific about which families are at greatest structural disadvantage under the current system and prioritises support to where we identify gaps or inadequacies in the current FSM offer
Is pragmatic and deliverable, taking into account the Council's resource constraints, and schools' capacity and capability to administer the discretionary element of this scheme
 - Seeks to use available resources as effectively as possible to achieve maximum impact in the prevention of hunger at school among children whose parents cannot afford nutritious meals
 - Is based on assessment/evidence of where our investment is likely to have greatest impact and be most effective in terms of delivery

Approach to Delivery and Next Steps

- 6.17 The next step will be to engage with local schools on the most appropriate and effective means of delivering the expansion of eligibility for free school meals. This engagement will be undertaken on the assumption that the Council will have responsibility for putting in place the processes needed to ensure that free school meal entitlement is expanded to the groups outlined in 6.13, ensuring that these are ready to be operationalised by Summer Term 2021. It will aim to reach an agreement on how the discretionary element of the policy will operate, including decision-making processes on entitlement and cessation, durations of entitlement to free meals, and referral mechanisms into additional sources of support for families.

- 6.18 As part of the upcoming engagement, we will engage further with schools about how meals are currently procured and delivered. As it stands, each school in Haringey procures meals separately – either from a private company, a voluntary organisation, or an in-house team. Many schools have a contract in place with a catering company (in several cases with the same company). These contracts will expire on different dates in the forthcoming years. A number of local authorities have facilitated a joint procurement of school meals across some or all of the schools in their borough. In some, a joint contract with a private provider has been agreed. In others there is a contract with a voluntary or non-profit provider. Some have created a local authority trading company or a co-operative between schools. We will gauge interest among schools in a coordinated approach to meal procurement and explore a range of potential models with them, including a local authority trading company or co-operative. As a first step, we will review when meal contracts are due to expire at different schools to establish how many schools could potentially join any coordinated procurement.
- 6.19 The proposals have been developed with the principles noted above in mind, particularly the need to locate support where it is likely to have the greatest impact. As such, it includes a discretionary element of the fund in recognition of the important position that teachers and school staff have in identifying and responding to families experiencing temporary financial hardship.
- 6.20 Noting the Council’s resource constraints and the objective to ensure sustainable access to healthy and affordable food, delivery of an expanded free school meals offer will be integrated with services that work to support families to move into a position where they can afford to pay for nutritious meals for their children. In consultation with schools prior to delivery of the expanded offer in April 2021, the Council will identify how the Early Help service and the Connected Communities programme can reach and work with parents of children in receipt of the expanded offer. The Early Help service works with families to increase their ability to manage difficulties in the future and to reduce their reliance on long-term services and support. The Connected Communities programme works to improve access to council and voluntary services and sources of support and advice on matters including housing, benefits, household finances, and employment. By reaching families in this way, the Council can deliver earlier help and more timely support. Equally, engagement with schools may highlight opportunities to integrate an expanded free school meals offer with existing school-based support mechanisms.
- 6.21 The Council is committed to ensuring the effective delivery of the commitment to ensuring that no child is hungry at school because their parent cannot afford to pay for a nutritious meal for them. For this reason, it is committed to undertaking formative and periodic evaluation of the delivery and impact of the scheme, against what is expected to be an evolving policy context. This evaluation will inform ongoing design and delivery, and will also support the collection of evidence which can be used in lobbying activity, making the case for expansion of free school meal entitlement in line with our policy aim.

7. Contribution to strategic outcomes

- 7.1. The proposal to expand eligibility for free school meals supports the following Haringey Borough Plan outcomes and objectives:

Outcome 5: Happy Childhood. All Children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks, and communities

Objective 5b: All children and young people, whatever their background, will achieve to the best of their abilities

Objective 5c: Children and young people will be physically and mentally healthy and well

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

Finance

There is an existing budget of £50,000 for free school meals. Furthermore, there is a growth proposal for £300,000 for 2021/22 and 2022/23 in the proposed MTFS budget to go before Full Council in February 2021.

The provision of school meals for children in families with no recourse to public funds (NRPF) and families on low income but above the eligibility threshold for free school meals is estimated to cost £285,000 over the school year. The discretionary provision for temporary need is estimated to cost £65,000 and support, on average, up to 140 pupils per day.

Procurement

The content of this report is noted, there are, however no immediate procurement ramifications

Legal – Head of Legal Services (Social Care & Contracts) and Deputy Monitoring Officer on behalf of Interim Monitoring Officer

Under Section 512 [*Provision of meals etc at schools maintained by [local authorities].*] of the Education Act 1996, the Council has the power to provide milk, meals and other refreshments to registered pupils and others being educated at maintained schools and to children receiving 'relevant Early Years education'. The power to provide school lunches becomes a duty, either if that service is requested by a person entitled to free school meals or if it is 'not unreasonable' for that service to be provided.

Under Section 512 ZA [*Power to charge for meals etc*] the Council may charge for most school meals but not if they have to provide those meals free of charge. Under s 512ZB [*Provision of free school lunches and milk*] the following groups are entitled to free school meals at maintained schools and academies

- all reception, Year 1 and Year 2 pupils at maintained schools are entitled to free school lunches. This is sometimes called 'UIFSM' or Universal Infant Free School Meals
- Pupils in receipt of, or whose parents are in receipt of, one or more of the following benefits:
 - Universal Credit (provided you have an annual net earned income of no more than £7,400, as assessed by earnings from up to three of your most recent assessment periods)
 - Income Support
 - Income-based Jobseeker's Allowance
 - Income-related Employment and Support Allowance
 - Support under Part VI of the Immigration and Asylum Act 1999
 - The guarantee element of Pension Credit
 - Child Tax Credit (provided you're not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
 - Working Tax Credit run-on – paid for four weeks after you stop qualifying for Working Tax Credit

Section 512 above, gives the Council powers to provide free school meals to the recommended groups where they do not fall within the category above.

Equality

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

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

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

The proposed decision is to expand eligibility for free school meals to defined groups of primary school children as set out in para.4.3. The objective of the proposed decision is to prevent hunger among children at school, which disproportionately affects children from low income households and which can result in educational and health inequalities. As such, the proposed expansion of eligibility for free school meals represents a measure to address known inequalities and meet the needs of disadvantaged children where they differ from their less disadvantaged peers.

Due to the intersectional nature of deprivation in Haringey, an expanded free school meal offer can be expected to benefit BAME children and those from

families where one or more adults has a limiting health condition or disability. There are no reasonably foreseeable negative impacts on any individual or group that shares the protected characteristics arising from the proposed decision.

9. Use of Appendices

None

**10. Local Government (Access to Information) Act 1985
Categories of Exemption**

None

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Report for: **Cabinet 19 January 2021**
Title: **Update on the Council's Housing Delivery Programme**
Report
Authorised by: **David Joyce, Director of Housing, Regeneration and Planning**
Lead Officer: **Robbie Erbmman, Assistant Director of Housing**
Ward(s) affected: **All**
Report for Key/
Non-Key Decision: **Key Decision**

1. Describe the issue under consideration

- 1.1. This report gives members a detailed overview of the Council's progress towards the Borough Plan target to deliver 1,000 Council homes for Council rent by 2022. It focuses in particular on the progress made since Cabinet were last updated on the programme in June 2020 and notes the risks to the programme presented in particular by the new phase of the Covid-19 pandemic.
- 1.2. Members are asked to add three new sites of Council land to the housing delivery programme.

2. Cabinet Member Introduction

- 2.1. This administration made a commitment in May 2018 to establish a new era of Council home building, and that commitment is more important now than ever. The seven months since Cabinet last considered the progress made towards that commitment have been exceptionally challenging. But during that time, I'm proud to say, we've strengthened even further the Council's capacity to deliver the homes Haringey needs. As we start 2021, construction is underway on 343 Council homes, and we are currently on course to have 1,000 on site by 2022.
- 2.2. A thousand new Council homes at Council rent, though, is just the start. This report shows that we have started a new era of Council home building in Haringey, with the delivery of high-quality Council homes re-established as an integral part of the Council's core business within a delivery programme that is viable in the long term.

3. Recommendations

- 3.1. It is recommended that Cabinet:
 - 3.1.1. Agrees to add three new sites of Council-owned land to the housing delivery programme in order that their feasibility and capacity for the delivery of new Council homes can be determined, as set out in paragraphs 6.39 to 6.47
 - 3.1.2. Notes the progress made to date on delivering new Council homes for Council rent, as set out in part 6.
 - 3.1.3. Notes the impact to date of the Covid-19 crisis on the housing delivery programme, as set out in paragraphs 6.8 to 6.15, and future risks to the

programme associated both with the pandemic and the exit from the European Union, as set out in paragraphs 6.55 – 6.75.

4. Reasons for decisions

- 4.1. The Borough Plan commits to delivering 1,000 Council homes at Council rents by 2022 as the first step in a new era of Council homebuilding.
- 4.2. Adding new sites to the programme ensures that the Council is building up a pipeline of new sites to deliver a long-term sustainable housing programme.

5. Alternative options considered

- 5.1. **Not to add new sites to the programme.** This option was rejected because identifying new sites on which to continue building homes is necessary to deliver a new era of Council homebuilding.

6. Background information

- 6.1. After more than forty years in which no Council homes were built in Haringey, the delivery of high-quality Council homes has been re-established as an integral part of the Council's core business within a delivery programme that is viable in the long term.
- 6.2. The Housing Delivery Programme is about transforming the lives of thousands of Haringey people. It will provide affordable, secure homes of the right size to households on the Housing Register in the most pressing housing need.
- 6.3. Because of funding constraints, Housing Associations have for more than a decade delivered very few three or four bed homes. Only eight four-bedroom homes have been built in the last ten years– and those were let at “affordable rent”. No four-bedroom homes have been built for social rent.
- 6.4. The Council is using its programme to address the needs of homeless families and families living in overcrowded homes. At least a quarter of the homes built for Council rent by 2025 will have three, four, or more bedrooms – and work is done on every site to try to maximise the number of new larger homes. Overall, the programme is moving towards a target of 35% three-bedroom homes and 10% with four or more bedrooms.
- 6.5. The Council is currently consulting on an amendment to the Allocations Policy with the intention of letting newly built homes first to Council tenants living in close proximity to these, in particular those who are living in homes that are too big, or too small – thereby ensuring that overcrowded households can move to appropriately sized homes and encouraging those who live in Council homes that have become larger than they need to release these family-sized homes to overcrowded households on the register.
- 6.6. More than 10% of the homes delivered through the programme will be fully accessible for wheelchair users. Households with disabilities giving rise to particularly hard-to-meet needs are being identified in order that homes can be designed specifically to meet those needs. The Council has recently remodelled Rosa Luxemburg House reducing the number of homes in order to build a three- and a four-bedroom home adapted for wheelchair users.
- 6.7. The provision of supported and specialised housing is an integral element of the housing development programme, and the appropriateness of each

development is considered to meet the needs of specific client groups – including those currently housed out-of-borough. Homes at Hornsey Town Hall, Ermine Road, and a number at Rosa Luxemburg Apartments, for example, will be allocated to adults with additional support needs – with ancillary space to site to provide that support where it is required.

The impact of Covid-19 to date

- 6.8. Engagement and consultation with the community is a fundamental part of the Council's housing design and delivery: the suspension of consultation during the first lockdown set many schemes back by six months, and social distancing requirements continue to slow consultation and engagement. As set out below, the Council has developed and put in place new ways of working to minimise this impact.
- 6.9. Many external contractors furloughed staff so that the procurement of crucial roles such as architects, designers, and surveyors for new schemes was until very recently extremely challenging. This continues to slow procurement.
- 6.10. Covid-19 restrictions disrupted the supply chain, with supplies of bricks, mortar, and wooden pallets, for example, very constrained until July and items such as bagged cement, plaster, and plasterboard not re-established until late September.
- 6.11. The impact of Covid-19 on construction has significantly delayed the programme. Work was suspended entirely on the Council's active sites during the initial phases of the first lockdown. Although work at most sites resumed earlier than had been anticipated, social distancing requirements mean that this has remained at a much-reduced capacity.



Walter Tull House, 131 Council homes for Council rent and a health centre in Tottenham Green completing June 2022

- 6.12. Nationally, the level of construction output for public housing projects in September 2020 was 29.4% below that in February 2020.

- 6.13. The Tier 4 restrictions did not have a very significant impact on the programme since remote ways of working have been established both within the council and across the industry. The Welbourne site, where Walter Tull House is under construction, closed for two weeks in November because of a positive Covid-19 test but work recommenced before the Christmas closure and at present is still ahead of schedule. All other sites remained operational.
- 6.14. Borrowing, insurance, and financing is challenging for many small building firms, and it is possible that many will go out of business. Early work at one site stopped entirely in March and is yet to resume because the developer was unable to secure forward financing until December.
- 6.15. The impact of the surge in cases and the new national lockdown remains to be seen. However, as set out below at 6.62 – 6.75, they introduce significant risks of further delays to the programme especially through internal and external staffing shortages and potentially through disrupted supply chains.

Update on the Council housing delivery programme

- 6.16. The Borough Plan committed to a new era of Council homebuilding - starting with 1,000 new Council homes at Council rents by 2022.
- 6.17. In spite of the multiple challenges associated with Covid-19 from March 2020, the Council's housing delivery programme is currently on track to deliver 1,000 Council homes at Council rent with starts on site by March 2022.
- 475 Council homes currently have planning permission across 24 sites.
 - 343 Council homes are currently under construction across nine sites.



*Work on **Joy Gardner House**, eleven Council homes for Council rent in Seven Sisters completing April 2021*

- 6.18. The impact of the new phase of the pandemic is explored below from 6.62. Though the extent of that impact remains to be seen, it introduces new risks across the delivery programme.

- 6.19. A thousand new Council homes at Council rent is just the start. The Council's priority is to deliver a new era of Council home building. After more than forty years during which no Council homes have been built in Haringey, this priority is now re-established as a core part of the council's activity.
- 6.20. The HRA Business Plan makes provision for 3,088 homes by 2030 – a combination of those that the Council delivers directly and around 900 that will be acquired from developers. The programme currently projects the delivery of 2,322 new homes by 2025 - nearly 1,600 of these being new Council homes for Council rent.
- 6.21. Three key elements are required for the Council to build these homes: finance, land, and development capacity. These have all had to be built up from nothing after 40 years in which no Council homes were built.

Finance

- 6.22. In 2019 the Council agreed an allocation of £59.6m Building Council Homes for Londoners (BCHfL) grant from the GLA based on a 2018 programming of sites and timelines. This was one of the largest allocations of grant in London.
- 6.23. It was always understood by the GLA that some sites would not progress; and in light of this and the impact of Covid-19, during October and November the GLA required all boroughs receiving grant to reprofile their programmes and confirm individual scheme milestones. The GLA scrutinised each site in the programme, requiring assurance that any BCHfL-funded site would be delivered by March 2022.
- 6.24. In November 2020, the GLA approved the revised Haringey BCHfL programme in full for £58.2m. This reflects the GLA's high level of confidence in Haringey's programme: many other boroughs lost substantial portions of their initial funding.
- 6.25. The GLA has since announced that due to the impact of Covid-19 the BCHfL grant has been extended by one year to March 2023. This means the Council could submit additional applications to this programme.
- 6.26. Any Council homes in the programme that are not funded by BCHfL grant will be submitted for the next round of GLA funding. The Mayor's £4 billion Affordable Homes Programme for 2021-26 will run concurrently with the current 2016-23 programme. Bidding closes on 9 April, and allocations will be announced in June 2021.
- 6.27. The HRA Business Plan adopted by Council in February 2020 identified a budget of £1.08 bn over 10 years within the HRA to support the delivery of new homes.
- 6.28. For the programme to be viable, the Council will have to provide cross-subsidy by building and selling some homes at market value. The Medium Term Financial Strategy adopted in February 2020, set out a programme level assumption that 40% of homes delivered would need to be homes for market sale and 60% Council homes at Council rents, although the mix on individual sites will be determined through the planning process and by Cabinet.
- 6.29. The high-level assumptions of that business plan have had an opportunity to be tested over the programme's first full year and in light of Covid-19. Key

questions around areas such as land value, sales value, and build cost can now be answered in a less speculative way. This gives the Council an opportunity to construct a more robust business plan that accurately reflects the programme and that allows the Council to maximise the number of Council homes for social rent it delivers

- 6.30. To support this, intensive work during October and November 2020 has put in place new data analysis systems which bring together viability appraisals and forecasting with real-time project management of individual scheme finances.
- 6.31. This work will be a springboard into continuous improvement and efficiency initiatives focussed on data management and delivery of business intelligence about the development programme.
- 6.32. The data was used to build a set of financial forecasts from the ground up, ensuring that the business plan is based on the most up-to-date knowledge of the project managers running the projects and the advice of the teams of consultants they are managing. The data has been through rigorous sense checking and exception reporting, with several rounds of challenge by both Housing Delivery management and the Finance team.
- 6.33. As a result, the HRA Business Plan going to Cabinet in February 2021 supports a programme with a higher proportion of social rented housing to market sale than originally predicted with a tenure split in its first five years of 75% social rent and 25% market sale, with an assumed return to a 60:40 ratio in the second half.
- 6.34. The Business Plan will be subject to continual review as the Council responds to factors including interest rates, grant income, and rent collection.



Edith Road in Bounds Green – eleven Council homes in the Council's first zero-carbon scheme, completing September 2022

Land

- 6.35. The Council's preference is to build Council homes directly, on its own land, and has already identified enough land for the first 1,000 Council homes.

- 6.36. Some of this land is already held by the Council in the Housing Revenue Account (HRA); the remainder, held in the General Fund, will need to be appropriated into the HRA in order to be used for housing purposes. Development on existing HRA land primarily comprises 'infill' sites': underused land, generally on or around housing estates. Development on General Fund land ranges from the conversion of shops into homes to the redevelopment of larger sites such as the former Cranwood Care Home.
- 6.37. Cabinet's decision in October to acquire back two leases from Workspace at the Chocolate Factory means the Council can directly deliver at least 109 Council homes at Council rents in the Wood Green Cultural Quarter in Noel Park. There is existing planning permission for residential development on the site, and the Council will now remodel those designs to meet the Council's needs and objectives. The acquisition will be completed when amended planning permission is granted on the remodelled scheme: it is expected that this to be in March 2021. The scheme will be delivered in two phases: a first phase of around 130 homes and then a second phase at Mallard Place of around 50 homes. The Council are working towards a start on site for the first phase in 2021.
- 6.38. Capacity studies and concept designs for the Ashley Road depot site suggest that the Council will be able to deliver 149 Council homes and 149 for market sale, increasing the site's contribution to the thousand starts by 59 homes. Crucially, 65% of the Council homes in these initial feasibility designs have three or four bedrooms.
- 6.39. As an integral part of its programme, the Council is also actively seeking opportunities to acquire new-build homes to let at Council rents. This includes the acquisition of homes being developed by private developers as affordable housing under existing s106 agreements.



Work on Rosa Luxemburg Apartments, 102 Council homes in Tottenham Hale completing March 2022

- 6.40. Acquisition at a very early stage of schemes such as 1a Ashley Gardens, where Rosa Luxemburg Apartments is now under construction, allows us to remodel and redirect designs and construction in order to best meet the communities'

needs. This means that over the last month the Council have been able to remodel the ground floor of Rosa Luxemburg Apartments during the build to accommodate the needs of two large families with disabled children in order to provide rare level-access family-sized homes adapted for wheelchair users.

New sites proposed for inclusion into the housing programme

- 6.41. 70 sites have been agreed by Cabinet as part of the programme: a site in every ward.
- 6.42. Cabinet is asked to add three more sites of Council-owned land to the housing delivery programme. They have been identified as potentially suitable sites on which to build new Council homes. Including them in the housing delivery programme would allow formal feasibility and capacity studies to be carried out and for the community to be engaged in order to establish whether to build new homes on them.
- 6.43. **505 Archway Road** is General Fund land in Highgate ward. The land is currently leased from the Council by a Car Wash business. The lease will shortly expire.
- 6.44. **Norman Close** in Woodside ward is land held in the HRA. The site is currently a mixture of car-parking, unused green space, and accessway.
- 6.45. **251 Lordship Lane** in West Green ward backs onto The Willow Primary School and is currently the site of a Homes for Haringey depot used for vehicle storage and for manufacturing windows, door frames and disabled adaptations. If Cabinet agree to include it into the housing delivery programme, and if it is then found to be feasible for housing delivery, alternative arrangements will be made for services delivered at the depot.
- 6.46. Red line drawings of all three sites are included in Appendix 1.
- 6.47. On 18 December, West Green, Woodside, and Highgate ward members received an initial briefing on the site proposed in their ward. The briefing made it clear that no plans or decisions have yet been made for these sites, and that this Cabinet decision is the first stage of consideration in a defined process of engagement and consultation.
- 6.48. Cabinet is being asked to approve further work to assess each site's suitability and capacity. This work could determine that a site is not suitable for housing development. In that case, any costs incurred will not be recoverable by the Council and no grant will be available to meet those costs. However, it is expected that any such costs will be relatively minimal for the programme.

Capacity

- 6.49. As October's GLA report *Building London's Future* says, "it is common knowledge that private sector organisations, and some housing associations, offer more lucrative employment opportunities for employees specialising in development or project management functions. These benefits include higher salaries, greater opportunities for professional development, and at times greater stability".
- 6.50. The Council has taken successful steps to address these issues over the last two years, including through in-house traineeship roles and professional

development programmes, and has built up a dedicated housing development team currently comprising 26 officers.

- 6.51. The Housing Delivery Project Manager trainee roles were set up in summer 2019 to recruit colleagues with little or no housing development experience but strong transferable skills and a commitment to delivering council homes. After a package of support, mentoring, training, and on-the-job learning, progression is measured against a portfolio of evidence.
- 6.52. It is especially pleasing that in a major round of recruitment during October and November 2020, one of the three development trainees was selected for a full Project Manager role.
- 6.53. Alongside five newly recruited Project Managers, two new trainees will be joining the team this month.
- 6.54. The Council's designs for new homes are produced through an iterative process of engagement with members and the local community. The corporate suspension of consultation during the first lockdown and then ongoing social distancing requirements have therefore had a very significant impact on the programme at the moment it was moving into a more intensive phase of delivery.
- 6.55. In response, the team has increased its engagement capacity and developed new ways of working. Alongside a rolling programme of site-specific Councillor engagement sessions, the Council have put in place high quality remote engagement tools provided by a specialist digital platform, Commonplace, that enables proactive early engagement from initial site identification through design development to planning. It includes a website and online hub, with a facility for residents to leave comments. Since it launched in October more than 200 resident comments have been submitted across nine schemes. Linked into this new engagement hub, the team are running an ongoing series of statutory section 105 consultation and wider engagement events over MS Teams.

Key Risks to the programme

- 6.56. The Council has put robust risk assessment and management frameworks in place with resilient governance structures able to act quickly and decisively. Granular risk reporting on individual schemes is aggregated and formally reviewed at programme level on a monthly basis. Mitigations or actions are identified and put in place to achieve target risk levels with issues escalated and cascaded as appropriate.
- 6.57. December's **Brexit** trade deal resolved a great deal of damaging uncertainty and avoids the feared imposition of tariffs on construction materials. Around a quarter of construction products used in the UK are imported, with two thirds of that total brought in from the EU, and the trade deal has as such been broadly welcomed by the construction industry. Brexit uncertainty had led to price increases and undermined the industry's ability to reliably cost jobs and quote for work. On smaller sites – which make up the bulk of the Council's programme - contractors had assessed risk much more conservatively and were therefore adding costs. The Brexit agreements will enable construction companies to reliably forecast the cost and availability of products and materials imported from the EU or comprising components made in the EU.

- 6.58. Brexit uncertainty also led to congestion at container ports which caused delays to the supply of construction materials during December and early January. These delays appear now to have been resolved. Because our contractors built up stockpiles in November, this did not have an impact on those Council schemes that are on site.
- 6.59. However, Brexit will cause labour shortages in the construction sector. The government has now included a number of construction trades such as bricklayers, carpenters, and electricians in the tier 2 skilled work category; however, other essential roles including labourers, dry liners, and some plant operators remain outside of the proposed new system, and the proposal for low-skilled migrant labour remains the temporary worker route. Two of our sites are already reporting that visa issues are preventing their workers returning from European countries.
- 6.60. Indeed there were signs already of labour shortages before January. In part this is because many migrant workers who were planning to leave after the Brexit transition period instead left during the Covid outbreak. The Office for National Statistics reports that 28% of London construction workforce are from the EU countries; the industry census by Home Builders Association suggests even higher numbers with over 50% of London's construction workforce comprised of EU migrants in 2017. Systemic issues in the construction industry – a short-term focus, a low-skills/low-wages model, subcontracting structures, and de-unionisation - have led to a lack of investment in skills.
- 6.61. This underlines the importance of initiatives such as the Haringey Construction Partnership between the Council, Job Centre Plus, The College of Haringey, Enfield and North East London and developers. Haringey Construction Partnership works to get local unemployed people to access training and apprenticeships in the construction industry. Regional initiatives such as the Mayor of London's Construction Academy (MCA) also aim to mitigate these risks.
- 6.62. The **Covid-19 pandemic** presents a very significant set of risks. Though the extent of the impact remains to be seen, the surge in Covid-19 cases and the new national lockdown are very likely to undermine and slow the programme's progress.
- 6.63. The Council has already inserted Covid-19 clauses into contracts to protect both parties financially, and this reduces the risk of projects failing. The Council remains in continuous close communications with the GLA regarding funding parameters. The Council ensures through project management that all sites are following Government guidance on safe working, and across the Council and the construction industry remote and safe ways of working have become embedded.
- 6.64. Both internally and externally, though, staffing resources including project managers, design teams, surveyors, and construction workers will be affected by illness and – because they are unlikely to be classified as key workers – by childcare issues related to school closures. Internally, staff reallocation to the Council's emergency response will also have an impact. These factors will each have an impact on all stages of the development process, from inception through design to completion.

- 6.65. Construction sites have been told to carry on working. Government guidance states that people are allowed to leave home to work in occupations including construction.
- 6.66. However, contractors are warning that the more infectious Covid variant and the increased number of cases mean it may be more challenging to keep sites open than during previous lockdowns. Any outbreaks of Covid-19 on individual sites would lead to them closing for a period; and caring, shielding, illness, and lockdown restrictions will have an impact on the labour supply.
- 6.67. Where sites do remain open, productivity is likely to decrease, and especially if workers move from maintaining one- to two-meter social distancing.
- 6.68. Building merchants can remain open under England's new lockdown rules, but Covid-19 is likely to have an impact on supply chains. The Timber Trade Federation, for example, has said the strain on the supply chain will continue until at least the second quarter of 2021. Recent Covid-19 cases in Sweden, the biggest exporter of timber to the UK, have seen delivery crews having to self-isolate.
- 6.69. While prices in the construction industry, as estimated by the Construction Output Price Index (OPI), rose just 0.7% between January and September 2020, it is expected that building material costs will rise further after January.
- 6.70. The reduction of Public Works Loan Board interest rates for social housing mitigates at least some of these cost increases for the Council.
- 6.71. Financing for small and medium businesses remains an issue. The combined impact of Brexit uncertainty and Covid-19 means that the risk of contractor default has risen. This has an impact on the procurement process. It is worth noting that delivery is easier where a larger developer is procured as these contractors tend to provide greater certainty of delivery. However, the bulk of the Council's programme is made up of small and medium-sized sites, and procurement has consciously sought to prioritise local SMEs: exactly the firms most affected by the pandemic. Careful procurement practices are in place to minimise these risks.
- 6.72. The continued economic fallout from the pandemic, with the UK's economy falling into its deepest recession on record and unemployment rising dramatically, make it essential for the Council to continue to review the programme's modelling assumptions in light of macro and micro economic indicators.
- 6.73. House prices appear to be stagnating. The programme's reliance on market sale for cross-subsidy is considerably less than most councils, and certainly less than other housing developers. The Council is in a strong position to take a long-term view of the housing market. Should the housing market collapse, properties could be let for a period of time before realising their capital value when the housing market recovers.
- 6.74. The Resolution Foundation point out that even if house prices do collapse, falling incomes and credit restrictions would still leave home ownership out of reach for very many people. The house price-to-income ratio is likely to remain relatively similar, or even to worsen.

- 6.75. The economic fallout of the pandemic will deepen inequality of access to housing. In these circumstances, the Council's commitment to a new era of Council home building is more important than ever.



Mountview Court, Harringay – four four-bedroom homes, starting on site this month and completing in January 2022

Contribution to strategic outcomes

- 6.76. The Council Housing Delivery Programme is at the heart of delivering the top priority in the 2019-2023 Borough Plan - a safe, stable, and affordable home for everyone, whatever their circumstances. Outcome 1 of that housing priority in the Borough Plan states *“we will work together to deliver the new homes Haringey needs, especially new affordable homes”*, with specific objectives to *“deliver 1,000 new Council homes at Council rents by 2022”* and to *“secure the delivery of supported housing that meets the needs of older, disabled and vulnerable people in the borough”*.

7. Statutory officer comments

Finance

- 7.1. The impact of Covid-19 this financial year has meant that the new-build capital programme is forecast to underspend. The underspend in each scheme will be rolled over to next financial year to be meet any commitments made this year but not fulfilled due to the pandemic.
- 7.2. The revised HRA financial plan for 2021-22, to be presented to full council as part of the Budget and MTFS in February, is consistent with this report which projects a total of 1,647 homes to be delivered in the five years to 2025 with a tenure split of 75% social rent and 25% market sales.

- 7.3. There is provision in the revised HRA, subject to February Full Council approval, for sites not yet finalised such as Norman Close and Archway site. This is based on averaged unit cost.
- 7.4. The HRA financial plan construct is such that sites can easily be added or removed while maintaining the viability over a long term.

Legal

- 7.5. The Head of Legal Services and Governance has been consulted on the content of this report. There are no specific legal issues arising from this report.

Procurement

- 7.6. Procurement have noted the content of this report.

Equalities

- 7.7. The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and those people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 7.8. The three parts of the duty applies to the following protected characteristics: age disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 7.9. The proposed decisions are to note progress made to date with regards to the Council's housing delivery programme, agree to remove one site from the housing delivery programme, and agree to add two new sites of Council-owned land to the housing delivery programme.
- 7.10. The decision to add two sites to the housing delivery programme will increase the supply of homes which are genuinely affordable to local residents by delivering new build council-rented homes. This is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to homelessness. Data held by the council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness, as detailed in the Equalities Impact Assessment of the council's Draft Homelessness Strategy. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

8. Use of appendices

Appendix 1 – Red Line boundaries of new sites

Links to Cabinet papers referred to in the report:

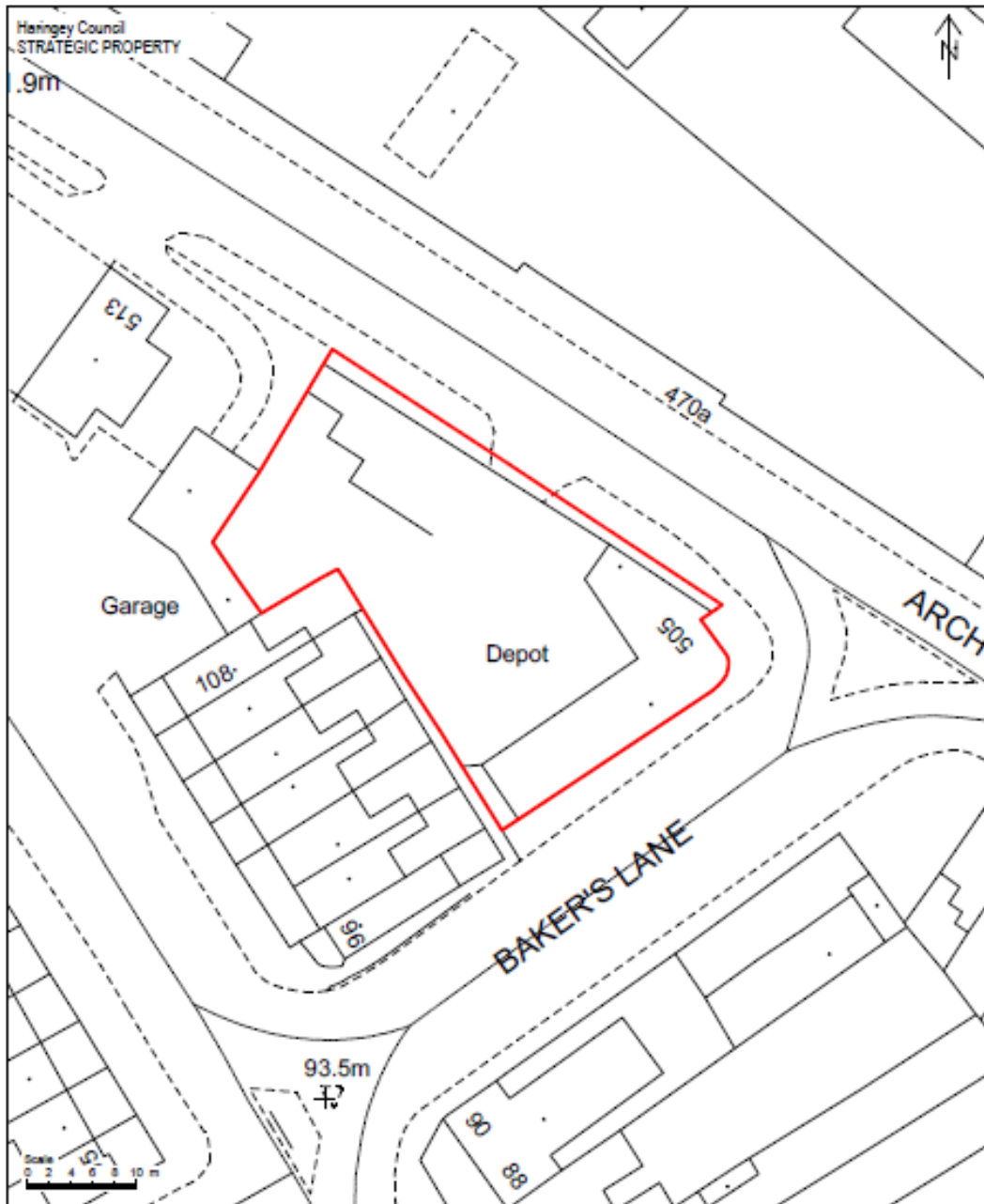
- **17 July 2018 - Setting up a Community Benefit Society:**
[https://www.minutes.haringey.gov.uk/documents/g8824/Public reports pack 17th-Jul-2018 18.30 Cabinet.pdf?T=10](https://www.minutes.haringey.gov.uk/documents/g8824/Public%20reports%20pack%2017th-Jul-2018%2018.30%20Cabinet.pdf?T=10)
- **9 July 2019 - Update on the Council housing delivery programme:**
[https://www.minutes.haringey.gov.uk/documents/g9151/Public%20reports %20pack%2009th-Jul-2019%2018.30%20Cabinet.pdf?T=10](https://www.minutes.haringey.gov.uk/documents/g9151/Public%20reports%20pack%2009th-Jul-2019%2018.30%20Cabinet.pdf?T=10)
- **11 February 2020 - Budget and 2020-25 MTFS Report:**
[https://www.minutes.haringey.gov.uk/documents/g9157/Public%20reports %20pack%2011th-Feb-2020%2018.30%20Cabinet.pdf?T=10](https://www.minutes.haringey.gov.uk/documents/g9157/Public%20reports%20pack%2011th-Feb-2020%2018.30%20Cabinet.pdf?T=10)

9. Local Government (Access to Information) Act 1985

None

Appendix 1 – Plans of land recommended for inclusion into the housing delivery programme

505 Archway Road



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505-511
ARCHWAY ROAD,
LONDON
N6 4HX

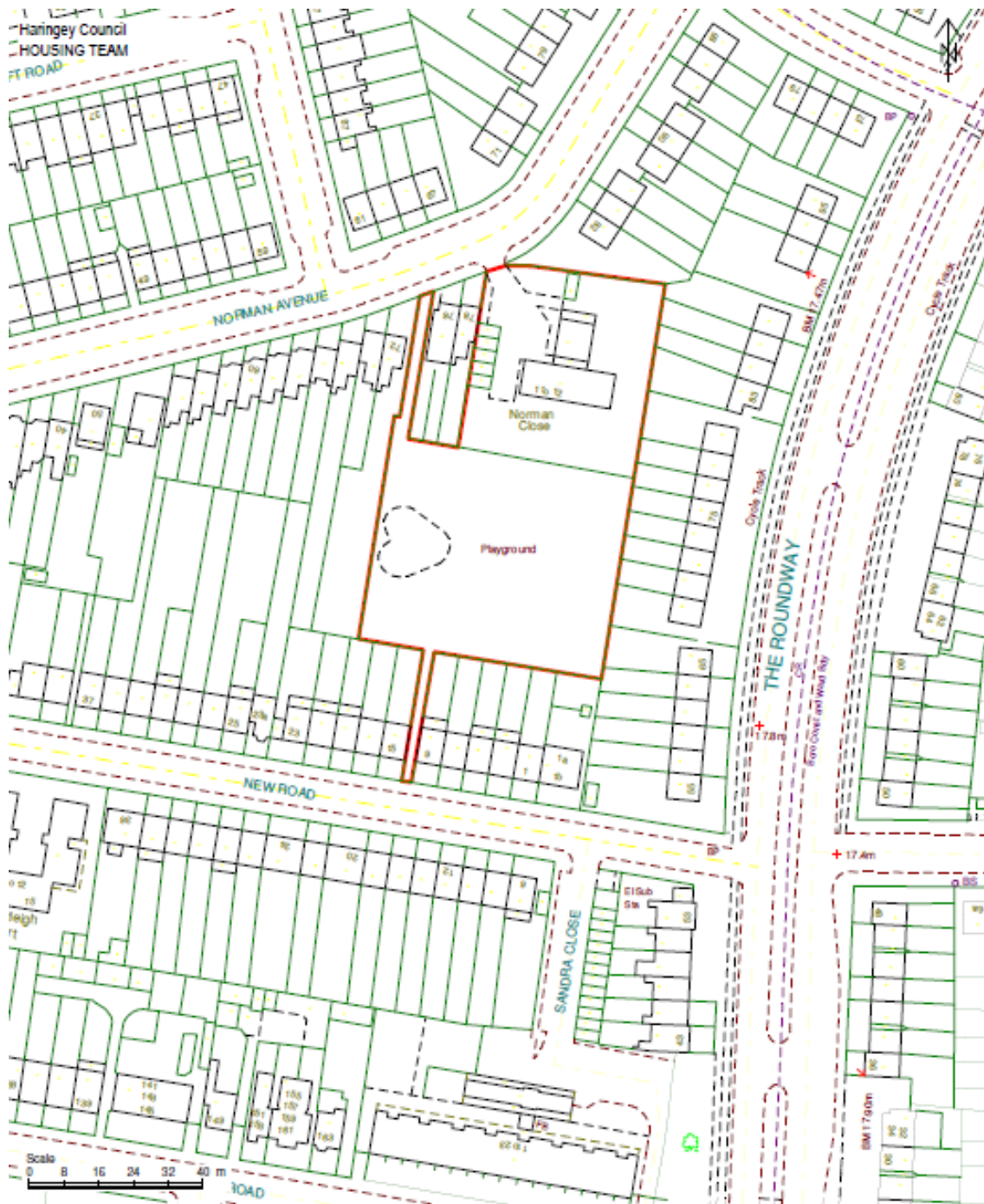
Edged red - Boundary of Site

Title no. : FHO NGL333193

Overlay : Hss - Misc
Plan produced by Sean Purcell on 11/08/2020

Scale 1:500
Drawing No. BVES A4 Misc

Norman Close



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Property & Land
Norman Close
Norman Avenue
London
N22

Red Line - Site boundary

Ward: Woodside
Overlay: HSC - Misc

Deed Packet No:
Title No:

Plan produced by Shannon Francis on 13/02/2020

Area: 0.4648 ha
Scale 1:1250
Drawing No. BVES A4 Misc

251 Lordship Lane



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HH Depot
251 Lordship Lane
Tottenham
London
N17 6AA

Red Line - Site Boundary
Portfolio - HRA

Deed packet no. :

Title no. : AGL 202580 & AGL447483

Ward: West Green

Area: 0.3451 ha

Overlay: HSC - Misc

Scale 1:1000

Plan produced by Shannon Francis on 02/09/2020

Drawing No. BVES A4

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Report for: Cabinet 19 January 2021

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

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

Lead Officer: Robbie Erbmann, Assistant Director for Housing

Ward(s) affected: All

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

1. Describe the issue under consideration

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

2. Cabinet Member Introduction

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

3. Recommendations

Cabinet is requested: -

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

4. Reasons for decision

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

5. Alternative options considered

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

6. Background information

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

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

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

7. Contribution to strategic outcomes

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

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

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

8. Finance

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

9 Legal

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

10 Procurement

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

11 Equalities

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

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

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

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

12. Use of Appendices

Appendix 1: Asset Management Strategy 2020 to 2025

13. Local Government (Access to Information) Act 1985

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Asset Management Strategy 2020 – 2025

DRAFT

Foreword

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

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

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

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

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

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

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

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

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

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

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

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APPENDICES

Appendix 1 Investment Standard

Appendix 2 Action Plan

1. Introduction

1.1 Aims of the Asset Management Strategy

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

1.2 Principles of the Asset Management Strategy

The key drivers for delivery of the strategy are:

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

The strategy will be delivered by:

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

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

1.3 Key Objectives of the Asset Management Strategy

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

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

1.4 Review of existing Strategy

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

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

1.5 Strategic Context and Links to Corporate Plans and Strategies

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

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

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

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

2. Council Housing Assets and Stock Condition

2.1 Property Portfolio

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

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

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

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

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

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

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

2.2 Supply and Demand

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

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

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

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

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

2.3 Reviews of Asset Portfolio

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

2.4 Stock Condition

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

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

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

This will include:

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

3. Funding the Strategy

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

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

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

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

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

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

4. Delivering our Objectives

4.1 Sustainable Investment

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

4.1.1 Viability Modelling and Options Appraisal

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

The portfolio is divided into one of three categories:

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

Re-investment is influenced by these categories as follows:

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

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

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

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

4.2 Haringey Investment standard

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

It includes the following:

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

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

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

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

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

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

4.3 Delivery

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

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

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

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

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

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

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

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

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

4.4. Procurement and Social Value strategy

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

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

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

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

4.5 Compliance

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

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

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

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

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

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

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

4.6 Building Safety

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

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

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

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

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

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

4.7 Adaptations

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

4.8 Energy and Warm Homes

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

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

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

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

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

4.8.1 Meeting the target

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

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

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

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

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

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

In order to achieve the target, we will:

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

4.8.2 Energiesprong

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

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

4.8.3 Affordable Energy

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

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

4.9 Broadwater Farm

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

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

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

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

4.10 Responsive Repairs and Voids

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

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

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

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

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

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

5. Implementation

5.1 Staff Resources

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

5.2 Capital Board

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

5.3 Resident Consultation, Participation and Feedback

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

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

The residents' engagement programme includes:

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

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

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

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

5.4 Asset Management Systems

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

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

5.5 Performance Management

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

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

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

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

Asset management performance will be monitored using the following measures:

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

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

5.6. Risk Management

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

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

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

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

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

Appendix 1 Investment Standard Summary

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

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

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

ASBESTOS

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

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

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

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Report for: Cabinet – 19th January 2021



07/01/21

Title: Renewal of a Dynamic Purchasing System for Parks and Leisure Categories.

Report authorised by: Stephen McDonnell - Director, Environment and Neighbourhoods

Lead Officer: Simon Farrow, Head of Parks and Leisure (Interim)
Simon.Farrow@haringey.gov.uk
020 8489 3639

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1. To deliver its annual work programme the Parks and Leisure Service needs to have in place robust procurement arrangements. This is important to ensure: services are procured in a complaint manner; the council is receiving value for money; and as much work as possible can be undertaken within the limited budget.
- 1.2. The Parks and Leisure DPS is in essence an approved list of suppliers who are registered on a categorised computerised system through which suppliers are offered the opportunity to bid against other suppliers for the work on offer. The Parks and Leisure DPS is used to procure the following types of works:-
 - Maintenance works – Playground improvements, hard and soft landscaping, tree maintenance works, sports courts, and other environmental improvements.
 - Supplies - Park furniture, fertilisers, machinery, chemicals, trees, plants, tools etc.
 - Training and Coaching – Sports coaching, training for Friends Groups
 - Volunteering – environmental volunteering in parks, woodlands and nature reserves.
- 1.3. In a normal year 375 procurements are undertaken through the Parks and Leisure DPS, 98% of which is awarded to SME's at a rate 19% below the average market rate. The original Parks and Leisure DPS was awarded for a period of four years to support the Council's requirements at a total estimated

combined value of £5.7m. The DPS expired on the 20th June 2020 and was extended as permitted under the regulations for a period of six months and will expire on the 15th December 2020.

- 1.4. The proposal is to renew the DPS, for Parks and Leisure for a period of seven years from the 29th January 2021.
- 1.5. The Council currently spends on average £2m per year on these services, however this is expected to grow over the coming years in response to an increase in capital budget provision and external funding opportunities.
- 1.6. In October 2019 the Cabinet agreed an approach to Community Wealth Building that identifies procurement and insourcing as two of the levers the council has “to make sure that every public pound delivers maximum public good and wherever possible builds the prosperity of local people and businesses as it travels through the local economy”. Therefore, in renewing the DPS there will be a specific focus on growing the number of local companies able to deliver works that the councils procures through the DPS.
- 1.7. The renewal of this DPS will support the policy position of the Council to implement measures to pay LLW across all suppliers.
- 1.8. The renewal of the Parks and Leisure DPS will therefore provide a new impetus to ensure all suppliers are paying London Living Wage and to develop the supplier base further within Haringey and to increase the opportunity for more of Haringey’s spend to remain in Haringey. One of the important features of a DPS is that suppliers can join at any point therefore it allows the council to grow the Haringey supplier base year on year and for local suppliers to expand to respond to a regular flow of work through the DPS.

2. Cabinet Member Introduction

- 2.1. The DPS is an essential tool for providing local businesses and SMEs easy access to Council contracts. Haringey is recognised as a leader in this field, having the largest portfolio of DPS categories in local government with over £100m p.a. of spend going through them.
- 2.2. The DPS was a fundamental component of the Council being awarded the Federation of Small Business ‘Best Small Business Friendly Procurement Department’ in 2019.
- 2.3. More than 98% of DPS expenditure in the Parks and Leisure categories is with SMEs. Renewing the DPS in these categories will provide additional opportunities to our local companies to extend their services offered to the council and help support the Community Wealth Building agenda. It will also ensure that those suppliers working for the council pay their employees at least the London Living Wage.
- 2.4. During these very challenging times and with Parks and Leisure services providing key benefits in the struggle against Covid 19, we need to maximise

opportunities for local businesses in these sectors to continue to survive, with minimal disruption to the sector. Continuing to utilise a DPS as recommended in this report, will avoid the need for our suppliers to go through an elongated and protracted procurement process.

- 2.5. I therefore endorse the recommendations in this report to renew the DPS in these categories.

3. Recommendations

That Cabinet approves:

- 3.1. Pursuant to CSO 9.04.1 (a Dynamic Purchasing System (DPS) may be used to carry out procurements in accordance with Regulation 34 of the Public Contract Regulations) and CSO 9.07.1 e) (The award of any contract valued £500,000 (five hundred thousand pounds) or more is a 'key decision') to renew the DPS for Parks and Leisure for a period of seven years from 29th January 2021.
- 3.2. That Cabinet awards a DPS for the Parks and Leisure provision in the value of £20m over the seven-year term.

4. Reasons for decision

- 4.1. The Dynamic Purchasing System (DPS) is a supplier e-sourcing tool and a compliant route to market under the Public Contract Regulations, which enables suppliers to enrol, accredit and be approved to bid for Council contracts.
- 4.2. The Council's overall spend for Parks and Leisure over the past financial year was in the region of £2.4m. Renewing these DPSs will not incur any additional license fees, as the Council already holds an enterprise license.
- 4.3. The DPS provides a compliant route to market for Parks and Leisure, which ensures transparency in the procurement process, equal treatment of suppliers and ensures that the requirements of both the Public Contract Regulations 2015 and the Council's Contract Standing Orders (CSO) can be met.
- 4.4. The use of the existing DPS represents good value for money for the commissioning of these services. The DPS has enabled the service to commission works 19.06% below the average market rate for the service.
- 4.5. Purchasing outside of a DPS would require a resource intensive approach, whereby each requirement would be commissioned separately and would require suppliers to go through the accreditation checks for each opportunity. Previously framework agreements were used but these excluded many local SMEs from meeting the criteria to qualify under a framework. In addition, a framework does not allow for suppliers to join at any time and prevents new

start-ups and entrants from accessing Council contracts during the term of the framework.

- 4.6. A DPS is beneficial in that; it enables supply chain expansion as suppliers can join at any time during its lifetime, unlike a traditional framework where only suppliers at inception remain within it until expiry. This means that the supply chain can be renewed and replenished throughout its term, which lends itself to more competition and therefore better value for the Council and its users.
- 4.7. The DPS is an efficient route to market for both the Council and the supply chain; importantly it enables access to Council opportunities for SMEs. Of the £2.4m of expenditure across the Park and Leisure category in 2019/20, 98% was spent with SMEs (65% in London (26% North London) and a further 9% of which was in borough). In addition, our top three suppliers, by spend, although not based in the borough employ staff who live in the borough and buy materials from suppliers based in Haringey. Once suppliers are accredited, they can apply for multiple contract opportunities and do not need to undertake separate tender processes for the services they are accredited for. This is particularly important, as resource intensive tender processes may duplicate effort and are often barriers to entry for small and medium sized enterprises. Therefore, the DPS is seen as the best route for the Council to grow the Haringey supplier base within these categories.
- 4.8. A DPS enables the Council, to undertake time efficient tender processes, which facilitates speed of award and service delivery. We currently undertake around 375 individual procurements each year in these categories. The DPS streamlines the Council's procurement/commissioning, contract management and finance processes, which can be undertaken under the one system.
- 4.9. Importantly, renewing the DPS will have minimal impact on the existing supply chain as suppliers will only need to confirm there is no change in their qualification status except for their financial standing, which will be reviewed again. This will provide Officers an opportunity to devise any additional questions and amend the category structure to further support emergent purchasing strategies over the coming years.
- 4.10. Moreover, awarding this DPS aligns with agreed procurement & commissioning strategies, including payment of LLW and allow more SME's to join the DPS.
- 4.11. Strategic Procurement will support the replenishment of the Parks and Leisure supply chain by stimulating the market by conducting suitable market engagements to identify, enrol and accredit suitable economic operators through the renewal process in time for commencement on 29th January 2021.

5. Alternative options considered

- 5.1. Do Nothing - This option would require the Council to seek alternate procurement arrangements incurring significant additional costs and resource effort to facilitate procuring over 375 requirements per year, each needing the supplier to re-present accreditation requirements, that will then need to be evaluated.
- 5.2. Establish a framework for Parks and Leisure – this option was discounted in preference to the use of a DPS for commissioning these services. This is primarily due to the restrictions applied to the duration of a framework and the limitation of suppliers only being able to be admitted at the point of establishment of the framework. In comparison to a framework, a DPS enables an unlimited number of suppliers to join at any time; provided they meet the accreditation and enrolment criteria. The call off process from a framework is much more administratively intensive than that of a DPS.

6. Background Information

- 6.1. Haringey operates the largest portfolio of DPS within local government with an estimated spend of circa £100m p.a. and has a dedicated DPS team that is well placed to support the Council, maximising the potential of a DPS.
- 6.2. The DPS has been designed to be “SME friendly” and promote local community wealth building. Suppliers can join the DPS at any time during its term, provided they meet the accreditation and enrolment criteria.
- 6.3. Each supplier must maintain their accreditation status throughout the duration of the DPS. This is monitored by the Parks and Leisure and DPS team, where a supplier fails to maintain the accreditation (i.e. insurances, health, and safety certificates etc.) they are suspended until such time they have rectified the failures.
- 6.4. The use of the DPS system has delivered good value for money for the council over the term. The use of the existing DPS has enabled the Parks and Leisure services to be commissioned 19.06% below the average market rate of all offers submitted (excluding those rejected). Overall, this has meant the service has been able to complete more work than otherwise would have been achievable using a different route to market. A breakdown by category reveals where the best value for money is being achieved:-
 - Hard and soft landscaping – 7.6%
 - Horticultural supply – 1.94%
 - Play maintenance – 18.89%
 - Tree maintenance planned – 18.95%
 - Tree maintenance reactive – 23.69%

- 6.5. The day to day contract management of the suppliers and the services they provide are managed within the Parks and Leisure Service area.
- 6.6. Significant efficiencies are achieved using the DPS each year (based on statistics supplied by *Adam* HTT, our DPS service provider), these are estimated to be:
- Procurement: 50%= saving of 286 hrs
 - Finance: 85% (presuming all functionality within SProc.net is used) = saving of 1455 hrs
 - Contract Management: 70% = saving of 330 hrs
 - Hours Per Annum Saved = 2071
- 6.7. The Council holds an enterprise license to cover most of its DPSs; therefore, there is no additional license costs for renewing this DPS. The DPS technology system and managed services are provided by *Adam* HTT Limited. There will be a small one-off cost of the work to re-establish the DPS which will be met within the services existing revenue budget.
- 6.8. The Cabinet have introduced a requirement to pay LLW within all new contracts let through the DPS. The renewal of Parks and Leisure DPS will enable this requirement to be introduced on Parks and Leisure Contracts from its implementation date of 29th January 2021.
- 6.9. Over the last four and half years a total of £6.84m has been spent via the Parks and Leisure DPS the following breakdown of spend provides detail of how this money has been spent.
- Type of work – maintenance – net total spend £5,377,714 – description of spend: Hard and Soft Landscape Maintenance Works, Tree maintenance works, Play Area Improvements, Outdoor Gyms, Sports Court Improvement Works, Drainage, and other environmental improvement works.
- Type of work – supplies – net total spend £899,866 – description of spend - Park Furniture, Fertilisers, Machinery, Chemicals, trees, plants, tools etc.
- Type of work – training/coaching – net total spend £204,384 – description of spend - Sports Coaching and Volunteer Training
- Type of work – volunteering – net total spend £353,302 – description of spend - Provision of Nature Conservation volunteering in borough and other projects
- Grand total £6,835,268
- 6.10. Of the £2.4m of expenditure across the Park and Leisure category in 2019/20, 98% was spent with SMEs (65% in London of which 26% was in North London, and a further 9% of which was in borough). Whilst the figure for Haringey is lower than it could be it should be noted that whilst companies may not have their registered address in Haringey, residents may still be

benefitting by being employed by these companies. Our top three suppliers, by spend, although not based in the borough employ staff who live in the borough and buy materials from suppliers based in Haringey.

- 6.11. Growing the Haringey supplier base is something that can be done throughout the seven-year term of the proposed Parks and Leisure DPS, because companies can join at any time. Following the introduction of the Community Wealth Building approach work has already commenced on identifying other suitable Haringey based companies who will be encouraged to enrol in the DPS. There will of course be some areas of supply where the products simply are not available within Haringey and will need to be sourced from further afield.

7. Contribution to strategic outcomes

7.1. The introduction of the DPS will support a number of Corporate Priorities:

- Creating a suite of procurement tools to support development, growth, and regeneration in the borough.
- Alignment with the Council's Procurement Strategy.
- Promotion of Social Value Act through the suite of contracts contained within the procurements.
- Promotion of SME engagement across London.
- Promoting localism and community wealth building across the borough and London.
- Payment of London Living Wage, use of local labour and promotion of apprenticeships.
- Efficiency gains through the use of collaborative procurement with other local authorities and public sector organisations.

8. Statutory Officers Comments

Finance

8.1. This report seeks Cabinet approval to renew the Dynamic Purchasing System (DPS) procurement sourcing tools for the provision of the Council's Parks and Leisure requirements. The award is for a DPS facility of an estimated £20m covering the period over a seven-year term from 21st December 2020. The renewal of the DPS does not incur any expenditure nor give rise to a commitment to incur expenditure. It is only at the point of placing orders that expenditure is incurred.

8.2. The Council holds an enterprise license to cover most of its DPSs, therefore, there is no additional license costs for renewing this DPS. The DPS technology system and managed services are provided by Adam HTT

Limited. There will be an estimated cost of £20k to re-establish this DPS which will be met within Parks & Leisure's existing revenue resources.

Strategic Procurement

- 8.3. Strategic Procurement is fully supportive of the recommendation to re-establish a Dynamic Purchasing System (DPS) for the Parks and Leisure services for the reasons stated in this report.
- 8.4. Strategic procurement can confirm the establishment of the DPS is in accordance with Contract Standing Order 9.04.1 a) and Regulation 34 of the Public Contracts Regulation.
- 8.5. The establishment of this DPS will enable the Council to contribute to the delivery of several its priorities including the payment of London Living Wage, supporting SME's and is in keeping with the Council Procurement Strategy.

Legal

- 8.6. The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.7. Strategic Procurement have confirmed the establishment of the DPS is in accordance with Contract Standing Order 9.04.1 and Regulation 34 of the Public Contracts Regulations 2015. This will ensure compliance with the relevant legislation.
- 8.8. The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

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

religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

- 8.11. The proposed decision is to renew the Dynamic Purchasing System (DPS) sourcing tools for the provision of the Council's Parks and Leisure requirements. The DPS ensures transparency and equality in the procurement process and ensures that suppliers who share protected characteristics can access opportunities for Council contracts in a fair way that is free from any discrimination. It also facilitates access to Council contracts for local SMEs, which are more likely to be owned, operated, and staffed by BAME people than larger companies based elsewhere in London or the UK. As such, the proposed decision represents a measure that may increase economic opportunity for people who share the protected characteristics.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

No supporting documents required.

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Report for: Cabinet 19th January 2021

Title: Extension and variation of the Children, Young People and Families Substance Misuse Contract as allowed under Contract Standing Order (CSO) 10.02.1(b)

Report authorised by: Dr Will Maimaris – Interim Director of Public Health

Lead Officer: Sarah Hart – Senior Public Health Commissioner
Tel: 020 8489 1480 email: sarah.hart@haringey.gov.uk

Ward(s) affected: ALL

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

1. Describe the issue under consideration

- 1.1 This report seeks agreement from Cabinet as allowed under Contract Standing Order (CSO) 10.02.1 (b), for the extension and variation of the contract held by Humankind for the Children, Young People and Families Substance Misuse to enable an 8 month extension of the contract to 30th November 2021. The provider has provided a valuable service with good outcomes for families with substance misuse issues.
- 1.2 Extension of the existing contract is being sought for 8 months to allow sufficient and reasonable timeframe to prepare documentation and service provider submissions, which have been delayed due to the impact of Covid 19
- 1.3 The annual value of the Children, Young People and Families Substance Misuse contract is £285,000 per year. The original contract was awarded for one year from 1st April 2019, with option to extend for 6 months. A further extension for six months was approved to allow time for the service to be retendered and a new contract put in place however, this has been delayed due to disruptions caused by the pandemic. The total value of the contract is currently £570,000. The additional value for 8 months is £190,000. The total value over the lifetime of the contract inclusive of the extension period will be £760,000.

2. Cabinet Member Introduction

- 2.1 The Council recognises that most young people in Haringey live lives free of substance misuse. However, if a child or young person develops a problem it is clearly important that they and their family have access to specialist young people and family focused support.
- 2.2 The current service Insight Platform plays a central role in identifying substance misuse problems early. For those identified with a problem it provides a whole family service. Its universal level outreach service going into schools, colleges, and youth services, last year reached over eight hundred children and young people and four hundred and forty-one parents and families. Its targeted work links into alternative education, early help and the criminal justice youth service. Each year the number of children and young people needing structured help is increasing, last year the service saw two hundred and thirteen young people under 18 years. Outcomes are impressive with 92% leaving the service in a planned way.
- 2.3 The contract for this service comes to an end in March 2021, and the intention was to tender the service in spring 2020. However, the process was interrupted by the Covid 19 pandemic resulting in the lock down of families and the closure of schools. It became extremely important that the current service remain in place to create stability for vulnerable families and continuity for young people. Any tendering at this point would have been extremely disruptive to the service.
- 2.4 I therefore support the proposed variation and extension.

3. **Recommendations**

- 3.1 For Cabinet to agree to the extension and variation of the contract with Humankind Charity for the provision of Children, Young People and Families Substance Misuse services -as allowed under Contract Standing Order 10.2.1 (b) for a period of up to 8 months from 1st April to 30th November 2021 at a maximum value of £190,000 The total cost over the life of the contract is therefore, £760,000.

4. **Reasons for decision**

- 4.1 In March 2020 Cabinet agreed extension and variation of the existing contract, to bring its end date in line with the completion of the Innovation Fund Project for Children of Alcohol Dependent Parents (CADP). The CADP for which the Council receives external grant funding, is due to end on the 31st March 2021. CADP is logistically being delivered within the service we are seeking to extend.
- 4.2 It is proposed that Cabinet extend the current contract for 8 months to allow sufficient and reasonable timeframe to prepare documentation and service provider submissions.

5. **Alternative options considered**

5.1 The Council is not mandated to provide this service. It could decide to no longer commission this service for its residents. However, there is high demand for this service and no alternative project /programme to refer children, young people and families into. The commissioning of this service is in line with the Council's intention to ensure every child thrives.

5.2 The Council could decide not to extend the contract for the 8 months period. However, given the impact of a second wave of the pandemic during winter months, it is unlikely that the market would be able to respond to a tender before March 2021. Providers of these types of services are themselves facing staffing issues, are having to find new ways of working with residents and are dealing with complex safeguarding issues.

6. Background information

6.1. *Why the service is needed* - A service for young people with substance misuse problems is required because whilst most young people do not use drugs or alcohol problematically, those that do often need specialist clinical and psychosocial treatment. In 2018/19 young people seeking treatment in Haringey had the following profile:

- Entered treatment with problematic use of cannabis (96%) and or alcohol (29%)ⁱ
- Were most likely to be referred by education services (56%) followed by mental health services (22%) and youth justice service (20%)
- 15-year olds represented the highest proportion (32%) of young people in treatment in Haringey
- Where there were additional vulnerabilities, the most common vulnerability was children's service involvement (12%), anti-social behaviour or criminal acts (9%), being not in education, employment and training (3%) or experiencing domestic abuse in the family (3%).
- The majority were seen within generic youth services, the rest chose to come to Insight's base which is solely for children, young people and families.

The Haringey service also helps families with different sorts of substance misuse related need:

- Parents with a child who is misusing substances and requires advice
- Parents in the drug and alcohol services who need advice regarding parenting
- Parents with substance misuse issues who are not in contact with the main substance misuse service for whom this is an access point into treatment.

6.2. *Outcomes of the service* - In terms of outcomes, in 2018/19 the service reached its targets and provided the following:

- 821 young people attended a universal awareness raising session
- 441 parents and family members were given advice and information
- 213 young people entered a structured treatment programme
- 92% of young people who left treatment did so in a planned way

- 66 family assessments were completed for families affected by parental substance misuse and a care plan started
- 54 children of substance misusing parents were provided with a service
- 119 professionals were given advice and 22 trained on substance misuse

Healthwatch independently reviewed the service and reported that 'The service is valued by service users, particularly their relationship with their key worker, the flexibility of the service and the holistic approach to support, which includes help with things like housing, benefits and child custody'. (Healthwatch 2017).

In 2017 the Care Quality Commission (CQC) inspected the service, whilst not rating independent standalone substance misuse services, it found the following areas of good practice:

- Staff fully involved clients of all ages in the process of assessing and treating their needs. Clients had clearly defined recovery goals.
- Risk management and safeguarding procedures were effective. Staff worked in partnership with other organisations to reduce the risk of harm to clients.
- Staff in the service had the skills and knowledge to work with clients and families where substance misuse was an issue. The service provided a range of individual and group work interventions to support clients.
- Staff ensured consent to treatment was obtained from clients in accordance with legal requirements.
- Staff were positive about working for the service. They were supported by their managers to provide a high-quality service.
- The service was seen by clients as welcoming and friendly. They said the interventions provided by staff helped them to reduce risks and improve family relationships. They said staff listened to them and acted on their views.

7. Contribution to strategic outcomes

This service is linked to the Borough Plan, in particular Priority 2: People, Outcome 5: Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities; *Objective (C) 'Children and young people will be physically and mentally healthy and well'* and Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities; *Objective (A) 'Healthy life expectancy will increase across the borough, improving outcomes for all communities'*.

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

8.1 Finance Comments

- 8.1.1 The report seeks to extend the contract to Humankind for the provision of Children and Young People and Families Substance Misuse for 8 months from 1st April 2021 to 30th November 2021 at the cost of up to £190,000.
- 8.1.2 The funding for the entire contract extension is from the ringfenced Public Health grant.
- 8.1.3 The funding set out above is predicated upon the Public Health grant continuing at similar levels in 2021-22.

8.2 Procurement

- 8.2.1 This provision falls within scope of Schedule 3 of the Public Contracts Regulation (PCR) 2015. As such a contract of this value would usually have to be appropriately advertised
- 8.2.2 This contract was originally let sub- threshold so the PCR would not have applied at inception; the requested variation, however, puts the contract within scope of the Regulations. A modification would usually mean a new tender process. However, under Regulation 72 (1) (c) contract modification during term is permitted if, among other things the changes are unforeseen. The requested modification is required due to the COVID pandemic which the Council could not have been reasonably foreseen or the time that the virus would be in circulation, the devastating effect it would have on the populace or economy and consequently the supplier market's ability to deliver service provision or take part in a tender process due to disruption caused
- 8.2.3 The variation may also be permitted under Contract Standing Orders and the Procurement Code of Practice and may be approved
- 8.2.4 Humankind has been providing a valuable service including inter alia advice, guidance and treatments with laudable outcomes for vulnerable families and young people at risk. During the extension period the commissioning team will monitor service delivery to ensure positive outcomes continue to be delivered, as well as tender, for new provision when the exigencies of the COVID pandemic are more conducive to competitive market activity

8.3 Legal

- 8.3.3 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.3.4 Pursuant to Contract Standing Order 10.02.1(b) Cabinet may approve an extension or variation to a contract valued at £500,000 or more provided the extension or variation is compliant with the Public Contracts Regulations 2015 (as amended).

- 8.3.5 The variation of the contract which this report relates to is within the scope of Regulation 72 of the Public Contracts Regulations 2015 (as amended) (the “Regulations”), and is permissible under Regulation 72(1)(c) of the Regulations, which provides that a modification of a contract is permissible where the modification has been brought about by circumstances which a diligent authority could not have foreseen, the modification does not alter the overall nature of the contract, and any increase in price does not exceed 50% of the original value of the contract.
- 8.3.4 The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

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

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

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

The proposed decision is to agree to an 8 extension and variation of the contract under Contract Standing Orders 10.2.1 (b) for a period of up to 8 months from 31st March 2021 to 20th November 2021 with Humankind Charity for the provision of Children, Young People and Families Substance Misuse services. The objective of the contract extension is to reduce harm to young people and families caused by substance misuse. This extension of the contract will affect young people and families who access substance misuse services in Haringey, the main protected groups who are likely to be affected by the decision are therefore children and young people among whom women are overrepresented.

We know that due to COVID-19 and the lockdown, rising unemployment and reduced opportunities caused by the pandemic are likely to disproportionately affect the people most vulnerable to substance misuse. Therefore, the extension of the contract is a measure to meet the needs of certain young people where these differ to the needs of others, and accordingly represents a measure that will advance equality of opportunity.

As an organisation carrying out a public function on behalf of a public body, Humankind Charity will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the

delivery of the service does not result in any preventable or disproportionate inequality.

The Council noted that the service is not monitoring disability and sexual orientation of our service users and have therefore organised training to help facilitate better data collection. HumanKind Charity must report demographic data to Public Health England monthly. This information is then received by commissioners quarterly, which is shared at the quarterly meeting between the provider and the service which is used to identify any inequalities in service provision and to inform future equalities analysis.

Use of Appendices

None

Local Government (Access to Information) Act 1985

None

ⁱ Quarter 4 2017/18 NDTMS

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Report for: Cabinet 19 January 2021

Title: Noel Park Pods replacement and major works project (Tenanted Properties)

Report authorised by: David Joyce, Director of Housing, Regeneration and Planning

Lead Officer: Lee Whitby, Interim Director of Asset Management, Homes for Haringey

Ward(s) affected: Noel Park

Report for Key/
Non Key Decision: Key decision

1 Describe the issue under consideration

- 1.1 This report requests Cabinet approval for the award of a contract to Engie Regeneration Limited, to carry out external major works on Noel Park estate. The project is to be delivered in two phases. Phase 1 will be made up of 47 tenanted dwellings in Farrant Avenue, Morley Avenue, Moselle Avenue and 70 purpose built flats comprising tenants only on Gladstone Avenue. This phase includes buildings containing two purpose built flats where they are both occupied by Council tenants. Phase 2 will include 126 purpose built dwellings on Gladstone Avenue which are occupied by both tenants and leaseholders, a separate report will be presented to cabinet for approval of phase 2. Phase 1 will be for the sum of £11,331,675 and once completed, will bring the buildings solely occupied by Council tenants on the estate up to the Decent Homes Standard.
- 1.2 This report sets out a recommendation to approve the award of Phase 1. Further approval will be required for Phase 2, subject to completion of statutory leasehold consultation.
- 1.3 The report also requests Cabinet approval for the issue of a letter of intent to Engie Regeneration Limited This will be for an amount up to, but not exceeding £1,133,167.50. This represents 10% of the contract sum.
- 1.4 It is further recommended that Cabinet approves the professional fees of £855,541.46 which represents 7.55% of the contract sum.

2 Cabinet Member Introduction

- 2.1 Haringey Council is committed to ensuring that all council homes are at or above the Decent Homes standard. We know that a safe, warm and secure home is the foundation stone of a healthy, happy life.
- 2.2 When they were first put in place, the “pods” added to the rear of hundreds of homes on the Noel Park estate marked a clear improvement in the quality of the space that residents lived in. Over the years, however, whilst the pods have served their residents well, it has become clear that they have been in place beyond their natural lives.
- 2.3 Council residents living on the Noel Park estate have waited patiently for their homes to be brought up to a decent standard. Indeed, there is an argument that the renovation of the Noel Park Pods has sat in the pile marked “Too difficult to deal with” for far too long. Twice in the past decade, the council considered its options. I am proud that this administration is now ready to take decisive action.
- 2.4 This report sets out the proposed works that will improve the housing condition of the homes that have not yet benefited from the Decent Homes programme on the Noel Park Estate. The proposed works include the replacement of the bathrooms, kitchens, windows and roofs, it also includes rewiring and safety works within the homes. The works will benefit all the residents living in the affected properties on the estate. Their homes will also comply with current fire and building regulations. The overall project will contribute to achieving the Borough Plan objectives for housing, by making the homes decent, improving safety in the homes and increasing resident satisfaction.
- 2.5 I am aware that there has been a level of controversy attached to this project, but we simply cannot delay addressing these difficult decisions any further. Consequently, the Council has decided to move forward with the renovation in two distinct phases.
- 2.6 The work identified within this report constitutes phase one, involving renovations to the Council properties identified on the estate in buildings solely housing Council tenants. In the next few months, we will bring forward proposals to improve the condition of properties owned by leaseholders and in buildings containing both leaseholder owned and council owned homes.
- 2.7 Once all the work is completed, more than 240 Haringey households will be living in transformed homes, a significant achievement in challenging times.

3 Recommendations

- 3.1 Pursuant to the Council’s Contract Standing Order (CSO) 9.07.1 (d), for Cabinet to approve the award of contract for Phase 1 of the works on the Noel Park Estate to Engie Regeneration Limited for the replacement of bathroom pod extensions including bathroom suites and associated works, construction of kitchen extensions, renewal of kitchens, roof replacement and repairs, window and door replacement, rewiring, boiler replacement and central

heating installation works, fire protection works, brickwork and concrete repairs and external decoration to tenanted properties on the Noel Park Estate. This will be for the sum of £11,331,675. Phase 1 will include houses and purpose built flats occupied by tenants only.

- 3.2 Pursuant to the Council's Contract Standing Order (CSO) 9.07.3, for Cabinet to approve the issue of a letter of intent for an amount of up to, but not exceeding, £1,133,167.50. This represents 10% of the contract sum.
- 3.3 For Cabinet to approve the total professional fees of £855,541.46, which represents 7.55% of the contract sum.
- 3.4 For Cabinet to note the total project cost of £12,187,216

4 Reasons for decision

- 4.1 Homes for Haringey requires Cabinet approval to award the contract for the replacement of bathroom pod extensions including bathroom suites and associated works, construction of kitchen extensions, renewal of kitchens, roof replacement and repairs, window and door replacement, rewiring, boiler replacement and central heating installation works, fire protection works, brickwork and concrete repairs and external decoration. This will enable the essential safety works to commence and for properties to be brought up to the Decent Homes Standard. This is following a tender process undertaken with Haringey Council's Procurement team via the London Construction Programme (LCP) framework and processes.
- 4.2 The tender process was carried out in accordance with the framework requirements that incorporate price and quality, when evaluating tenders, we review based on 60% quality and 40% price. Engie Regeneration Limited scored the highest in relation to these criteria in the associated Lot 3 (NH3) Housing, Lot 3 enables 8 contractors to review and submit tender proposals ensuring we have value for money across the market place.

5. Alternative options considered

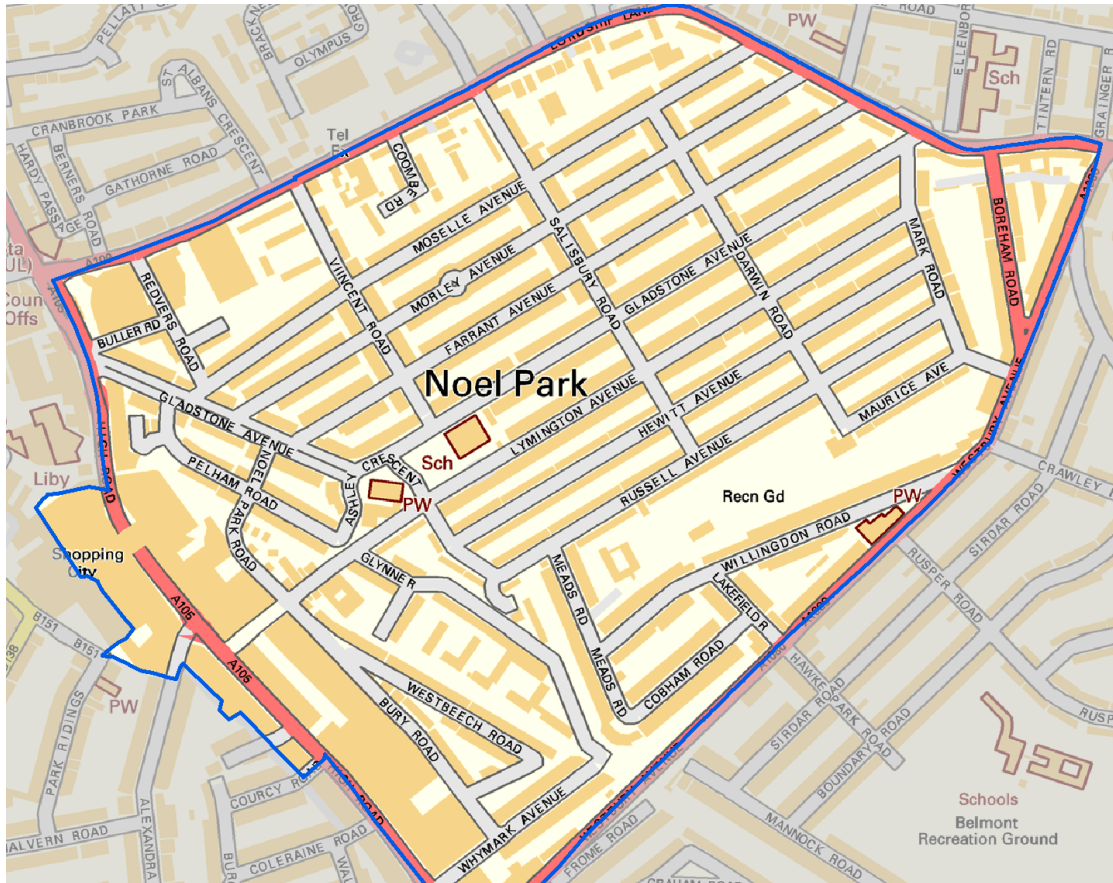
- 5.1 An alternative option would be for Homes for Haringey to use third party industry frameworks or an OJEU compliant tender process to deliver the construction works on Noel Park Estate. Homes for Haringey sought support and advice from Haringey's Strategic Procurement team and determined the London Construction Programme Major Works LCP framework as being the optimum route to the market. This was due to the LCP framework being leasehold compliant, value for money and offering speed of access to quality-checked contractors.

- 5.2 The Council undertook an analysis in February 2020 to compare the costs of a permanent modular built extension against a traditional brick-built extension.

This is the primary alternative to the use of a modular solution. It demonstrates that excluding decant costs, it would cost an additional £7,308 per property to install a traditional brick-built extension as opposed to a modular construction. The choice of a traditional brick-built construction would also result in further increases in cost due to the extended time required to build a traditional brick-built extension. Resident leaseholders would potentially face additional costs as a need to vacate their property during the works due to the temporary removal of essential facilities, the bathroom could potentially be decommissioned for circa 3 months. Non-resident leaseholders may also incur loss of rental income as they would likely be required to vacate rented properties during the period of the works. Decanting residents, while necessary in some cases, does also cause disruption to the lives of the residents, especially those with school age children.

- 5.3 The pods are now beyond the end of their useful life. If the Council does not undertake the proposed works it will not be able to deliver the planned capital investment works to bring these properties up to the Decent Homes Standard, in accordance with the Asset Management Strategy 2020-25.
- 5.4 By delivering this project in two phases, we are able to start the works on the solely tenanted dwellings, while keeping our committed consultation with the affected leaseholders. Homes for Haringey will proceed with Phase 1 where the buildings are occupied by only Council tenants, whilst preparing Phase 2.
- 5.5 To maintain best value from each resource required to deliver this project, phase 2 will come for decision at a later date. If Phase 2 is agreed and awarded to Engie, the mobilisation works undertaken during phase 1 can be utilised preventing additional associated costs.

6 Background information



- 6.1 The Noel Park estate was built at the turn of the 20th century and comprises a mix of terraced houses and purpose built flats. There are also some post-war infill blocks and houses. The vast majority of the estate falls within a conservation area; some of which is subject to an Article 4 Directive which is a higher level of planning protection. There are currently 1,183 dwellings; 181 of which are leasehold. Included in the stock are 242 properties that have a rear bathroom extension, erected in the 1970s, known as a pod, which are now well beyond their useful life. Prevalent defects of the pods include structural movement, dampness and the presence of asbestos in the wall panels.
- 6.2 In 2015 Homes for Haringey was commissioned to carry out a detailed options appraisal on Noel Park estate to look at the complex internal layout of many of the historic buildings and the poor condition of the pods to bring the homes up to the Decent Homes Standard.
- 6.3 The options appraisal concluded that the estate required significant investment over the next five years to bring homes up to the Decent Homes Standard, address the issues with the pod properties and convert homes to improve space and layout.
- 6.4 In 2015 Decent Homes funding enabled Homes for Haringey to launch the phase of improvement on Noel Park estate. As a result of this we were able to carry out a range of internal and external improvement to homes on the

estate. Improvements included new windows, doors, roofs kitchens, bathrooms, central heating systems and rewiring. This work was completed in December 2016.

- 6.5 A second phase of external works only, started in October 2016 and completed in July 2017. External works were targeted as residents identified window renewal as a priority.
- 6.6 Work on the third phase started in August 2017, which included all outstanding internal and external improvement works, which completed in July 2019.
- 6.7 In April 2018, Ridge and Partners were appointed to provide a consultancy service to manage the delivery of the major works programme for five years. They were commissioned to review existing options appraisal and surveys in relation to the Pod dwellings and to explore design options for their replacement.
- 6.8 Following the review, Ridge put forward a recommendation for the Pods to be replaced using modular construction. This is a process in which a building is constructed in a factory setting, under controlled conditions using materials and design to the same standards as traditional buildings.
- 6.9 The new extensions are to be installed by a crane into their required location within a single day, same method used in the 1970s. Respite facilities will be made available for residents use on that day. During the period of the other works, most tenants and leaseholders will remain living in their dwellings, with the exception of 47 tenanted dwellings in Farrant Avenue, Morley Avenue and Moselle Avenue, where the extensions are being designed to include extra space to deal with issues of undersized kitchens. These properties have very small kitchens that cannot be made decent without inclusion of an extension. It is anticipated that these residents will need to be temporarily rehoused for a period of up to three weeks. Homes for Haringey will be carrying out one to one consultation with the residents in these homes to identify individual needs. Homes for Haringey are working with their Tenancy Management services and the contractor to agree the decant process for residents.
- 6.10 There are 14 first floor dwellings on the estate that do not have a bathroom pod. For these properties, it is proposed to add a new bathroom extension to improve the layout of the kitchen space to comply with the Decent Homes Standard.
- 6.11 In addition to the Pod replacement works, the project includes roof works, window and doors replacement, redecoration and external repairs to the properties. Tenanted dwellings will also benefit from kitchen replacement, rewiring, boiler and central heating works.

- 6.12 A two stage Design and Build tendering process was recommended for this project, because it allowed the contractor to work closely with the design team to develop the proposed works for this project. At stage one, the contractor was appointed on a fixed price to develop the design of the project, based on an outline scope of works. Following their appointment, the contractor is responsible for developing the design to reach an agreed cost to deliver the works at stage two. This form of tendering is typically applied to complex projects, such as Noel Park Pods. This is because it encourages collaborative working with the contractor from the early stages of a project and allows the Council to benefit from the contractor's knowledge and experience in design and construction.
- 6.13 The first stage of the tendering process was approved on the 14 August 2019. We invited 6 contractors to review and submit tenders for the Noel Park major works programme. We received 2 completed tenders to undertake the design and build project to install new modular extensions to the properties in in Farrant Avenue, Morley Avenue, Moselle Avenue and Gladstone Avenue. Following a review of the tenders, Engie was awarded the design phase for this project. Following the submission of Engie's design proposal, further cost analysis was carried out to ensure that value for would be maintained across the project. This report is seeking approval to proceed with stage two, the construction phase of this project, which is proposed to be delivered in two phases, known as Phase 1 and Phase 2. Phase 1 which this report relates to will include buildings that are only occupied by Council residents and Phase 2 (which will be the subject of a separate report) will be inclusive of buildings occupied by leaseholders or both Council residents and leaseholders.
- 6.14 Phase 1 will be made up of 47 tenanted dwellings in Farrant Avenue, Morley Avenue, Moselle Avenue and 70 purpose built flats comprising tenants only on Gladstone Avenue. Phase 2 will include 126 purposed built dwellings on Gladstone Avenue which are occupied by both tenants and leaseholders.
- 6.15 The project details for Phase 1 are as follows:

Number of dwellings in project	117 dwellings
Anticipated start on site	February 2021
Anticipated completion	April 2022
Contractor	Engie Regeneration Limited

- 6.16 The project under construction will be managed by Ridge and Partners and Homes for Haringey.

7. Consultation

- 7.1 Residents and key stakeholders, including Ward Members have been consulted about these works. Regular newsletters have been issued to residents to update them on progress and the proposed programme of works.
- 7.2 Residents were invited to attend a 'meet-the-contractor' event on 14 November 2019. The event was well attended by residents. Staff from Homes for Haringey's Tenancy Management and Leasehold Services Teams also attended the event to answer any questions. A follow up newsletter was sent to all residents after the event, including those who were unable to attend.
- 7.3 Homes for Haringey invited residents to attend a further consultation meeting on the 18 March 2020, but unfortunately was cancelled in line with COVID-19 guidelines.
- 7.4 As face to face residents' meetings are currently not recommended, as an alternative a series of virtual residents' meetings took place on the 4, 5 and 6 August 2020. A detailed presentation was delivered at the meetings, where the proposed designs, resident choices, the project timetable and the next course of action were discussed.
- 7.5 A project brochure and newsletter were subsequently sent to all residents, including those who were unable to take part in the virtual meetings. These provided details of the proposed designs, project update as well as key questions and answers raised at the meetings.
- 7.6 In addition to the above, Homes for Haringey carried out formal consultation with Council tenants affected by the works under Section 105 of the Housing Act 1985. The consultation period began on 30 October 2020 and responses were requested by the end of the period on 26 November 2020.
- 7.7 164 Council tenants were sent the Section 105 questionnaire and 15 Council tenants responded, but 1 was returned blank and 1 was partially completed. Of the 14 responses were received, 11 were in favour of the proposed works and 1 was not. There were 2 responses where it was not possible to confirm if they were in favour or not in favour of the proposed works. 5 Residents expressed the urgency of the works and identified disappointment with the delay of delivering this programme. 2 Residents identified their support with the proposed works. 1 Resident showed frustration by commenting with the following "Stop the tick box exercise and do something useful!!!"
- 7.8 Engagement will continue with residents by telephone conference calls, one to one consultation, (where required) and by regular newsletters.

8 Leasehold implications

- 8.1 As a result of applications made under the Right to Buy legislation, there are 76 leaseholders living in the buildings affected by the works on the Noel Park Estate. It is proposed to include the works to these homes in Phase 2 of this project.
- 8.2 Due to the high level of investment required for this project, the Council is carrying out further engagement with leaseholders to ensure that appropriate support is provided.
- 8.3 By delaying the approval of the leaseholder works to a second phase, this will give the Council a longer time period to conduct further consultation with leaseholders.
- 8.4 In addition, at December Cabinet the Council put forward proposed enhanced payment terms for leaseholders, which are now being consulted on. This will offer further additional options for Noel Park leaseholders.

9 Conservation areas

- 9.1 The properties in this project are within The Noel Park Conservation Area. Planning Policy Framework (NPPF) 2012 requirements. Section 12 of the NPPF 'Conserving and enhancing the historic environment' directs local planning authorities to identify and assess the particular significance of any heritage asset that may be affected by a proposal (including proposals which may affect the setting of that heritage asset). The Project Team is in consultation with Planning and Building Control as part of the formal application and approval process.

10 Contribution to strategic outcomes

- 10.1 This project will help to achieve the Borough Plan Outcome 3: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to delivering the following objectives: -
- Improve the quality of Haringey's Council housing, including by ensuring that a minimum of 95% of homes meet the Decent Homes Standard by 2022.
 - Improve residents' satisfaction with the service they receive from Homes for Haringey to be in the top quartile for London (78%) by 2022.
 - Ensure safety in housing of all tenures across the borough, responding to any new regulations as they emerge.

Statutory Officers comments (Chief Finance Officer (including procurement), Monitoring Officer, Equalities)

11 Finance

- 11.1 This project is included in Existing Stock Investment Programme for 2020/21. The Existing Stock Investment Programme budget was approved by full council in February 2020.
- 11.2 The cost of this project, including professional fees, is estimated at £12.19m and projected to be spent as shown below

Financial year	Works	Fees	Total
Up to 31/03/2021	£0.85m	£0.22m	£1.07m
2021/2022	£8.26m	£0.56m	£8.81m
2022/2023	£2.23m	£0.08m	£2.31m
Total	£11.33m	£0.86m	£12.19m

- 11.3 The projected expenditures of £1.07m in 2020/21 will be met from the existing stock investment programme 2020/21 budget.
- 11.4 The remaining projected expenditure of £11.12m is covered in the existing capital works programme 2020/21-25 MTFS.
- 11.5 The named contractor was selected following a 2stage tender process and evaluation process based on price (40%) and quality (60%).
- 11.6 No contribution to the cost of the project is expected from leaseholders in this phase as no leasehold property is affected.

12 Procurement

- 12.1 Strategic Procurement agree to the award procured through the LCP Major Works Framework in compliance to the Council's Contract Standing Order (CSO) 9.07.1 (d). This will be for the sum of £11,331,675.

13 Legal

- 13.1 The interim Monitoring Officer has been consulted in the preparation of the report.
- 13.2 Pursuant to Contract Standing Order 9.07.1(d) contracts valued at £500,000 or more may only be awarded by Cabinet.
- 13.3 Consultation with secure tenants in accordance with the Council's published arrangements (the "Arrangements") is required under s105 of the Housing Act 1985.
- 13.4 The Arrangements include:
- Provision of sufficient information to understand the proposals
 - In writing by providing an Information Pack (including the Arrangements)
 - By a dedicated webpage on the Haringey website

- By holding at least one meeting
 - Arrangements for comment by providing:
 - A feedback form
 - An email address
 - A postal address
 - A telephone number
 - Publishing a date by when secure tenants should make their views known
- 13.5 Before making a final decision Cabinet must consider and take conscientious account of representations made in accordance with the Arrangements.
- 13.7 Details of consultation in compliance with these arrangements and of the outcome of the consultation are set out at section 7 above.
- 13.8 The contract which this report relates to has been procured through the LCP Major Works Framework in compliance with procurement legislation.
- 13.9 The interim Monitoring Officer sees no legal reasons preventing Cabinet from approving the recommendations in the report.

14 Equality

- 14.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to: -
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share those protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 14.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 14.3 The decision will primarily impact residents living in properties managed by Homes for Haringey, a significant number of whom share the protected characteristics. It is notable that BAME people and disabled people are overrepresented relative to the population of Haringey There is no indication that this decision will result in any foreseeable negative impacts on any individual or group that shares the protected characteristics. To the extent that the decision may enable properties to be brought up to the Decent Homes Standard it can be expected to have a positive impact in relation to the Council's public sector equality duty.

- 14.4 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonably possible measures are taken to address any issues that may occur and may have a disproportionate negative impact on any groups who share the protected characteristics.

15 Use of Appendices

- 15.1 Appendix A: Part A exempt information.

16 Local Government (Access to Information) Act 1985

- 16.1 Asset Management Strategy 2018-23
<https://www.homesforharingey.org/repairs-and-maintenance/major-works>
- 16.2 In February 2018 Cabinet agreed to appoint Ridge and Partners LLP as multi-disciplinary professional consultants.
Award of contract for multi-disciplinary professional services
<http://www.minutes.haringey.gov.uk/documents/s99594/>

Report for: Cabinet – 19th January 2021

Title: Request for variation and extension of contracts for Housing Related Support - Single Homeless Pathway Services as allowed under Contract Standing Order (CSO) 10.02.1(b)

Report authorised by: Charlotte Pomery – Assistant Director for Commissioning

Lead Officer: Gill Taylor – Strategic Lead, Single Homelessness & Vulnerable Adults - E-mail: Gill1.Taylor@haringey.gov.uk

Ward(s) affected: All

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

1 Describe the issue under consideration

1.1 This report seeks approval for a variation and extension of the following seven existing contracts for the provision of housing related support in the Single Homeless Sector each for a period of up to 14 months from 12th January 2021 to 11th March 2022 as allowed under Council's Contract Standing Order (CSO) 10.02.1(b):

- a) The contract with St Mungo's Community Housing Association Ltd for Assessment and Engagement, Complex Needs and a Specialist Substance Misuse and Offenders Service.
- b) The contract with St Ignatius Housing Association Ltd for the Move Through Service.
- c) The contracts with St Mungo's Community Housing Association Ltd for High Cross, Women's Complex Needs and Northumberland Park Pilot Service. Flexible Homelessness Support Grant (FHSG) has been approved by Ministry of Housing Communities and Local Government for the year 2021/22.

1.2 This report seeks approval to include a clause in the aforementioned contract variations which creates provision for the Council to claw back funding from providers who do not fulfil the staffing requirements of their contracts.

2 Cabinet member introduction

- 2.1 We know that people experiencing homelessness have some of the poorest outcomes of all our residents. They are more likely to be unemployed, have unmet physical and mental health needs, and are at risk of a preventable early death. As a borough, we are committed to ending street homelessness and ensuring that vulnerable people have access to high quality supported accommodation that helps them rebuild their lives after homelessness.
- 2.2 The Council currently commissions and directly delivers a range of supported accommodation for single adults that provides person-centred and tailored support. It is appropriate that these contracts should be extended, as set out here, to offer vulnerable residents continuity and security while a new service model is co-designed and put in place in 2021.

3 Recommendations

- 3.1 For the Cabinet to approve, in accordance with Contract Standing Order (CSO) 10.02.1(b), the variation and extension of the following single homeless contracts for a period of up to 14 months as outlined below:
- 3.1.1 St Mungo's Community Housing Association Ltd for the Assessment and Engagement Service at a total additional cost of £508,908. The aggregated value of the contract over a period of 7 years and 2 months will be £3,764,269 including proposed extension.
- 3.1.2 St Mungo's Community Housing Association Ltd for the provision of a Specialist Substance Misuse and Offender Service and Complex Needs Service at a total additional cost of £789,974. The aggregated value of the contract over a period of 6 years and 11 months will be £5,863,768 including proposed extension.
- 3.1.3 St Mungo's Community Housing Association Ltd for the provision of Women's Complex Needs Service and Northumberland Park Pilot Service at a total additional cost of £322,979. The aggregated value of the contract over a period of 4 years and 2 months will be £997,879.00 including proposed extension.
- 3.1.4 St Ignatius Housing Association Ltd for the provision of a Move Through Service at a total additional cost of £145,470 and a reduction of units from 57 to 50. The aggregated value of the contract over a period of 7 years and 2 months will be £1,203,492 including proposed extension.

- 3.1.5 Variation of contracts to include provision for the Councils to claw back funding from providers who do not fulfil the staffing requirement of their contract.

4 Reasons for decision

- 4.1 It is in the Council's overall interest to agree to the extension of the current contracts whilst a tender process is completed. The current contracts were awarded for a period of four years with option to extend for an additional two years until January 2021. An open tender process was planned early this year in order to and ensure new contracts would be put in place before the expiry of current contracts and a supplier engagement event held in March 2020. However, the tender process was delayed due to disruptions caused by Coronavirus (Covid-19) pandemic, as the existing resources were diverted to support vulnerable residents and ensure business continuity. Furthermore, the impact of the pandemic on homeless service providers and supported housing services led to a number of limitations to the supply market as providers focused their efforts on managing the situation which meant that a tender process would be onerous for bidders and would not be an efficient use of Council resources.
- 4.2 An award of the contract to St Mungo's and St Ignatius for up to 14 months is required to avoid disruption to the delivery of support and accommodation to vulnerable adults as well as extra time required to undergo virtual consultations and stakeholder feedback, which will inform the service specification of the Single Homeless Pathway contracts and address the needs and gaps identified in the last 12 months.
- 4.3 The total award of the FHSG funding of £322,979 in contracts with St Mungo's meets the Council's strategic commitment to deliver early intervention to people in crisis, preventing homelessness. The FHSG is a ring-fenced grant from Central Government, to be used for 'work to prevent or deal with homelessness'. Future funding allocations will be closely linked to boroughs ability to prevent homelessness at scale.
- 4.4 Given the above reasons, it is paramount to extend all seven (7) existing contracts to allow sufficient time to undertake a competitive procurement process. It will also allow time to smooth transition and mobilisation of contracts.
- 4.5 Performance has been evaluated as good throughout the contract period. Performance returns are completed and submitted on time and targets are met.

5 Alternative options considered

- 5.1 There is only a statutory requirement to provide housing for single homeless people where they are identified as vulnerable and in priority need under Section 189 of the Housing Act (1996 amended 2002). However, Haringey like all London boroughs recognises the human, social and economic costs associated with homelessness and the need to ensure that people are adequately supported to recover from it and prevent future instances. Therefore, it is not deemed in the best interests of homeless individuals or the Council to cease the current contracts for the provision of supported housing services.
- 5.2 Deliver the services in house – St Ignatius and St Mungo’s have established agreements and leases with the current landlords. For the Council to take over existing leases and deliver the service in-house, we would need considerably more time to undergo due diligence and negotiations with the landlords, however with the planned redesign of the single homeless pathway insourcing is the preferred option for all services in the pathway and therefore will be robustly explored where it is advantageous for residents and the Council.
- 5.3 Procurement of new contracts was considered, however this would not facilitate sufficient time to draw on recent service reviews to redesign the service and then engage with the market to identify best value and best practice.

6 Background information

- 6.1 The Housing Related Support (HRS) programme funds services for homeless and vulnerably housed people in Haringey. There are currently 12 contracts in the Single Homeless Pathway delivering supported accommodation to a wide range of client groups including those at risk of homelessness, people with mental health needs: substance misuse, offending, rough sleepers, and young people.
- 6.2 The intention was to tender the services for a start date 12 January 2021, unfortunately this has been delayed, mainly due to the ability of providers to undergo a full tender process due to Covid 19. Therefore, a proposal to extend the contracts for up to 14 months only and during that time to design a new single homeless accommodation pathway will be undertaken.
- 6.3 The contract with St Mungo’s for the Assessment and Engagement Service as well as the Engaged & Planning Service and the Move Through contract with St Ignatius both commenced on 12th January 2015 and will expire on 11th January 2021. They were awarded for a period of four years with an extension period of a further two years.

- 6.4 The Complex Needs and Substance Misuse and Offenders contract with St Mungo's commenced on 1st April 2015 and will expire on 11th January 2021. It was awarded for a period of four years with an extension period of a further two years.
- 6.5 The Assessment Centre Service is directed principally to those in need of short term (12 weeks), 24 hour supported accommodation whilst a needs assessment is undertaken to ascertain their route out of homelessness. The service is critical to delivering the benefits of the Pathway by reducing the use of temporary accommodation, addressing delayed discharge from hospital, supporting prison leavers with support needs, and providing rapid emergency placements for rough sleepers. The value of the extension is £281,963 for 20/21.
- 6.6 The Engaged and Planning service provides low to medium level visiting support to 57 people aged 18 and over in dispersed properties across the borough. The service is for those who have moved-on from higher support specialist provision and delivers an average of 3 hours of support per service user per week. The value of the extension is £156,130 for 20/21.
- 6.7 The Complex Needs Service is contracted to provide 24 hour support to 23 clients in Vartry Road for up to 18 months. The service is directed principally to those in need of medium to high supported accommodation with more than one identified need including mental health, substance misuse, offending history and entrenched rough sleepers. The value of the extension is £328,861 for 20/21.
- 6.8 Following the Supported Housing Review, High Cross Road as part of the complex needs contract was reconfigured to a 24-hour staffed site for women-only. This was achieved by utilising resource from Flexible Homelessness Support Grant. Women who are homeless and rough sleeping experience multiple disadvantages, including mental and physical health issues, substance use, offending histories, and exploitation. Research and client engagement have proven the need for female only space for those who have experienced trauma and domestic abuse. As a result, High Cross Road will continue to only accommodate female residents. The value of the Complex Needs High Cross extension is £155,422 for 20/21.
- 6.9 The Northumberland Park service provides step-down accommodation to 20 single homeless households with medium support needs for up to 24 months. A successful Flexible Homelessness Support Grant (FHSG) will fund staffing at both sites 99-101 and 131 Northumberland Park, which are a short walking distance from each other. The service delivers an average of 5 hours of support per service user per week. The value of the extension is £142,433.80 for 20/21.

- 6.10 The Substance Use and Offending service provides a mixture of 24 hour supported accommodation and visiting support to those with a history of offending and/or substance misuse issues to improve their quality of life and live more independently during recovery. The value of the extension is £371,682 for 20/21.
- 6.11 The Move Through Service is contracted to provide low-level visiting support to 57 service users for a period of up to 12 months, it provides support to sustain a tenancy, source move on accommodation in the private sector and source employment opportunities, the value of the extension is £145,470 for 20/21. St Ignatius have requested to reduce the number of units to 50 in response to the reduction of referrals for those with low support needs from the Single Homeless Pathway.

7 Contribution to strategic outcomes

- 7.1. These contracts support the delivery of the Housing priority in the Borough Plan (2019-2023) '*A safe, stable and affordable home for everyone, whatever their circumstances*', in particular to.
- 1d) Secure the delivery of supported housing that meets the needs of older, disabled, and vulnerable people in the borough
 - 2a) Reduce the number of households in temporary accommodation by a third to under 2000 by 2022
 - 2c) Aim to end street homelessness by 2022
 - 2d) Ensure access to high quality housing support that prevents or relieves homelessness for people with additional needs
- 7.2. The service also supports the delivery of the People Priority in the Plan, '*Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential*', in particular to.
- 7b) People will be supported to live independently at home for longer
 - 7c) Adults will feel physically and mentally healthy and well
 - 7d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach
- 7.3. The services will contribute to the strategic objectives of Adults Social Care and their partners to offer preventative interventions at individual and community levels; meeting demand for on supported housing, preventing escalation of need and offering viable alternatives to residential care.
- 7.4. The services will contribute to the delivery of the Council's Homelessness and Rough Sleeping (2018) strategies by helping to prevent and relieve

homelessness, reduce the use of temporary accommodation and provide rapid exit from street homelessness for those in need.

- 7.5. The service also contributes to the Council's statutory responsibilities under a range of legislation including the Homelessness Reduction Act (2018), the Care Act (2014) and the Equality Act (2010), by providing housing-related support to vulnerable people in order to ensure they are able to live independent, fulfilling and active lives in the community for as long as possible.

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

8 Finance

- 8.1 The report seeks approval to extend the contracts listed below for the provision of housing related support in the Single Homeless sector for a period of 14 months from 12th January 2021 to 11th March 2022.

- 8.2 The contracts are:

Provider	Service	Annual Contract value	Value of Extension	Aggregated contract value (with Extension)	Estimated extension value in financial year	
		£000	£000	£000	2020/21	2021/22
St Mungo's Community Housing Association Ltd	Assessment Service (PW)	281	328	1,990	61	267
St Mungo's Community Housing Association Ltd	Engage and Planning (PW)	155	181	1,302	34	148
St Mungo's Community Housing Association Ltd	Northumberland Park Pilot	122	142	388	27	116
St Mungo's Community Housing Association Ltd	High Cross	155	181	491	34	147
St Mungo's Community Housing Association Ltd	Complex Needs Vartry Road (PW)	318	371	2,915	69	302
St Mungo's Community Housing Association Ltd	SMO Service with HAGA (PW)	359	419	3,070	78	341
St Ignatius Housing Association Ltd.	Move Through Service (YP / PW)	125	146	1,203	27	119
Total		1,515	1,768	11,359	329	1,438

- 8.3 Spend on the High Cross and Northumberland Park pilot contracts are funded from the flexible Homelessness support grant. The other contracts are will continue to be funded from the Housing related support budgets.
- 8.4 The extension of these contracts is not expected to cause additional financial pressure to the council.

9 Procurement

- 9.1.1 The provision this report relates to are services under Schedule 3 of the Public Contract Regulations 2015. As such the contracts were let following a tender process that was duly advertised as required in the Official Journal of the European Union.

- 9.1.2 A new tender process was planned, however, the COVID 19 pandemic has meant it is not possible in the current climate to carry out an effective tender process as providers do not have capacity given the gearing up of service provision to meet increased demand, as well as , the effect on staffing numbers due to travel disruptions, ill health, the unavoidable limits on face to face service delivery and the limited availability of suitable accommodation.
- 9.1.3 An additional 14 months is required to enable the contracts to expire in March 2022 to assist a tender process when it is hoped the worse of the pandemic would be over. Usually a modification of this type would necessitate a new tender process, however under Regulation 72 of the PCR 2015, an increase in a contract value maybe permitted provided it is less than 50% of the contract value, as is the case with these contracts.
- 9.1.4 The variation is also permitted under Contract Standing Orders and the Procurement Code of Practice and may be approved.
- 9.1.5 During the extension period commissioning will continue to monitor contracts to ensure service delivery meets contractual outcomes.

10. Legal

- 10.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 10.2 Pursuant to the provisions of Regulation 72(1)(c) of the Public Contracts Regulations 2015 and in view of Strategic Procurement comment that a planned tender process was unable to be carried out due to the COVID-19 pandemic, the Contracts in the report may be extended by way of modification on the grounds that the modification has been brought about by unforeseen circumstances, it does not alter the overall nature of the contracts and the increase in price resulting from the modification/extension does not exceed 50% of the original value of the contracts.
- 10.3 Pursuant to CSO 10.02.1(b) and Regulation 72(1)(c), Cabinet may approve the variation and/or extension of a contract if the value of the variation is £500,000 or more and as such Cabinet has power to approve the variation and extension of the Contracts in the report.
- 10.4 The Assistant Director of Corporate Governance sees no legal reasons preventing the approval of the recommendations in the report. The Assistant Director of Corporate Governance further comments are contained in Part B of the report.

11. Equality

- 11.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 11.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty
- 11.3 Those most likely to be affected by the decision are single homeless adults and those at risk of homelessness aged 18+ in the borough. This cohort of people is broadly made up of men aged between 25-50 years old, with over-representation of people from BAME backgrounds, people with long-term mental health conditions, substance use needs and physical health concerns related to prolonged periods of rough sleeping, drug use and self-neglect. Women represent around 23% of the cohort but are often disproportionately affected by issues of previous trauma and violence, as well as substance use and lack of engagement with services. Further detail about the profile of the single homeless population in Haringey is set out in the Equalities Impact Assessment of the Cabinet Report on the Creation of a Single Homelessness Hub (September 2018).
- 11.4 The decision will help ensure that the Council continues to address known inequalities that affect individuals with protected characteristics relating to age, sex, race, and disability. Accordingly, the decision represents progress to eliminate discrimination and advance equality of opportunity.

12. Use of Appendices

Appendix 1 – Exempt Legal Comments - T
[These are exempt under paragraph 12A of the LGA 1972 paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information) & Paragraph 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings]

13. Local Government (Access to Information) Act 1985

13.1. Background papers:

The Creation of a Single Homelessness Hub 11th September 2018 Cabinet Report:

<http://www.minutes.haringey.gov.uk/mgConvert2PDF.aspx?ID=103453&ISATT=1#search=%22homeless%20hub%22>

Request to vary contract under Contract Standing Order (CSO) 10.02.1(a) for Housing Related Support- St Mungo's Complex Needs Service Cabinet Report:

<http://minutes.harinet.haringey.gov.uk/ieDecisionDetails.aspx?id=2177&LLL=0>

Award of Contract for the Provision of the Pathway Service – Phase One

<https://www.minutes.haringey.gov.uk/documents/s52689/Pathway%20Phase%20One%20-%20Public%20Report.pdf>

Award of Contracts for Pathway Phase Two (Housing Related Support) Short Term Supported Housing - (1) Specialist Substance Misuse and Offender Service (2) Complex Needs Services:

<https://www.minutes.haringey.gov.uk/documents/s54168/140718%20Pathway%20phase%20two%20housing%20related%20support%20short%20term%20supported%20housing.pdf>

Haringey Homelessness Strategy (2018)

<http://www.minutes.haringey.gov.uk/documents/s100152/Appendix1HomelessnessStrategyv24.pdf>

Haringey Rough Sleeping Strategy (2018)

<http://www.minutes.haringey.gov.uk/documents/s100015/Appendix%201%20Draft%20Rough%20Sleeping%20Strategy%20v23.pdf>

Report for: **Cabinet 19 January 2021**
Title: **Approval of a construction contract for new Council homes at Scales Road N17**
Report
Authorised by: **David Joyce, Director of Housing, Regeneration and Planning**
Lead Officer: **Robbie Erbmann, Assistant Director for Housing**
Ward(s) affected: **Tottenham Hale**
Report for Key/
Non Key Decision: **Key Decision**

1. Describe the issue under consideration

- 1.1 This report seeks Cabinet's approval, in light of engagement with local residents, to deliver four new Council homes for Council rent on Council land: three two-bedroom flats, including one that is fully accessible for wheelchair-users, and one three-bedroom flat. The recommended development has received positive feedback from the community and was given planning permission on 29 September 2020.
- 1.2 In order to facilitate this, Cabinet is being asked to approve use of the Council's powers to appropriate the land for planning purposes and to override any easements.
- 1.3 Cabinet is asked in light of a formal procurement exercise to approve the appointment of a local contractor, NFC Homes Limited, to deliver these new Council homes by converting a vacant shop unit on the ground floor of an existing Council block and building a new block of two flats on adjoining land currently occupied by dilapidated pram sheds.

2. Cabinet Member Introduction

- 2.1. I'm pleased to recommend that Cabinet approves building another four new Council homes, one of which will be fully accessible for wheelchair users. With that decision, by the end of next month we'll have 359 new Council homes under construction across 15 sites in eleven wards. The scale of this achievement, and the transformative impact it will have on thousands of people, should not be underestimated after more than 40 years during which no new Council homes were built in Haringey.
- 2.2. This scheme demonstrates our commitment to building a new generation of Haringey Council homes that are designed to the highest standards. This development was shortlisted for the New London Architecture prize, and as well as providing a secure future for four families it will significantly improve the appearance and security of the area for existing residents.

3. Recommendation

- 3.1. It is recommended that Cabinet:
 - 3.1.1 Approves the appointment of NFC Homes Limited to undertake the new build works to provide a total of four Council rented homes at Scales Road for a total contract sum of £841,813.00 and to approve the client contingency sum set out in the exempt part of the report.
 - 3.1.2 Approves the appropriation of the land at Scales Road (edged red in the plans attached at Appendix 1) from housing purposes to planning purposes under Section 122 of the Local Government Act 1972 as it is no longer required for the purpose which it is currently held, and for the purpose of carrying out development

as set out in paragraphs 6.1 to 6.22 of this report.

- 3.1.3 Approves the use of the Council's powers under Section 203 of the Housing and Planning Act 2016 to override easements and other rights of neighbouring properties infringed upon by the Scales Road development, under planning permission Ref: HGY/2020/1809.
- 3.1.4 Delegates to the Director of Housing, Regeneration and Planning, after consultation with the Director of Finance and the Cabinet Member for Housing and Estate Renewal, authority to make payments of compensation as a result of any infringement arising from the development and the recommendation 3.1.3, within the existing scheme of delegation.
- 3.1.5 Approves the appropriation of the land at Scales Road (edged red in the plans attached at Appendix 1) from planning purposes back to housing purposes under Section 19 of the Housing Act 1985, after practical completion of the development on 31 March 2022.

4. Reasons for decisions

- 4.1. On 9 July 2019 Cabinet included the land at Scales Road in the Council's housing delivery programme. The development scheme has subsequently been granted planning consent and is ready to progress to construction. This report therefore marks the third, and final, Member decision to develop on this site.
- 4.2. Following a formal tender process, NFC Homes Limited has been identified to undertake these works.
- 4.3. The appropriation of the land at Scales Road ('the Site') for planning purposes is required as it will allow the Council to use the powers contained in Section 203 of the Housing and Planning Act 2016 ('HPA') to override easements and other rights of neighbouring properties. This will prevent injunctions that could delay or prevent the Council's proposed development. Section 203 HPA converts the right to seek an injunction into a right to compensation. Engagement with the community has not given rise to any suggestions that third-party rights would be infringed by the development; and it is believed that any potential infringement of third-party rights would not give rise to any breach of rights to private and family life. The Site will need to be appropriated back from planning purposes to housing purposes on completion of the development to enable the Council to use the land for housing and let four new Council homes at Council rent.
- 4.4. The new development at Scales Road will also allow the Council to secure the boundary of the Site and improve security for new and existing residents, alleviating the anti-social behaviour currently attracted to the Site by the dilapidated pram sheds.

5. Alternative options considered

- 5.1. It would be possible not to develop this Site for housing purposes. However, this option was rejected as it does not support the Council's commitment to deliver a new generation of Council homes.
- 5.2. This opportunity was procured via a direct appointment from the London Construction Programme (LCP) Major Works 2019 Framework Agreement, the recommended route for a contract of this value. An alternative option would have been to run a competitive tender from the LCP, but this option was rejected due to limited interest from the framework contractors.
- 5.3. The Council could continue with the scheme without appropriating the Site for planning

purposes, but this would risk the proposed development being delayed or stopped by potential third party claims. By utilising the powers under Section 203 of the Housing and Planning Act 2016 (HPA 2016), those who benefit from third party rights will not be able to seek an injunction since those rights or easements that are overridden are converted into a claim for compensation only. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established. The housing delivery team actively engaged with local residents about the development of this Site as they proceeded through the feasibility and design stages and any comments or objections raised were taken into consideration by Planning Committee in reaching its decision. For these reasons, this option was rejected.

- 5.4. The Council could decide not to appropriate the land for housing purposes upon practical completion of the building works. This option was rejected because it would prevent the Council from being able let these homes on secure tenancies at Council rent.

6. Background information

Scales Road development site

- 6.1. As shown in the plan of the Site in Appendix 1, the Site is located to the east of Tottenham High Road in Tottenham Hale ward. The Site consists of a vacant shop unit within the block of flats know as 14-20 Scales Road and a small plot of scruffy grass and dilapidated pram sheds sitting adjacent to this building. The plot of grass is underused and generally has attracted dog walkers or antisocial behaviour. The Site historically has also been used by contractors as a space for welfare units or skips. Feedback following resident engagement has been that residents would like to see this piece of land and the vacant shop better utilised.
- 6.2. This land is Council-owned land held in the HRA.
- 6.3. On 7 July 2019, Cabinet approved the inclusion of Scales Road into the Council's housing delivery programme in order to determine its feasibility and capacity for the delivery of new homes and then, if appropriate, progression through to planning consent.
- 6.4. Designs have been developed that will deliver four Council homes for Council rents: three two-bedroom flats, including one that is fully accessible for wheelchair-users, and one three-bedroom flat at Scales Road.
- 6.5. An initial resident engagement event was held on 3 March 2020 at the Circular Road Community Hub. A second remote engagement period, due to COVID restrictions, took place from the 31 May 2020 for four-weeks. The proposals were positively received by Members and local residents and no major concerns were raised.
- 6.6. It is noted that engagements regarding S105 obligations were not applicable for this Site.
- 6.7. The schemes were submitted to the Planning Authority in July 2020 and residents were formally consulted as part of this process. Planning approval of the scheme was granted on the 29 September 2020.

The Build Contract

- 6.8. This report is seeking final approval of the construction contract to enable the new build works to commence.
- 6.9. The housing scheme at Scales Road has been designed up to stage 4 of the Royal Institute of British Architects (RIBA) Plan of Works 2019. Since planning approval has been granted, a contractor is now needed to undertake some elements of the technical

design and new build works; it is currently anticipated that the contract period will be 12 months.

- 6.10. The project tender process involved conducting an expression of interest exercise via the LCP MW 2019 framework, in June 2020. Due to limited interest in a competitive tender it was decided that a direct appointment with one of the interested parties on the framework was the most appropriate route.
- 6.11. The selected contractor, NFC Homes Limited, which is based locally, was asked to respond to a 100% price assessment. They responded with their proposal on 28 October 2020. Full tender sum analysis has been provided in Appendix 2, which is exempt due to the commercially sensitive nature of this information.
- 6.12. Cost was evaluated independently by the Project Team's Cost Consultant to ensure value for money in line with current market trends.
- 6.13. NFC Homes Limited total contract sum is £841,813.00. Considering the size, scope, complexity, and abnormalities specific to this project, the Project Cost Consultant has concluded that the tender submitted by NFC Homes Limited offers value for money in the current market.
- 6.14. The recommendation is therefore to award the contract to NFC Homes Limited.
- 6.15. The contract is to be awarded on a fixed price basis. It includes new build works, site establishments, site enabling works, management costs and includes overheads and profits and there is a defects and liability period of 12 months.
- 6.16. The tender assumes signing of the contract and site possession by 29 January 2021, as the tender offer remains open for 13 weeks from the return date.

Appropriation of land

- 6.17. This report seeks approval to appropriate the Site, Scales Road (outlined in the plans attached at Appendix 1), for planning purposes pursuant to Section 122 of the Local Government Act 1972 as it is no longer required for the purposes for which it is currently held.
- 6.18. The Site consists of a plot of scruffy grass which is used by dog owners and some dilapidated pram sheds towards the back of the Site. Around the back of the Site, behind the pram sheds, there is a gate for residents from the existing block at Scales Road to use to access the communal gardens. The secluded area around the pram sheds and access gate has historically attracted anti-social behaviour. In addition, the project consists of a refurbishment element, the conversion of a vacant retail unit into residential. This unit recently has had problems with squatters and attracted anti-social behaviour. The appropriation of the land and the subsequent development will enable the Council to implement security measures such as path lighting to the communal gardens to help reduce crime levels but also bring the vacant shop unit back into use as housing.
- 6.19. This report also seeks Cabinet approval to use the Council's powers under Section 203 of the HPA 2016 to override easements and other rights of neighbouring properties infringed upon by the Scales Road development. The types of rights that can be overridden by Section 203 of the HPA 2016 are any easements, liberty, privilege, right or advantage annexed to land and adversely affecting other land. An easement is a right of light, or right of way or interest in land which entitles a neighbouring landowner to enjoy such rights over the adjoining site. Any development which interferes with that right may entitle the owner of that right to seek an injunction preventing the development going ahead or damages for the effect on value of the right lost because of the interference. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established.

- 6.20. It is not believed that the potential infringement of the third-party rights outlined here over the Site is in any way a breach of human rights, being rights to private and family life. The right of way and estate accessways which apply to the Site will be maintained for all neighbouring properties that may use the Site as a right to access for their properties. The engagement events on 3 March 2020, over June 2020, and during the formal planning consultation, did not raise any concerns that there were possible infringements of third-party rights, including rights of light. Furthermore, if an injunction is sought by a third party for breach of a right, then if successfully claimed, the right will be converted into a right of compensation for loss of that right.
- 6.21. Based on the feedback following the public consultation event, there have not been any claims that any third-party rights would be infringed by the development.
- 6.22. Regarding the value of potential compensation for the loss of third-party rights of access and or enjoyment, having undertaken the necessary checks against neighbouring properties, none have easements in relation to the Site. Furthermore, no neighbouring properties have come forward asserting any rights of access or enjoyment. Based on these circumstances, it is unlikely that there will be any claims, but the level of compensation is unquantifiable until such a claim is made although it is not likely to be so significant as to impact on the scheme's viability.

7. Contribution to Strategic Outcomes

- 7.1. The recommendations in this report will support the delivery of the Housing Priority in the new Borough Plan, which sets out in its first outcome that *"We will work together to deliver the new homes Haringey needs, especially new affordable homes"*. Within this outcome, the Borough Plan sets the aim to *"Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes"*.
- 7.2. In particular, the recommendations in this report are explicitly about delivering the aim *"to deliver 1,000 new council homes at council rents by 2022"*. The proposals in this report contribute directly to the strategic outcomes on new housing supply that are at the core of the aims of the Council as expressed in the Borough Plan.

8. Statutory Officers comments

Legal

Appropriation under Section 122 of the Local Government Act 1972

- 8.1. The Council 'holds' the Site for housing purposes. In order to override any third-party rights affecting the Site, the Council will need to rely on section 203 of HPA 2016 but must first appropriating the Sites for planning purposes. The Council may appropriate land from housing purposes to planning purposes under Section 122 of the Local Government Act 1972. Under Section 122

The council may appropriate for any purpose for which the council is authorised by statute to acquire land by agreement any land which belongs to it and is no longer required for the purpose for which it is held immediately before the appropriation.

- 8.2. Section 122 LGA 1972 also provides that the Council may not appropriate land constituting or forming part of an 'open space' or land forming part of a common (unless it is common or fuel or field garden allotment of less than 250 square yards unless they first advertise their intention to do so under the section).
- 8.3. The Site does not contain open space.

Section 203 of the Housing and Planning Act 2016

- 8.4. By appropriating the land for planning purposes under Section 122 of the LGA 1972, the Council is therefore able to engage the powers contained in Section 203 of the HPA 2016.

- 8.5. Section 203 states a person may carry out building or maintenance work even it involves (a) Interfering with a relevant right or interest (b) breaching a restriction as to use of land. This applies to building work where: -
- a) there is planning consent,
 - b) the work is on land for the purpose for which the land was vested, acquired or appropriated for planning purposes under section s.246(1) of the Town and Country Act 1990;
 - c) the authority could acquire the land compulsorily for the purpose of the building work.
- 8.6. The Council's satisfies the requirements of Section 203 for the following reasons,
- a) planning permission has been granted for the Development on 29 September 2020;
 - b) it is recommended in 2.1 (i) of this report that the land be appropriated for planning purposes under the Section 122 of the LGA 1972;
 - c) the Council could acquire the land compulsorily for the purposes of the building work under Section 226(1) of the Town and Country Planning Act 1990. This provides that the Council can do so if it *'..thinks that the acquisition will facilitate the carrying out the development, re-development on or in relation to the land' or 'required for a purpose which is necessary to achieve the proper planning of an area in which the land is situated'*. The Council considers that the development will lead to an improvement in the economic, social or environmental wellbeing of the areas as outlined in this report.
- 8.7. The Council will be seeking to appropriate the Site following practical completion of the development back for housing purposes into the HRA. The Council can under Section 19 (1) of the Housing Act 1985 may appropriate for housing purposes any land for the time being vested in them and at their disposal. This appropriation is necessary as the new build units will be used for social housing by the Council and therefore must be held in the HRA.
- 8.8. The contract which this report relates to has been procured by direct call-off under the LCP Major Works Framework 2019 ("the Framework").
- 8.9. The Framework was procured in accordance with the Public Contracts Regulations 2015 (as amended).
- 8.10. The rules of the Framework permit a direct award of contracts up to £2.5 million.
- 8.11. The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Procurement

- 8.12. Strategic Procurement notes the update on the Housing Delivery Programme and recommendations within section 3.1 (3.1.2-3.1.5) of this report; however, comments are not applicable for property and land transactions as they sit outside of the Procurement Contract Regulations.
- 8.13. Strategic Procurement support the award of this contract in accordance with clause 9.07.2 of the Contract Standing Orders as the contract has been awarded by way of a call off from the LCP Framework estimated value of £25,000 or more.

Finance

- 8.14. The Scales road site will deliver 4 units of social rented homes on completion at a total construction contract value £841,813.
- 8.15. The preferred contractor was directly appointed, due to limited interest, following an assessment by the project team's cost consultant.
- 8.16. There is adequate provision within the HRA new build budget for the reported cost.
- 8.17. Further finance comments are contained in the exempt report.

Equality

- 8.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- 8.2. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.3. The proposed decision relates to new build works to provide four new Council rented homes at Scales Road, N17. The decision will increase the supply of Council rented homes to local residents. This is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to homelessness. Data held by the council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness, as detailed in the [Equalities Impact Assessment of the council's Draft Homelessness Strategy](#). As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.
- 8.4. As an organisation carrying out a public function on behalf of a public body, the contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

9. Use of appendices

Appendix 1 – Red line boundaries Scales Road.

Appendix 2- Exempt – financial information

10. Local Government (Access to Information) Act 1985

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

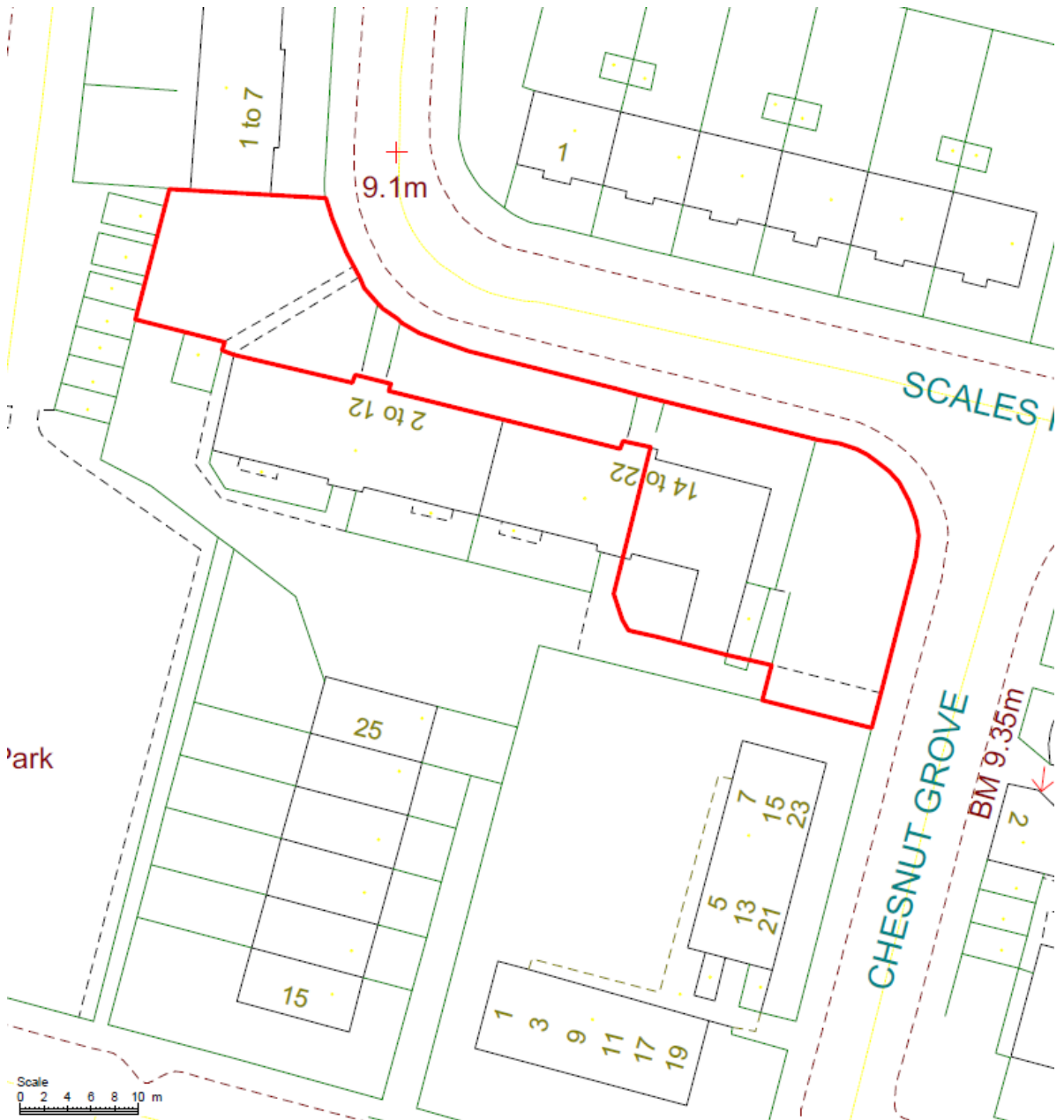
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Appendix 1

Scales Road – Red Line Boundary

The plan below illustrates the red line boundary plan for Scales Road development site. The site hugs up to the pavement, following the direction of the bends in Scales Road, heading down to Chestnut Grove.

The land identified in front of Scales Road will be subject to landscaping improvements whereas the grass plot at the junction of Chestnut Road and Scales Road is where 2 new build homes will be provided and 2 retail to residential conversion units.



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Report for: **Cabinet 19 January 2021**

Title: **Approval of construction contract and land appropriation at Tudor Close N6 5PR**

Report

Authorised by: **David Joyce, Director of Housing, Regeneration and Planning**

Lead Officer: **Robbie Erbmann, Assistant Director for Housing**

Ward(s) affected: **Highgate**

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

1. Describe the issue under consideration

- 1.1 This report seeks Cabinet's approval to develop a new-build scheme in Highgate on Council land, at 1- 42 Tudor Close N6 5PR, to build a three-storey block of flats with six new homes at social housing rent. Appendix 1 redline boundary provides the footprint of land and the proposed site layout shows, the accommodation schedule of 1x1 bedrooms for 2 persons, 2x2 bedrooms for 3 persons, 3x2 bedroom for 4 persons, equates to six new habitable homes for twenty people.
- 1.2 The development will be built adjacent to the existing social housing block, 1-18 Tudor Close, there are 42 existing residents that include six leaseholders. This scheme formed part of the ex-Sanctuary Housing Group site, brought back in-house to be delivered.
- 1.3 The consultation held with the residents on the 10 February 2020, for the build new, generated a need to review the design. The recommended development has been substantially redesigned following consultation and engagement: it now retains 22 of the 38 car parking spaces, including the two existing disabled bays, and incorporates an additional disabled bay; and it minimises any overlooking of neighbouring gardens is minimised. The development will also create an inclusive community garden and a safer environment for existing and new residents.
- 1.4 If approved, this will be the tenth housing development directly delivered by the Council to start on site, and the fifteenth in the overall Council housing delivery programme.
- 1.5 In order to achieve this, Cabinet is being asked to agree that the Council should appropriate the land, first for planning purposes and then on completion for housing purposes; and in light of a formal tender process to award a construction contract to a local contractor, NFC Homes Limited.

2. Cabinet Member Introduction

- 2.1. I'm pleased to recommend that Cabinet approves building another six new Council homes, one of which will be fully accessible for wheelchair users. With this decision, by the end of next month we'll have 359 new Council homes under construction across 15 sites in eleven wards. The scale of this achievement, and the transformative impact it will have on thousands of people, should not be underestimated.
- 2.2. This scheme demonstrates our commitment to involving the community in the design of our new generation of Haringey Council homes. This block and its surrounding landscaping were carefully redesigned and improved thanks to the input of local communities.

3. Recommendations

- 3.1. It is recommended that Cabinet:

- 3.1.1. Considers the responses both to the consultation carried out on this proposed scheme in line with section 105 of the Housing Act 1985 and to the wider community engagement (as set out in paragraphs 6.5 to 6.25).
- 3.1.2. Approves the appropriation of the site at Tudor Close (edged red on the plan attached at Appendix 1) from housing purposes to planning purposes under section 122 of the Local Government Act 1972 as it is no longer required for the purpose which it is currently held, for the purpose of carrying out development as set out in part 6 of this report.
- 3.1.3. Approves the use of the Council's powers under section 203 of the Housing and Planning Act 2016 to override easements and other rights of neighbouring properties infringed upon by the Tudor Close development, under planning permission Ref: HGY/2020/1460.
- 3.1.4. Delegates to the Director of Housing, Regeneration and Planning, after consultation with the Director of Finance and the Cabinet Member for Housing and Estate Renewal, authority to make payments of compensation as a result of any infringement arising from the development and the recommendation 3.1.3, within the existing scheme of delegation.
- 3.1.5. Approves the appropriation of the site at Tudor Close (edged red on the plan attached at Appendix 1) from planning purposes back to housing purposes under Section 19 of the Housing Act 1985, after practical completion of the development on 24 November 2022.
- 3.1.6. Approves the appointment of NFC Homes Limited to undertake the new build works to provide a total of six Council rented homes at Tudor Close for a total contract sum of £1,701,067.00 and to approve the client contingency sum set out in the exempt part of the report.

4. Reasons for decisions

- 4.1. Cabinet included the site at Tudor Close in the Council housing delivery programme on 13 November 2018 with the intention of directly delivering homes on the site. This scheme has subsequently been granted planning consent and is ready to progress to construction.
- 4.2. The use of powers at section 122 of the Local Government Act 1972 (LGA) allowing the Council to utilise the powers at section 203 Housing and Planning Act 2016 (HPA) on the site would also overcome potentially enforceable third-party rights that may prevent the construction of the development. The power under section 203 HPA 2016 will instead convert those rights into a right for compensation for the loss of that right.
- 4.3. To appropriate the land from planning purposes for housing purposes on completion of the development will enable the Council to then offer these homes for rent thereby helping to meet the demand for affordable housing in the borough.
- 4.4. NFC Homes Limited has been identified to undertake these works by a formal procurement process.

5. Alternative options considered

- 5.1. It would be possible not to develop this site for housing purposes. This option was rejected as it would not support the Council's commitment to deliver a new generation of Council homes.
- 5.2. It would be possible to proceed to development without appropriation of the land as described 3.1.2 and 3.1.3. This option was rejected because it would risk the development being delayed in the event that neighbouring residents sought injunctions against it, and because our communities' need for Council homes is so urgent.

- 5.3. This opportunity was procured via a direct appointment from the London Construction Programme (LCP) Major Works 2019 Framework Agreement, the recommended route for a contract of this value. An alternative option would have been to run a competitive tender from the LCP, but this option was rejected due to limited interest from the framework contractors.

6. Background information

Tudor Close development site

- 6.1. As shown in the red line boundary plan (Appendix 1), the site is located to the east of Archway Road in the Highgate ward. The site consists of 38 parking bays adjacent to a three-story block of flats owned by the Council.
- 6.2. This land is Council-owned land held in the Housing Revenue Account (HRA).
- 6.3. On 13 November 2018, Cabinet included the site at Tudor Close N6 5PR, edged red on the plan at Appendix 1 (Tudor Close), in the Council housing delivery programme in order to determine its feasibility and capacity for the delivery of new Council homes and then, if appropriate, its progression to a planning application.
- 6.4. Designs have been developed that will deliver five two-bedroom flats and one, one-bed flat that is fully accessible for wheelchair-users. All will be let at Council rent. The Planning Authority gave consent to these designs on 14 September 2020.

Engagement and Consultation

- 6.5. Under section 105 of the Housing Act 1985 landlord local authorities must formally consult their tenants when a decision is proposed that affects council housing or amenities enjoyed in relation to council housing.
- 6.6. The Council consulted with both secure tenants and leaseholders. The consultation ran from 31 January 2020 to 8 March 2020. An information pack setting out the proposed changes including a questionnaire was delivered to each address at Tudor Close.
- 6.7. The scheme as originally proposed would have removed 21 of the 38 existing parking bays at Tudor Close. Other proposed changes include the provision of two disabled parking spaces, hard/soft landscaping, a communal refuse/recycling store and cycle parking facilities.
- 6.8. Residents had the option to respond via post (in which case a freepost envelope was enclosed), by submitting a response to the questionnaire online or by emailing their views to a dedicated email address.
- 6.9. Of the 42 homes that received the section 105 Consultation Pack, five households formally responded.
- 6.10. Three respondents were aged 45–64, one was over the age of 65, and the other stated that they preferred not to say. One of the respondents stated they have a long-term disability.
- 6.11. Of the five responses, all said they used the car park. Four used it daily including one minicab driver and one for family/friends/carers. Residents stated that the removal of the parking bays breached their tenancy agreement, would affect car insurance security, and impact on health. Residents stated that they had used the car park for many years, and that it will be difficult and costly finding anywhere else to park locally, particularly for pensioners. It was also stated that there should be fewer disabled bays and that there

should be parking bays lining the entrance.

- 6.12. A resident engagement evening was held on 10 February 2020 where information about the proposals was presented and members of the Project Team were at hand to assist and answer questions. The engagement event was open not only to tenants and leaseholders included in the statutory s105 consultation, but also to the wider community including residents of nearby freehold properties.
- 6.13. Following the consultation event on 10 February 2020, there various queries and objection of the scheme, during the planning process 42 objections were received including from freeholder properties located on the Langdon Park Road about overlooking of gardens, loss of light, and loss of car parking spaces.
- 6.14. The Council commissioned a parking survey. This indicated low levels of usage. In addition, the survey noted that although there are 42 car parking spaces marked out on the Site, these are not wide enough for standard vehicles. Therefore, the actual parking capacity is for 38 vehicles. The survey also indicated that the adjoining streets, which are covered by a Controlled Parking Zone, have capacity, albeit limited. Existing residents will be able to apply for a permit to park on-street, but residents of the proposed new homes will not be permitted to do so in accordance with local planning policy.
- 6.15. It should also be noted that Tudor Close is reasonably accessible to local services and amenities including bus services and shops on Archway Road, within a short walking distance. Although the site has a PTAL value of 2/3, considered 'poor' to 'moderate' access to public transport services, it is recognised that the site is relatively close to an area of PTAL value 5 - 'very good', and that Highgate Station is only just outside of the PTAL walk distance to be included within the PTAL value (12 minute walk).
- 6.16. Cycle storage facilities will be provided for residents of the proposed homes and new communal cycle storage facilities will be provided on-site for existing residents to assist in mitigating the loss of parking and encourage more sustainable means of travel, in accordance with planning policy.
- 6.17. It should be noted that the removal of the parking spaces would not breach existing tenancy agreements.
- 6.18. Following the consultation and having regard to the issues raised, the Council has considered a number of changes to the design of the scheme including increasing the number of parking spaces from 17 to 22 bays, inclusive of the one additional disabled bay and enhancing the landscaping proposals. Effectively this ensures that only 16 existing car parking spaces are removed at Tudor Close.
- 6.19. The Council is also liaising with Homes for Haringey to seek to allocate and manage the future use of the car park for the benefit of existing residents.
- 6.20. Having regard to level of response and the specific issues raised, it is considered that the loss of parking space at Tudor Close would not harm the amenities of existing residents nor warrant the proposed delivery new homes on-site from proceeding.
- 6.21. In response to the feedback of residents of neighbouring properties outside the scope of statutory consultation, the scheme was redesigned to move the building further from neighbouring gardens. In addition, the corner balconies are now screened to the north to prevent overlooking of the gardens. The diagram of the change was shared with the affected freeholders Langdon Road.
- 6.22. The Council have undertaken the necessary checks to assess the value of potential compensation for the loss of third-party rights of access and or enjoyment.

- 6.23. The other proposed changes, including comprehensive landscaping and re-provision of refuse/recycling facilities will secure a significant improvement in the environmental quality and security of the site at Tudor Close.
- 6.24. The scheme was submitted to planning on the 26 June 2020 and residents were once again formally consulted, this time by the Planning Authority, as part of this process.
- 6.25. The Planning Authority considered feedback from the consultation. Planning approval of the scheme was granted on 14 September 2020.

The Build Contract

- 6.26. This report is seeking final approval of the construction contract to enable the new build works to commence.
- 6.27. The housing scheme has been designed up to stage 3 of the Royal Institute of British Architects (RIBA) Plan of Works 2019. Since planning approval has been granted, a contractor is now needed to undertake the technical design and new build works; it is currently anticipated that the contract period will be 18 months.
- 6.28. The project tender process involved conducting an expression of interest exercises via the LCP MW 2019 framework in June 2020. Due to minimal interest received from the suppliers on the framework, it was decided that a direct appointment with one of the interested parties on the framework was the most appropriate route.
- 6.29. The selected contractor, NFC Homes Limited, which is based locally, was asked to respond to a 100% price assessment. Their tender return response was received on 6 October 2020.
- 6.30. Cost was evaluated independently by the Council's Cost Consultant to ensure value for money in line with current market trends.
- 6.31. NFC Homes Limited total contract sum is £1,701,067.00. Considering the size, scope, complexity, and abnormalities specific to this project, the Project Cost Consultant has concluded that the tender submitted by NFC Homes Limited offers reasonable value for money in the current market.
- 6.32. The recommendation is therefore to award the contract to NFC Homes Limited.
- 6.33. The contract is to be awarded on a fixed price basis. It includes new build works, site establishments, site enabling works, management costs and includes overheads and profits and there is a defects and liability period of 12 months.
- 6.34. The tender assumes signing of the contract and site possession by 1 March 2021, as the tender offer remains open for 13 weeks from the return date.

Appropriation of Land

- 6.35. This report seeks approval to appropriate the site, Tudor Close (outlined in the plans attached at Appendix 1), for planning purposes pursuant to section 122 of the Local Government Act 1972 as it is no longer required for the purposes for which it is currently held.
- 6.36. The site currently forms part of a car park within the Tudor Close estate. Parking is restricted to the existing residents.
- 6.37. The site has been known to attract anti-social behaviour due to the cul-de-sac access from Langdon Park Road. The appropriation of the land and the subsequent development will enable the Council to implement security measures such as path lighting to the communal gardens to help reduce crime. In addition, the landscape strategy proposed

will develop an inclusive community garden and safer environment for the existing and new residents.

- 6.38. Following the consultation event on 10 February 2020, some of the freeholder properties located on the Langdon Park Road feedback their concerns regarding the distance of the new development to their rear gardens. Based on this feedback, the proposed building has been moved further away to increase the separation distance from the freeholders' rear garden. In addition, the corner balconies are now screened to the north to prevent overlooking of the gardens.
- 6.39. The Council have undertaken the necessary checks to assess the value of potential compensation for the loss of third-party rights of access and or enjoyment. Based on concerns raised by residents due to the loss of car parking, the Council have decided to re-provide 22 parking bays.
- 6.40. Section 203 of the Housing and Planning Act 2016 (HPA) gives councils powers to override any easements, liberty, privilege, right or advantage annexed to land and adversely affecting other land. An easement is a right of light, or right of way or interest in land which entitles a neighbouring landowner to enjoy such rights over the adjoining site. Any development which interferes with that right may entitle the owner of that right to seek an injunction preventing the development going ahead or damages for the effect on value of the right lost because of the interference.
- 6.41. The use of the Council's powers under section 203 of the HPA 2016 for the development site would also cover potentially enforceable third-party rights that could delay or prevent the construction of the development. These powers will instead convert those rights into rights for compensation for the loss of that right. The Council recognises the potential rights of third parties and will pay compensation where a legal basis for such payments is established.
- 6.42. To appropriate the land at this development site for housing purposes on completion of the development will enable the Council to then offer these homes for rent thereby helping to meet the urgent demand for affordable housing in the borough.
- 6.43. This report also seeks Cabinet approval to use the Council's powers under section 203 of the HPA 2016 to override easements and other rights of neighbouring properties infringed upon by the Tudor Close development.
- 6.44. A planning application by the Council was approved on 14 September 2020 allowing the Council to deliver six new Council rented homes on the site. The site currently comprises 42 car parking bays, but only 38 met the criteria to be deemed as parking bay that is held for housing purposes within the Housing and Revenue Account.
- 6.45. There were 42 objections received from the existing residents at Tudor Close and wider local community of freeholders from Langdon Road at Northwood. The main objection was overlooking, loss of light and loss of car parking spaces. In response to the previous consultation with the residents, the Architect redesign the new building to increase the distance of separation from the rear gardens of the freeholders at Langdon Road. The diagram of the change was shared with the affected freeholders Langdon Road.
- 6.46. The Right of Light survey shows the scheme is a low risk and all readings of all windows affected show that the proposals have zero effect on all properties other than the ground floor windows of the Tudor Close homes and two on the first floor. All these windows face the proposed scheme and all remain within acceptable guidelines.
- 6.47. The Report on Title indicates that no part of the land register is common land and nor is it subject to third party rights. There are no public rights of way which abut on or cross the property or any pending application to record any. There have not been any claims that any third-party rights would be infringement by the development.

7. Contribution of Strategic Outcomes

- 7.1. The recommendations in this report will support the delivery of the Housing Priority in the new Borough Plan, which sets out in its first outcome that *“We will work together to deliver the new homes Haringey needs, especially new affordable homes”*. Within this outcome, the Borough Plan sets the aim to *“Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes”*.
- 7.2. In particular, the recommendations in this report are explicitly about delivering the aim *“to deliver 1,000 new council homes at council rents by 2022”*. The proposals in this report contribute directly to the strategic outcomes on new housing supply that are at the core of the aims of the Council as expressed in the Borough Plan.

8. Statutory Officers comments

Legal

Appropriation under Section 122 of the Local Government Act 1972

- 8.1. The Council ‘holds’ the Site for housing purposes. In order to override any third-party rights affecting the Site, the Council will need to rely on section 203 of HPA 2016 but must first appropriate the Site for planning purposes. The Council may appropriate land from housing purposes to planning purposes under Section 122 of the Local Government Act 1972.
- 8.2. Under Section 122 LGA 1972, the Council may appropriate for any purpose for which the Council is authorised by statute to acquire land by agreement any land which belongs to it and is no longer required for the purpose for which it is held immediately before the appropriation.
- 8.3. Section 122 LGA 1972 also provides that the Council may not appropriate land constituting or forming part of an ‘open space’ or land forming part of a common (unless it is common or fuel or field garden allotment of less than 250 square yards unless they first advertise their intention to do so under the section.
- 8.4. The Site does not contain open space
- 8.5. Section 203 of the Housing and Planning Act 2016
- 8.6. By appropriating the land for planning purposes under Section 122 of the LGA 1972, the Council is therefore able to engage the powers contained in Section 203 of the HPA 2016.
- 8.7. Section 203 states a person may carry out building or maintenance work even it involves (a) Interfering with a relevant right or interest (b) breaching a restriction as to use of land. This applies to building work where: -
 - a) there is planning consent,
 - b) the work is on land for the purpose for which the land was vested, acquired or appropriated for planning purposes under section s.246(1) of the Town and Country Act 1990;
 - c) the authority could acquire the land compulsorily for the purpose of the building work.
- 8.8. The Council’s satisfies the requirements of Section 203 for the following reasons,
 - a) planning permission has been granted for the Development on 29 September 2020;
 - b) it is recommended in 3.1.2 of this report that the land be appropriated for planning purposes under the Section 122 of the LGA 1972;
 - c) the Council could acquire the land compulsorily for the purposes of the building work under Section 226(1) of the Town and Country Planning Act 1990. This provides that the Council can do so if it ‘.thinks that the acquisition will facilitate the carrying out the development, re-development on or in relation to the land’ or ‘required for a purpose which is necessary to achieve the proper planning of an area in which the land is

situated'. The Council considers that the development will lead to an improvement in the economic, social or environmental wellbeing of the Site and surrounding area as outlined in this report.

Section 19 (1) of the Housing Act 1985

- 8.9. The Council will be seeking to appropriate the Site following practical completion of the development back for housing purposes into the HRA. The Council can under Section 19 (1) of the Housing Act 1985 appropriate for housing purposes any land for the time being vested in them and at their disposal. This appropriation is necessary as the new build units will be used for social housing by the Council and therefore must be held in the HRA.

Section 105 Consultation

- 8.10. Under Section 105 of the Housing Act 1985 the Council is required to carry out consultation with those secure tenants who are likely to be substantially affected by a matter of housing management. The Council has carried out a consultation with regards the Council's proposals for the car park area included within this Site. Prior to making any decision the Cabinet must consider the representations made by those consulted on those proposals.

The Build Contract

- 8.11. The contract which this report relates to has been procured by direct call-off under the LCP Major Works Framework 2019 ("the Framework").
- 8.12. The Framework was procured in accordance with the Public Contracts Regulations 2015 (as amended).
- 8.13. The rules of the Framework permit a direct award of contracts up to £2.5 million.
- 8.14. The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Procurement

- 8.15. Strategic Procurement notes the update on the Housing Delivery Programme and recommendations within section 3.1 (3.1.2-3.1.5) of this report; however, comments are not applicable for property and land transactions as they sit outside of the Procurement Contract Regulations.
- 8.16. Strategic Procurement support the award of this contract in accordance with clause 9.07.2 of the Contract Standing Orders as the contract has been awarded by way of a call off from the LCP Framework estimated value of £25,000 or more.

Finance

- 8.17. The scheme will deliver 6 units of social rented homes on completion at a total construction contract value of £1,701,067.
- 8.18. The preferred contractor was directly appointed, due to limited interest, following an assessment by the project team's cost consultant.
- 8.19. There is adequate provision within the HRA new build/acquisition budget for the reported cost.
- 8.20. Further finance comments are contained in the exempt report.

Equality

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

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

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

8.23. The proposed decision relates to new build works to provide six new Council rented homes at Tudor Close, N17. The decision will increase the supply of Council rented homes to local residents. This is likely to have a positive impact on individuals in temporary accommodation as well as those who are vulnerable to homelessness. Data held by the council suggests that women, young people, and BAME communities are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBT+ and individuals with disabilities are known to be vulnerable to homelessness, as detailed in the [Equalities Impact Assessment of the council's Draft Homelessness Strategy](#). As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

8.24. As an organisation carrying out a public function on behalf of a public body, the contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

9. Use of appendices

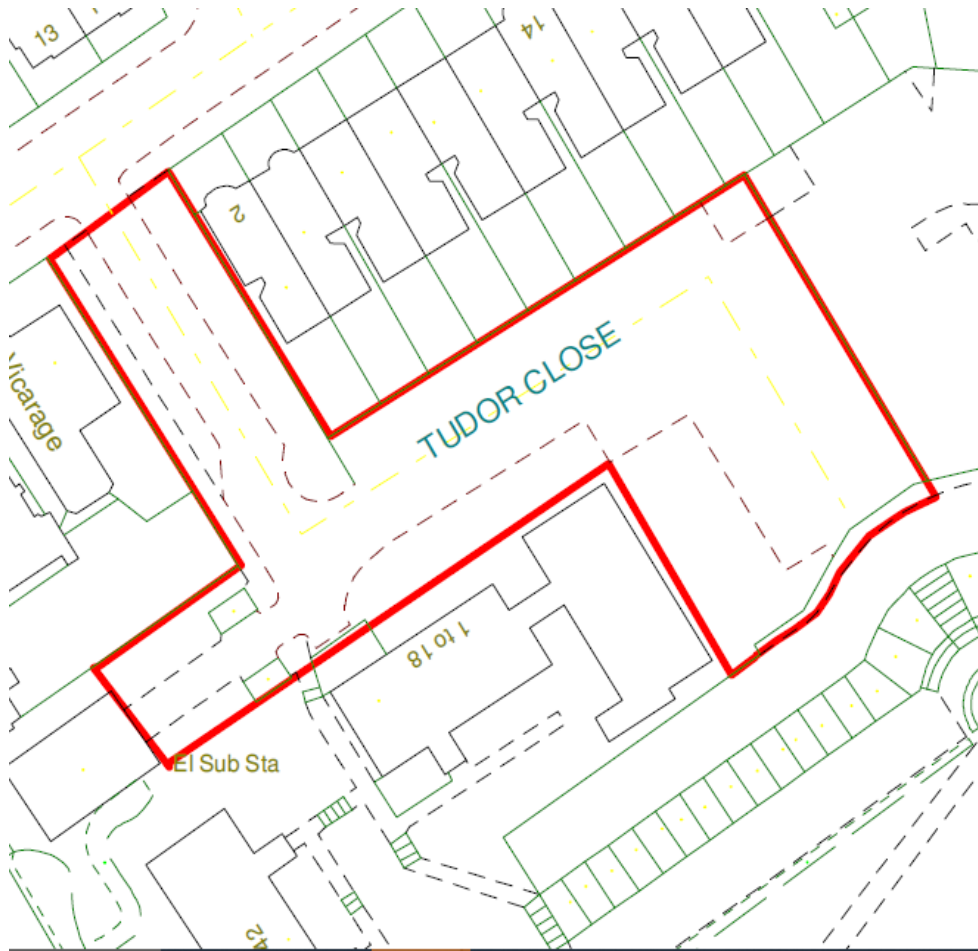
Appendix 1 – Red line boundaries and proposed site layout -Tudor Close.

Appendix 2- Exempt – financial information

10. Local Government (Access to Information) Act 1985

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

Appendix 1 - Tudor Close – Red Line Boundary



Proposed site layout



MINUTES OF MEETING CORPORATE PARENTING ADVISORY COMMITTEE HELD ON TUESDAY, 20th OCTOBER, 2020, 7.15 – 8.45

PRESENT:

COUNCILLORS: Kaushika Amin (Chair), Sakina Chenot, Eldridge Culverwell, Mahir Demir, Erdal Dogan, Peter Mitchell and Tammy Palmer

ALSO ATTENDING: Ann Graham (Director of Children's Services), Beverley Hendricks (Assistant Director for Safeguarding and Social Care), Richard Hutton (Senior Performance Officer), Lynn Carrington (Designated Nurse), Dr Fayrus Abusrewil, Emma Cummergen (Deputy Head of Service), Nicola Morgan (Headteacher Virtual Head of Schools) and Emma Perry (Principal Committee Co-ordinator)

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

2. APOLOGIES FOR ABSENCE (IF ANY)

There were no apologies for absence.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES

The minutes of the previous meeting held on 16 January 2020 were agreed as a correct record, subject to the following amendment:

- Item 93 – Any Other Business – it was noted that the date stated should have said 10th December 2019 and not 2020.

6. MATTERS ARISING

In response to the action points detailed on page 2 of the agenda, Beverley Hendricks, Assistant Director Safeguarding & Social Care, stated that a 6-page document had been produced, setting out the issues and action points. This document had then been converted into a summary and action plan. The summary had identified 4 key action points, with 3 of these currently delivered. **(ACTION: Beverley Hendricks to re-circulate the paper to members of the committee).**

In response to the action point identified on page 5 of the agenda, it was confirmed that a briefing report had been completed and that this would also be re-circulated to members of the committee. **(ACTION: Beverley Hendricks).**

7. PERFORMANCE FOR THE YEAR TO AUGUST 2020

Richard Hutton introduced the report, as set out on pages 7-12 of the agenda. The report provided an analysis of the performance data and trends for an agreed set of measures relating to looked after children, on behalf of the Committee.

Officers responded to questions from the Committee:

- In response to a question regarding the personal education plans, it was explained that they were a statutory part of the care plan for every looked after child. This was a working document, which was reviewed every term. Each plan was individual to the child and monitored the child's progress and achievements and would also enable support to be put in place to support this progress, if necessary.
- In response to a question regarding the proportion of 17-18-year-old care leavers in touch with the local authority compared with 19-21 year olds, it was confirmed that after a sample had been taken which found that a cluster of those children had achieved their 18th birthday at the same time and had therefore stopped being looked after. The numbers had now picked up again and it was confirmed that the number of children being looked after detailed in the report was correct and no risks were unmet.
- It was explained that the data surrounding these age groups related to national indicators and provided a snapshot. The figures took into account any contact that was made 3 months after their 18th birthday. There were a number of cohorts that could impact these figures, including those with unaccompanied asylum, where their status was not regulated, young people in prison, and those along the county line.
- It was confirmed that a vulnerable children's panel had been set up to monitor the virtual learning process, working closely with designated teachers in schools. Every Tuesday and Thursday those children with an allocated social worker would be contacted and this information shared with schools within the borough. The most vulnerable children would be contacted on a Monday, Wednesday and Friday. The process allowed the schools to identify those children that needed additional support and weren't able to access schooling online and to ensure that their basic needs were also covered. An Early Help Panel had also been set up

in May 2020 to refer any child into early help that required it and to also determine what intervention was required.

- In response to a question regarding the dental checks which had been delayed as a result of the Coronavirus, it was stated that once the dental surgeries had reopened nationally, it was a priority to get children seen on a twice yearly basis. It was noted that the waiting lists were very high at present.

8. CHILDREN'S SOCIAL CARE, COVID RESPONSE

Beverley Hendricks introduced the report, as set out on pages 13-19 of the agenda. The report provided the Children's Social Care response to supporting vulnerable children and young people during the Coronavirus pandemic lockdown.

Officers responded to questions from the Committee:

- In response to a question regarding the immediate and long-term challenges being faced by the service and looked after children, one of the main concerns raised was the workforce and how to build resilience and creative ways to boost morale and confidence in the team during this challenging time. The model of social work would also be looked at during this time and what partnership services were currently available. It was important to note that we were living in unprecedented times and the future was currently unsure. It was noted that Tottenham had the highest levels of people being furloughed and it was important to work through the stresses this created and assess the impact on those individuals and families.
- In response to a question regarding stresses within the BAME (Black, Asian and Minority Ethnic) community, especially young people, it was stated that they had found the Covid messaging stressful. National data had found that 16-28 year olds were being challenged the most and that Public Health could provide a more detailed response. Concerns were also raised regarding the emotional health of this age group.
- It was stated that there was strong local evidence that Covid did have an impact on referrals. Referrals had been made regarding food insecurities, those with autism and disruption to their established routine, higher anxiety levels. It was noted that care leavers had also been impacted with a number suffering significant job losses, creating issues surrounding food poverty and financial constraints. They had also experienced access problems to wifi and a significant impact on their mental health, with many feeling very isolated. Support had been provided to those requiring a Covid test, many of which were living in shared accommodation. It was recognised that it had been a really tough time for care leavers, in and out of the borough.
- It was felt important to get the thoughts, suggestions and feelings from the Aspire Group. **(ACTION: AG to arrange for the next meeting.)**

RESOLVED that the report be noted.

9. FOSTER CARERS ALLOWANCE

Beverley Hendricks introduced the report, as set out in the supplementary pack to the agenda. The policy explained Haringey's Fostering Allowance payments to foster

carers, detailed the weekly fees and allowances paid to carers and explained the circumstances in which additional payments could be made.

Officers responded to questions from the Committee:

- It was stated that it was important to benchmark the policies of other neighbouring boroughs and it was confirmed that this policy was comparable to those boroughs, including Islington and Hackney.
- In response to a question regarding paragraph 4.3.1 of the report and the new weekly rate, it was confirmed that this was implemented after DMT had agreed this. **(ACTION: Beverley Hendricks to confirm this date).**
- It was stated that Haringey was fortunate in that it had a long standing foster carers association, who the team had been working with on the policy since May 2019.

RESOLVED that the policy be endorsed.

10. HARINGEY VIRTUAL SCHOOL ANNUAL REPORT FOR ACADEMIC YEAR 2018-19

Nicola Morgan, Headteacher Virtual Head of School, introduced the report, as set out on pages 21-44 of the agenda. The report outlined the activity of the Virtual School Head (VSH), Haringey Virtual School (HVS) and the educational outcomes of Haringey Council's looked after children (LAC) for the academic year 2018-19, as this was the most recent published data.

Officers responded to questions from the Committee:

- In response to a question regarding the impact the lockdown had on the education of KS1 and KS2 pupils, it was stated the education of looked after children had continued to be monitored during the lockdown and it was individual to the particular school what level of education the children were receiving. There was a lot of catch up educational support available now and schools were back to providing a full form of education. The schools were looking at areas that needed to be caught up on and any gaps, as well as identifying the support required to address these needs.
- Reference was made to page 35 of the agenda and whether it was correct that the virtual school figure for girls was zero. It was confirmed that the figure was correct, as none of the 6 girls had achieved the combined level of reading, writing and maths.
- In response to a question regarding poor attendance figures and how these were recorded, it was explained that the recording was dependent upon what setting the particular child was in, the type of absence and how this was counted.
- In response to a question regarding the outcomes by ethnicity, as set out on page 35 of the agenda, it was stated that there was not too much to draw out, as the numbers were very small and therefore not statistically significant. It was noted that the children from the Asian ethnic group were doing particularly well. It was however good to have a breakdown, so that the team were aware of their performance.

- Reference was made to paragraph 4.9 of the report and the reason why boys had out performed girls and also what the relationship was with CAMHS. It was believed that the reason was probably just the cohort and that the year just had some particularly high achieving boys. The team had a good relationship with first steps, which linked into CAMHS. Where it was felt that additional support was required, first steps could get involved quickly or signpost to a particular service. It was felt that the partnership worked well.

RESOLVED that the Committee would receive an updated Virtual School Annual Report outlining educational outcomes for the academic year 2019-20 in the Autumn 2021.

11. ANY OTHER BUSINESS

The date of the next meeting is 14 January 2021.

CHAIR: Councillor Kaushika Amin

Signed by Chair

Date

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MINUTES OF MEETING URGENT CABINET MEMBER SIGNING HELD ON THURSDAY, 17TH DECEMBER, 2020, 9.00 - 9.30 AM

PRESENT: Councillor Gideon Bull, Cabinet Member for Local Investment and Economic Growth.

In attendance: Peter O'Brien, Assistant Director for Regeneration and Economic Development, Diane Southam, Head of Economic Development, and Fiona Rae, Principal Committee Co-ordinator.

58. APOLOGIES FOR ABSENCE

There were no apologies for absence.

59. DECLARATION OF INTERESTS

There were no declarations of interest.

60. COVID-19 LOCAL RESTRICTIONS GRANT (OPEN) AND ADDITIONAL RESTRICTIONS GRANT SCHEMES

The Head of Economic Development introduced the report. It was noted that the government has announced a range of financial support packages in response to the ongoing economic impact of Covid-19 and the changes to the tiering system, announced in the Winter Plan published on 23 November 2020.

This included the Local Restrictions Support Grant (Closed), providing grant support to businesses required to close under Tier 3 restrictions. This scheme was amended to provide support to businesses required during the national lockdown and guidance was further amended as a result of the changes to tier restrictions, providing grant support for businesses now required to close as a result of Tier 2 restrictions.

The Local Restriction Support Grant (Sector) provides support for those businesses which have been required to remain closed since the first national lockdown.

Two further grant schemes, the Local Restrictions Grant (Open) and the Additional Restrictions Grant, allow for local authority discretions in their application with regards to eligibility and grant levels.

It was noted that the report provided details of the guidance issued to local authorities and made recommendations on the eligibility criteria and grant levels to be awarded under these two schemes. Given the complexities of the guidance, and timing of the issuing of related clarification questions, proposals for the scheme were not available in order to take a report to Cabinet on 8 December 2020.

The Cabinet Member noted that, in paragraph 5.26, the report stated that no further funding would be provided in the event that the authority entered Very High (Tier 3) restrictions or in the event of a further national lockdown. The Head of Economic Development explained that the Additional Restrictions Grants Scheme funding had been given to the authority as a one off payment in November 2020 and that no further funding would be received as the borough was now in Tier 3.

The Cabinet Member noted that applicants would have to confirm State Aid requirements were being met and asked for clarification of these requirements. The Head of Economic Development explained that there were limits on the amount of public funding that businesses could receive. It was highlighted that this amount was normally €200,000 but this had been temporarily increased to €800,000 as a result of the Covid-19 pandemic. It was noted that businesses would be responsible for checking that they did not exceed the amount of permitted State Aid, although it was not anticipated that this would affect many businesses in Haringey. It was clarified that businesses were responsible for notifying the authority if they no longer met any relevant requirements and that there was a process for recovering any funds if necessary.

In relation to a query about capacity, the Head of Economic Development explained that, although the checking process for grant applications was largely manual, there were additional resources for processing applications and it was anticipated that there would be no capacity issues. It was added that this would be reviewed when the number of applications was known.

The Cabinet Member enquired whether support would be available for supply chain businesses, for businesses who could still operate but were impacted, and for Directors of Limited Companies. The Head of Economic Development explained that the application form would ask businesses to select their business type from a list and would provide a section for businesses to explain their activity. It was highlighted that any eligibility for grant funding would depend on the business activity and circumstances of businesses. It was noted that any businesses which could operate remotely would not be covered by the funding and it was acknowledged that Directors of Limited Companies were not covered by government schemes. It was stated that local authorities were not permitted to use any grant funding as wage support.

The Head of Economic Development explained that there was one application form and that officers would consider which scheme applicants were eligible for based on the information provided. It was noted that the closing date for applications was 4 January 2021 but that this was recognised that the closing date may need to be extended if the Christmas period had a detrimental effect on the ability of businesses to apply.

The Cabinet Member RESOLVED

1. To approve the local eligibility and grant levels as described in the report for the Local Restrictions Grant Scheme (Open) and the Additional Restrictions Grant Scheme (as set out in paragraphs 5.41-5.69).

2. To delegate authority to the Director of Housing, Regeneration and Planning in consultation with the Director of Finance and the Cabinet Member for Local Investment and Economic Growth decisions to agree the criteria for the allocation of Additional Restrictions Grant Scheme funding as described in this report (as set out in paragraphs 5.62-5.63).
3. To delegate authority to the Director of Housing, Regeneration and Planning in consultation with the Director of Finance and the Cabinet Member for Local Investment and Economic Growth decisions to agree the criteria for the application of residual Local Restrictions Grant Scheme (Open) as described in this report (as set out in paragraph 5.50).

Reasons for decision

Covid-19 is continuing to have a significant impact on both local businesses and the local economy.

The Local Restrictions Grant (Open) and the Additional Restrictions Grant Schemes will enable the council to provide support to some businesses who were not eligible for a grant under the Local Restrictions Grant Scheme (Closed) including businesses who were not supported under the grant schemes introduced at the start of the first national lockdown.

The guidance issued by the government identifies its priorities for which businesses should be supported but allows for local authorities to design their own scheme within the constraints of the mandatory criteria set out in the guidance.

Haringey Council is committed to Community Wealth Building. In the Borough Plan we have stated that we want to build the strength, depth and wealth of our local economy to support our businesses and residents to thrive. Community Wealth Building will be key element in supporting our businesses to recover from Covid-19. The Haringey local scheme will support businesses providing employment to many residents and this will in turn help to deliver the council's vision for a Good Economy by helping businesses to survive and provide Good Work for residents.

Alternative options considered

The proposals set out in the report were considered to be the most effective overall scheme and were the recommended option, taking into account the sum allocated to the council, the criteria set by the Government, and reflecting the council's intelligence on local circumstances.

A number of alternative models were considered and the Council was aware of a range of scheme designs being progressed by other boroughs.

Option 1: first come first served – advocated by a number of boroughs where the sum allocated cannot possibly cover the potential number of businesses. In Haringey's circumstances, it is felt that the scheme could be designed in a manner which would

provide a reasonable grant level to eligible applicants. Option 1 could leave potentially eligible businesses being refused once the scheme had been exhausted.

Option 2: points based approach – this approach was felt to be administratively cumbersome and time-consuming and would lead to long processing times. Given the urgency of getting support to Haringey businesses and the relatively modest sums of money involved, such a bureaucratic approach was not felt to be reasonable or proportionate.

The Chair of Overview and Scrutiny has agreed that the call-in procedure shall not apply to this urgent decision. This is because the decision is urgent and any delay in implementation caused by the call-in procedure would seriously prejudice the Council's or the public's interests due to the fact that this is a national emergency and the Council must ensure that it is providing access to funding for local businesses to continue. The Chair of Overview and Scrutiny Committee has agreed that the decision is both reasonable in all circumstances and that it should be treated as a matter of urgency. This is in accordance with Part 4, Section H, and Paragraph 18 (a) and (b) of the Council Constitution.

CABINET MEMBER: Cllr Gideon Bull

Signed by Cabinet Member

Date ...17 December 2020.....

MINUTES OF MEETING Urgent Decisions HELD ON Monday, 21st December, 2020, 9.30am

PRESENT: Councillor: Kaushika Amin, Deputy Leader and Cabinet Member for Children, Education and Families.

ALSO ATTENDING: Florence Guppy, Ayshe Simsek

61. APOLOGIES FOR ABSENCE

There were no apologies for absence.

62. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

63. COVID WINTER GRANT SCHEME IN HARINGEY

The Deputy Leader and Cabinet Member for Children and Families considered the report which set out that the Government, through the Department of Works and Pensions (DWP) has established the COVID Winter Grant Scheme. The objective of the Scheme was to provide support to vulnerable households and families with children particularly affected by the pandemic throughout the winter period where alternative sources of assistance may be unavailable. Local authorities were responsible for administering the Scheme and funding has been allocated to each authority. The Council has been allocated £986,329.83.

It was noted that the Scheme would enable the Council to provide support to families with children, other vulnerable households and individuals from early December 2020 and covered the period until the end of March 2021. The report was seeking urgent Cabinet Member approval for the proposed arrangement for the delivery of the Scheme as set out in the policy document (attached) and which was within the conditions stipulated by DWP.

It was clarified that the Policy document at appendix 1, section 1.3, provided the ability to provide vulnerable families with vouchers for food and this was likely to be supermarket vouchers close to the resident's home.

With regards to families which are requiring to self-isolate, the policy, at appendix 1, paragraph 3.1, was updated to fully reflect that the grant funding was available for vulnerable households.

RESOLVED

1. To approve the funding allocation;
2. To approve the COVID Winter Grant Scheme Policy which sets out the Council's arrangement for administering the Scheme and is attached at Appendix 1.
3. To delegate authority to the Assistant Director Commissioning, in consultation with the Director of Children Services and the Cabinet Member for Children, Education and Families, to amend this policy to give effect to changes in legislation, statutory or non-

statutory guidance, or directives or instructions of a similar character issued by Government.

4. To agree that this policy is subject to the availability of government funding and will terminate on 31st March 2021 unless terminated earlier or extended beyond this date by Cabinet / Cabinet Member decision.

Reasons for decision

The Government through the Department of Works and Pensions (DWP) has provided funding to local authorities to administer the COVID Winter Grant Scheme. It is acknowledged that local authorities have the local ties and knowledge and are best placed to allocate funding according to local need.

The Scheme provides for local authorities to determine eligibility in their area and target support to those most in need but within the scope of conditions set by DWP. The proposed decision on the COVID Winter Grant Scheme Policy sets out how the Council will target and deliver support to residents in the borough that are most in need and in accordance with the Scheme.

The Winter Covid Grant payment is expected to support households over the Christmas School holidays and for funding to be committed by 31st March 2021. Therefore, there is a need for an urgent decision to be taken on the recommendation in order to ensure that payments are made to support vulnerable people over Christmas.

Alternative options considered

The alternative option considered was not to develop a Winter Grant Payment Policy. This was discounted as it would not have made use of potential support to Haringey residents.

CHAIR:

Signed by Chair

Date

MINUTES OF MEETING Cabinet Member Signing HELD ON Monday, 21st December, 2020, 10.00 am

PRESENT:

Councillors: Seema Chandwani

14. APOLOGIES FOR ABSENCE

There were no apologies for absence.

15. DECLARATIONS OF INTEREST

None.

16. NOVIATION OF PARKING MANAGEMENT IT SYSTEM CONTRACT

The Cabinet Member considered the report which sought approval for the implementation of Contract Standing Order (CSO) 10.03, which allows for the Council to agree to contract novations and to CSO 9.07.1d) which provides that contracts valued at £500,000 (five hundred thousand pounds) or more may only be awarded, assigned or novated by the Cabinet.

The novation of the WSP UK Ltd contract to Taranto Systems Ltd would allow the Council to implement the new Parking Management IT System that had been in development for the past year. The new system would ensure that parking services were easily accessed, and provide customers with more information, choices and greater control over their parking arrangements.

RESOLVED that

- i. Under Contract Standing Orders 10.03 and 9.07.1(d), the novation of the Parking Management IT System Contract be approved immediately upon its conclusion between the Council and WSP UK Ltd, from WSP UK Ltd to Taranto Systems Ltd;**
- ii. The estimated contract value over the maximum duration of ten years plus the optional five years is £2,908,800 for the initial 10 years and £1,440,755 for the optional 5-year extension be noted; and**
- iii. The Director of Environment and Neighbourhoods be authorised to finalise, in consultation with the Head of Legal Services, the arrangements and terms for the novation referred to in paragraph 3.1.**

Reasons for decision

WSP UK Ltd (WSP) have sold their traffic support business known as 'Taranto' to Taranto Systems Ltd. Taranto Systems Ltd is a subsidiary of Volaris Group, a well-

established provider of software and services to public and private sectors. The sale formally completed on 31 October 2020.

WSP have assured the council that the sale of their traffic support business will neither affect the services provided or alter any terms and conditions under the contract as tendered and awarded to WSP. Volaris already has significant experience in the traffic and parking support sector and will maintain Taranto Systems Ltd as a separate autonomous business. Volaris has also committed to strengthen and build Taranto Systems Ltd and its products and services to meet the needs of its customers. It is therefore WSP's intention and request to novate the PMIS Contract to Taranto Systems Ltd. The novation requires the approval of the Council which would be difficult to refuse without seriously disrupting the PMIS project implementation.

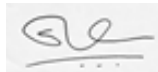
Alternative options considered

The service considered relying on the existing Civica contract pending a re-procurement exercise, but this is not possible. This contract will expire at the end of November 2021, with no further opportunity for extension. In addition, this system cannot deliver the service improvements and efficiencies required. A re-procurement would take considerable further time and resources to run with an uncertain outcome and is not a realistic option.

The new Parking Management IT System (PMIS) is critical to the delivery of parking services and associated transformation aspirations. The system has been developed to meet Haringey's specific requirements, which has involved significant investment by the Council and WSP throughout the past year. The system is intended to go live early in the new year.

CHAIR: Councillor Seema Chandwani

Signed by Chair



Date: 21 December 2020

Report for: Cabinet 19 January 2021

Title: Delegated Decisions and Significant Actions

Report authorised by : Zina Etheridge, Chief Executive

John Jones Interim Monitoring Officer

Lead Officer: Ayshe Simsek

Ward(s) affected: Non applicable

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

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of "particular significance", to be reported individually by officers, shall mean a matter not

within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than (£100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council's transparency agenda.

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

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

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

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection. These are exempt in the following category (identified in amended schedule 12A of the Local Government Act 1972 (3)):

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

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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DIRECTOR OF Children's Services

Significant decisions - Delegated Action - For Reporting to Cabinet on 19 January 2020

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

Delegated Action			
Type			Number
8.03	Provision of Parent Carer Network (grant funded by Mayor of London)	£38,665.80	2
8.03	Provision of Team Manager (outside of Hays)	£49,500	

Director

Date 11 January 2020



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DIRECTOR OF Housing, Regeneration & Planning

Significant decisions - Delegated Action - For Reporting to Cabinet on 19th January 2021

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	06.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆
2.	06.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆
3.	06.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N8 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N8 ◆
4.	16.11.2020	Award of Contract under Contract Standing Order (CSO) 9.07.1c, for Down Lane Park Improvement Project Design Team	Award of contract for Down Lane Park Improvement Project Design Team
5.	18.11.2020	The acquisition of property at Broad Water Farm Estate, N17 ◆	Acquisition of Property at Broad Water Farm Estate, N17 ◆
6.	25.11.2020	The acquisition of affordable housing at Hornsey Town Hall	Agrees the Heads of Terms and final contract for the acquisition of affordable housing at Hornsey Town Hall
7.	27.11.2020	The acquisition of properties under the Council's acquisition programme for lease to the Haringey CBS, N22 ◆	Acquisition of Property as part of Council's acquisition programme at N22 ◆
8.	27.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆

DIRECTOR OF Housing, Regeneration & Planning

Significant decisions - Delegated Action - For Reporting to Cabinet on 19th January 2021

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
9.	27.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N22 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N22 ◆
10.	27.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N22 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N22 ◆
11.	27.11.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆
12.	07.12.2020	The acquisition of properties for lease to the Haringey CBS using section 106 affordable housing contributions, N15 ◆	Acquisition of Property for lease to the Haringey CBS using section 106 affordable housing contributions, at N15 ◆
13.	07.12.2020	The acquisition of properties for lease to the Haringey CBS using section 106 affordable housing contributions, N15 ◆	Acquisition of Property for lease to the Haringey CBS using section 106 affordable housing contributions, at N15 ◆
14.	07.12.2020	The acquisition of properties for lease to the Haringey CBS using section 106 affordable housing contributions, N17 ◆	Acquisition of Property for lease to the Haringey CBS using section 106 affordable housing contributions, at N17 ◆
15.	10.12.2020	Confirmation of Article 4 directions for the following Conservation Areas: Noel Park, Peabody Cottages and Tower Gardens	Confirmation of Article 4 directions for conservation areas

DIRECTOR OF Housing, Regeneration & Planning

Significant decisions - Delegated Action - For Reporting to Cabinet on 19th January 2021

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
16.	10.12.2020	Disposal of properties and removal of restrictive covenant to the title of properties, N22 ◆	Approval of Disposal and removal of restrictive covenant to title of properties at N22 ◆
17.	11.12.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N8 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N8 ◆
18.	11.12.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N15 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N15 ◆
19.	11.12.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N15 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N15 ◆
20.	21.12.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆
21.	21.12.2020	The acquisition of properties under the Council's Right to Buy acquisition programme for lease to the Haringey CBS, N17 ◆	Acquisition of Property as part of Council's Right to Buy acquisition programme at N17 ◆

DIRECTOR OF Housing, Regeneration & Planning

Significant decisions - Delegated Action - For Reporting to Cabinet on 19th January 2021

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action	
Type	Number

Director/Assistant Director Signature *David T Joyce*

Date.....11.10.2021.....

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of the Local Government Act 1972.

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