

NOTICE OF MEETING

CABINET

Tuesday, 18th January, 2022, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ

Members: Councillors Peray Ahmet (Chair), Mike Hakata, John Bevan, Zena Brabazon, Seema Chandwani, Lucia das Neves, Julie Davies, Isidoros Diakides, Erdal Dogan and Ruth Gordon

To watch the meeting click [Here](#)

Quorum: 4

1. FILMING AT MEETINGS

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

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

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

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under

Item 22 below. New items of exempt business will be dealt with at Item 30 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 23: 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 - 38)

To confirm and sign the minutes of the meeting held on 7 December 2021 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE (PAGES 39 - 42)

For Cabinet to consider the report by the Overview and Scrutiny Committee on 'Matters arising from Overview and Scrutiny Committee - Independent Review of the Love Lane Estate Ballot'.

9. TO CONSIDER THE OVERVIEW AND SCRUTINY COMMITTEE REVIEW ON HIGH ROAD WEST & CABINET RESPONSE TO THE REVIEW AND RECOMMENDATIONS (PAGES 43 - 138)

High Road West Scrutiny Review to be introduced by the Chair of the Overview and Scrutiny Committee

Cabinet Response to the Scrutiny Recommendations to be introduced by the Leader of the Council.

10. DEMOLITION OF TANGMERE BLOCK ON BROADWATER FARM - AWARD OF CONTRACT (PAGES 139 - 150)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for House Building, Place-Making and Development.

Report to consider the award of contract to the preferred bidder for the demolition of the Tangmere housing block on the Broadwater Farm estate once vacant possession is achieved. This follows the Cabinet decision taken on 13 November 2018 to demolish the Tangmere and Northolt blocks.

11. BROADWATER FARM ESTATE REGENERATION FUNDING AGREEMENT (PAGES 151 - 168)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for House Building, Place-Making and Development.

To approve entering into an agreement with the Department for Levelling Up, Housing, and Communities to receive grant funding of £1,000,000 from the Estate Regeneration Fund to support the delivery of the Broadwater Farm Estate Improvement Programme.

12. CIVIC CENTRE PROJECT - AWARD OF ENABLING WORKS CONTRACT AND PROJECT UPDATE (PAGES 169 - 212)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Finance and Transformation.

The award of a construction contract for the delivery of the Civic Centre project enabling works, which includes the removal of asbestos, redundant building services, and soft strip out of the building. The report will also provide a general update on the project, the milestone programme, budget, and the project delivery plan.

13. WOOD GREEN YOUTH HUB - FIT OUT - AWARD OF CONSTRUCTION CONTRACT (PAGES 213 - 220)

Report of the Director of Children's Services. To be introduced by the Cabinet Member for Early Years, Children and Families.

The award of a construction contract to the preferred bidder for the Wood Green Youth Hub main fit out works. This report will inform Cabinet of the procurement process completed to appoint a contractor. The report will also update Cabinet on progress to date, the design development and co-design programme, the programme milestones and the project budget.

14. DELIVERING A WOOD GREEN ENTERPRISE HUB (PAGES 221 - 228)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for House Building, Place-Making and Development.

The report seeks approval to undertake a procurement process to deliver and operate a Wood Green Enterprise Hub at 40 Cumberland Road, London, N22 7SG.

15. WELBOURNE HEALTH CENTRE - APPROVAL TO SIGN SIDE AGREEMENTS WITH THE HARINGEY CLINICAL COMMISSIONING GROUP AND HEALTHLINK (PAGES 229 - 250)

Report of the Director of Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Health, Social Care, and Wellbeing.

Cabinet is requested to approve the signing of legal agreements with the Clinical Commissioning Group (CCG) and Healthlink in connection with the delivery of the health centre at the Welbourne Development.

16. FINANCIAL ARRANGEMENTS FOR THE NEXT STAGE OF THE COUNCIL'S HOUSING DELIVERY PROGRAMME (PAGES 251 - 276)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for House Building, Place-Making and Development.

This report makes recommendations towards the next stage of the housing delivery programme, including accepting the Greater London Authority (GLA) grant from the 2021-26 Affordable Housing Programme and delegating

additional authority to vary construction contracts. Cabinet is also asked to remove five sites from the programme.

17. VARIATION AND EXTENSION OF HOUSING RELATED SUPPORT CONTRACT - DOMESTIC ABUSE SERVICE - FLOATING SUPPORT AND REFUGE PROVISION (PAGES 277 - 284)

Report of the Director of Adults and Health. To be introduced by the Cabinet Member for Health, Social Care and Wellbeing.

To vary and extend the Housing Related Support contract for Domestic Abuse as follows:

- Floating Support - from 31 March 2022 to 31 January 2023.
- Refuge Provision - from 31 March 2022 to 31 January 2024

18. WATER, WASTE WATER, AND ANCILLARY SERVICES CONTRACT (PAGES 285 - 290)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for Employment, Skills and Corporate Services.

This report will seek a decision on the award of a new contract for the Council's non-domestic water, waste water, and ancillary services that would commence in May 2022.

19. BRUCE GROVE PUBLIC CONVENIENCE - CONSTRUCTION WORKS VARIATION (PAGES 291 - 298)

Report of the Director for Housing, Regeneration and Planning. To be introduced by the Cabinet Member for House Building, Place-Making and Development.

The award of contract to Lilstone was granted by Cabinet Member signing on the 1st of April 2021. A discrepancy with the boundary line position required an adjustment to the design which delayed the commencement of works. This variation is to primarily accommodate a change in market conditions for materials and labour as a result of the Covid Pandemic.

20. MINUTES OF OTHER BODIES (PAGES 299 - 318)

To note the minutes of the following:

Cabinet Member Signing

7 December 2021

7 December 2021

10 December 2021

17 December 2021

23 December 2021

21. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 319 - 324)

To note the delegated and significant actions taken by Directors in December.

22. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

23. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services and Scrutiny Manager

Items 24-30 allow for consideration of exempt information in relation to items 6, 10, 12, 13, 16 and 19.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 24-30 contain exempt information as defined under paragraphs 3 and 5, Part 1, Schedule 12A of the Local Government Act 1972:

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

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

24. EXEMPT - DEMOLITION OF TANGMERE BLOCK ON BROADWATER FARM - AWARD OF CONTRACT (PAGES 325 - 328)

As per item 10.

25. EXEMPT - CIVIC CENTRE PROJECT - AWARD OF ENABLING WORKS CONTRACT AND PROJECT UPDATE (PAGES 329 - 332)

As per item 12.

26. EXEMPT - WOOD GREEN YOUTH HUB - FIT OUT - AWARD OF CONSTRUCTION CONTRACT (PAGES 333 - 334)

As per item 13.

27. EXEMPT - FINANCIAL ARRANGEMENTS FOR THE NEXT STAGE OF THE COUNCIL'S HOUSING DELIVERY PROGRAMME (PAGES 335 - 338)

As per item 16.

28. EXEMPT - BRUCE GROVE PUBLIC CONVENIENCE - CONSTRUCTION WORKS VARIATION (PAGES 339 - 342)

As per item 19.

29. EXEMPT - MINUTES (PAGES 343 - 346)

To approve the exempt minutes of the Cabinet meeting held on 7 December 2021.

30. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 3 above.

Ayshe Simsek
Democratic Services and Scrutiny Manager
Tel –0208 489 2929
Fax – 020 8881 5218
Email: felicity.foley@haringey.gov.uk

Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 10 January 2022

This page is intentionally left blank

MINUTES OF MEETING CABINET HELD ON TUESDAY 7 DECEMBER 2021, 6.30-8.55PM

PRESENT:

Councillors: Peray Ahmet (Chair), Mike Hakata, John Bevan, Zena Brabazon, Seema Chandwani, Lucia das Neves, Julie Davies, Isidoros Diakides, Erdal Dogan and Ruth Gordon

Also attending: Zina Etheridge (Chief Executive), Fiona Alderman (Head of Legal & Governance, Monitoring Officer), Jon Warlow (Director of Finance), David Joyce (Director for Housing, Regeneration & Planning), Rob Krzyszowski (Assistant Director for Planning, Building Standards & Sustainability), Peter O'Brien (Assistant Director for Regeneration & Economic Development), Thomas Skeen (Assistant Director of Finance), Mark Baigent (Programme Manager), Joe Baker (Head of Carbon Management) and Felicity Foley (Committees Manager)

666. FILMING AT MEETINGS

The Chair referred to the information as set out in the agenda and advised that the meeting was being filmed.

667. APOLOGIES

None.

668. URGENT BUSINESS

There were no items of urgent business.

There was late business to be considered in relation to items 9 & 10. An addendum was been published and circulated to the Cabinet, and made available on the Council's website.

At item 9, legal comments were omitted in error from the published report and there is a statutory requirement for the Cabinet to consider these comments when taking a decision.

At item 10, there was additional information that the Cabinet Member will refer to in their introduction to the report.

669. DECLARATIONS OF INTEREST

Councillor das Neves declared an interest in respect of item 11 – Bounds Green Low Traffic Neighbourhood, as she lived on a directly affected road.

Councillors Chandwani and Davies declared an interest in respect of item 12 – St Ann's Low Traffic Neighbourhood, as they lived on a directly affected road.

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

None received.

671. MINUTES

RESOLVED that the minutes of the Cabinet meeting held on 9 November 2021 be approved as a correct record.

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

None received.

673. DEPUTATIONS/PETITIONS/QUESTIONS

Jacob Secker addressed the Cabinet on behalf of the Broadwater Farm Residents Association. He requested that Cabinet reject the proposals for Broadwater Farm as they would lead to a large increase in rent for new homes which would negatively affect current and potential tenants. The proposals were likely to disproportionately affect people from BAME backgrounds. The report adopted a dismissive attitude to those who would not be able to afford the new, more expensive homes and instead argued that they would not have to move into the new homes if they could not afford the rent. Mr Secker stated that this would expose the Council to challenge under the equality act, as no one should be prevented from renting council housing due to low income.

Mr Secker referred to the EQIA, which set out that the rent for the new homes could be up to 50% of market rent – which for a 3 bedroom property would be beyond the social rent cap. Page 179 of the report set out clearly that people from BAME backgrounds could be disproportionately affected by the rent increase, and the mitigations set out were considered by Mr Secker to be absurd. He added that the proposals for the estate were discriminatory and asked the Council to reconsider the plans, set rents equal to current rents, and, given the inequality of proposals, appoint an independent lawyer with a strong background in equalities and civil rights to oversee the whole process, including the letting of the new homes.

In response to the deputation, Councillor Bevan stated that some of the cost to regenerate would need to be recovered by increased rents. He asked Mr Secker whether he had an alternative suggestion on how to recover the costs without

increasing the rents. Mr Secker responded that it was not known whether the people in the most housing need would be able to access the new properties due to the higher rents, and that residents were told in 2018 that funds would be available to build all of the new homes.

The Cabinet Member for House Building, Place-Making and Development responded to the deputation. The proposal was to build 300 homes at 100% Council rents. The estate currently had 10% family homes, which would increase to 30%. The EQIA report stated that overall there would be a positive impact on the BAME community. £100million would be provided by the Housing Revenue Account, and an additional £70million would be invested into refurbishing the remainder of the estate. Every borough in London used the formula set by the Government to calculate rents. The Cabinet Member appealed to the residents association to work with the Council to put the proposals in place and improve Broadwater Farm

674. BROADWATER FARM ESTATE, DESIGNS FOR NEW HOMES AND IMPROVEMENTS, LANDLORD OFFER, BALLOT AND BALLOT PROGRAMME, RELOCATION OF EXISTING FACILITIES

The Cabinet Member for House Building, Place-Making and Development introduced the report which provided an update on the partnership work between the Council and the Broadwater Farm Estate community to develop placemaking design proposals. The report also sought approval of the key principles of the preferred design and ground floor strategy alongside the key commitments to residents which would form part of a Landlord Offer, and approval to proceed to a resident ballot on the Broadwater Farm Estate.

The Cabinet Member responded to questions from Councillor Cawley-Harrison:

- Residents would be provided with indicative rents before the ballot, however this would be with the caveat that rents would be set according to the formula at the time of letting the properties.
- There was a 'no' vote, a new scheme would have to be started from scratch. Tangmere and Northolt blocks were due to be demolished for health and safety reasons, and would leave a large space in the estate.
- There were 28 leasehold properties, with resident leaseholders entitled to the right to return. Not all were resident leaseholders however, so the maximum number of leaseholders who could return would be 28 but this number may be lower.

RESOLVED that Cabinet

1. Note and consider the feedback from consultations with residents and the wider community, including those required under Section 105, on the design of the new homes and associated improvements on Broadwater Farm, as described in paragraphs 6.8 to 6.26 and set out in Appendix A.
2. Approve the following:

- a) The key principles of the Urban Design Framework (UDF) as described in paragraphs 6.27 to 6.35 and the summary draft UDF document in Appendix B
 - b) The key principles of the preferred design for new homes, as described in paragraph 6.37 and the summary document in Appendix C, that will be voted on by residents in the ballot referred to in recommendation 3.2 (e)
 - c) The commitments of the Broadwater Farm Landlord Offer as set out in paragraph 6.70.
 - d) The principles of the proposed Rent Strategy for the new homes on the estate, as set out in paragraphs 6.77 to 6.85.
 - e) A ballot be undertaken of eligible current and former Broadwater Farm residents based on the approved design and the Broadwater Farm Landlord Offer, described in paragraphs 6.72 to 6.76.
 - f) The inclusion of the Enterprise Centre, Broadwater Farm Medical Centre and the former Moselle School as development sites within the design proposals, as described in paragraphs 6.41 to 6.64.
3. Delegate authority to the Director of Housing, Regeneration and Planning, after consultation with the Cabinet Member for Housebuilding, Placemaking and Development, to:
- a) Approve the final ballot materials, including the final Landlord Offer document and the final ballot programme.
 - b) Approve the final detailed design and subsequent submission of a full planning application, based on the design principles referred to in recommendation 2(b) and subject to the outcome of the ballot referred to in recommendation 2(e).

Reasons for decision

The demolition of Tangmere and Northolt blocks was, following consultation, agreed by Cabinet in November 2018. This was deemed to be the only viable option following the discovery of serious structural defects in those blocks. A commitment to replace the council rented homes lost on the estate with new council homes was made to those residents affected at the time.

Since then, the Council has been working closely with residents and the wider community to develop designs for and deliver the most comprehensive and wide-reaching Estate Improvements programme within the estate's history. This is a unique opportunity to transform the quality of life on the estate and deliver new homes, new streets, new public realm, and new social infrastructure as part of an ambitious long-term vision for the estate. The improvements will deliver on the community's priorities and aspirations that have been identified through extensive engagement efforts.

This report sets out the commitments that will be made to residents in the Landlord Offer and how the proposed designs will deliver on these commitments. The report will authorise a ballot of Broadwater Farm residents, in accordance with GLA funding requirements, ensuring that they have the final say on whether the proposals deliver on their priorities and commitments made to them. If this is successful, then the report will authorise officers to progress with a detailed planning application and enable the delivery of this once in a generation, transformational project.

Alternative Options Considered

Officers considered the following alternative options to those recommended in the report:

Option to not hold ballot and build new homes

The option to not hold a ballot was rejected. While an exemption to a ballot was obtained from the GLA for the replacement homes funding, a commitment was made by the Council to residents to allow them to have a say on the proposals. Since then, the inclusion of the Stapleford North block in the preferred design means a ballot is now a condition of the GLA grant funding for the new homes.

The new homes must be delivered to replace the social rented homes. This was a key commitment to residents during the initial consultations on demolition of the Tangmere and Northolt blocks. The buildings must be demolished for safety reasons and this has already been consulted upon with residents and approved by Cabinet. Not replacing the homes would result in a net loss in council homes in the borough and the Council and residents would be left with an empty site and the costs and issues associated with that.

The recommended option is to therefore proceed with the project to deliver new homes and ballot residents on the proposals.

Option not to adopt rent strategy

The rent strategy for residents opting to exercise the right to return is in line with commitments the council has made on regeneration schemes elsewhere, ensuring that where residents are moved and their homes demolished, they are able to return to the estate on similar terms to their previous tenancy. The rent strategy for all homes let to council tenants beyond those opting to exercise the right to return is in line with the Council's rent strategy on new lettings borough wide.

The recommended option is to therefore adopt the proposed rent strategy.

Option to not relocate the Enterprise Units and medical centre

The proposals for Broadwater Farm provide an excellent opportunity to relocate the current Enterprise Centre units and medical centre facilities in new, high-quality, easily accessible buildings and address the issues associated with the current buildings and environment, as described in more detail in paragraphs 6.49 to 6.56 below. It also offers the opportunity to provide more housing, improved public realm alongside higher quality infrastructure from which opportunities and services can be delivered for the community.

Retaining the buildings would mean these opportunities are lost, resulting in a poorer outcome in terms of opportunities and services for residents, urban design, and delivery of council housing.

Demolishing but not re-providing the facilities is not an option. The Enterprise Centre units are subject to a court order requiring the council to re-provide them. The medical

centre provides an essential service to residents and the Council is committed to maintaining this provision on the estate.

The recommended option is to therefore demolish and re-provide the Enterprise Centre units and medical centre as part of the new development. This will provide a better outcome for residents, users of the facilities and the Council.

675. BRUCE GROVE / WEST GREEN LOW TRAFFIC NEIGHBOURHOOD

The Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council introduced the report which sought approval of the principle to implement the Bruce Grove West Green Low Traffic Neighbourhood (Bruce Grove West Green LTN) experimental scheme and a range of complementary measures including new pedestrian crossings, cycle hangars and four trial School Streets. The LTN aimed to reduce or remove non-local motor traffic from residential areas of Bruce Grove and West Green, as well as reduce the number of short trips made by vehicles which could be walked or cycled. If approved, the proposed Bruce Grove West Green LTN would be implemented on a trial basis for a maximum of 18 months under an experimental traffic management order.

The Cabinet Member referred to the information provided in the late business addendum:

“As part of the work to prepare for the implementation of the Bruce Grove and West Green Low Traffic Neighbourhood, the Council will carry out further engagement with residents on Broadwater Farm and the surrounding streets, the Emergency Services, including the local police team and the Council’s Community Safety, Highways and Transport officers. This engagement will explore concerns including those which relate to the impact of the proposals on resident safety and crime and consideration will be given to making amendments in response.”

The Cabinet Member responded to questions from the Cabinet:

- The implementation of a scheme like this was an unprecedented move in many ways. A detailed and expansive engagement process had been carried out, which included a survey for disabled users, resulting in the inclusion of an exemption scheme. This showed a good example of where officers had worked hard to make sure the scheme was as inclusive as possible.
- All issues raised by residents and organisations would be taken seriously. Officers had carried out 11 months of engagement, and would look to improve engagement where possible based on lessons learned.

Cabinet Members spoke in support of the scheme and highlighted the importance ensuring the schemes were inclusive for all.

The Cabinet Member responded to questions from Councillor Cawley-Harrison:

- One key aim of the scheme was to reduce overall volume of traffic, which would improve journey times. There would be an exemption for special

dispensations and the team would work with Childrens and Adults services to identify where exemption / dispensations were required.

RESOLVED that Cabinet

1. Notes the responses received to the proposed Bruce Grove West Green Low Traffic Neighbourhood (LTN) as part of Engagement Stage 1 (Early Engagement), Engagement Stage 2 (Community Design Workshops) and Engagement Stage 3 (Public Consultation) as set out in Appendices E and K;
2. Approves the making of an experimental traffic management order to implement the Bruce Grove West Green LTN experimental scheme, as set out on the plan in Appendix L, subject to funding, and provided that any changes to the plan in Appendix L are reported back to the Leader, Cabinet or an individual Cabinet member for approval before being implemented;
3. Approves the making of an experimental traffic management order to implement the School Streets, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings to implement the traffic control measures show on the plan;
4. Approves the bike hangars, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings;
5. Approves the pedestrian crossings, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings;
6. In relation to the LTN only, approve the exemption of:
 - a. Blue Badge holders living within the LTN or on its immediate boundary;
 - b. Special Educational Needs and Disabilities (SEND) transport; and
 - c. Essential Haringey Council services catering for people with a disabilityto non-hard closure filters in the Bruce Grove West Green LTN experimental scheme, as per paragraph 6.80 of this report.
7. Delegates approval to the Director of Environment & Neighbourhoods to agree the engineering drawings for the experimental traffic management orders for the Bruce Grove West Green LTN and School Streets and the engineering drawings for the bike hangars and pedestrian crossings, set out in recommendations B to E, provided any changes to the Plan in Appendix L do not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision;

8. Authorises the Director of Environment & Neighbourhoods, in consultation with the Cabinet Member for Environment, Transport and the Climate Emergency, to modify or suspend the operation of the experimental traffic management orders for the Bruce Grove West Green LTN and/or School Streets if it appears to the Director essential in the interests of the expeditious, convenient and safe movement of traffic or for providing suitable and adequate on-street parking facilities, or for preserving or improving the amenities of the area through which any road affected by the order runs provided any decision to modify or suspend does not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision.

Reasons for decision

The proposed Bruce Grove West Green LTN has been developed over 10 months informed by a significant amount of engagement with local residents and other key stakeholders. In early 2021, the Council began early engagement with residents and businesses on the proposed Bruce Grove LTN. The most common issues raised by respondents were 'traffic speeding', 'traffic volume' and 'rat-running traffic.' The most common suggested improvements from respondents were 'reduce traffic volume', 'reduce traffic speeds' and 'increase traffic and speeding enforcement'. Having regard to strong feedback received that the proposed Bruce Grove LTN should be extended westwards to include the area between Belmont Road/Downhills Way, West Green Road and Westbury Avenue, the Council began to work up an expanded proposal for a Bruce Grove West Green LTN. A series of Bruce Grove West Green LTN design proposals were subsequently developed to help address the concerns raised. Engagement was carried out on these in May 2021 via online Community Design Workshops.

From 16 August 2021 to Friday 17 September 2021, a public consultation was held on the preferred design options. There was an overall positive response to the Council proposing to reduce motor vehicle traffic in the Bruce Grove West Green LTN but, when people were asked how they felt about the proposed changes in each of the two areas within the proposed Bruce Grove West Green LTN, there was an overall negative response. While some people opposed the principle of the proposed scheme, many supported the principles behind the Bruce Grove West Green LTN but had concerns about the Council's specific approach. In response to specific concerns raised, the Council has made a number of post-consultation changes to the proposed Bruce Grove West Green LTN as well as proposed a number of exemptions to the traffic restrictions. Other key concerns of those opposing the Bruce Grove West Green LTN are noted, particularly increased traffic on main roads, followed by concerns around increased car journey times and increased air pollution on main roads, including near schools. However, by taking a phased implementation of delivering the School Streets, pedestrian crossing facilities and bike hangars first and monitoring the impact of these, potential traffic displacement mitigation measures can

be better identified and deployed, in conjunction with any changes within the Bruce Grove West Green LTN. It is also the case that people without access to a car were underrepresented within respondents. Such people were found to be much more positive about the Bruce Grove West Green LTN than those who own or have access to a car.

Introducing the Bruce Grove West Green LTN is expected to result in the adjustment of motor vehicle travel behaviour of both those living within the LTN and those living outside. Some drivers will adjust routes and behaviour to avoid the Bruce Grove West Green LTN area, switch to walking, cycling or public transport or even reduce the number of journeys. The proposed Bruce Grove West Green LTN will contribute to reducing through-traffic in the area; it will also help encourage residents who currently make trips by motor vehicle to switch some local journeys to more sustainable travel modes. A substantial proportion of locally-generated motor vehicle trips (i.e. by Haringey residents) are short. TfL data indicates that over 60% of such trips (accounting for those that are essential/cannot be made by other means, e.g. due to a physical or other disability) could be made by cleaner, more sustainable modes. By making some local motor vehicle trips slightly less attractive (e.g. slightly longer due to restrictions in certain places) and walking/cycling much more attractive (by reducing dominance of vehicle traffic on these streets), a switch from the former to the latter will be encouraged.

Transport is the third largest source of emissions in the borough yet less than half of Haringey households have access to a car or van and this figure is falling. Census data from 2011 shows that household access across the area to cars or vans is low. 59% of households in Bruce Grove ward and 57% of households in West Green ward do not have access to a car or van. This means that that the majority of households in the area do not benefit from the large amount of space on the public highway which currently enables rat-running.

A range of assessments have been carried out to understand the potential impacts of the proposed Bruce Grove West Green LTN. The Equalities Impact Assessment (EqIA) showed that the measures are likely to advance equalities for many protected groups, albeit with a small disadvantage noted for those solely reliant on motor vehicles for transport. On balance, the scheme is considered to promote equality of opportunity among protected groups.

Under the Traffic Management Act 2004, Haringey Council has a 'network management duty' under section 16 in its capacity as local traffic authority. In simple terms the duty is to secure "the expeditious movement of traffic including pedestrians on the authority's road network".

A high-level transport assessment was prepared for the Bruce Grove West Green LTN which predicted a reduction in motorised vehicular traffic within the proposed Bruce

Grove West Green LTN and a range of a range of potential negative impacts on motorised vehicular traffic on certain parts of the boundary roads and at certain times (from a 0-50% increase to a 100%+ increase). However, it should be noted this is only a prediction and was based on the worst-case assumption that all motorised vehicular traffic reassigns to the nearest available route and assumed that the boundary roads are able to accommodate additional motorised vehicular traffic. There are varying levels of spare capacity in those boundary roads. Early reviews by Sustrans of 6 trial LTNs across London have shown a general reduction in traffic over time within the LTNs with a mixed picture for the boundary roads. It is only possible to accurately understand impacts of the proposals on the highway network once the scheme is in place. The scheme is proposed to be implemented on a trial basis supported by a comprehensive monitoring programme covering traffic flows and pedestrian flows, bus journey times, emergency response times, and air quality. It should be noted that 'traffic' includes motorised and non-motorised travel modes and it is considered that the Council would not be in breach of its network management duty in implementing the Bruce Grove West LTN, provided that it is phased appropriately including having regard to other LTNs proposed to be taken forward by the Council (Bounds Green and St Ann's) and considering possible mitigation measures to counter the extent of negative impact on its boundary roads.

The Department for Transport's statutory guidance on the Traffic Management Act 2004: network management to support recovery from COVID-19 (last updated 30 July 2021) sets out that, following the pandemic, local authorities are expected to continue to reallocate road space to people walking and cycling including through measures such as modal filters which can create low-traffic or traffic-free neighbourhoods.

Alternative Options Considered

The alternative options available to the Council are:

Option 1: Implement an alternate design for the Bruce Grove West Green LTN. The original design for the LTN excluded the area bounded by Belmont Road/Downhills Way, West Green Road and Westbury Avenue. Proceeding with the original option is rejected because it does not take account of strong community feedback at Engagement Stage 1 (early engagement) to include this area with the proposed Bruce Grove West Green LTN

Option 2: Implement the Bruce Grove West Green LTN in a geographically-phased way – i.e. segmenting the area into discrete parts. Although this would enable the funding currently available to be used to implement full LTN measures in one or more parts of the LTN (e.g. the West Green element, a western section of Bruce Grove – say, Belmont Road/Downhills Way to Mount Pleasant Road - and an eastern section of Bruce Grove – say, Mount Pleasant Road to Bruce Grove/High Road), the effect would merely be to temporarily displace rat-running through-traffic to slightly fewer

roads within the overall Bruce Grove West Green LTN and therefore exacerbate the problems currently experienced on those roads, particularly by their residents. However, the selection of which parts to proceed with and which ones should be deferred until sufficient funding was available would be arbitrary and, for the most part, would represent a slight variation of Option 1 in terms of timing and coverage. Furthermore, additional cost would be incurred in creating any such discrete parts, delaying the rate at which the full Bruce Grove West Green LTN could be created.

Option 3: Not to implement an LTN in Bruce Grove West Green i.e. 'Do Nothing'. This option is discounted as would not: reduce pollution; reduce motor traffic collisions; reduce carbon emissions; reclaim neighbourhood streets for pedestrians and communities; support active travel modes and therefore improved health outcomes; address inequalities with impacts felt disproportionately by those who do not own a car.

676. BOUNDS GREEN LOW TRAFFIC NEIGHBOURHOOD

Clerks note: Councillor das Neves left the meeting for the consideration of this item.

The Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council introduced the report which sought approval of the principle to implement the Bounds Green Low Traffic Neighbourhood (Bounds Green LTN) experimental scheme and a range of complementary measures including new pedestrian crossings, cycle hangars and four trial School Streets. The LTN aimed to reduce or remove non-local motor traffic from residential areas of Bounds Green, as well as reduce the number of short trips made by vehicles which could be walked or cycled. If approved, the proposed Bounds Green LTN would be implemented on a trial basis for a maximum of 18 months under an experimental traffic management order.

The Cabinet Member responded to questions from the Cabinet:

- If approved, the aim would be to implement the scheme as soon as possible in the new year.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- Signage for the schemes would be absolutely clear for drivers entering into the areas. It was common for fines to be high at the introduction of new schemes, but these petered out once drivers were used to the new measures.
- Officers would be monitoring traffic volumes carefully across the borough to improve the information on traffic across the borough. The report packs contained the high-level traffic assessment and would help to inform where mitigations may or may not be necessary.

Councillor Cawley-Harrison added that the Alexandra Ward Councillors strongly supported the proposals.

RESOLVED that Cabinet

1. Notes the responses received to the proposed Bounds Green Low Traffic Neighbourhood (LTN) as part of Engagement Stage 1 (Early Engagement), Engagement Stage 2 (Community Design Workshops) and Engagement Stage 3 (Public Consultation) as set out in Appendices E and K including the petition submitted by residents living within the proposed area C of the Bounds Green LTN (Appendix L);
2. Approves the making of an experimental traffic management order to implement the Bounds Green LTN experimental scheme, as set out on the plan in Appendix M, subject to compliance with relevant statutory requirements and detailed engineering drawings to implement the traffic control measures shown on the plan;
3. Approves the making of an experimental traffic management order to implement the School Streets, as set out on the plan in Appendix M, subject to compliance with relevant statutory requirements and detailed engineering drawings to implement the traffic control measures shown on the plan;
4. Approves the implementation of bike hangars, as set out on the plan in Appendix M, subject to compliance with relevant statutory requirements and detailed engineering drawings;
5. Approve the implementation of pedestrian crossings, as set out on the plan in Appendix M, subject to compliance with relevant statutory requirements and detailed engineering drawings;
6. In relation to the LTN only, approve the exemption of:
 - a. Blue Badge holders living within the LTN or on its immediate boundary;
 - b. Special Educational Needs and Disabilities (SEND) transport; and
 - c. Essential Haringey Council services catering for people with a disability to non-hard closure filters in the Bounds Green LTN experimental scheme as per paragraph 6.77 of this report.
7. Delegates approval to the Director of Environment & Neighbourhoods to agree the engineering drawings for the experimental traffic management orders for the Bounds Green LTN and School Streets and the engineering drawings for the bike hangars and pedestrian crossings, set out in recommendations B to E provided any changes to the Plan in Appendix M do not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision;

8. Authorises the Director of Environment & Neighbourhoods, in consultation with the Cabinet Member for Environment, Transport and the Climate Emergency, to modify or suspend the operation of the experimental traffic management orders for the Bounds Green LTN and/or School Streets if it appears to the Director essential in the interests of the expeditious, convenient and safe movement of traffic or for providing suitable and adequate on-street parking facilities, or for preserving or improving the amenities of the area through which any road affected by the order runs provided any decision to modify or suspend does not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision.

Reasons for decision

The proposed Bounds Green LTN has been developed over 10 months informed by a significant amount of engagement with local residents and other key stakeholders. In early 2021, the Council began early engagement with residents and businesses on the proposed Bounds Green LTN. The most common issue raised by respondents was 'Air Quality Concerns', followed by 'Traffic Congestion' and 'Traffic Volumes.' The most commonly suggested improvement from respondents was 'Reduce Traffic Volumes', followed by 'Measures to Improve Air Quality' and 'Reduce Traffic Speeds.' Having regard to this feedback, a series of Bounds Green LTN design proposals were developed to help address the concerns raised. Engagement was carried out on these in May 2021 via online Community Design Workshops. Based on feedback received at Engagement Stage 2 a preferred design option was developed including a greater element of camera enforced filters versus physical filters.

From 16 August 2021 to Friday 17 September 2021, a public consultation was held on the preferred design options. Although there was an overall negative response to the changes proposed, including an overall negative response from residents living within each of the three areas of the proposed Bounds Green LTN, these headlines conceal a variety of different viewpoints on the Bounds Green LTN. While some people were opposed to the Bounds Green LTN in its totality, many negative responses reflected concerns that, as currently designed, the proposed Bounds Green LTN would not produce the desired objectives of the Council. In relation to Areas B and C of the proposed Bounds Green LTN, a lot of objections related to residents' rejection of a full-time LTN and a preference for a time-based LTN. A time-based LTN is not supported by the Council as a consequential change in behaviour could simply be a shift in commuting travel times (i.e. to off-peak), it will not reduce existing levels of non-local through-traffic (i.e. off-peak rat-running) and it does not encourage the shift to walking, cycling and other sustainable modes of transport. Furthermore, there are spikes in traffic flows that occur outside of peak hours which, combined with the timed approach that applies to School Streets, would make general understanding of the hours of operation of any LTN extremely challenging. In response to specific concerns

raised, the Council has made a number of post-consultation changes to the proposed Bounds Green LTN as well as proposed a number of exemptions to the traffic restrictions. Other key concerns of those opposing the Bounds Green LTN are noted, particularly concerns around increased traffic on main roads, increasing air pollution and longer journey times. However, it is considered that these can be mitigated through monitoring and addressed through changes to the trial Bounds Green LTN if necessary. It is also the case that people without access to a car were significantly underrepresented within respondents. Such people were found to be much more positive about the Bounds Green LTN than those who own or have access to a car.

Introducing the Bounds Green LTN is expected to result in the adjustment of motor vehicle travel behaviour of both those living within the LTN and those living outside. Some drivers will adjust routes and behaviour to avoid the Bounds Green LTN area, switch to walking, cycling or public transport or even reduce the number of journeys. The proposed Bounds Green LTN scheme will contribute to reducing through-traffic in the area; it will also help encourage residents who currently make trips by motor vehicle to switch some local journeys to more sustainable travel modes. A substantial proportion of locally-generated motor vehicle trips (i.e. by Haringey residents) are short. TfL data indicates that over 60% of such trips (accounting for those that are essential/cannot be made by other means, e.g. due to a physical or other disability) could be made by cleaner, more sustainable modes. By making some local motor vehicle trips slightly less attractive (e.g. slightly longer due to restrictions in certain places) and walking/cycling much more attractive (by reducing dominance of vehicle traffic on these streets), a switch from the former to the latter will be encouraged.

Transport is third largest source of emissions in the borough yet less than half of Haringey households have access to a car or van and this figure is falling. Census data from 2011 shows that household access across the area to cars or vans is low. 52% of households in Bounds Green ward, 54% of households Woodside and 27% of households in Alexandra ward do not have access to a car or van. This means that a large proportion of households in the area do not benefit from the large amount of space on the public highway which currently enables rat-running traffic.

A range of assessments have been carried out to understand the potential impacts of the proposed Bounds Green LTN. The Equalities Impact Assessment (EqIA) showed that the measures are likely to advance equalities for many protected groups, albeit with a small disadvantage noted for those solely reliant on motor vehicles for transport. On balance, the scheme is considered to promote equality of opportunity among protected groups.

Under the Traffic Management Act 2004, Haringey Council has a 'network management duty' under section 16 in its capacity as local traffic authority. In simple terms, the duty is to secure "the expeditious movement of traffic including pedestrians on the authority's road network".

A high-level transport assessment was prepared for the Bounds Green LTN which predicted a reduction in motorised vehicular traffic within the proposed Bounds Green LTN area and slight to moderate potential increases in traffic on some boundary roads (0-25%). However, it should be noted this is only a prediction and was based on the worst-case assumption that all motorised vehicular traffic reassigns to the nearest available route and assuming the boundary roads are able to accommodate additional motorised vehicular traffic. Early reviews by Sustrans of 6 trial LTNs across London have shown a general reduction in traffic over time within the LTNs with a mixed picture for the boundary roads. It is only possible to accurately understand impacts of the proposals on the highway network once the scheme is in place. The scheme is proposed to be implemented on a trial basis, supported by a comprehensive monitoring programme covering traffic flows, bus journey times, emergency response times, and air quality. It should be noted that 'traffic' includes motorised and non-motorised travel modes and it is considered that the Council would not be in breach of its network management duty in implementing the Bounds Green LTN in its entirety.

The Department for Transport's statutory guidance on the Traffic Management Act 2004: network management to support recovery from COVID-19 (last updated 30 July 2021) sets out that, following the pandemic, local authorities are expected to continue to reallocate road space to people walking and cycling, including through measures such as modal filters which can create low-traffic or traffic-free neighbourhoods.

A key reason to implement areas A and B of the proposed Bounds Green LTN is to mitigate impacts of the Bowes Primary Area Quieter Neighbourhood LTN which has been implemented directly adjacent within the London Borough of Enfield. The Bounds Green LTN has been designed having regard to the Bowes Primary Area Quieter Neighbourhood LTN and is required to mitigate a range of impacts which are occurring within Haringey due to the adjacent LTN.

Alternative Options Considered

The alternative options available to the Council are:

Option 1: Implement an alternate design for the Bounds Green LTN. Two options were worked up for Community Design Workshops at Engagement Stage 2 but, following community feedback, a third option was worked up and consulted on at Engagement Stage 3. The initial options are discounted because they do not fully take account of community feedback that there should be a greater focus on camera filters as opposed to physical filters.

Option 2: A petition was submitted in respect of Area C of the Bounds Green LTN which advocates an alternative LTN comprising timed cameras closing the area to all through-traffic, including residents, at school times and other peak periods only and

only on weekdays. This option is rejected because the consequential change in behaviour could simply be a shift in commuting travel times (i.e. to off-peak), it will not reduce existing levels of non-local through-traffic (i.e. off-peak rat-running) and it does not encourage the shift to walking, cycling and other sustainable modes of transport. Furthermore, there are spikes in traffic flows that occur outside of peak hours which, combined with the timed approach that applies to School Streets, would make general understanding of the hours of operation of any LTN extremely challenging. These factors would inhibit the introduction of any time-based LTN.

Option 3: Implement the Bounds Green LTN in part i.e. do not implement one or more of the three areas within the proposed Bounds Green LTN. It is considered necessary to implement areas A and B of the Bounds Green LTN in order to mitigate impacts of the Bowes Primary Area Quieter Neighbourhood LTN which has been implemented directly adjacent within the London Borough of Enfield. It is also considered necessary to implement area C of the Bounds Green LTN as the roads within this area are being used rather than remaining on Durnsford Road and Bounds Green Road. All roads within area C are accessible from these main roads but this invariably will require passing through the Durnsford Road/Bounds Green Road traffic-signal controlled junction, lengthening journey time.

Option 4: Not to implement an LTN in Bounds Green i.e. 'Do Nothing'. This option would not mitigate impacts of the Bowes Primary Area Quieter Neighbourhood LTN which has been implemented adjacent to the proposed Bounds Green LTN within the London Borough of Enfield. The Bounds Green LTN has been designed having regard to the Bowes Primary Area Quieter Neighbourhood LTN and is required to mitigate a range of impacts within Haringey. The option to do nothing is discounted as it would not: address the impacts of the adjacent LTN with Enfield and it would not reduce pollution; reduce motor traffic collisions; reduce carbon emissions; reclaim neighbourhood streets for pedestrians and communities; support active travel modes and therefore improved health outcomes; address inequalities with impacts felt disproportionately by those who do not own a car.

677. ST ANN'S LOW TRAFFIC NEIGHBOURHOOD

Clerks note: Councillors Chandwani and Davies left the meeting for the consideration of this item.

The Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council introduced the report which sought approval of the principle to implement the St Ann's Low Traffic Neighbourhood (St Ann's LTN) experimental scheme and a range of complementary measures including new pedestrian crossings, cycle hangars and four trial School Streets. The LTN aimed to reduce or remove non-local motor traffic from residential areas of St Ann's, as well as reduce the number of short trips made by vehicles which could be walked or cycled. If

approved, the proposed Bounds Green LTN would be implemented on a trial basis for a maximum of 18 months under an experimental traffic management order.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- Engagement had been an issue with this scheme, with majority of people responding to the consultation were car owners and therefore felt that the scheme would negatively impact them. It was important that non-car owners were engaged with to gain additional views on the scheme.
- In terms of the impact on Green Lanes, there was a separate study which would look at how the movement of public transport and active travel could be facilitated. Paragraph 6.93 of the report provided further information.
- Once the trials had been implemented, there were delegated powers for officers to make changes to the scheme to improve the flow of traffic where there were issues in particular areas.

RESOLVED that Cabinet

1. Notes the responses received to the proposed St Ann's Low Traffic Neighbourhood (LTN) as part of Engagement Stage 1 (Early Engagement), Engagement Stage 2 (Community Design Workshops) and Engagement Stage 3 (Public Consultation) as set out in Appendices E and K;
2. Approves the making of the experimental traffic management order to implement the St Ann's LTN experimental scheme, as set out on the plan in Appendix L, subject to funding, and provided that any changes to the plan in Appendix L are reported back to the Leader, Cabinet or an individual Cabinet member for approval before being implemented;
3. Approves the making of an experimental traffic management order to implement the School Streets, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings to implement the traffic control measures show on the plan;
4. Approves the bike hangars, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings;
5. Approves the pedestrian crossings, as set out on the plan in Appendix L, subject to compliance with relevant statutory requirements and detailed engineering drawings;
6. In relation to the LTN only, approve the exemption of:
 - a. Blue Badge holders living within the LTN or on its immediate boundary;
 - b. Special Educational Needs and Disabilities (SEND) transport; and

- c. Essential Haringey Council services catering for people with a disability to non-hard closure filters in the St Ann's LTN experimental scheme as per paragraph 6.71 of this report.
7. Delegates approval to the Director of Environment & Neighbourhoods to agree the engineering drawings for the experimental traffic management orders for the St Ann's LTN and School Streets and the engineering drawings for the bike hangars and pedestrian crossings, set out recommendations B to E provided any changes to the Plan in Appendix L do not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision;
8. Authorises the Director of Environment & Neighbourhoods, in consultation with the Cabinet Member for Environment, Transport and the Climate Emergency, to modify or suspend the operation of the experimental traffic management orders for the St Ann's LTN and/or School Streets if it appears to the Director essential in the interests of the expeditious, convenient and safe movement of traffic or for providing suitable and adequate on-street parking facilities, or for preserving or improving the amenities of the area through which any road affected by the order runs provided any decision to modify or suspend does not need to be reported back to the Leader, Cabinet or an individual Cabinet member as a key decision.

Reasons for decision

The proposed St Ann's LTN has been developed over 10 months informed by a significant amount of engagement with local residents and other key stakeholders. In early 2021, the Council began early engagement with residents and businesses on the proposed LTN. The most common issues raised by respondents were 'traffic speeding', 'poor cycling environment', 'traffic volumes' and 'rat running traffic'. The most common suggested improvements were 'reduce traffic volumes', 'reduce traffic speeds', 'more cycle infrastructure' and 'increase traffic and speeding enforcement'. Following this, a series of St Ann's LTN design proposals were developed to help address the concerns raised. Engagement was carried out on these in May 2021 via online Community Design Workshops.

From 16 August 2021 to Friday 17 September 2021, a public consultation was held on two potential design options (Option A and Option B). Based on the quantitative and qualitative data received as part of the consultation, there was strong support among participants for the introduction of a St Ann's LTN. A clear preference was expressed for Option A which removes all through-traffic from the area. Those who were in support of Option A wanted to see measures introduced that reduce through-traffic in the area to create a quieter and safer environment within the St Ann's LTN, with improvements to air quality and improvements in cycling safety.

It is noted, however, that support for Option A was not universal with some participants expressing strong objections to the introduction of any measures to cut through traffic in the area. In response to specific concerns raised, the Council has made a number of post-consultation changes to the proposed St Ann's LTN as well as proposed a number of exemptions to the traffic restrictions. Other concerns of those opposing the St Ann's LTN (Option A) are noted, particularly displacement of some motorised vehicular traffic to boundary roads, some lengthened journey times and potential increased air pollution on boundary roads. However, by taking a phased implementation of delivering the School Streets, pedestrian crossing facilities and bike hangars first and monitoring the impact of these, potential traffic displacement mitigation measures can be better identified and deployed, in conjunction with any changes within the St Ann's LTN, if necessary.

Introducing the St Ann's LTN is expected to result in the adjustment of motor vehicle travel behaviour of both those living within the LTN and those living outside. Some drivers will adjust routes and behaviour to avoid the St Ann's LTN area, switch to walking, cycling or public transport or even reduce the number of journeys. The proposed St Ann's LTN will contribute to reducing through-traffic in the area; it will also help encourage residents who currently make trips by motor vehicle to switch some local journeys to more sustainable travel modes. A substantial proportion of locally-generated motor vehicle trips (i.e. by Haringey residents) are short. TfL data indicates that over 60% of such trips (accounting for those that are essential/cannot be made by other means, e.g. due to a physical or other disability) could be made by cleaner, more sustainable modes. By making some local motor vehicle trips slightly less attractive (e.g. slightly longer due to restrictions in certain places) and walking/cycling much more attractive (by reducing dominance of vehicle traffic on these streets), a switch from the former to the latter will be encouraged.

Transport is the third largest source of emissions in the borough yet less than half of Haringey households have access to a car or van and this figure is falling. Census data from 2011 shows that household access across the area to cars or vans is low. 60% of households in St Ann's ward, 62% of households in Harringay ward and 65% of households in Tottenham Green ward do not have access to a car or van. This means that the majority of households in the area do not benefit from the large amount of space on the public highway which currently enables rat-running traffic.

A range of assessments have been carried out to understand the potential impacts of the proposed St Ann's LTN. The Equalities Impact Assessment (EqIA) showed that the measures are likely to advance equalities for many protected groups, albeit with a small disadvantage noted for those solely reliant on motor vehicles for transport. On balance, the scheme is considered to promote equality of opportunity among protected groups.

Under the Traffic Management Act 2004, Haringey Council has a 'network management duty' under section 16 in its capacity as local traffic authority. In simple terms the duty is to secure "the expeditious movement of traffic including pedestrians on the authority's road network".

A high-level transport assessment was prepared for the St Ann's LTN which predicted a reduction in motorised vehicular traffic within the proposed St Ann's LTN area and a range of potential impacts on motorised vehicular traffic (from negative/neutral to 100%+ increase) on certain parts of the boundary roads and at certain times. However, it should be noted this is only a prediction and was based on the worst-case assumption that all motorised vehicular traffic reassigns to the nearest available route and assumed that the boundary roads are able to accommodate additional motorised vehicular traffic. There are varying levels of spare capacity in those boundary roads. Early reviews by Sustrans of 6 trial LTNs across London have shown a general reduction in traffic over time within the LTNs with a mixed picture for the boundary roads. It is only possible to accurately understand impacts of the proposals on the highway network once the scheme is in place. The scheme is proposed to be implemented on a trial basis, supported by a comprehensive monitoring programme covering traffic flows and pedestrian flows, bus journey times, and emergency response times, and air quality. It should be noted that 'traffic' includes motorised and non-motorised travel modes and it is considered that the Council would not be in breach of its network management duty in implementing the St Ann's LTN, provided that it is phased appropriately, including having regard to other LTNs being taken forward by the Council (Bounds Green and Bruce Grove/West Green) and considering possible mitigation measures to counter the extent of negative impact on its boundary roads.

The Department for Transport's statutory guidance on the Traffic Management Act 2004: network management to support recovery from COVID-19 (last updated 30 July 2021) sets out that, following the pandemic, local authorities are expected to continue to reallocate road space to people walking and cycling including through measures such as modal filters which can create low-traffic or traffic-free neighbourhoods.

Alternative Options Considered

The alternative options available to the Council are:

Option 1: Implement an alternate design for the St Ann's LTN. Engagement Stage 3 included public consultation on two LTN Options (Option A and Option B). Implementation of Option B is not recommended as it was not supported by respondents in the public consultation (compared with Option A which was strongly supported) and it also would not eliminate through traffic in the St Ann's area and consequently would not deliver the same benefits as Option A

Option 2: Implement the St Ann's LTN in a geographically-phased way – i.e. segmenting the area into discrete parts. Although this would enable the funding currently available to be used to implement full LTN measures in one or more parts of St Ann's (e.g. from Green Lanes to Black Boy Lane, from Black Boy Lane to Avenue Road and from Avenue Road to Seven Sisters Road), the effect would merely be to temporarily displace north-south through-traffic to slightly fewer roads within the overall St Ann's LTN and therefore exacerbate the problems currently experienced on those roads, particularly by their residents. However, the selection of which parts to proceed with and which ones should be deferred until sufficient funding was available would be arbitrary and, for the most part, would represent a slight variation of Option B. Furthermore, additional cost would be incurred in creating any such discrete parts, delaying the rate at which the full St Ann's LTN could be created.

Option 3: Not to implement an LTN in St Ann's i.e. 'Do Nothing'. This option is discounted as it would not: reduce pollution; reduce motor traffic collisions; reduce carbon emissions; reclaim neighbourhood streets for pedestrians and communities; support active travel modes and therefore improved health outcomes; address inequalities with impacts felt disproportionately by those who do not own a car.

678. DECISION ON THE COUNCIL'S PROPOSAL TO BRING HOMES FOR HARINGEY IN-HOUSE

The Cabinet Member for Employment, Skills and Corporate Services introduced the report which set out the proposal to insource Homes For Haringey, provided the results of an 8-week resident consultation process, and sought approval to delegate detailed implementation to Council officers.

The Cabinet Member responded to questions from the Cabinet:

- There was a cross-party working group which had met twice, with engagement from both parties. A meeting had also been held with a residents group to seek residents opinions on how the insourcing would take place and how future tenant and leaseholder involvement would look post-insourcing.
- If approved, there would be a systematic project plan with informal and formal legal processes in terms of contracts and staff transfer.

The Cabinet Member responded to questions from Councillor Cawley-Harrison:

- It was not possible to confirm whether the residents' scrutiny panel or housing board would continue in the current form as discussions were taking place on what the resident's voice would look like in the future. Different models were being reviewed to look at the best way to engage with residents.
- Bringing services together should enable better service delivery and ensure that delivery is streamlined. This would achieve savings however it was not yet quantified what those savings would be. There would be costs involved with the transfer and it was hoped over time that savings would be achieved to cover those costs and provide re-investment into services in the future.
- One of the reasons for the transfer was to strengthen the Council's ability to respond to the regulations coming forward from the Government 2020 White

Paper, and the Council will need to make sure that performance and value for money information was made available to the Regulator and residents.

RESOLVED that the Cabinet

1. Note and consider the results of the consultation with tenants and leaseholders on the proposal to insource services from Homes for Haringey (see Appendix A), as well as the submission from the Board of Homes for Haringey (see Appendix B).
2. Approve the insourcing of services from Homes for Haringey, based on the rationales set out in the report, with the detailed implementation process delegated to Council officers, including service of a notice to terminate the Management Agreement, finalising the organisational structure for incoming staff and services, staff consultation and transfer under TUPE regulations, transferring budgets and financial processes, and resolving legal issues such as contract novation, ongoing management of leases, support to the Haringey Community Benefit Society, etc. as set out in section 6.7 of the report.
3. Approve co-design and co-production of new resident engagement arrangements, including involvement in policy, operational oversight and scrutiny, with detailed proposals to be brought back for final approval during 2022, as set out in section 6.6 of the report.
4. Approve a virement of £565,000 for the year 2021/22 and note an additional sum of £550,000 required next year, 2022/23, to meet the one-off expenditure needed to complete the transfer processes, as set out in paragraph 6.7.2 of the report.

Reasons for decision

As set out in the 22nd July 2021 Cabinet report approving the resident consultation, the proposal to bring HfH back in-house is rooted in four key rationales:

- Robust governance – accountability to the regulators and residents.
- Value for money – efficiency and quality of services.
- Integrated services – housing as part of a wider customer service offer.
- Improvement – enhancing organisational transformation to deliver better outcomes.

The July report set out the rationales for insourcing to meet these objectives, as follows.

Robust Governance

The rationales for bringing HfH back in-house to ensure robust governance are based on the following:

- The Council is the legally liable landlord for its 20,000 tenants and leaseholders;

- As a Registered Provider, the Council is accountable directly to the Regulator of Social Housing and the regulation of local authority landlords is now being strengthened;
- The Council is the “accountable person” for building safety under the new post-Grenfell regulations now progressing through parliament;
- The Social Housing White Paper 2020 seeks a stronger local voice for residents in both building safety and housing management and maintenance services;
- Direct delivery in-house will streamline and strengthen governance and accountability structures to meet the changing regulatory climate.

Value for Money

The rationales for bringing HfH back in-house to deliver VFM are based on the following:

- Efficiency savings are anticipated by eliminating areas of duplication and bringing together Council and HfH back-office services;
- Corporate services supporting the HfH Board and subgroups will no longer be needed;
- Client-side monitoring resources in the Council can be repurposed;
- Some HfH functions will be integrated with Council functions to deliver added value;
- Any efficiency savings to the HRA can be reinvested in resident services or add value by funding capital investment in estate improvements and new homes.

Integrated Services

The rationales for bringing HfH back in-house to integrate services are based on the following:

- An integrated management structure within the Council can facilitate a faster and more responsive decision-making process across the housing service, including the new build delivery programme;
- Service improvement resources will be strengthened and focused by bringing Council and HfH performance improvement teams together;
- Bringing Housing Demand services back in-house will enable closer alignment with the Council’s social care and housing-related support services as well as Connected Communities;
- Integrated services will be more responsive to external demands, such as the new regime for keeping residents safe in their homes, the charter for social housing residents (social housing white paper) and customer requirements, due to the direct strategic and operational control and direction of the services, with clear lines of accountability to elected Members;
- Service integration opportunities have been identified with Adults and Health; Environment and Neighbourhoods; Customers, Transformation and Resources; Housing, Regeneration and Planning.

Improvement

The rationales for bringing HfH back in-house to improve service delivery are based on the following:

- Closer alignment between the existing HfH transformation programme and the Council's transformation programme, in particular in terms of use of technology and office spaces.
- Strengthened resident voice including co-design and co-production will lead to increased customer satisfaction.

Having completed a comprehensive resident consultation process and undertaken detailed service review work, the proposal to bring HfH services back under direct Council control and responsibility is now further supported by:

- The majority of residents who expressed an opinion were in agreement with the Council's proposal – see summary below and full report in Appendix A.
- Recognition by the HfH Board of the scope for successful transfer resulting in thriving services – see below and full submission in Appendix B.
- Service integration opportunities have been identified and explored demonstrating scope to achieve efficiencies and improved outcomes for residents – see below.

Alternative options considered

There are a range of different possible approaches to organising and procuring housing management and maintenance services including: transfer ownership to a housing association; transfer management to a housing association; procure a private sector managing agent; bring services in-house; continue with management by HfH.

Transferring ownership would require a positive result in a residents ballot and a financial arrangement to support acquisition by a housing association. Given the current and future stock investment requirements and the constraints on rental income, it is highly unlikely a workable financial arrangement could be arrived at. This approach would be completely at odds with the Council's long term strategic commitment to build 3,000 new council homes in a decade. This option has not been explored in any detail.

Transferring management to a housing association would involve a major procurement process to put in place a long term contract, resulting in a transfer of staff. This approach would require retaining a "client-side" contract management resource in the Council, eliminating one of the key efficiencies achievable by insourcing the HfH services. It would also fail to increase the direct accountability of the Council, a core objective given the impending regulatory changes. This has not been explored in detail.

Procuring a private sector managing agent would also involve a major procurement process to put in place a long term contract, resulting in a transfer of staff. This approach would require retaining a "client-side" contract management resource in the Council, eliminating one of the key efficiencies achievable by insourcing the HfH services. It would also fail to increase the direct accountability of the Council, a core objective given the impending regulatory changes. This has not been explored in detail.

Continued management by HfH would be the status quo option. This would require retaining a “client-side” resource in the Council, eliminating one of the key efficiencies achievable by insourcing the HfH services. It would also fail to increase the direct accountability of the Council, a core objective given the impending regulatory changes. Whilst housing service improvement and integration with other Council services could continue to be pursued by HfH, officers are of the view that there are greater opportunities for improvement and closer integration by insourcing HfH staff and services into the Council.

679. 2021/22 FINANCE UPDATE QUARTER 2

The Cabinet Member for Finance and Transformation introduced the report which set out the position at Quarter 2 (Period 6) of the 2021/22 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 approved MTFs savings as well as the best estimates of the ongoing impact of the Covid-19 pandemic (C19) on the Council’s financial plans. The Cabinet Member highlighted that the overall general fund revenue position had worsened from the first quarter of the financial year, largely due to the ongoing impacts of Covid on our demand led services. Pandemic related pressures, had stabilised, and it was anticipated that the in-year impact of the pandemic would be offset by various government funding streams. The Council would continue to monitor and report on this throughout the year.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- Officers were working to establish the drivers behind the variances – over half of variances related to the direct consequences from Covid, and majority of those would be met in form of emergency grants from the government. The net gap forecasting caused directly by Covid was around £1million. It was worth noting that none of the primary factors around the variances were particular to Haringey. Officers were looking to identify any measures which might go towards responding to the funding gap.
- Court income – the ability to pursue liabilities owed to Authority through the legal system had been impaired by court closures. It was still difficult to get a case before the courts, and this reflected on the Council’s ability to recover arrears and court cost income.

RESOLVED that Cabinet

1. Note the forecast base budget revenue outturn for the General Fund of **£10.2m** and that Directors are seeking actions to bring the forecast down before the end of the year. (Section 6, Tables 1a and 1b, and Appendix 1).
2. Note that the **£12.87m** forecast Covid pressure on the GF is expected to be offset by Government funding (Section 6 and Table 1a).
3. Note the net Housing Revenue Account (HRA) forecast of £1.0m overspend (Section 6 and Appendices 1 and 2).

4. Note the net DSG forecast of £6.98m overspend. (Section 6 and Appendix 1).
5. Note the forecast budget savings position in 2021/22 which indicates that £5.8m (55%) may not be achieved. (Section 6 and Appendix 3). This is incorporated in the GF budget pressures addressed in recommendations 3.1 and 3.2 above.
6. Approve the proposed budget adjustments and virements to the capital programme as set out in Table 2 and Appendix 6.
7. Note the forecast expenditure of £287m in 2021/22 which equates to 62% of the revised capital budget (Section 8 and Appendix 4).
8. To approve the revenue budget virements and receipt of grants as set out in Appendix 6.
9. To note the debt write-offs approved by officers in Quarter 2 2021/22 (Appendix 7).
10. To note the C19 grants schedule (Appendix 8).

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 on-going financial implications placed on the Council by the Covid-19 crisis.

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.

680. FEES & CHARGES 2022-23

The Cabinet Member for Finance and Transformation introduced the report which set out the Fees & Charges (F&Cs) that are proposed to be applied to services from the start of 2022/23. The report also sought approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation, and Member's agreement where an alternative approach is being proposed.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- New River Leisure was included in the report this year due to the decision taken by Cabinet this year.
- There would be no charges to the public for the use of tennis courts in the coming years.
- This report only dealt with fees and charges increases for the forthcoming year.

Following consideration of exempt information,

RESOLVED that the Cabinet

1. Agree the proposed non-statutory fees and charges to be levied by the Council with effect from 1 April 2022, 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. Note the statutory fees and charges to be levied by the Council with effect from 1 April 2022.
3. Authorise Officers to proceed to statutory notification or consultation on implementation of proposed changes to parking charges
4. Note that the Council's draft 2022/23 Budget and Medium Term Financial Strategy (MTFS) 2022/23-2026/27 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 particular 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

681. 2022-23 BUDGET AND 2022-2027 MEDIUM TERM FINANCIAL STRATEGY REPORT

The Cabinet Member for Finance and Transformation introduced the report which set out details of the draft General Fund (GF) Budget for 2022/23 and Medium Term Financial Strategy (MTFS) 2022/27, including estimated income (funding) and expenditure adjustments and new and revised capital proposals at a Priority level. The report recommended that budget proposals be released for public consultation and Scrutiny consideration.

The Cabinet Member and Officers responded to questions from the Cabinet:

- The backdrop for this budget was different to previous years – the Government have made some three-year declarations in terms of fundings. The report does point out that there is a short-term improvement in the resourcing of the Authority from the Government. The major increase year on year on resources comes from Council Tax and not from government grants. The local government

financial settlement was due soon and the position may change to the information set out in the report.

- Temporary accommodation was one of the main challenges for the council. There had been lower than normal collection rates due to the difficulties in maintaining the direct relationship with the families concerned, which could affect ensuring that benefit claims and universal credit claims were in place. Officers were working on a piece of work to catch up with current and future years position.
- There was no further information available on how the national capital allocation would be distributed for Special Needs support.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- Whenever the Council took on loans, the cost of the loan was factored into the new accounts, along with any other income and outgoings.
- This budget was very different to those of recent years as no new savings were being put forward for consultation. However, there were some level of material savings to be put in place that had been agreed in previous budgets. The medium to longer term financial situation would require some new solutions, which would take time over the next year to be thought through and developed.

RESOLVED that Cabinet

1. Note the initial General Fund revenue and capital budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the final Local Government Finance Settlement is received in January 2022 and also to incorporate further budget changes as required;
2. Note the Draft General Fund 2022/23 Budget and MTFS (2022-27) detailed in this report and Appendix 1;
3. Note the Draft revenue and capital budget growth proposals summarised in Sections 7 and 8 and Appendices 2 and 5;
4. Note the Draft General Fund Capital Programme for 2022/23 to 2026/27 as set out in Appendix 4;
5. Note the Draft Housing Revenue Account (HRA) revenue and Capital Programme proposals and HRA Business Plan as set out in Section 9;
6. Note the 2022/23 Draft Dedicated Schools Budget (DSB) and update on the DSG reserve position set out in Section 10;
7. Note that the detailed proposals will be submitted to Overview and Scrutiny Committee / Panels in December 2021 and January 2022 for scrutiny and comments;
8. Agree to commence consultation with residents, businesses, partners, staff and other groups on the 2022/23 Budget and MTFS 2022-2027;

9. Note that an updated 2022/23 Budget and MTFS (2022-27) will be put to Cabinet on 22nd February 2022 to be recommended for approval to the Full Council meeting taking place on 1st March 2022;
10. Delegate the final decision on whether or not to participate in the proposed 8 borough business rates pool from 1 April 2022 to the Director of Finance in conjunction with the Lead Member for Finance.

Reasons for decision

The Council has a statutory requirement to set a balanced budget for 2022/23 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 2022/23 Budget and sustainable MTFS over the five-year period 2022/27, to be reviewed and ultimately adopted at the meeting of Full Council on 1st March 2022.

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, the estimated impact of wider environmental factors such as the Covid-19 pandemic 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.

682. DECENTRALISED ENERGY NETWORKS (DEN) OUTLINE BUSINESS CASE (OBC)

The Cabinet Member for Environment, Transport and the Climate Emergency and Deputy Leader of the Council introduced the report which sought approval of the Outline Business Cases for both the Tottenham Hale and Wood Green Decentralised Energy Network (DEN) projects and to accept and release Government funding to progress enabling works and develop the Full Business Case (FBC) which would be brought back to Cabinet in late 2022.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- The general principles of the DEN were set out at paragraph 6.39, and it was important to recognise that customers would get significant benefits from this supply, which was benchmarked against the higher carbon alternative. The expectation from all of the modelling and work carried out, which included

sensitivities in terms of fluctuations in prices, was that this option would still remain affordable.

- There were issues with the Southwark DEN, but there were also lots of positive learnings from other DENs. In developing the full business case, all analysis would be taken into account to design the full implementation in Haringey.

Following consideration of exempt information,

RESOLVED that Cabinet

1. Notes the progress to date of the Council's DEN to deliver a significant decarbonisation of the borough's developments as outlined in section 6 of this report

Recommendations related to Tottenham Hale DEN Project

2. Approves the Outline Business Case at Appendix 2 in respect of the Tottenham Hale DEN, including a link to Broadwater Farm, in order to progress the proposal to FBC
3. Subject to recommendation 2, approves the acceptance of Heat Network Investment Partnership (HNIP) funding (subject to approval of the Funding Agreements at 11 below):
 - a. £1.2m for commercialisation grant funding to develop the proposal to FBC;
 - b. £3.4m of construction grant funding; and
 - c. £12.65m of construction loan to be used to construct the DEN, subject first to approval of the FBC
4. Approves entry by the Council into an Adoption Agreement with Argent LLP for the installation of heat network infrastructure at sites in Tottenham Hale as further described in paragraphs 6.24 to 6.26 of the report and gives delegated authority to the Director of Housing, Regeneration and Planning to finalise the terms of the Adoption Agreement for it to be entered into

Recommendations related to Wood Green DEN Project

5. Subject to recommendation 2 (approval of the Tottenham Hale scheme) approves the Outline Business Case at Appendix 2 in respect of the Wood Green DEN and the extension of the link from Broadwater Farm, in order to progress the proposal to FBC
6. Subject to recommendation 5, approves the acceptance of HNIP funding (subject to approval of the Funding Agreements at 11 below):
 - a. £0.85m for commercialisation grant funding in order to develop the proposal to FBC;

- b. £7.18m of construction grant funding; and
- c. £2.56m construction loan to be used to construct the DEN, subject first to approval of the FBC

Recommendations related to both Tottenham Hale and Wood Green

- 7. Agrees that officers will develop and negotiate Heat Offtake Agreements with Energetik (purchasing heat) in accordance with the Council's Standing Orders. All agreements will be subject to the approval of the FBC by Cabinet
- 8. Agrees that officers will develop a proposal for the set-up and governance of an appropriate corporate vehicle (working title Haringey Energy Service Company, HESCO) to deliver the DENs as the heat supplier and manager of the network with a report setting out the proposed delivery structure being brought back to Cabinet for approval once complete
- 9. Note that officers will negotiate connection and supply agreements (selling heat) with developments in the borough following processes set out in planning agreements and legislative frameworks. All agreements will be subject to the approval of the FBC by Cabinet
- 10. Note that officers begin communication and consultation with local communities and developers on the delivery of this low carbon infrastructure
- 11. Subject to recommendations 3 and 6, approves the Funding Agreements at Appendix 3 as described in paragraphs 6.51 to 6.56 and Appendix 4 of the report and gives delegated authority to the Director of Housing, Regeneration and Planning, in consultation with the Monitoring Officer and Chief Finance Officer, to approve any amendments to the Funding Agreements as may be necessary, for reasons including but not limited to ensuring consistency and finalising any outstanding areas.

Exempt recommendations 1-2 are set out in the exempt part of this report.

Reasons for decision

Approving the Outline Business Case in respect of both Tottenham Hale and Wood Green allows the Council to move forward with commitments in the CCAP to deliver the DEN projects and reduce the borough's carbon footprint.

The DEN projects will deliver affordable and secure heat for residents to a good standard of service and provide substantial local air quality and economic/ community wealth building benefits.

There is a window of opportunity created by the scale of ongoing development and availability of central government funding for the Council to act to deliver a DEN in Haringey to ensure the benefits of the borough's DENs are maximised and best aligned with the Council's priorities.

The Tottenham Hale and Wood Green schemes are in the existing energy masterplan along with the North Tottenham DEN which Cabinet approved an OBC for in January 2017.

The next stage of work (the development of the Full Business Case) is 100% Government grant funded presenting a lower risk for the authority and a key incentive for the project. The grant is subject to either 0% clawback, 50% clawback or 100% clawback as set out in section 6.54 of the exempt report.

The recommendations work towards delivering on the Borough Plan commitments to:

- Lead on the delivery of an energy network where more sustainable energy is generated for use within the borough; and
- Explore setting up an alternative local or regional energy savings company(s) that would serve our community by helping to tackle fuel poverty

The recommendation to set up DENs fed from the Energy Recovery Facility (ERF) is based on analysis in the Economic Case of the OBCs showing that this is the most advantageous option. It is also in line with previous analysis in the Council's Decentralised Energy Masterplan and in the Upper Lea Valley Opportunity Area Planning Framework which complements the London Plan (see also Section 7. Energetik (Enfield Council's Energy Company) has an exclusive deal in place with the North London Waste Authority (NLWA) to buy heat from the ERF and so the proposed DENs will need to buy energy from Energetik.

The OBCs cover two separate projects for Tottenham Hale and Wood Green. These projects have many synergies which is why a combined OBC has been produced. However it should be noted that whilst the Tottenham Hale scheme could be delivered independently of Wood Green, the Wood Green project is dependent on approval of the Tottenham Hale scheme to progress.

Approving the OBCS is a key step in the project to proceeding with a FBC for both schemes in 2022.

Further detail is set out in paragraphs 4.10 - 4.11 of the exempt part of this report.

Alternative options considered

Do Nothing

This would neither deliver the maximum carbon, air quality and economic benefits to the local area nor meet commitments in the CCAP and Borough Plan. If the Council did not enter this market, due to the planning requirement to deliver communal heating, developers would procure private energy companies to manage their systems. These would most likely be based on gas. As this is currently an unregulated market, any provider could be chosen. As seen already in a few private developments in the borough, this may put residents at risk from a private monopoly where the

private company is focused on increasing profits rather than user's costs. Additional information on other sources of low carbon heat can be found in Appendix R.

Seek a smaller DEN Network

The option for creating a smaller DEN incorporating fewer sites in the Borough was considered and ruled out at this stage. DENs tend to become more viable with size and even the schemes proposed here require grant funding. Smaller schemes would need more grant funding to be viable and HNIP funding criteria specifically favour larger schemes. No viable smaller schemes could be found.

Additionally, the Council has declared a Climate Emergency and is seeking to accelerate decarbonisation to achieve a zero carbon borough by 2041. A smaller scheme would contribute less to this target and ignores the urgency of the need to decarbonise.

Seek a larger DEN Network

There are two ways to seek to deliver a larger DEN; either by seeking to add more customers in the proposed areas or extending the network to larger additional areas.

In terms of adding customers in the areas served by the scheme, a thorough review of potential customers has been conducted. While this identified many smaller existing buildings (including e.g. medium density homes with individual heating systems), the cost of connecting such customers makes it impossible to make an attractive offer at present.

In terms of adding additional areas to the network, the opportunity has been identified to extend the DEN southwards towards St Ann's and Hackney (including Woodberry Down). This opportunity is less time critical than the Tottenham Hale and Wood Green schemes and so can be considered separately in the future. Including it within either of the schemes proposed today would improve the viability but also increase the risk and financial requirement of the scheme. On balance it was considered preferable to seek to deliver the extension opportunity as a potential subsequent project.

Keeping the OBCs focussed to two key growth areas in Tottenham Hale and Wood Green allows significant development of the DEN without it becoming unmanageable. The Wood Green project is entirely dependent on the Tottenham Hale project progressing.

Alternative Sources of Heat

The Council considered several alternative heating systems for the DEN and the borough buildings. Installing individual Heat Pumps is both more expensive to install and more expensive to operate than gas boilers. Furthermore, mass roll out will require a major investment in the national electricity grid. At this time this was considered not a viable option.

Many of the solutions available to decarbonise our buildings are still under development and are not yet market ready. DENs bring opportunities at scale, for example, a DEN could tap into energy sources and ship it (a body of water or an

Energy Recovery Facility), via pipes buried in the ground to heat customers. If heat sources are large enough and cheap enough, and the energy demand is sufficiently dense, it can be a cost-effective solution. While the cost of connecting customers is similar for all heat sources, the cost of supplying them varies and so the network extent will differ depending on choice of heat source.

Alternatives to a Council owned energy company including potential for Private Sector led schemes

A full spectrum of options has been considered for delivery (i.e. acting as the owner/heat supplier) ranging from 100% delivery by a third party (e.g. private sector) organisation to 100% publicly owned and delivered in-house by the Council. These options are detailed in the Commercial Case of the OBCs. Involving a third party in these roles requires the Council to confirm the customer base that will connect (which it is not currently in a position to do) and there is not sufficient time in the programme to both confirm the customer base and select a suitable partner.

The Council does not have sufficient control over the customer base at this time and by the time it can exert such control, there will be insufficient time to find a partner.

Indeed, the programme for the DEN projects is such that, even if the Council had control over the customer base today, it would be extremely challenging to select a funding partner in time to initiate the project. If the project is not initiated to the timescales set out in the OBCs, a substantial portion of the opportunity will be lost to the point that the projects are no longer viable to link into the heat network. The OBCs do identify areas where there may be scope to involve third parties later in the development of the schemes.

Therefore, the Council will need to take on the roles of owner and heat supplier in the delivery of the project and the question comes down to whether this is in-house or via a Special Purpose Vehicle. This is discussed further in 6.46 to 6.50.

As a Council scheme funded via the Heat Networks Investment Project (HNIP), the Council is required to sign up to consumer protection scheme Heat Trust or equivalent. This will ensure the maintenance of customer service standards; providing access to an Ombudsman; and promoting best practice and continuous improvement.

Further detail is set out in paragraph 5.15 of the exempt part of this report.

683. DISABLED BLUE BADGE FRAUD ENFORCEMENT POLICY

The Cabinet Member for Customer Service, Welfare and the Public Realm introduced the report which sought approval for the adoption of the Blue Badge (Disabled Parking) Enforcement Policy.

RESOLVED that Cabinet

1. Adopts the Blue Badge (Disabled Parking) Enforcement Policy, attached as Appendix 1 to the report.

Reasons for decision

The Department for Transport (DfT) is responsible for the legislation that sets out the framework for the National Blue Badge (Disabled Parking) Scheme including, amongst other things, the eligibility criteria, maximum fee, design of the badge and the manner in which it should be displayed. The DfT also issues non-statutory guidance in order to share good practice.

Local authorities are responsible for managing local delivery of the scheme. This involves the day-to-day administration of policies and procedures, supporting the assessment process, local provisions, and enforcement of the scheme.

The benefits of undertaking enforcement action against the fraudulent use of Blue Badges are varied and far-reaching. They include:

- More space for those legitimately accessing the scheme: kerb space is limited, so parking spaces must be made available for those with severe disabilities to support them in accessing local facilities, maintaining independence and being active members of their communities.
- Better management of the kerbside: as people are discouraged from using prime locations as long-stay parking, this means a greater turnover of visitors to high streets.
- Improved traffic management and better air quality: for many, fraudulent use of the Blue Badge makes driving and parking a car affordable. By taking this advantage away, they may be forced to switch to public transport and active travel, reducing the number of vehicles on the road.

A formal policy will provide clarity for residents and officers regarding action the Council will take in dealing with abuse of the Blue Badge (Disabled Parking) Scheme.

Alternative options considered

Do nothing. The Council has undertaken ad-hoc enforcement of abuse of the Blue Badge (Disabled Parking) Scheme for several years. This informal arrangement has helped develop knowledge and understanding of the practicalities of enforcing relevant legislation. It has also helped build relationships with key partners and shape the proposed policy. A failure to adopt a formal policy will leave residents uninformed of the actions the Council will take to prevent and deal with abuse of the Scheme. It would also likely result in no prosecutions and no strong deterrent(s) to continued misuse.

684. THE ACQUISITION OF THE LEASEHOLD INTEREST AT 78 - 92 STAMFORD ROAD

The Cabinet Member for House Building, Place-Making and Development introduced the report which sought approval for the acquisition of the leasehold interest in the site at 78-92 Stamford Road. The site sat within the creative enterprise zone and could be an opportunity to form part of the strategy to improve the workspace in that particular area.

The Cabinet Member and Officers responded to questions from Councillor Cawley-Harrison:

- It expected that the acquisition would be cost-neutral to the Council. A feasibility study had been undertaken and the recommendation was in part informed by that study.

Following the consideration of exempt information,

RESOLVED that Cabinet agree

1. To the acquisition of the leasehold interest in the site at 78 – 92 Stamford Road for General Fund purposes (as per the red line plan in Appendix A) from G. Colletta and Sons for the amount as set out in Part B of this report and as set out in the heads of terms in Appendix A of Part B.
2. To the total transaction costs of acquisition as shown in 6.8 of Part B.
3. That delegated authority is granted to agree final terms and final documentation to the Director of Housing, Regeneration and Planning after consultation with the Cabinet Member for Finance and Transformation and the Cabinet Member for House Building, Place-Making and Development.
4. To the site objectives for the proposed workspace development of a placemaking approach, delivering a good economy with climate change and sustainability at its heart, as described in in 6.6.
5. That £2m SIP funding and £50,000 Future High Streets funding is allocated to this project as described in 6.14 and 6.16
6. To the next steps as described in 6.20-6.22 including the development of a detailed business case and financial appraisals to be brought back to Cabinet for approval

Reasons for decision

78-92 Stamford Road falls within the STEA and has not been operating for some time, is now derelict and has attracted squatters and antisocial behaviour.

The site, equidistant from Tottenham Hale and Seven Sisters tube station, is within the South Tottenham Designated Employment Area (DEA 14). Stamford Road forms part of Site Allocation TH13 ‘Constable Crescent’ in the Tottenham Area Action Plan (AAP). Policy AAP4 of the AAP outlines that the Council will “facilitate the regeneration and renewal of selected DEAs through a reconfiguration of the local employment offer in order to intensify land uses and maximise the amount of business floor space”.

The acquisition of the leasehold interest will provide an opportunity to upgrade this dilapidated site, which has become a visual blight within the local neighbourhood, and enable the council to deliver a new, long term employment use that will benefit local people and businesses.

Alternative options considered

The alternative option would be not to acquire the leasehold interest in the site.

By not acquiring the leasehold interest, this would mean the opportunity for the Council to deliver a new high-quality workspace-only scheme would be lost. Not acquiring the leasehold interest could mean that the leaseholder may sell their interest on the open market, the outcome of which is difficult to predict with any great certainty

The proposed option allows for the site to be redeveloped as an employment space as set out in this report.

685. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member Signing:

9 November 2021

11 November 2021

15 November 2021

Urgent Decisions:

17 November 2021

686. NEW ITEMS OF URGENT BUSINESS

None

687. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the consideration of agenda items 23-27 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 3 – information relating to the financial or business affairs of any particular person (including the authority holding that information; Paragraph 5 – information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

688. EXEMPT - FEES & CHARGES 2022-23

The Cabinet noted the exempt information and resolutions were agreed as per minutes 680.

689. EXEMPT - DECENTRALISED ENERGY NETWORKS (DEN) OUTLINE BUSINESS CASE (OBC)

The Cabinet noted the exempt information and resolutions were agreed as per minutes 682.

690. EXEMPT - THE ACQUISITION OF THE LEASEHOLD INTEREST AT 78 - 92 STAMFORD ROAD

The Cabinet noted the exempt information and resolutions were agreed as per minutes 684.

691. EXEMPT - MINUTES

RESOLVED that the exempt minutes of the Cabinet meeting held on 9 November 2021 be approved as a correct record.

692. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Peray Ahmet

Signed by Chair

Date

Report for: Cabinet – 18 January 2022

Title: Matters arising from Overview and Scrutiny Committee - Independent Review of the Love Lane Estate Ballot

Report Authorised by: Councillor Khaled Moyeed, Chair of Overview and Scrutiny Committee

Lead Officer: Ayshe Simsek, Head of Democratic Services, ayshe.simsek@haringey.gov.uk, 020 848 2929

Ward(s) affected: N/A

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

1. Describe the issue under consideration

1.1 This report is put forward in accordance with Part 4 Section G Overview and Scrutiny Procedure rules - 12.1 and sets out a recommendation from the Overview and Scrutiny Committee's consideration of a deputation on the Love Lane Estate Ballot and is arising from the discussion and agreement of the Scrutiny Review of High Road West. These were both considered at the meeting of the 29th of November 2021.

2. Introduction

2.1 The Overview and Scrutiny Committee completed the Scrutiny Review on High Road West and gathered evidence between November 2019 and August 2021. As set out in the Scrutiny Review, the Committee had received emails from local campaign groups and residents with allegations of interference and impropriety in the way that the estate demolition ballot of Love Lane residents was conducted. As these emails arrived after the Committee had already concluded its evidence gathering sessions, the Committee had not had an opportunity to receive direct evidence on this matter.

2.2 At the Overview and Scrutiny Committee on the 29th of November, the Committee heard representations from the following:

- Paul Burnham
- Michael Hodges
- Florence Allaway

2.3 The Committee heard wider concerns, from this deputation party, about the longer -term viability of the High Road West Scheme and the timing of when the Council homes would be built which would also affect the basis on which the Love Lane ballot was based.

2.4 This report to Cabinet takes forward the views expressed by the deputation, concerning the conduct of the Love Lane Ballot and is separate to the Scrutiny

report on High Road West which the Cabinet is responding to. Views from the deputation were as follows:

- That the Council had targeted contact with residents that were vulnerable in respect of their uncertainty on a yes or no vote for demolition.
- There was a significant number of officer contacts with Love Lane residents to ensure completion of the ballot responses.
- Concerns raised that there had been collection of ballots by officers, which the ballot registration company had advised against but had still been taken forward on 4 occasions.
- A statement read out from a resident advising repeated phone calls from officer and door being knocked on several times. The Committee heard from the deputation that this resident had indicated that they were uncertain and did not understand the choice being given. The resident had then received follow up calls, and a visit to their home. The resident then decided their vote and was helped to complete this online. In the deputation's view, this statement was enough information to warrant a review of the conduct of the ballot process, before any further steps on the demolition were taken.

2.5 Further to questions from the Committee, to the deputation party, the following views/ information were also considered:

- It was important to establish what had happened in the conduct of the vote and then determine the validity of the ballot outcome.
- A need for an independent review by an independent body, without an interest, who was not committed to the Council, to the GLA, to the deputation party, and prepared to independently take evidence. This body would need to consider:
 - the dynamics of the property owner /tenant relationship and the power position, taking account that 75% of the tenants in the ballot were non-secure tenants
 - facilitating open evidence sessions
 - providing the mechanism to get facts and information on the scheme before demolition of the estate.
 - consider what good practice is and what was not good practice to inform future ballots.
 - could also involve scrutiny contributions to the review.
- The deputation felt that the Council were being guided by the GLA deadlines and access to the GLA funding, and there was a need to pause and consider the ballot issue and examine concerns.
- There were further doubts about Civica undertaking the independent review as it was no longer part of the electoral reform society.
- The recent Lendlease Planning application was not consistent with the basis of the ballot. Therefore, concerns about the ballot would need to be responded to by the Council, at this stage before the scheme developed as this issue could not be rectified in the future.

- Considering the impact of what a no vote outcome would have meant which was temporary tenants on Love Lane being added to the Council Housing waiting list, and likely waiting far longer for permanent accommodation, the deputation's position was:
 - That the need for providing secure tenancies to the Love Lane residents remained an issue.
 - There would be residents living on the Love Lane Estate that pay rent and Council tax but will not have security if a secure tenancy.
 - Offering secure tenancies to the Love Lane residents was a positive thing that the Council should do - there could be a local allocations policy as a way forward?
 - This was ultimately an issue for the resident to decide in the ballot.
 - There was still a need to consider the legacy of the ballot outcome on Love Lane.
- Responding to a Committee question on whether the deputation held any compelling evidence that the ballot process was not properly run, given 70% of residents were in favour of demolition, the deputation had evidence and they wanted this considered as part of the independent review process. The deputation acknowledged that they were not a neutral body and there was a need for another body to come in and consider this information and take statements.
- The deputation considered that they had enough evidence to suggest that this was needed and referred to the information considered by the Housing and Regeneration Scrutiny Panel which noted that four postal ballots had been handled. The deputation believed that there was more than this number handled with both visits to homes and help provided to residents to use their phones to vote.
- There was acknowledgement that the Council had not run a ballot process before and the current situation indicated that the ballot process needed a review. The deputation felt that the Council should be setting the highest standards, given this was a policy taken forward by the Mayor of London in response to the local Labour party motion which was agreed by the Labour party conference.
- The deputation party had spoken with four tenants who had advised that they had their ballot paper taken away by officers. Another tenant who was voting no, had had their door knocked on 6 times and was called 7 times, and answered once. Officers said that they could come round and collect his ballot paper as they could see he had not voted.
- The deputation party respondent advised that she had seen officers knocking on doors in multiple properties and another no voter, who was blind, was also offered to take his ballot paper but the offer was not accepted. She had spoken with another temporary tenant who was happy with her flat and would prefer a permanent tenancy and did not want her block to be knocked down. She had voted yes, as this would lead to a permanent tenancy.
- A deputation party spokesperson, spoke of her contact with vulnerable people on the estate through their disability and through their circumstances who did not know the ballot was taking place. There were language barriers and she spoke to residents where English was not the first language. They spoke Portuguese, Turkish, Kurdish and Bengali and were not fully aware of the process.

- The deputation party spoke about the poor conditions of the estate, where there were areas of drug use, maintenance issues and it was felt that there was a narrative being provided that if residents voted for the demolition, this would change their situation.

3. Outcome

- 3.1 The Committee continued to consider the High Road West review and recommendations and did not agree to amend recommendation 2 to seek an 'independent review' instead of a 'lessons learnt review' by the Council as they had not heard an officer response to the above views and allegations from the deputation party. The Committee instead agreed to put forward a separate recommendation for an independent review of the conduct of the Love Lane ballot to be considered by Cabinet as they held the decision-making powers in relation to this matter.

4. Overview and Scrutiny Recommendations

- 4.1 To recommend that Cabinet consider taking forward an Independent Review of the conduct of Love Lane Estate Ballot.

Report for: Cabinet – 18 January 2021

Title: Scrutiny Review on High Road West – Response to the Overview and Scrutiny Committee Recommendations

Report authorised by: Peter O'Brien, Assistant Director for Regeneration and Economic Development

Lead Officer: Sarah Lovell, Head of Area Regeneration (North), sarah.lovell@haringey.gov.uk, 020 8489 2025

Ward(s) affected: Northumberland Park

Report for Key/

Non Key Decision: Non Key

1. Describe the issue under consideration

- 1.1. The report sets out the proposed Cabinet response to the recommendations of the Overview and Scrutiny Committee (OSC) on the High Road West scheme. It also sets out the proposed Cabinet response to the separate recommendation by the OSC in relation to the Love Lane resident ballot.

2. Cabinet Member Introduction

- 2.1. I welcome the recommendations by the Overview and Scrutiny Committee on the High Road West scheme. The 15 recommendations put forward, in addition to the separate recommendation related to the Love Lane ballot, have been carefully considered and responses to these are outlined in the appendixes to this report.
- 2.2. As a Council, we recognise that we must continually learn and improve our processes, particularly in how we work with our communities. I am pleased that this review has engaged a range of stakeholders, including resident groups and businesses. As such schemes progress, we must ensure that we respond to local priorities and concerns such as affordability, designing homes and neighbourhoods that meet local needs, and identifying suitable and improved accommodation for those affected.
- 2.3. There is still much to decide and develop on High Road West. The positive resident ballot result marks only the start of the next phase of engagement. We will be looking for opportunities to work with the community on features such as the design of the new homes, community buildings and open spaces, as well as to develop a socio-economic programme that creates better prospects and enables safe and healthy lives for people living in north Tottenham.
- 2.4. We remain committed to delivering 500 new high-quality Council homes as well as safe play areas, a public square, new jobs and training opportunities,

and new and enhanced community spaces. This will only happen if we work closely with local people, and ensure that any changes are shaped with and for the people living in that neighbourhood.

3. Recommendations

3.1. Cabinet is asked:

3.1.1. i. To consider the recommendations of the Overview and Scrutiny Committee (OSC) following their review of the High Road West scheme, attached as Appendix 1 to the report;

ii. To agree the response to the above recommendations attached as Appendix 2 to the report.

3.1.2. i. To consider the separate recommendation by the OSC in relation to the Love Lane ballot (see item number 8 of the agenda pack);

ii. To agree the response to the above recommendation attached as Appendix 3 to the report.

4. Reasons for decision

4.1. On 29 November 2021, the OSC met to approve the recommendations of the scrutiny review of the High Road West scheme.

4.2. In development of the report, the Housing & Regeneration Scrutiny Panel (H&RSP) and then the OSC held a number of evidence gathering sessions, speaking to Council officers and key stakeholders including local businesses and the Love Lane Residents Association (RA). These were initially held in February and March 2020, with the remainder completed in August 2021 following a delay due to the covid-19 pandemic.

(i) Alternative options considered

5.1. An alternative option would be to not consider nor respond to the recommendations of the OSC. This option was not considered as a viable option. The OSC is able to refer its findings and recommendations to full Council or other non-Executive Committees as it considers appropriate. It is important that the Council fully considers the findings of the review and responds accordingly.

(ii) Background information

The High Road West scheme

6.1. The High Road West scheme is located in north Tottenham. The area covered by the masterplan is broadly situated between Tottenham High Road and the railway line (White Hart Lane station), running from Brereton Road in the south to the former Sainsburys site to the north. The Council has been working with residents on the Love Lane Estate and the wider community since 2012 to develop proposals for the area.

- 6.2. In 2017, the Council entered in a Development Agreement with Lendlease to deliver the scheme, following a competitive procurement process. From 2018 to 2021, the Council and Lendlease worked to increase the amount of social rented homes provided by the scheme. In March 2021, Cabinet agreed a significant funding package with the Greater London Authority (GLA), which will enable the delivery of 500 Council homes.
- 6.3. In August and September 2021, a ballot of residents on the Love Lane Estate was undertaken in line with the GLA's Capital Funding Guide Resident Ballot Requirement. The ballot resulted in a majority of eligible residents voting in favour of the proposals (55.7%), with a turnout of 69.4%.

The Overview and Scrutiny Committee Review

- 6.4. The core functions of the Overview and Scrutiny Committee (OSC) and its Scrutiny Panels include to develop and review Council policy, taking into account the evidence base and views of the public, to improve local service provision.
- 6.5. The Housing and Regeneration Scrutiny Panel (H&RSP) agreed at its meeting on 4 November 2019 to proceed with a full review of the High Road West scheme. The draft terms of reference and scoping document for this H&RSP review was then agreed by the OSC at its meeting of 25 November 2019.
- 6.6. The scoping document included the following aims:
- To better understand the historical context of the proposed High Road West regeneration scheme, re-examine the existing scheme proposals and provide evidence-based alternative options to establish what outcomes would be in the best interests of residents, tenants, leaseholders, businesses and other local stakeholders.
 - To examine and appraise the interests of the community of stakeholders, tenants, leaseholders, residents and businesses within the High Road West Regeneration area.
 - To re-examine and assess the Development Agreement in relation to its relevance to local and Council needs and aspirations contained within the Council's housing and planning strategy and policies and within the context of its Community Wealth Building aspirations for business development.
 - To ensure that the method and means of communications and consultations between the Council (including Homes for Haringey) and residents and businesses has been carried out appropriately and sufficiently thoroughly to ensure that the voice of the community, residents, tenants and businesses has been taken into account in developing the regeneration strategy for the area.
 - To appraise and reassess the impact of regeneration plans on the tenants and leaseholders living in Council accommodation and on the small and medium sized businesses operating in the area.
 - To provide the Cabinet with evidence-based recommendations that seek to improve relations between the Council and the resident and business

community and to ensure a future development that meets the needs and aspirations of tenants, leaseholders, residents and businesses and the community as a whole.

- 6.7. The decision was taken in spring 2020 to pause the review, due to Council officers being redeployed from the Housing, Regeneration and Planning department to support the Council's response to the covid-19 pandemic.
- 6.8. The members of the OSC and the four Scrutiny Panels changed in October 2020 following the Council's AGM and then again in May 2021. The OSC appointed in May 2021 agreed to prioritise the completion of the High Road West Scrutiny review, and to do so directly through the OSC rather than the H&RSP. The final evidence sessions were completed in August 2021.

(iii) Contribution to strategic outcomes

- 7.1. The recommendations and responses made will contribute to the successful delivery of the High Road West Scheme will support the Council in delivering its corporate priorities, as well as supporting the progression of objectives in the London Plan to support regional growth in North London.
- 7.2. The regeneration at High Road West will help to enhance the area in relation to the following four priorities set out in the Council's Borough Plan (2019-2023):
 - Priority 1 – Housing (“A safe, stable and affordable home for everyone, whatever their circumstances”): High Road West makes an important contribution to the borough's housing targets. Overall, the Council has a five year housing target of 12,799, approximately 2,500 per year, with High Road West able to deliver on average around 10% of this number over the life of the development.
 - Priority 2 – People (“Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential”): High Road West will support the Council's objectives in better linking local neighbourhood services, providing new community facilities designed to meet the needs of local people, and support the Council's focus on early intervention and prevention.
 - Priority 3 – Place (“A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green”): High Road West will deliver a series of public and green spaces, including a community park, and include investment into projects which and enable healthy and safe lives for local people.
 - Priority 4 - Economy (“A growing economy which provides opportunities for all our residents and supports our businesses to thrive”): High Road West will include significant investment into employment, education and training opportunities for local people, to connect residents to sustainable and long-term jobs.

(iv) Statutory Officers comments

Finance

- 8.1. The recommendation to consider the recommendations of the Overview and Scrutiny Committee in itself does not give rise to any financial implications.

Procurement

- 8.2. Strategic Procurement notes the contents of this report; however, comments are not applicable in relation to any of the individual recommendations.

Legal

- 8.3. The Head of Legal and Governance has been consulted on the content of this report. Under Section 9F Local Government Act 2000 ("The Act"), Overview and Scrutiny Committee have the powers to review or scrutinise decisions made or other action taken in connection with the discharge of any executive and non-executive functions and to make reports or recommendations to the executive or to the authority with respect to the discharge of those functions. Overview and Scrutiny Committee also have the powers to make reports or recommendations to the executive or to the authority on matters which affect the authority's area or the inhabitants of its area.
- 8.4. Pursuant to the above provision, Overview and Scrutiny Committee has conducted a review of High Road West Regeneration Scheme and made a number of recommendations to Cabinet. Under Section 9FE of the Act, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.
- 8.5. Cabinet should note that the Council has entered into a development agreement in respect of High Road West and any agreed responses should not result in any breaches of the Council's obligations in that agreement.

Equality

- 8.6. 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
- 8.7. 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.

- 8.8. This report sets out the proposed Cabinet response to the recommendations of the Overview and Scrutiny Committee (OSC) on the High Road West scheme. Cabinet will have due regard for the need to achieve the three aims of the Public Sector Equality Duty in developing its response to the review. Haringey Council will equally have due regard for the need to achieve the three aims of the Public Sector Equality Duty in the full course of any implementation of any of the Scrutiny Panel's recommendations.

(v) Use of Appendices

Appendix 1: High Road West – Overview & Scrutiny Committee Review Report

Appendix 2: Responses to recommendations in OSC review of the High Road West scheme

Appendix 3: Response to separate recommendation by OSC in relation to the Love Lane ballot

(vi) Local Government (Access to Information) Act 1985

Overview and Scrutiny Committee and Housing and Regeneration Scrutiny Panel meetings:

- 29th November 2021 OSC meeting - Agenda frontsheet ([link](#))
- 25th November 2019 OSC meeting – Minutes ([link](#))
- 4th November 2019 H&RSP meeting – Minutes ([link](#))

High Road West Cabinet Papers:

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

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

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

- 17 October 2017, Revised Estate Renewal Rehousing and Payments Policy following consultation ([link](#)) [to note, paragraph 6.19 of this report and 3.2 of the Estate Renewal Rehousing and Payments Policy provide further details regarding the Discretionary Panel]
- 12 July 2016 - Estate Renewal, Rehousing and Payments Policy – Final policy for adoption ([link](#))

This page is intentionally left blank

Scrutiny Review – High Road West

A Review by the Overview & Scrutiny Committee – 2021/22

Committee Membership	Cllr Khaled Moyeed (Chair)
	Cllr Dana Carlin
	Cllr Pippa Connor
	Cllr Makbule Gunes
Contributing Members	Cllr Dawn Barnes
	Cllr Bob Hare

Scrutiny Officer: Dominic O'Brien

dominic.obrien@haringey.gov.uk

Tel: 020 8489 5896

CONTENTS

1. Chair’s Foreword	Page 2
2. Recommendations	Page 4
3. Historical Context and Background to the Review	Page 6
4. Terms of Reference	Page 10
5. Background to Key Issues	Page 11
6. Love Lane Estate	Page 17
7. New housing within the redeveloped High Road West site	Page 33
8. Grace Organisation – Whitehall & Tenterden Centre	Page 40
9. Peacock Industrial Estate	Page 44
10. Socio-economic investment programme	Page 57
11. Tottenham Hotspur Football Club – Planning Applications	Page 59
12. Industrial space in mixed use developments	Page 66

1. Chair's Foreword

This Scrutiny Review on the proposed redevelopment of the "High Road West" site in Tottenham was established after representations were made to the Housing & Regeneration Scrutiny Panel expressing concerns on behalf of residents of the Love Lane housing estate and the businesses of the Peacock Industrial Estate, White Hart Lane and Tottenham High Road whose homes and business premises were due to be demolished as part of the scheme.

The Council's Borough Plan underlines the importance of ensuring that residents and businesses feel engaged with and show high levels of trust in the Council. However, the Committee found little evidence of this in its conversations with residents and businesses, many of whom expressed the view that their relocation was presented as inevitable irrespective of their views and that this decision had been made without their input.

While the Committee heard considerable evidence from the Council, and from the developer, Lendlease, about the consultation exercises that had taken place with local residents and businesses over several years, it was apparent that the choices realistically available to the residents and businesses were limited. In particular, all options provided to the businesses of the Peacock Industrial Estate, White Hart Lane and Tottenham High Road involved the demolition of their existing premises. It was not possible to accommodate a large number of the businesses in the new redevelopment and it appeared that many of those that could do so would need to relinquish their freehold status and become leaseholders on the new site.

The Committee was clear in its view that the Council should be able to demonstrate that regeneration is not simply being done to an area but is instead being designed in partnership with those who live and work in that area. Future regeneration plans should be drawn up with active input from residents, businesses and community and voluntary organisations who have a genuine say in the final outcome. A stronger emphasis also needs to be placed on ensuring that those who will be impacted by a regeneration scheme are fully aware of the long-term plans and implications.

The residents of the Love Lane housing estate have faced considerable anxiety over the last few years about their future housing prospects with uncertainty about where they would be relocated to and what their housing tenure would be. The significant increase in the number of Council-owned homes for rent in the new reconfiguration of the regeneration scheme was broadly welcomed by the Committee and will enable the Temporary Accommodation residents to be securely housed as well as providing more homes for others on the housing waiting list. However, the Committee was also keen to emphasise the importance of ensuring

that the costs of residents who are being relocated are not raised and that they should have access to the same facilities in the new development as those provided to private residents.

As Chair of the Committee, I would also like to acknowledge the delay in the publication of this Review. The Review was set up in late 2019 by the Housing & Regeneration Scrutiny Panel which conducted site visits and gathered a significant amount of information through a series of evidence sessions. However, the Review was unfortunately suspended when the Covid pandemic began and the first lockdown in March 2020 resulted in Council officers being diverted to support the Council's response to the crisis. The Review was subsequently taken on and completed by the Overview & Scrutiny Committee in 2021 but the Committee regrets the delay that has been caused and recognises that participants in the Review have had to wait considerably longer than usual to see the report and the recommendations.

I have received emails from local campaign groups and residents with allegations of interference and impropriety in the way that the estate demolition ballot of Love Lane residents was conducted. Unfortunately, these emails arrived after the Committee had already concluded its evidence gathering sessions and the Committee had not had an opportunity to receive direct evidence on this matter. In the circumstances, we have recommended that a lessons learnt review is undertaken.

Finally, I would like to thank those that participated in the Review including local residents and residents' associations, local businesses, voluntary and campaigning organisations, Council officers, Lendlease and Tottenham Hotspur Football Club. We are grateful to all those who took the time to explain their perspective to the Committee and to prepare written evidence for us to consider.



Councillor Khaled Moyeed, Chair of the Overview & Scrutiny Committee

2. Recommendations

Love Lane Estate residents	
1	Rent levels, including any service charges, for residents transferring from the Love Lane Estate to a property in the regeneration scheme or elsewhere should be the at the same level without a diminution in the security of their tenancy.
2	The Committee was concerned to hear allegations around conduct by officers or other parties during the Love Lane ballot process, but had not directly received any evidence of this. In the circumstances, the Committee recommends that a lessons learnt review is undertaken by the Council, with particular focus on the experience of residents, to inform any similar future ballots.
3	As a principle, resident leaseholders should not be in a much worse financial position if they have to sell their leasehold interest and purchase a new unit in the regeneration scheme. To avoid this, the Council should offer a range of financial support measures to resident leaseholders in appropriate circumstances.
Design of new redevelopment site	
4	The Council must ensure that adequate new infrastructure, including health and education services, is built into the redevelopment plans.
5	The Council should ensure that: <ul style="list-style-type: none"> (a) Green spaces in the redeveloped areas should be of sufficient size and open to all. They should not be gated and for exclusive use of some tenures of residents. (b) There should be communal spaces/halls for residents so that they are accessible to all. (c) Cycle parks and parking rights should be the same for all tenures of residents. (d) Construction of new properties in the regeneration scheme is carbon neutral.
6	The new Council homes in the redevelopment must be suitable for the full range of needs of disabled people. This should include accessible and adaptable housing as required by the London Plan and ensure that inclusive design principles are built into the construction of the homes that are to be acquired by the Council and in the wider redevelopment scheme.
Relocation of Grace Organisation	
7	Firm assurances should be given by the Council, as part of the ongoing discussions with the Grace Organisation, that its relocation should be prioritised within the Tottenham area close to where the majority of its current clients are located.
Business community in the Regeneration area	
8	At the outset of significant regeneration schemes, higher priority and actions need to be given to ensure that those who will be impacted by a regeneration scheme are fully aware of the long-term plans and implications. A full and frank disclosure of Council's plans should be set out from the outset especially if regeneration plans

	include demolition of residential dwellings, business premises or buildings occupied by community and voluntary organisations. This should also include tenants that move to the area during the development of the scheme.
9	Future regeneration plans should be drawn up using co-production principles with active input from residents, businesses and community and voluntary organisations that live and operate within a proposed regeneration scheme. The Council should be able to demonstrate that regeneration is not simply being done to an area but is instead being designed in partnership with those who live and work in that area.
10	Local businesses should not feel pressurised to relocate as a consequence of regeneration. Where there is evidence that relocation would make businesses potentially unviable due to loss of customer base and concerns about loss of freehold rights, the Council should use its best endeavours to design its regeneration plans to include a mixture of residential and light industrial units.
11	Compensation for businesses should reflect the extent of losses that any business is likely to suffer as a result of relocation which may include, without limitation, the following: <ul style="list-style-type: none"> - Price of purchasing similar premises. - Cost of moving business (including any rebuilding, redecoration or moving equipment or re-purchasing equipment if hard to move). - Loss of customer base until re-established in new premises.
12	The Council should give equal weight in the new Local Plan to protecting businesses as it does to achieving additional housing. Principles that underpin the GLA's Resident Ballot Requirement funding condition should apply to businesses. This could be achieved through proactive engagement with businesses taking into account their concerns and priorities.
Socio-economic investment programme	
13	There should be transparency over how the £10m of funding in the programme is allocated and co-production principles should be applied to allocate the funding is allocated based on the priorities of the local community.
Tottenham Hotspur Football Club – Planning Applications	
14	Negotiations between the Council, Lendlease and THFC over the future of Phase B of the redevelopment site should take place at the earliest opportunity.
Industrial space in mixed use developments	
15	The Council should ensure that the new Local Plan prioritises a mixed economy in the borough with sufficient employment space to support a diverse range of skills and employment opportunities for local residents.

3. Historical Context and Background to the Review

3.1 The High Road West regeneration site is an area of around 11 hectares located in the Northumberland Park ward in the north-east of the Borough. Most of the site is located between Tottenham High Road to the east and the nearby railway line running through White Hart Lane Station to the west, stretching from Brereton Road in the south to the former Sainsbury's supermarket in the north. A Cabinet decision was made in February 2012 to develop a masterplan and regeneration proposals for the area¹. The Council subsequently worked with design consultants, Arup, to publish a Masterplan Framework in 2014². The 2012 Cabinet decision was made as part of wider proposals for a funding and investment package for a Tottenham Regeneration Programme which had been put in place during the previous years and responding to recommendations following the London riots of 2011.

3.2 The vision described for the site in the 2014 Masterplan Framework was for:

- A well-connected place creating neighbourhoods which are accessible by all forms of transport and have attractive walkable streets including new north-south and east-west links.
- A safe and welcoming neighbourhood with active street frontages and attractive open space.
- A significant increase in the provision of community facilities and the local community will have the best possible access to services, infrastructure and public transport to wider London.
- A balanced place to live and work. The Masterplan Framework provides a mix of homes of different tenures and types, maximising housing choice for residents. There will be high quality new workspaces and new job opportunities for the local community.
- A cohesive community which promotes social interaction with new public open spaces for the community to foster community cohesion and social inclusion.

3.3 The property and infrastructure group, Lendlease, were selected by the Cabinet in 2017 as the preferred bidders to redevelop the High Road West site.

3.4 An officer report to the Cabinet in March 2021³, summarised the redevelopment scheme as follows:

- Over 2,500 high-quality, sustainable homes, including 500 council owned social rent homes and 40% affordable housing.
- £10m of funding for social and economic support for both businesses and residents, ensuring the local community benefit from the Scheme

¹ Item 120, Cabinet, 7th February 2012 [Agenda for Cabinet on Tuesday, 7th February, 2012, 6.30 pm | Haringey Council](#)

² [High Road West Archive | Tottenham Regeneration](#)

³ Item 493, Cabinet, 16th March 2021 [Agenda for Cabinet on Tuesday, 16th March, 2021, 6.30 pm | Haringey Council](#)

- A cutting-edge new Library and Learning Centre and a refurbished Grange Community Hub which will provide improved community facilities early in the Scheme.
- Around 143,000sqft of green spaces for the community including a large new community park with an outdoor gym, children's play area and Grange Gardens: a safe, central green space for local people.
- A welcoming new civic square which will be an important focus of local events and activities, bringing the community together, promoting cultural activities and enhancing activity and safety at night.
- Over 130,000sqft of commercial, retail and leisure space throughout the Scheme providing a wide range of leisure, employment space, shops, cafes and restaurants around a new civic square.
- £500k of investment in the town centre and a £500k fund for events and activities, as well as meanwhile uses which will revitalise the local centre during construction and afterwards.
- Over 3,300 construction jobs and more than 500 end-user jobs once the development is complete.

3.5 The site currently includes various residential and business properties as well as community facilities. These include:

- the 297-property Love Lane council housing estate;
- the Peacock industrial estate, which is home to a group of small to medium-sized businesses;
- businesses along sections of Tottenham High Road and White Hart Lane;
- community facilities including Coombes Croft Library, the Grange and the Whitehall & Tenterden Community Centre;
- the Goods Yard, the site of the former goods yard for the nearby White Hart Lane railway station and a number of business units in an enterprise park;
- the site of a former Sainsbury's supermarket.

3.6 The redevelopment proposals would involve the demolition of all properties on the Love Lane estate, with secure council tenants, resident leaseholders and also temporary accommodation tenants, given the option to relocate to new properties in the redeveloped site. It would also involve the demolition of many of the business properties, including those in the Peacock industrial estate, on Tottenham High Road and on White Hart Lane. While some of the businesses could be accommodated within the new redevelopment site, some would need to be relocated to another area.

3.7 Representations regarding the High Road West plans were received by the Overview and Scrutiny Committee and by the Housing & Regeneration scrutiny panel via the Committee's community consultation exercises and by way of several deputations to

the panel from Council tenants, leaseholders, community representatives and representatives of the business community on the Peacock Industrial Estate. Following these representations, Housing & Regeneration Panel members agreed to open a Scrutiny Review process on the topic of the High Road West Regeneration strategy, policy and plans.

- 3.8 In undertaking the Review, the Panel's objective was to consider evidence from a broad range of stakeholders and to then develop recommendations to Cabinet on future options relating to the High Road West redevelopment.

Methodology

- 3.9 The Housing and Regeneration Scrutiny Panel began the Review by organising a site visit to the Peacock Industrial Estate which took place on 22nd November 2019. This was followed by a site visit to the Love Lane estate on 4th December 2019.
- 3.10 Evidence sessions were held with a range of witnesses including Council officers, representatives of local businesses and residents' associations, at the Civic Centre in Wood Green in February and March 2020. The majority of these were completed but the final few were postponed due to the beginning of the Covid-19 pandemic.
- 3.11 During the first lockdown period between March and September 2020, Council meetings were moved to an online video platform. However, by this point, senior Council officers from the Housing, Regeneration & Planning department had been diverted to support the Council's response to the Covid-19 pandemic and consequently did not have the capacity to fully engage with the Scrutiny Review. The decision was therefore taken to suspend the Scrutiny Review.
- 3.12 The membership of the Overview and Scrutiny Committee and the four Scrutiny Panels changed in October 2020 following the Council's AGM and then again in May 2021.
- 3.13 The Overview & Scrutiny Committee appointed in May 2021 took the decision to prioritise the completion of the High Road West Scrutiny Review as part of its work plan and to do so directly through the Overview & Scrutiny Committee rather than the Housing & Regeneration Scrutiny Panel. The newly elected Chair of the Overview & Scrutiny Committee was Cllr Khaled Moyeed who had been the Chair of the Housing & Regeneration Scrutiny Panel that had originally conducted the Review prior to its suspension. This provided the benefit of continuity with the same Chair conducting both phases of the Review.
- 3.14 The Overview & Scrutiny Committee carried out the final evidence sessions for the Review during August 2021.

- 3.15 During the period that the Review was suspended, significant new developments had occurred in relation to the High Road West scheme, most notably:
- The securing of a GLA funding package to support the scheme, as detailed in a Cabinet report in March 2021.
 - The approval by the Cabinet in July 2021 of final versions of the High Road West Local Lettings Policy, the Love Lane Leaseholder Offer and the Landlord Offer to form the basis of a subsequent ballot of residents on the Love Lane Estate.

These new developments are summarised in this report and were considered by the Committee as part of the evidence sessions held in August 2021.

Panel Membership

- 3.16 The membership of the Housing & Regeneration Scrutiny Panel that conducted the first phase of the Review was:
- Cllr Khaled Moyeed (Chair)
 - Cllr Dawn Barnes
 - Cllr Ruth Gordon
 - Cllr Bob Hare
 - Cllr Yvonne Say
 - Cllr Daniel Stone
 - Cllr Sarah Williams
- 3.17 In conducting the second phase of the Review, the Overview & Scrutiny Committee invited previous Members of the Housing & Regeneration Scrutiny Panel to participate in the evidence sessions and drafting of recommendations. However, several Members were not able to do so due to potential conflicts of interest associated with their new positions in the Cabinet or other Council committees. In addition, Cllr Matt White, a member of the Overview & Scrutiny Committee, was unable to participate in the second phase of the Review due to his previous position as Cabinet Member with responsibility for planning issues during the first phase of the Review.
- 3.18 The membership of the Overview & Scrutiny Committee that conducted the second part of the Review, including the drafting of the recommendations, was:
- Cllr Khaled Moyeed (Chair)
 - Cllr Dana Carlin
 - Cllr Pippa Connor
 - Cllr Makbule Gunes
 - Cllr Dawn Barnes (Member of Housing & Regeneration Scrutiny Panel)
 - Cllr Bob Hare (Member of Housing & Regeneration Scrutiny Panel)

4. Terms of reference

4.1 The terms of reference for the Review were:

- To better understand the historical context of the proposed High Road West regeneration scheme, re-examine the existing scheme proposals and provide evidence-based alternative options to establish what outcomes would be in the best interests of residents, tenants, leaseholders, businesses and other local stakeholders.
- To examine and appraise the interests of the community of stakeholders, tenants, leaseholders, residents and businesses within the High Road West Regeneration area.
- To re-examine and assess the Development Agreement in relation to its relevance to local and Council needs and aspirations contained within the Council's housing and planning strategy and policies and within the context of its Community Wealth Building aspirations for business development.
- To ensure that the method and means of communications and consultations between the Council (including Homes for Haringey) and residents and businesses has been carried out appropriately and sufficiently thoroughly to ensure that the voice of the community, residents, tenants and businesses has been taken into account in developing the regeneration strategy for the area.
- To appraise and reassess the impact of regeneration plans on the tenants and leaseholders living in Council accommodation and on the small and medium sized businesses operating in the area.
- To provide the Cabinet with evidence-based recommendations that seek to improve relations between the Council and the residents and business community and to ensure a future development that meets the needs and aspirations of tenants, leaseholders, residents and businesses and the community as a whole.

5. Background to Key Issues

Deprivation in regeneration area

- 5.1 In evidence to the Panel, Council officers informed Members that *“the Tottenham regeneration programme was developed from the outset to address long-standing issues of deprivation, health and life expectancy inequalities and limited opportunities for people in north Tottenham.”*⁴ Peter O’Brien, Assistant Director for Regeneration, told the Panel that the scheme’s origins *“came from a very strong desire to see investment going into north Tottenham in particular, for the benefit of the community and to act as a catalyst for change to help tackle the very high degrees of deprivation ... and also to address long-standing issues around poor quality housing provision.”*⁵ This would be achieved by creating more socio-economic opportunities such as jobs and training provision and by providing high quality homes, safe and healthy public spaces and new business opportunities for people living and working in the area.
- 5.2 A report on the High West Road regeneration project to the Cabinet in November 2013 described the Northumberland Park ward (in which the site is based) as one of the poorest wards in London which, *“suffers from high levels of socio-economic deprivation – including high levels of unemployment, benefit dependency and crime as well as low levels of educational attainment, household income and life expectancy.”*⁶
- 5.3 The report noted that much of this deprivation stemmed from worklessness and a low skills base and that the socio-economic context reflected why the regeneration and transformation of North Tottenham had long been a priority for the Council. It was for this reason that it has been designated as an “Area of Change” in the Council’s Local Development Framework⁷. The report goes on to say that the regeneration programme would create new jobs, foster the growth of local businesses and would include social and economic development programmes to increase educational attainment, job skills and opportunity for local people.⁸
- 5.4 The high level of deprivation in the area persists according to the most recent English Indices of Deprivation published by the Office for National Statistics in 2019⁹. The Indices of Deprivation measures deprivation in 32,844 small areas (of which there are several in each local authority ward) known as Lower-level Super Output Areas

⁴ Written report from Housing & Regeneration officers to the Panel, 30th January 2020

⁵ Peter O’Brien, AD for Regeneration, Haringey Council, Oral evidence to the Panel, 17th February 2020

⁶ Paragraph 5.2, report on Item 556, High Road West Regeneration Project – Master Plan Option Consultation Feedback and Next Steps, Cabinet meeting 28th November 2013 <https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&MID=6667#AI35505>

⁷ Paragraph 5.6, report on Item 556, High Road West Regeneration Project – Master Plan Option Consultation Feedback and Next Steps, Cabinet meeting 28th November 2013

⁸ Paragraph 5.11, report on Item 556, High Road West Regeneration Project – Master Plan Option Consultation Feedback and Next Steps, Cabinet meeting 28th November 2013

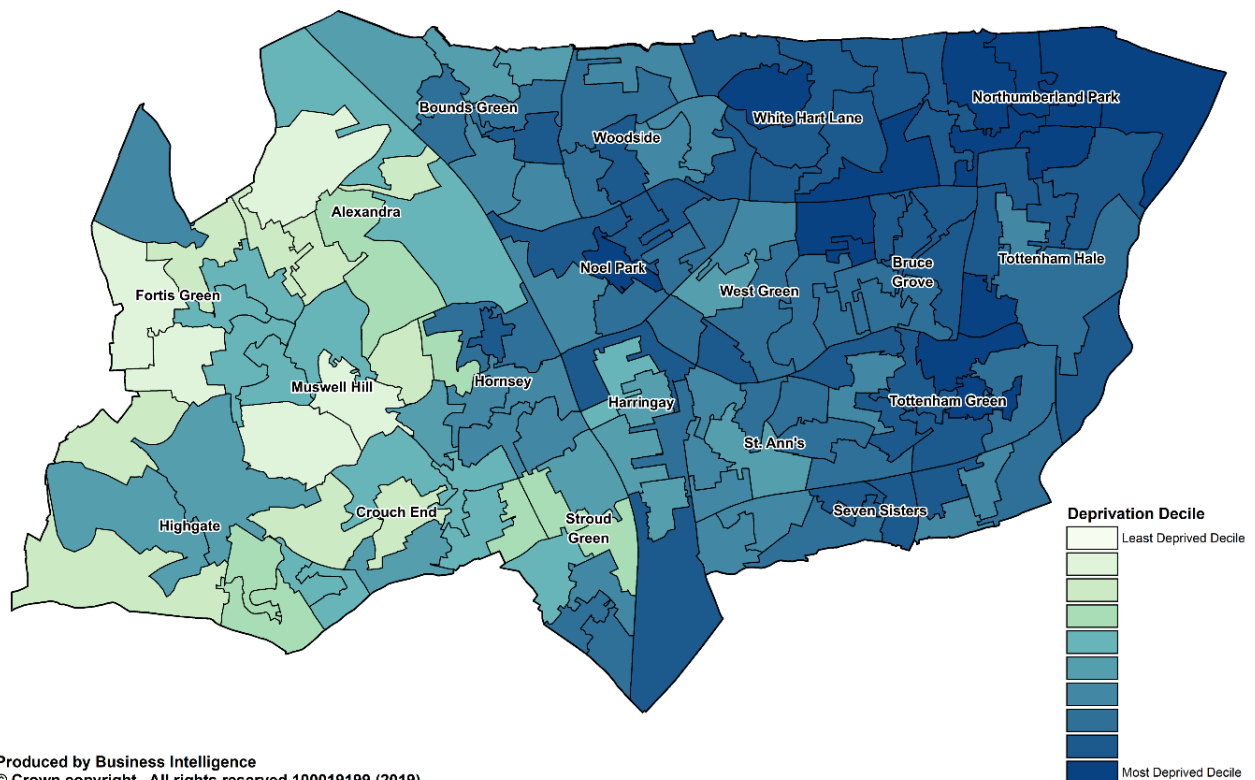
⁹ <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

(LSOAs) and then ranks them from 1 to 32,844 according to their relative levels of deprivation. This ranking is based on factors such as income, employment, health, education, crime and barriers to housing and services.

5.5 There are eight LSOAs in the Northumberland Park ward, all eight of which are ranked in the 20% most deprived in the country, and six of which are ranked in the 10% most deprived in the country. There is a similar picture in the neighbouring wards as seen below in the map of LSOAs in Haringey borough and their ranking in the English Indices of Deprivation. Northumberland Park ward can be seen in the far north-eastern corner of the map.

IMAGE A: 2019 IMD Decile Ranks for Haringey Borough

2019 IMD Decile Ranks



Produced by Business Intelligence
© Crown copyright. All rights reserved 100019199 (2019)

A Plan for Tottenham - 2012

5.6 A plan for the transformation of the wider Tottenham area was published in August 2012 by Haringey Council in partnership with the Tottenham Taskforce. The Taskforce was chaired by the property developer, Stuart Lipton, and was one of two set up by the Mayor of London in 2011 shortly after the London riots to identify action to improve two of the areas worst affected by the riots (the other being Croydon).

The plan, titled *A Plan for Tottenham*, was based around five points for change by 2025:

- 1) Transform Northumberland Park into north London's premier leisure destination with new high quality housing and improved transport options.
- 2) Create a fun, civic heart at Tottenham Green and turn Seven Sisters into an impressive gateway into Tottenham.
- 3) Promote Tottenham Hale as a new centre for growth exploiting excellent transport connections.
- 4) Consolidate and revitalise the retail experience on the High Road.
- 5) Improve the quality of life for everyone – encourage investment, jobs, economic growth, quality housing and strong neighbourhoods.

The plan identified four main areas for change:

- Northumberland Park
- Tottenham Hale
- Tottenham Green and Seven Sisters
- Tottenham High Road

5.7 The section on Northumberland Park stated that *“through a new master plan and investment framework for the area we will encourage and development of a mixed-use leisure destination, including new housing choices and transport infrastructure improvements”*.

5.8 Haringey Council's Cabinet agreed in February 2012 that a Masterplan should be developed to guide change in the area to the west of Tottenham High Road supported by an investment package that included GLA funding. The Cabinet report noted that the Council owned around 35% of the High Road West site with 297 homes (on the Love Lane estate), a leased commercial property, Coombes Croft Library and the Grange Day Centre/offices on White Hart Lane. Most of the remaining land, including the supermarket, industrial land and business premises on the High Road/White Hart Lane was in third party private ownership.¹⁰

High Road West Masterplan Framework - 2014

5.9 In April 2012, design consultants Arup were appointed to develop the High Road West Masterplan¹¹. The purpose of the Masterplan Framework was described as being to *“consolidate the local communities' and Council's aspirations for the area into an overarching vision and a set of design principles to inform the Tottenham Area Action Plan”*. The Tottenham Area Action Plan, which was subsequently

¹⁰ Report to meeting of the Cabinet, 7th February 2012. Item 120: [Agenda for Cabinet on Tuesday, 7th February, 2012, 6.30 pm | Haringey Council](#)

¹¹ Report to meeting of the Cabinet, 16th Dec 2014. Item 779: <https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&Mid=7188&Ver=4>

published in 2017, is one of the Development Plan Documents which sit beneath the Haringey Local Plan and sets out the vision and planning policies for the Tottenham area.

- 5.10 Following consultation with the community, the High Road West Masterplan Framework was published in September 2014 and subsequently approved by the Cabinet in December 2014. The Masterplan Framework set out the regeneration proposals and included details of a number of key areas that would be included in the newly redeveloped site. To the south of the site, where the Love Lane estate is currently situated, would be a new landscaped open space named Moselle Square. The Masterplan Framework stated that *“a paved pedestrian boulevard could provide a direct link from the station to the High Road. On match and event days this boulevard would accommodate a large number of visitors.”* It also noted that a *“mix of new cafes, bars and restaurants could surround the square”*, that a new Community Hub would provide facilities including a new library, learning and enterprise centre and that a large amphitheatre would be located directly outside the Community Hub where community activities and events can take place.
- 5.11 In evidence to the Panel, Peter O’Brien added that the new Library and Learning Centre would be a major hub for the whole of north Tottenham and would support the Council’s “localities approach” which involves community hubs acting as anchors for service provision. He added that the Grange community centre was currently in quite poor condition and required substantial refurbishment. He said that the public realm improvements, such as the proposed new square and new park were important to support and reinforce the surrounding area which includes White Hart Lane station, the new football stadium and an important section of Tottenham High Road.
- 5.12 The area to the north of White Hart Lane, which includes the current Peacock Industrial Estate and the Goods Yard, would be replaced with a new business space called Peacock Mews. To the north of Peacock Mews would be a new park, known as Peacock Park, which would be part of a new residential neighbourhood and would include *“children’s play space, a free-to-use outdoor gym, as well as green quiet space to enjoy”*.

IMAGE B: Map of regeneration site from 2014 Masterplan Framework document



5.13 Regeneration of sections of the High Road would, according to the Masterplan Framework, provide a broader mix of shops and a wider range of goods and services, along with improvements to paving, lighting and street furniture. Part of White Hart Lane would be *“enhanced with an attractive new open space, transport improvements and new shops and cafes”* and there would also be *“improvements to transport with enhanced bus stops, a cycle lane and improvements to the layout.”*

- 5.14 The initial proposals set out in the Masterplan Framework provided for a minimum of 1,200 new homes which would include a *“mix of housing types and tenures to meet people’s housing requirements at all stages in their lives, in particular for families”* and included a commitment to provide houses and flats for every secure council tenant on the Love Lane Estate.
- 5.15 A public procurement process was launched by the Council to secure a development partner and the decision to select Lendlease as the preferred bidder for the regeneration of High Road West was made at a Cabinet meeting in September 2017. The number of new homes in the redevelopment was substantially increased to over 2,500 as part of these proposals, which ensured that the scheme maximised housing numbers and was viable.

6. Love Lane Estate

- 6.1 The Love Lane estate is based just to the south of White Hart Lane in-between White Hart Lane railway station to the west with Tottenham High Road and Tottenham Hotspur football stadium to the east. The estate has a total of 297 properties, 180 of which are in three 10-storey tower blocks with the remaining 117 in low-rise blocks. The full breakdown of properties is as follows:

Block	Properties
Charles House	60
Ermine House	60
Moselle House	60
Kathleen Ferrier Court	19
3-39 White Hart Lane	16
2-32 Whitehall Street (evens)	16
3-29 Whitehall Street (odds)	14
31-61 Whitehall Street (odds)	16
63-89 Whitehall Street (odds)	14
2-28 Orchard Place	14
4-18 Brereton Road	8

- 6.2 The 2014 High Road West Masterplan Framework stated that all 297 properties on the Love Lane Estate would be demolished. The Masterplan Framework and the 2014 Cabinet report made clear that all secure council tenants on the Love Lane Estate would be able to move into a newly built home in the regenerated High Road West area and, because this regeneration would be phased, it would be possible for those residents to move into the new home directly.
- 6.3 Secure council tenants on the estate were also provided with the option to move to an existing Council home elsewhere in the Borough and many residents took up this offer. As tenants moved away and properties on the estate became vacant, the Council used these to house residents in need of temporary accommodation and this drastically altered the proportions of the types of tenancies on the estate. At the time that the Masterplan Framework was approved by the Cabinet in December 2014, only 6% of the properties on the Love Lane Estate were occupied by Temporary Accommodation tenants but this figure had risen to 66% five years later.

	Dec 2014	Dec 2019
Secure tenants	193 (65%)	47 (16%)
Temporary Accommodation tenants	19 (6%)	195 (66%)
Leaseholders	85 (29%)	55 (18%)

6.4 In accordance with the Council's Local Plan, the Arup Masterplan would become superseded by the masterplan of the successful bidder to the scheme (Lendlease) designed in accordance with Council policy and the Council's procurement brief, including vision, objectives and core requirements. Council officers said that the tender process provided the Council with a masterplan based on a competitive process to optimise the quality of the scheme in accordance with the brief and is 'market tested' to ensure deliverability. They added that the masterplan provided changes in accordance with the Council's decision in 2018, to work with the GLA to increase funding to deliver an increased number of council homes from 145 to 500, that would permit secure tenants and non-secure tenants on the estate to have a new homes as part of the scheme.

TAG (Temporary Accommodation Group) Love Lane

6.5 In November 2018, the Housing & Regeneration Scrutiny Panel received representations from the TAG (Temporary Accommodation Group) Love Lane residents' group which campaigns on behalf of Temporary Accommodation residents on the estate¹². A TAG Love Lane group member informed the Panel that Temporary Accommodation tenants:

- were not informed when moved on to the estate that it was a future demolition site and had received no indicative or definitive answer as to where they will be housed after demolition of the site;
- had not received any definitive information about where they would be housed in future and were concerned that they could be moved in the private rented sector;
- felt that they had no housing security;
- were, in some cases, living in overcrowded spaces and unliveable conditions, including in housing that had problems with damp and mould;
- had, in some cases, already been living in Temporary Accommodation for several years.

6.6 TAG Love Lane recommended that the Council should stop the practice of moving Temporary Accommodation residents into the estate and that all Temporary Accommodation residents currently on the estate should receive an offer of permanent housing.

6.7 The Panel received further representations from the TAG Love Lane group at its meeting in September 2019¹³ at which the group's Chair said that there should be a fresh review of the current circumstances of residents. She said that the tenants had

¹² Item 17, Housing & Regeneration Scrutiny Panel, 15th November 2018. [Agenda for Housing and Regeneration Scrutiny Panel on Thursday, 15th November, 2018, 6.30 pm | Haringey Council](#)

¹³ Item 16, Housing & Regeneration Scrutiny Panel, 12th September 2019 [Agenda for Housing and Regeneration Scrutiny Panel on Thursday, 12th September, 2019, 7.00 pm | Haringey Council](#)

suffered from poor standards of treatment and reiterated that all temporary accommodation tenants of the Love Lane estate should be rehoused in permanent accommodation.

- 6.8 In response to questions from the Panel, representatives of the TAG Love Lane group said:
- that the length of time that the tenants have been in temporary accommodation varies significantly with some there for less than two months while others had been on the waiting list for up to 11 years.
 - that the impact on tenants of their situation could include a lack of stability in their lives causing anxiety and depression. Having to move regularly because of a lack of permanent accommodation particularly affects parents and children due to changing environment and schools.
 - on whether it would be fair for temporary accommodation tenants to be prioritised over others on the housing waiting list, there were some tenants being moved into sites already earmarked for redevelopment and then moved out again so there should be a specific change in the policy to find permanent accommodation for these people.

Love Lane Residents Association

- 6.9 In February 2020, the Panel took evidence from the Chair of the Love Lane Residents Association, Bilad Dhoof, who had lived on the Love Lane estate as a Council tenant since 2008.
- 6.10 The Panel was informed that the Love Lane Residents Association held regular meetings at the nearby Grange centre which were sometimes attended by Council officers who answered questions from residents. Residents also received information through letters, conversations with the Move On team in 2014, and through consultation events, including an event at the nearby Irish Cultural Centre in 2017 at which residents were shown images of the properties that were expected to be delivered as part of the new development.
- 6.11 Like other tenants, she had been told that she would need to move because of the redevelopment but there was uncertainty amongst many of the residents about when this was likely to happen and what location and type of property would be offered to them. The Panel heard that some Council tenants had been offered housing association tenancies which they were reluctant to accept and did not know whether they would be able to remain as Council tenants in the future.
- 6.12 Love Lane Residents Association reported that they had a good relationship with the TAG Love Lane group.

- 6.13 At the time of the evidence session in February 2020, the Chair of the Love Lane Association said that, while she was aware that there would be a ballot of residents about the possible demolition of the estate, she was not clear about when and how it would take place.
- 6.14 The Chair of Love Lane Residents Association said that, of the non-English speaking residents on the estate, the largest group were Somali-speakers and so further support for interpreters at consultation events and for translated written information would be welcomed.

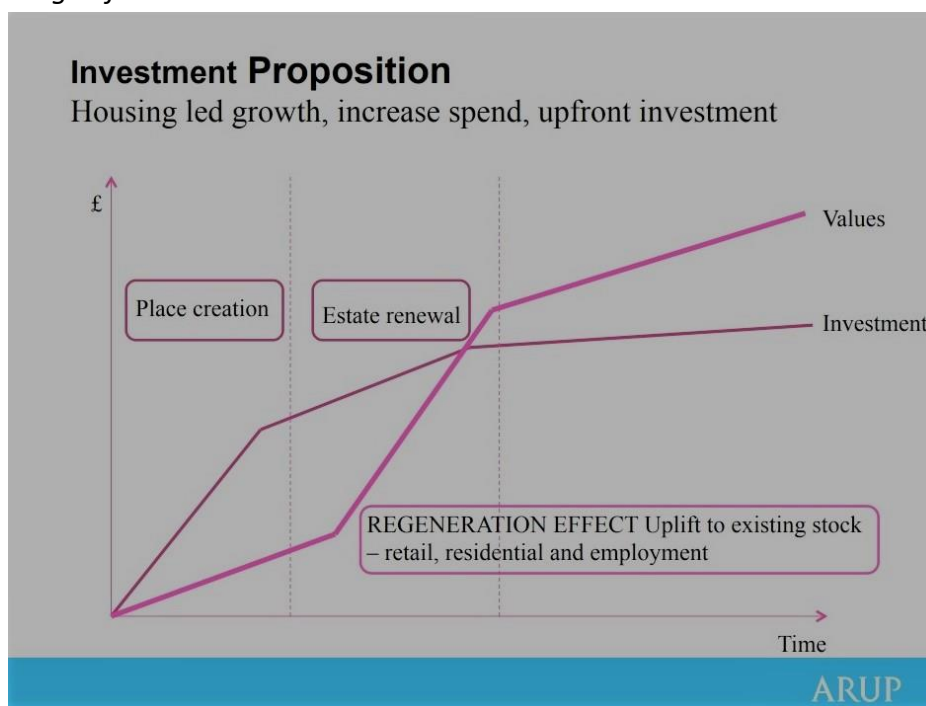
Headcorn, Tenterden, Beaufoy and Gretton Roads Residents' Association

- 6.15 The Panel also took evidence from the Chair and Secretary of the Headcorn, Tenterden, Beaufoy and Gretton (HTBG) Roads Residents' Association, Barbara Cordwell and Kate Worley. The estate on the four roads represented by the HTBG residents' association is not within the proposed High Road West redevelopment site but is located just to the south-west of the site and on the west side of the railway line. It comprises of a mix of flats and terraced housing, with both Council properties (including leaseholders under Right to Buy) and housing association properties. While the residents of these roads will not need to relocate, the major works that would be necessary as part of the redevelopment will still have a significant impact on them as the site is so nearby. In addition, the regular meetings of the HTBG Residents' Association take place in the Whitehall & Tenterden Centre which is earmarked for demolition.
- 6.16 The HTBG Residents' Association informed the Panel that they had decided not to take a direct policy line on the scheme and could understand why the Council was aiming to regenerate the area. However, it wanted to be part of the process in order to feed in the opinions of residents. This had been difficult to achieve as they were not typically included in the consultation processes as they were outside of the boundaries of the redevelopment site. This included the consultation with Love Lane residents. The HTBG Residents' Association did not consider it appropriate for them to get involved in this as the consultation was for those living on the site and they had also declined an invitation from the TAG Love Lane to join their campaign. However, they pointed out that the Council's community engagement team had funded engagement activities on the Love Lane estate but had not provided anything similar to them which could enable them to raise awareness with residents and gather their views. Lendlease were also previously understood to have offered some resources for community engagement in around 2017/18. However, engagement activities through the HTBG Residents' Association have had to be funded through their existing small budget received from Homes for Haringey (HfH) as no additional support had been forthcoming.

- 6.17 The HTBG Residents' Association had experienced some good engagement with Council officers and consultants involved with the scheme regarding their concerns. However, they did not feel that their main concerns had yet been addressed. They felt that the best opportunity to express the views of their residents would be when a formal planning application for the redevelopment is made.
- 6.18 Concerns about the redevelopment that were raised by the HTBG Residents' Association including:
- That a gate between Tenterden Road and Whitehall Street meant that for many residents with vehicles, the only route out of the estate is via White Hart Lane leaving them vulnerable to significant disruption and inconvenience through major works.
 - The high-rise buildings that were proposed as part of the scheme, which they were concerned could be as high as 30 storeys near White Hart Lane rail station (compared to the current 10 storey buildings on the Love Lane estate), could result in a loss of light to residents of the estate. In addition, residential blocks to be built to the west of the railway line and close to the estate were expected to be five storeys which could also result in a loss of light to existing residents. They felt that the maximum height should be 3 storeys.
 - The upkeep of the small green space in the middle of the estate, which is the only amenity that the estate has, is funded through service charges and rent payments. With a large increase in family housing units in the new residential blocks that would face directly onto the green space, there were concerns that there could be a significant increase in the usage of this amenity without any financial contribution from the new residents living in the redeveloped area.
 - An increase in the usage of the green space in the estate, including by children, could increase noise levels impacting on the residents of the nearby properties which already have quite poor sound insulation.
 - Concerns about increased density on residents in the area, though they did appreciate the Council's need for additional housing in the Borough.
- 6.19 The HTBG Residents' Association also informed the Panel that they have been a part of a local 'liaison committee' supported by Tottenham Hotspur Football Club which meets monthly to discuss issues that affect local residents such as matchday crowds, car parking and the recent stadium construction. This was the type of arrangement that could be explored as a means of ensuring that the voices of residents are heard by the developer, the Council and other major stakeholders.

Haringey Defend Council Housing

6.20 Paul Burnham, from local campaigning organisation Haringey Defend Council Housing, provided evidence to the Panel in February 2020 and argued that *“higher house prices are the prime drivers of forced gentrification and social exclusion, and are essential to the viability of estate demolition schemes”*. He cited a slide (see below) about housing led growth provided by Arup to the Council meeting in 2015 which demonstrated this effect of the regeneration. He added that the provision of new social housing in the new development should be calculated as a net figure, taking into account the 297 Council-owned homes that would be demolished as result of the regeneration scheme. He also expressed the view that Lendlease were unsuitable as a development partner and cited a comment attributed to Lendlease in Cabinet papers on the Haringey Development Vehicle in July 2017 which said that their approach was *“to move away from focusing on categorisation of ‘affordable’ and ‘private’ tenures and instead to focus on providing homes to ‘buy’ and ‘rent’ for a range of income levels.”*¹⁴



6.21 On equalities, Paul Burnham said that the Equality Impact Assessment for the Cabinet report in September 2017 on the appointment of a preferred bidder for the scheme did not adequately address the likely changes in inequality faced by people with protected characteristics, including how many BAME people would be able to afford the new homes to be built. He noted that many Haringey residents were being priced out of the local property market and that there was an overrepresentation of BAME people amongst JSA and Housing benefit claimants.

¹⁴ P.696, Public Appendices Items 9 & 10, Cabinet 3rd July 2017 [Agenda for Cabinet on Monday, 3rd July, 2017, 6.30 pm | Haringey Council](#)

- 6.22 Paul Burnham cited a 2016 report by the Centre for London think-tank, *Another Storey*¹⁵, which set out indirect costs to existing residents arising from estate redevelopment. This included moving children’s schools, reorganising childcare, finding a new GP/dentist, the time and stress associated with moving and a loss of local connection. He said that an evaluation of the health and well-being implications of relocation of residents should have been carried out.
- 6.23 Paul Burnham told the Panel that tenants and leaseholders had been promised a “right of return” with the option of eventually moving back to a new property in the new development. Tenants and leaseholders could choose between this option or to accept a transfer to a property elsewhere in the Borough. However, he said that in practice, the Council had been encouraging residents towards the latter option of moving away from the area. More than 75% of the original secure tenants had now chosen to be rehoused elsewhere and would now not be returning to the area. The principle that the redevelopment should benefit the existing residents had therefore, in his view, been completely disregarded.
- 6.24 As part of the evidence provided by Haringey Defend Council Housing, the Panel heard representations from a former resident and secure tenant of a 1-bedroom flat at Moselle House on the Love Lane estate where he lived for around 11 years until June 2017. The former resident explained to the Panel that, as efforts to move tenants from the estate began, he had been informed by his rehousing officer that if he did not bid for another property within six months, one would be offered to him without any choice. Council officers commented on this point that the Secure Tenant Guide provided secure tenants with a range of re-housing options including a new home within the scheme or a Council property elsewhere in the borough. They added that secure tenants would only be required to move closer to the date of the demolition.
- 6.25 The former resident said that he accepted the new-build 1-bedroom flat that he was offered, at Verdant Court near Finsbury Park, though he said that he had been concerned about how non-transparent the process had been, in terms of how suitable the property and the costs would be to his needs. He said that the option of right to return to the regenerated area was not raised as an option and that he was not clear about what the rental costs at the new property would be until he had accepted it.
- 6.26 Paul Burnham, from Haringey Defend Council Housing, said that the Council had promised the residents of the Love Lane Estate that they would not be worse off as a consequence of the redevelopment. The former resident then explained that his rent and council tax bill (Band A) at Moselle House, Love Lane had amounted to around

¹⁵ [Centre for London | Another Storey: The Real Potential for Estate Densification](#) (2016)

£500pm whereas his rent, council tax (Band D) and service charge bill at Verdant Court was now around £1,100pm.

- 6.27 Paul Burnham informed the Panel that the Love Lane tenants who do choose to stay on to be rehoused at the new development have been advised to expect increased service charges. According to the Council this is *“due to the fact that there will be more services provided for tenants in an improved and more secure environment”*¹⁶ and will include items such as CCTV, concierge, lift maintenance, cleaning, repairs, lighting and green spaces. Paul Burnham said that these charges will fall most heavily on residents with lower incomes and savings and that Council tenants have not previously had to pay service charges for items such as lift maintenance, CCTV or repairs.

Landlord Offer - Rent/Service Charges

- 6.28 The Landlord Offer, published in July 2021, specified that *“Eligible tenants living in Love Lane Estate who are moving to a new home in the scheme, will have initial rental charges for the new homes in High Road West at no more than 10% above the average Council rent for an equivalent size property on the Love Lane Estate (to the bedroom size property that they are moving to) at the time of the move, and no less than that average Council rent.”*¹⁷
- 6.29 The Landlord Offer also stated that *“Service charges will be calculated based on the services that are provided with the aim to ensure that costs are minimised, while still ensuring that the buildings are managed and maintained to a high quality. We will be working closely with residents to understand the type and level of services that tenants and leaseholders want and need, and ensure that these are affordable.”*
- 6.30 Committee Members were concerned that tenants on fixed incomes, including those in receipt of Housing Benefit/Universal Credit would not be able to afford a substantial increase in their rent and service charges, but noted that the Landlord Offer provided no guarantee that this would not happen as consequence of the move to the new homes. The Committee therefore took the view that a commitment should be made to Love Lane estate tenants that their rent and service charge levels should not be increased.

RECOMMENDATION 1 - Rent levels, including any service charges, for residents transferring from the Love Lane Estate to a property in the regeneration scheme or elsewhere should be the at the same level without a diminution in the security of their tenancy.

¹⁶ p.48, Appendix 6, HRW Consultation feedback report, agenda item 58, meeting of the Cabinet, 12th Sep 2017
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=8289&Ver=4>

¹⁷ Landlord Offer, Appendix 5, Item 560, Cabinet meeting 13th July 2021 <https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=68177>

Ballot on the future of the Love Lane estate

- 6.31 The 2014 High Road West Masterplan Framework, and all subsequent versions of the proposals, have committed to the demolition of all 297 properties on the Love Lane estate. However, in July 2018, new rules on the estate regeneration was introduced by the Mayor of London, which meant that the approval of residents via a ballot would be required before the demolition could go ahead.
- 6.32 The Resident Ballot Requirement funding condition meant that, from 18th July 2018, *“any landlord seeking GLA funding for a strategic estate regeneration project which involves the demolition of social homes must demonstrate that they have secured resident support for their proposals through a ballot.”*¹⁸ The rationale given for this is that the requirement would *“make sure that GLA funding only supports estate regeneration projects if residents have had a clear say in plans and support them going ahead.”* The requirement for a ballot under these rules is triggered if any estate regeneration project which seeks funding from the GLA of any homes owned by a Council or Housing Association and involves the construction of 150 or more new homes. The Council’s agreement with the GLA for funding to support Phase A of the scheme (the area to the south of White Hart Lane) meant that the scheme would require a ballot to be undertaken.
- 6.33 The process for the ballot under the new Residential Ballot Requirement, as specified by GLA guidance, is that residents be provided with a Landlord Offer which is a document outlining the details of the proposed estate regeneration project, the question to be put to residents in the ballot and the timing of the ballot. It should also include the following details:
- the broad vision, priorities and objectives of the project, including the estimated number of new homes and the mix of tenures;
 - the full right to return or remain for social tenants;
 - the offer for leaseholders and freeholders; and
 - commitments to ongoing consultation and engagement.
- 6.34 In July 2021, the Cabinet approved the final versions of:
- the High Road West Local Lettings Policy;
 - the Love Lane Leaseholder Offer;
 - the ‘Landlord Offer’ to residents.
- 6.35 The publication and approval of these documents enabled the ballot to go ahead with the Landlord Offer forming the basis of the Council’s commitment to existing residents should they vote in favour of the proposals in the ballot.

¹⁸ Resident ballot funding condition: summary https://www.london.gov.uk/sites/default/files/resident_ballot_funding_condition_summary.pdf

- 6.36 The result of the ballot, held in September 2021, was a “Yes” result with 55.7% of residents voting in favour of the proposals on a turnout of 69.4% of eligible voters. In terms of the actual number of votes cast there were 113 residents who voted in favour of the proposals and 90 residents who voted against. This result meant that the Council could proceed with Phase A of the High Road West redevelopment.
- 6.37 After the Review’s evidence gathering period had concluded, Members of the Committee were made aware of allegations that the ballot had been conducted improperly. This included allegations that Council officers had pressured residents to vote in favour of proposals by visiting them on the doorstep on multiple occasions and that Council officers had collected ballots from residents. The Committee was also made aware of the Council’s position that officers did not at any stage seek to influence or interfere with the independent ballot process. The Council stated that officers had aimed to speak to every household on the estate to provide the opportunity to ask any questions about the Landlord Offer and to provide advice on where to access any support required. It was not intended that households would be spoken to on multiple occasions, not visited more than twice.
- 6.38 In November 2021, the Housing and Regeneration Scrutiny Panel received a report on this issue at a Panel meeting¹⁹. In response to questions from Members, officers acknowledged that, on four occasions, Council officers had collected sealed ballot envelopes from residents. They said that in all four cases this had been because residents had severe mobility issues. The advice from the independent election agent, Civica, had been that Council officers could collect sealed ballots “as a last resort”. Panel Members said that the handling/collection of ballot papers by party activists would be considered improper in a local/general election so this was not appropriate practice.

RECOMMENDATION 2 - The Committee was concerned to hear allegations around conduct by officers or other parties during the Love Lane estate demolition ballot process, but had not directly received any evidence of this as the ballot took place after the Committee had concluded its evidence gathering sessions. The ballot was the first estate demolition ballot to have taken place in Haringey. In the circumstances, the Committee recommends that a lessons learnt review is undertaken by the Council, with particular focus on the experience of residents, to inform any similar future ballots.

¹⁹ Item 9, Housing & Regeneration Scrutiny Panel, 4th November 2021
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=754&Mid=9820&Ver=4>

High Road West Local Lettings Policy

- 6.39 The High Road West Local Lettings Policy aims to prioritise existing tenants in the redevelopment area for the new secure Council homes in the redeveloped High Road West area. This would apply not just to secure tenants but also to those in temporary accommodation on the Love Lane Estate who meet the eligibility criteria. This includes the requirements of having been accepted as homeless by the Council and having lived in the masterplan area in a property requiring demolition for at least 6 months prior to the publication of the Council's Landlord Offer.
- 6.40 This represents a shift in policy from the Council's previous position on this issue. In December 2014, the Cabinet approved a Secure Council Tenant Guide as part of the S105 consultation for secure council tenants within the regeneration area. This set out a number of rehousing options including moving to a new home in the redevelopment area or to move to a Council home elsewhere in the Borough.
- 6.41 However, at this point the position was that all Temporary Accommodation tenants in the borough were subject to the Council Housing Allocations Policy which determines which applicants on the Housing Register should be prioritised for housing through a banding system. On that basis, Temporary Accommodation tenants living on the Love Lane Estate would not therefore have been prioritised for the new housing on the redeveloped High Road West and their position in the Council's banding system would depend on their individual circumstances in the same way as all other Temporary Accommodation tenants in the borough.
- 6.42 However, the Mayor of London's Resident Ballot Requirement funding condition, introduced in 2018, means that the Council would require a positive outcome from a ballot of Love Lane residents before the High Road West scheme could proceed with any GLA funding support. With 66% of the properties on the Love Lane estate occupied by Temporary Accommodation residents as of December 2019, the ballot requirement required the Council to improve its offer to Temporary Accommodation residents. Council officers also said that there was recognition that a long-standing community had built up on the estate, including the Temporary Accommodation residents, and that there was therefore a strong case to maintain that community in the new scheme.
- 6.43 A report to the Cabinet in March 2020 changed the Council's position on this issue and for the first time offered to rehouse Temporary Accommodation tenants with secure tenancies in new homes on the redeveloped High Road West site. The High Road West Draft Local Lettings Policy, published alongside this report, acknowledged that many of the Temporary Accommodation residents have now lived on the Estate for over five years and have established links within their community. Paragraph 1.6 of the draft Policy states that:

“In order to promote a strong and stable community, through maintaining the existing community on Love Lane Estate and within the masterplan area, the Council is proposing to prioritise eligible non-secure tenants in temporary accommodation, both on the Love Lane Estate and within the wider High Road West area, whose homes need to be demolished, for the new homes which will be built as part of the scheme, in addition to secure and assured tenants.”

- 6.44 The TAG Love Lane group declined to participate in the Panel’s Scrutiny Review process. But in a newspaper article, published in the Enfield Independent in April 2020, the group’s Chair criticised the Council’s offer stating that:

“The offer of secure tenancy for temporary accommodation residents might not actually be a council-rent home but instead a housing association flat at higher rent than council rent levels. Whatever the merits of the alleged offer, it is not legally binding. So, the deal from Haringey Council is ‘agree to the demolition of your home and we might be able to offer something in the future’.”²⁰

- 6.45 Ahead of the ballot vote in September 2021, TAG Love Lane remained opposed to the proposals, quoted in the Tottenham & Wood Green Independent as stating that the offer to residents *“doesn’t come with a legally-binding guarantee, and we are not sure whether it will even be delivered on time.”*²¹

- 6.46 A key issue has been the competing priorities between Love Lane residents, including those in Temporary Accommodation, being allocated the new social rented properties on the basis that the local community should be kept together, and people in the wider community who are higher on the Council’s housing list and urgently require social rented properties.

- 6.47 Asked by a Committee Member whether the temporary accommodation residents had effectively jumped the housing queue and how this could be justified, officers said that the rationale for this was in keeping the community together. They added that many of the residents had been there for several years and had developed strong local connections, such as their children attending local schools and that local authorities could develop their lettings policies to take such factors in to account. By increasing the number of Council homes provided by the scheme, this had helped to resolve the competing tensions and enable the redevelopment to go ahead. This would allow not only for the temporary accommodation tenants to be rehoused but also for an additional 250 homes to be provided for people on the rest of the

²⁰ Quote from Joanna Morrison, Chair of TAG Love Lane group, *Residents’ Group on Tottenham Estate Slams Housing Offer*, Enfield Independent, 22nd April 2020 <https://www.enfieldindependent.co.uk/news/18397780.residents-group-tottenham-estate-slams-housing-offer/>

²¹ *Concerns over Haringey Council Love Lane estate regeneration*, Tottenham & Wood Green Independent, 4th September 2021 <https://www.thetottenhamindependent.co.uk/news/19558314.concerns-haringey-council-love-lane-estate-regeneration/>

housing waiting list. There was therefore a significant level of support from people on the housing register. The local lettings policy set out who was eligible for a home and in which order they should be let. The consultation found 87% support for the eligibility criteria and 86% support for the lettings criteria based on around 100 responses.

- 6.48 Asked by Cllr Carlin what proportion of the new properties would be 1-bedroom properties, Sarah Lovell said that the number of bedrooms in the new properties would be based on the need of the Love Lane Estate residents being relocated and then with the additional properties, this would be based on the housing policy mix. This would mean there would be 11% 1-bedroom properties, 45% 2-bedroom, 33% 3-bedroom and 11% 4-bedroom.
- 6.49 Cllr Hare asked whether the elapsing of time while waiting for the redevelopment would mean that some Love Lane residents would be rehoused elsewhere. Sarah Lovell acknowledged that this may happen in some cases, although only if the resident chose to do so. Non-secure tenants could continue to bid for secure properties elsewhere before the new homes in High Road West were available but would not be obliged to do so. Most residents would be able to move direct to the new homes, and for those that did need to move temporarily due to demolition, they would retain the right to return. In general, the average time on the waiting list before being allocated a property was around 10-12 years and the typical waiting time of temporary accommodation residents on the Love Lane estate was 5-7 years.

Offer to Leaseholders

- 6.50 The High Road West Leaseholder Guide, which was published by Haringey Council and approved by the Cabinet in December 2014²², set out options for resident and non-resident leaseholders on the estate and this was then built on to develop the final Leaseholder Offer which was approved by the Cabinet in July 2021.
- 6.51 Resident Leaseholders have five rehousing options under the final Leaseholder Offer:
- Purchase a home in the new High Road West development. Leaseholders would be able to use the value of their current home plus a Home Loss Payment (10% of the value of their current home). The remaining difference in price would be made up by an interest-free equity loan from the Council.
 - Purchase a home elsewhere in the Borough with financial support from the Council. This would involve an interest-free equity loan from the Council of up to 40% of the value of the new property.

²² *Leaseholder Guide*, Item 779, Appendix 6, Cabinet meeting 16th December 2014
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&Mid=7188&Ver=4>

- Purchase a home elsewhere in the Borough without financial support from the Council.
 - Request a leasehold swap. This would enable the purchase of the leasehold of a Council-owned property of equivalent value.
 - Exceptional circumstances. The Council will review cases of exceptional circumstance on its merits to provide the most suitable housing offer.
- 6.52 Non-resident Leaseholders would be offered the market value of their home plus a 7.5% loss payment as well as reimbursement for some other costs.
- 6.53 The Committee was concerned that a considerable additional financial burden could be imposed upon some resident leaseholders who wished to stay in the area as a result of the higher property prices in the new redevelopment compared to their current property value. The Council's Love Lane Landlord Offer, published in July 2021, explained that where resident leaseholders cannot afford to buy a new home in the redevelopment outright then the Council will offer to contribute money for the purchase through an enhanced equity loan. To access this, resident leaseholders would need to contribute the market value of their existing home plus their 10% Home Loss payment. It also states that if resident leaseholders are unable to raise sufficient funds to qualify for an equity loan, then the Council will review the options available to you to find the most appropriate way to enable them to stay in the area.
- 6.54 The Committee welcomed the provision of equity loans for resident leaseholders but remained concerned about the possibility that the move to a higher priced property could leave some resident leaseholders in a much worse financial position if they wanted to stay in the area. The Committee urged the Council to closely monitor such cases and consider whether any other financial support measures could be used to avoid such outcomes.

RECOMMENDATION 3 - As a principle, resident leaseholders should not be in a much worse financial position if they have to sell their leasehold interest and purchase a new unit in the regeneration scheme. To avoid this, the Council should offer a range of financial support measures to resident leaseholders in appropriate circumstances.

Consultation with residents

- 6.55 In evidence to the Panel, Sarah Lovell, Head of Area Regeneration for North Tottenham, told the Panel that there had been extensive consultation with residents on the scheme. She said that the three options developed with Arup and presented in the 2013 consultation had been based on previous feedback from 2012 which was that people wanted more things to do (including for young people), more and higher quality housing and a better quality area where they felt safe. The most comprehensive of the three options (Option 3) was the most favoured one and there

then followed a further year of work with residents on the basis of that option to develop the Masterplan that was published in 2014.

- 6.56 In written evidence to the Panel, officers noted that, as set out in the consultation feedback report presented to Cabinet in November 2013, the redevelopment scheme, including the demolition of homes, was supported by 68% of Love Lane residents who responded to the consultation. A total of 170 households had responded which equated to a response rate of 60%. In a later consultation in 2014, 31% of Love Lane households responded in favour of demolition, 13% responded with a different answer and 56% did not respond.
- 6.57 It is important to note that many of the Love Lane residents that were part of these consultation processes have since moved on. At the time of the 2013 consultation there were only a very small number of temporary accommodation tenants, most were secure tenants or resident/non-resident leasehold properties. Part of the feedback from the residents was that they would prefer to have the option to move from the estate straight away and their re-housing options were subsequently set out in a series of documents published in 2014 including a Secure Tenant Guide, a Leaseholder Guide and the Love Lane Residents Charter. The Love Lane Residents Charter was led by the Independent Tenant and Leaseholder Adviser (ITLA), who was employed by the Council to provide independent advice to the tenants and leaseholders on the Love Lane Estate. The ITLA worked with the Residents Association to develop the Charter with a large number of residents engaged through a series of workshops and a document that was sent to every household on the estate. The aspirations of the residents were then set out in the Charter after negotiation with the Council.
- 6.58 Asked about the Council's consultation with the new Temporary Accommodation tenants that had moved to the estate since 2014, Sarah Lovell said that these tenants were included in engagement exercises on the Masterplan, for example in 2018 and 2021. There had also been ongoing engagement on a one-to-one basis, such as through door-knocking by engagement officers, and through engagement with the residents' association. Dedicated sessions for Temporary Accommodation tenants had taken place at times when new proposals relating to their housing offer were put forward for consideration.
- 6.59 Sarah Lovell said that from 2015 to 2017 the Council's main focus had been on delivery and the procurement process, so the priority in terms of resident engagement was more about providing information rather than consultation. However, there was a detailed design guide which was developed with residents in 2015 to set out their aspirations on the housing and wider environment of the redevelopment. This document was then used as part of the procurement process

with bidders required to respond to the aspiration of the residents. Further consultation, for example on the design of the new housing, would be expected when the scheme is in a position to proceed. Matthew Maple noted that it has taken some time for the Temporary Accommodation residents to develop into a community that is familiar with the local area and have the capacity to engage with the process in an organised way, but that the residents' association had recently been growing and engaging in a positive way including residents from all parts of the estate. The residents' association has been provided with some practical support from Homes for Haringey's Resident Involvement Team and the regeneration team in building its capacity, and efforts had been made to ensure representation from different categories of tenure on the estate. Asked about doubts that had been expressed on social media about the residents' association's independence, Peter O'Brien said that this would be a misrepresentation as there had previously been some challenging differences of opinion between what the Council felt could be done and the residents association wanted to achieve.

- 6.60 Officers told the Panel that the TAG Love Lane group was not recognised as a constituted body that would qualify for funding by Homes for Haringey, and the group had only had limited engagement with the Council. Officers told the Panel that they could not say how representative the TAG Love Lane group is of Temporary Accommodation residents on the estate.
- 6.61 As part of evidence provided to the Committee in August 2021, Sarah Lovell added that after the GLA funding package had been secured, this had allowed the Council to progress to reengaging with the community, including the residents of the Love Lane estate, on the specific elements of an offer for residents (tenants and leaseholders). A consultation had taken place earlier in the year on the offer to Love Lane leaseholders and there had also been a wider consultation (including both Love Lane residents and those on the housing register) on the local lettings policy for High Road West which set out how the new homes delivered through the scheme would be allocated. There had also been engagement on a set of commitments to temporary accommodation residents on the Love Lane estate, following which, the resulting landlord offer was published.

7. New housing within the redeveloped High Road West site

Affordable housing within the new High Road West site

- 7.1 The original proposals from Lendlease when approved as preferred bidders for the scheme in 2017, were for around 2,500 new homes, including at least 750 affordable homes (30% affordable). At that time, it was agreed that the Council would acquire 191 replacement homes, including 145 for social rent and 46 for equity loan for existing Love Lane Estate secure tenants and resident leaseholders respectively.
- 7.2 Following the 2018 local government elections, the new Council administration sought to significantly increase the number of Council homes for social rent in the scheme from 145 to 500 and to increase overall the proportion of affordable housing from 30% to 40%. In evidence to the Panel, officers said that this had been a very significant change in emphasis and had opened up a significant viability gap in the scheme and therefore a different funding ask. They noted that the most expensive type of affordable housing to deliver is Council rented housing and so the more of it that is required, the larger the viability gap will grow without additional funding. It had therefore been necessary for officers to conduct work, including discussions with Lendlease and the GLA, on reconfiguring the scheme and increasing the amount of funding in order to allow for it to progress.
- 7.3 Council officers made clear to the Panel that GLA grant funding had always been a requirement of achieving a viable business case and that the GLA had supported the Council for some years in progressing improvements across Tottenham and the High Road West area. In 2016, the Council had secured Housing Zone Funding from the GLA with an Overarching Borough Agreement to support the previous configuration of the scheme totalling around £60m of funding.
- 7.4 In March 2021, the Cabinet approved a new funding package from the GLA to support the scheme which totalled £91.512m. This consisted of £70.312m of Affordable Housing Grant and £21.2m from the Mayor's Land Fund. This package would enable the scheme to deliver 500 council owned social rent homes of 40% affordable housing.
- 7.5 The report to the Cabinet in March 2021 explained that the scheme was split into Phase A and Phase B with Phase A being the focus of the GLA funding. Phase A consists mainly of the Council owned properties to the south of White Hart Lane including the Love Lane estate. Phase B consists mainly of the privately owned properties to the north of White Hart Lane and the properties facing the High Road. The report stated that Phase A would deliver *"around 1,435 homes of the total*

scheme amount of c.2,600 homes and ensures the ability of the Council and Lendlease to deliver the 500 social rent homes for acquisition by the Council."²³

- 7.6 During the evidence sessions, the Committee enquired about the changes to the configuration of the scheme that had been necessary to secure the new GLA funding package. Officers explained that following the requirement from the new administration to increase the number of social rent homes to 500, a multi-dimensional effort was required to bridge the funding gap. An initial funding bid to the GLA had been rejected on the grounds that the Council and Lendlease had not exhausted every opportunity to bridge the gap. Further work then followed to try to generate further efficiencies and to look at design changes, such as reasonable additions to the density from the bid position of 2,500 homes, in order to achieve added value to the scheme. The subsequent bid to the GLA was then successful. The bid process had been recent and exhaustive with a high level of scrutiny, including independent verification to the figures and the wider benefits of the scheme. This meant that there was a high level of confidence that the finances of the proposals could be relied upon.
- 7.7 Asked by Committee members about the increase in housing density referred to as part of the GLA bid and whether this was required in addition to the extra money to make the scheme viable, officers said that the original density was part of the first unsuccessful bid and so changes to the density were then made as part of the wider amendments to the scheme which were then submitted as part of the subsequent successful bid.
- 7.8 Asked by Committee members about whether £70m of Affordable Housing Grant for 500 social homes represented good value for money, officers said that there were more factors than this associated with the process and that the amount provided was assessed against the viability of the scheme as a whole, based on market conditions and the overall outcomes that had been set and not just the number of housing units. The allocation of this funding involved a very detailed process. The acquisition of the housing units by the Council would be at much reduced rates.
- 7.9 Asked what steps had been taken to make the scheme viable, Bek Seeley, Managing Director for Development at Lendlease, said that large scale schemes with significant affordable housing and community assets could be hard to deliver in London. The Lendlease philosophy was that place and community outcomes were part of the ambition and not simply things that had to be done. Over the last 10-15 years in London, Lendlease's approach had been to work in partnership with organisations like the GLA to deliver the best outcomes possible on affordable housing and

²³ Paragraph 6.9, agenda item 493, Cabinet 16th March 2021
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&Mid=9712&Ver=4>

viability. Money committed from Government and the GLA had supported outcomes for communities and Lendlease had worked hard to balance this position. Schemes could be made viable by being creative and by working in partnership with the Council and the community. The viability approach on High Road West has included significant support from the GLA as they could see that there was an opportunity to invest to support the community.

- 7.10 Cllr Moyeed asked how amenable Lendlease would be to any further amendments in future, given that the scheme had recently been changed. Bek Seeley noted that it was quite common in schemes for grant funding to come from a variety of sources, and throughout the course of a project that takes several years, the final outcome was rarely exactly the same as set out at the start. Dialogue and a constructive partnership were important in delivering the best overall outcomes when working through any changes. Asked by Cllr Carlin what the 'red lines' were in terms of viability, Bek Seeley said she didn't think about the project in terms of red lines but said that there was a very firm position on the amount of affordable housing as the GLA funding was conditional on this basis and there was a list of requirements that had to be delivered.
- 7.11 Paul Burnham from Haringey Defend Council Housing expressed concerns to the Panel about the overall amount of housing in the proposals. He told the Panel that the specification in the original 2014 Masterplan was for 1,400 homes which he described as already being a dense development. However, through its winning bid and its appointment as preferred bidder at the procurement stage in 2017, Lendlease increased this to more than 2,500 homes, an increase of 78%. He said that Haringey Council had agreed to this without any proper examination of the consequences or the pressure that more dense, tall buildings would have on size standards, public spaces and local infrastructure.
- 7.12 The Committee noted that the number of homes planned in the redevelopment has increase from 1,400 in the original masterplan to around 2,600 in the current proposals. The Committee also acknowledged the concerns about the high density of the redevelopment expressed by various witnesses including the HTBG Residents Association, Haringey Defend Council Housing and the Peacock Industrial Estate businesses. The Committee recognised the new amenities that were included in the redevelopment plans, but felt that the importance of ensuring that adequate infrastructure was provided to cope with the new residential density should be reemphasised.

RECOMMENDATION 4 – The Council must ensure that adequate new infrastructure, including health and education services, is built into the redevelopment plans.

Standard of housing within the scheme

- 7.13 Asked by the Committee about the commitment to deliver the 500 Council-owned social homes to a good standard, officers said that the Council was protected by the Development Agreement and the scheme could not go ahead without the requirements within it being delivered. The Council had specified in detail what it expected to get and there would be on-site monitoring and an independent certifier who would check that the homes were built to the right quality and specifications.
- 7.14 Asked by Cllr Gunes whether Lendlease would manage the affordable housing, Avni Mehta, Commercial Lead for High Road West at Lendlease, said that the council housing would be passed to Homes for Haringey. Ongoing community engagement and the specifications required by the Council in the Development Agreement would help to inform the location of the affordable housing within the scheme. Bek Seeley added that the Council had to approve all of Lendlease's planning applications and allocations of units so there was a strong set of controls on the design and configuration of the housing.

Green spaces in the redevelopment area

- 7.15 Cllr Connor asked about the green space allocation and whether these would be overshadowed by tower blocks. Avni Mehta said that, while there would be tall buildings on the site, work was ongoing to mitigate this including daylight sunlight studies and wind testing to ensure that the design of the building will enable the key open spaces, such as the park and the public square, to benefit from sunlight throughout the year.
- 7.16 Cllr Hare asked how the proportion of green space to the number of residents compared to other schemes. Avni Mehta said that she did not have specific statistics for this but that they had been mindful throughout the process of how to optimise the number of homes and ensuring that the level of provision of open spaces supports the level of density. Bek Seeley said that high quality green space was clearly critical to health and wellbeing, particularly following the pandemic.
- 7.17 Asked by Cllr Hare about the design of the flats and access to fresh air, Avni Mehta said that balconies and access to private outdoor space were prioritised in the design.
- 7.18 Asked by Cllr Connor whether the green spaces would be gated for residents only rather than the public, Avni Mehta said that the masterplan proposed a mix, with some private spaces such as courtyards in certain blocks but also a series of spaces open to the public including the park. Bek Seeley added that in terms of private spaces, security was often a priority for some residents in these types of

development, particularly for the safety of younger children, and so there was a balance to be struck on the amount of publicly accessible and private spaces.

- 7.19 Asked by Cllr Hare about cycle storage, Avni Mehta said that provision of cycle storage was envisaged as being part of the design on the ground floor of residential blocks. This formed part of the consultation and engagement to understand what residents would require.

Approach to mixed tenure housing

- 7.20 In evidence to the Panel in March 2020, Paul Burnham from Haringey Defend Council Housing told the Panel that the proposals for the rehousing of Council tenants would involve locating that in the small section of the redevelopment to the west of the railway line where Whitehall Lodge and the Whitehall & Tenterden Centre were currently located. Most of the rest of the development would be to the east of the railway line. He opposed this type of segregation and noted that the Love Lane Residents Association Charter states that *“it should not be possible to distinguish between the different tenures and they should be mixed together in the same buildings and on the same floors”*. (Paragraph 4.2.3)
- 7.21 In evidence sessions in August 2021, Committee Members asked for clarification on the latest approach to mixed tenure and about whether the Council homes would be built in a separate area from the private blocks. Officers said that the first phase of 60 units built on the Whitehall Lodge and the Whitehall & Tenterden Centre site would be social rented in order to meet the requirements for phasing to minimise the disruption caused to the Love Lane Estate residents that would be relocating. Apart from this there would only be 4 or 5 plots on the main parts of the site so these would have to have a mixed tenure approach, including Council rented homes, for this to work. Lendlease informed the Committee that they adopted a tenure-blind approach to its developments so the facilities available to private residents and affordable housing residents would not differ. On the basis of these discussions and the need to successfully integrate the Love Lane residents into the new redevelopment, the Committee took the view that the principle that the amenities available to Council tenants and private tenants should be of equal standard and accessible to all should be applied across the redevelopment scheme.
- 7.22 The Committee noted the evidence received on the specifications of the redevelopment and the new housing units and the Council’s commitments in Outcome 9 of the Borough Plan to protect and improve green spaces, increase levels of physical activity, improve air quality and reduce carbon emissions. The Committee felt that assurances should be given that the delivery of the redevelopment would align with these aims and be for the benefit of all residents.

RECOMMENDATION 5 – The Council should ensure that:

- (a) Green spaces in the redeveloped areas should be of sufficient size and open to all. They should not be gated and for exclusive use of some tenures of residents.**
- (b) There should be communal spaces/halls for residents so that they are accessible to all.**
- (c) Cycle parks and parking rights should be the same for all tenures of residents.**
- (d) Construction of new properties in the regeneration scheme is carbon neutral.**

Accessible and adaptable homes for disabled people

- 7.23 Asked by Cllr Connor about the plans for new properties specifically designed for disabled residents, Sarah Lovell said that 10% of the new Council homes would be fully wheelchair accessible. Needs assessment would be carried out by housing officers for the Love Lane estate residents that may have specific needs. Requirements from these assessments, such as grab rails for example, would be built into the specification for the building of the new properties.
- 7.24 The Committee welcomed this assurance but were keen to ensure that the new Council homes in the redevelopment scheme would be suitable and adaptable in the longer term for the full range of needs for disabled people. This would be needed in order to provide choice for potential future residents and not just to meet the needs identified among the current Love Lane residents.
- 7.25 The Committee observed that the London Plan’s policy on accessible housing²⁴ emphasises the importance of accessible and adaptable housing in new developments, including the 10% fully wheelchair accessible requirement referred to above.
- 7.26 The Committee also noted that the House of Commons Women & Equalities Committee considered the issue of inclusive design as part of its 2017 report, *Building for Equality: Disability and the Built Environment*. This report highlighted the importance of ‘inclusive design’ which it noted was defined by the National Planning Policy Framework at the time as *“designing the built environment, including buildings and their surroundings spaces, to ensure that they can be accessed and used by everyone.”*²⁵ The report noted that inclusive design included factors such as lighting, acoustics and navigation and that, according to the Design Council, “inclusivity is insufficiently considered in the early stages of development and design”. Common design features such as intercom buzzers caused problems for deaf people. The report concluded that inclusive design was treated as a ‘nice-to-do’ and not a statutory requirement, leaving local authorities at risk of breaching their obligations

²⁴ Policy D7 Accessible Housing, p.132 London Plan (March 2021)

²⁵ p.19, *Building for Equality: Disability and the Built Environment*, House of Commons Women and Equalities Committee, Ninth Report of Session 2016-17

to anticipate the need for reasonable adjustments and of failing in their public sector equality duty.

- 7.27 The Committee felt that, in addition to complying with the policy requirements of the London Plan, the Council should also ensure that inclusive design principles are built into the construction of the homes that are to be acquired by the Council and to the wider redevelopment scheme.

RECOMMENDATION 6 – The new Council homes in the redevelopment must be suitable for the full range of needs of disabled people. This should include accessible and adaptable housing as required by the London Plan and ensure that inclusive design principles are built into the construction of the homes that are to be acquired by the Council and in the wider redevelopment scheme.

8. Grace Organisation – Whitehall & Tenterden Centre

- 8.1 The Committee heard evidence from The Grace Organisation, a provider of day opportunities services and a registered charity which operates as a leaseholder from the Council-owned Whitehall & Tenterden Centre on Whitehall Street. This is one of the buildings that would be demolished as part of the proposed redevelopment. It is located to the south-west of the High Road West redevelopment site and is one of the few parts of the site which are to the west of the railway line.
- 8.2 The Grace Organisation provides day opportunity services to older people with dementia, disability or long-term physical/mental health issues. It was founded in 1983 by the late Daphne Marche MBE and the current Director is her daughter Paulette Yusuf.
- 8.3 A previous Scrutiny Review on Day Opportunities, published in 2019 by the Adults & Health scrutiny panel, had been made aware that the Grace Organisation was faced with possible relocation due to the proposed High Road West redevelopment²⁶. It had taken evidence from the Grace Organisation and noted that initial discussions with the Council had included a potential move to a site in the Wood Green area. This had caused significant concerns about transport issues, given that much of their client base is from the Tottenham area. There had also been concerns about the size and condition of the building.
- 8.4 At the time of the Adult & Health Scrutiny Panel’s visit in 2019, the Grace had around 150 attendances per week, the majority of which were funded through contracts or personal budgets, though there were some self-funders. The service users at the centre had varying levels of needs and the proportion of service users suffering from dementia had increased in recent years.
- 8.5 As part of the High Road West Scrutiny Review, the Housing & Regeneration scrutiny panel took evidence from the Grace Organisation in February 2020. The delegation from the Grace Organisation included the Director, Paulette Yusuf, and the Chair, Francis Lewis. The Panel was informed by the delegation that the proposed High Road West regeneration impacted on their organisation in a number of ways:
- **It created uncertainty** – this impeded the development of their services for the future and meant that some items within their Strategic Plan had been on hold for some time.
 - **Investment in building repairs had been delayed** - as the organisation does not know where it will be operating from in future years.

²⁶ Paragraph 8.17, p.15, *Scrutiny Review – Day Opportunities and Community Centre Provision in Haringey*, Adults & Health Scrutiny Panel, 2018/19 <https://www.haringey.gov.uk/local-democracy/how-decisions-are-made/overview-and-scrutiny/scrutiny-reviews/scrutiny-reviews-2018-19>

- **Positive contribution to the community erased** – the organisation had been a part of the Tottenham community on the same site for 36 years.
- **Reduction in social capital** – in addition to its day care services, the organisation proactively engages with the wider community including through additional events and activities.

- 8.6 The delegation felt that the positive impact of their services, including jobs and volunteering opportunities for local people, events and activities for the wider community and the health and wellbeing benefits to their clients, were particularly needed in the east of the Borough where deprivation is highest. Given their close connections to the local community in Tottenham they were concerned that regeneration proposals could result in the cessation of their services altogether if a suitable location was not found. In addition to the loss of established community networks, the loss of their current site could affect the ability of their clients to access their service as they currently benefitted from good transport connections and a dedicated car park.
- 8.7 The delegation made clear that they were not opposed to the regeneration of the area, just that they wanted an option that enabled the organisation to continue to provide services in that part of the Borough. Their clear preference was for the service to remain in the current location either in their existing building or as part of the redeveloped High Road West site.
- 8.8 The Overview & Scrutiny Committee investigated this issue further in the evidence sessions in August 2021. The Committee was informed that the Council has recently issued a Section 25 notice to the Grace Organisation which the Panel understands would theoretically require them to vacate the premises by November 2021, though in practice The Grace will remain tenants at will until the relocation site is available. The Council's most recent relocation proposal involves part of a currently disused Council-owned building in Tottenham, previously used as the Irish Cultural and Community Centre.
- 8.9 In July 2020, the Irish Cultural and Community Centre went into liquidation with activities and services permanently closed.²⁷ The Council, as the freeholder of the building, indicated that it would explore options for the building which it saw as a community asset for the borough.
- 8.10 Officers informed the Committee that the Council was committed to providing 'like for like' alternative accommodation for the Grace Organisation and had considered the Irish Centre building as a possible option for this when it was vacated last year. They added that the Irish Centre site had the advantage of being well located for the

²⁷ 'Closure of the Haringey Irish Cultural and Community Centre', July 24th 2020 <https://www.haringey.gov.uk/news/closure-haringey-irish-cultural-and-community-centre>

Grace Organisation's client user group and the amount of space being offered was at least equivalent to their current space. It would also provide the opportunity to provide a space that had the standards required to help people with dementia and Alzheimer's needs as part of the Council's efforts to raise day opportunities in the borough to recognised standards.

- 8.11 In response to questions from the Committee, officers said that the Grace Organisation could not be relocated to new premises in the High Road West redevelopment site, mainly because the new buildings would not be available at the time that the old buildings would need to be demolished. In addition, the parking space at the new community buildings was not expected to be sufficient for the Grace Organisation's needs.
- 8.12 Officers also noted that the Grace Organisation was interested in obtaining the use of the main hall at the Irish Centre site, however this was not available as it was needed for wider community use. While they acknowledged the aspirations of the Grace Organisation, there were competing priorities for the building as a community facility that the Council was trying to manage.
- 8.13 In August 2021, the Overview & Scrutiny Committee decided to refer this issue to the Adults & Health Scrutiny Panel for further scrutiny, given the Panel's remit on social care issue and previous contact with the Grace Organisation.
- 8.14 Members of the Adults & Health Scrutiny Panel and local ward Councillors visited the Irish Centre site on 7th September 2021 to investigate further and were concerned about the poor general condition of the building and the apparent lack of maintenance in large sections of the building since it had been vacated.
- 8.15 The Panel were provided with a plan of the building which highlighted an area of 368 sq/m, along with office space, and including a kitchen area which had been identified as a possible space that could be allocated to the Grace Organisation. The Panel viewed these areas and officers acknowledged that, while the overall floor space provided would be 'like for like', there would be a larger proportion of office/kitchen space compared to the main activity space for clients.
- 8.16 The Panel understands that some funding for the refurbishment of the space allocated to the Grace Organisation would be provided from the High Road West scheme in accordance with the terms of the indemnity agreement agreed along with the development agreement that supports relocation costs. However, this would not apply to the refurbishment of the rest of the building.
- 8.17 It was noted that the proposals were not yet 'set in stone' and that dialogue was ongoing with the Grace Organisation. Panel Members acknowledged that there were

competing priorities for the use of the building. Panel Members also discussed logistical issues that would need to be carefully considered, such as the fair allocation of kitchen space which would be important to both the Grace Organisation and other organisations holding events in the main hall.

- 8.18 The site of the Irish Centre is close to the Grace Organisation's current building and is therefore a more suitable geographical option than previous proposals to relocate to Wood Green. The Panel agreed that continued dialogue with the Grace Organisation to work through the logistical issues was the most appropriate way forward at the present time. The Adults & Health Scrutiny Panel will continue to monitor progress on this issue.
- 8.19 The Committee concurred with the conclusions of the Adults & Health Scrutiny Panel and emphasised the importance of a long-term approach to the relocation of the Grace Organisation, ensuring that it remains in the Tottenham area where the majority of their clients live.

RECOMMENDATION 7 - Firm assurances should be given by the Council, as part of the ongoing discussions with the Grace Organisation, that its relocation should be prioritised within the Tottenham area close to where the majority of its current clients are located.

9. Peacock Industrial Estate

- 9.1 The 2014 High Road West Masterplan stated that the business properties within the Peacock Industrial Estate *“would need to be acquired by Haringey Council, which would aim to relocate these business within the borough and will be working with each individual traders to find a solution that works.”*²⁸ The business units and workshops of the estate would be demolished and be replaced by a residential neighbourhood and park.
- 9.2 Prior to the beginning of the Scrutiny Review, two deputations were heard by the Housing & Regeneration Scrutiny Panel on behalf of the businesses of the Peacock Industrial Estate.
- 9.3 The first of these deputations, in March 2019, was led by Faruk Tepeyurt as the elected spokesperson for the Peacock industrial estate. The key points were that:
- Under the proposals Lendlease would be given a 250-year long term lease impacting on the 50 business entities on the Estate which currently employ around 250 people. Mr Tepeyurt said that the Council did not want to protect the existing employment opportunities.
 - Business owners were being asked to downgrade their ownership status from freeholder to leaseholder. As leaseholders they would have to pay ground rent and service charges which they don't have to do currently. This would be justified on the basis of the quality of the new units but the current units were good quality.
 - Their preferred option would be to remain in place but with better landscaping of the estate to make it more welcoming. A second-choice option would be a mixed-use development with industrial units, residential homes and green spaces from their own land. But Lendlease and the Council would also need to allocate space from their own land.
- 9.4 The second deputation, in September 2019, was also led by Faruk Tepeyurt. The key points that he made were that:
- Under the redevelopment scheme's proposals, a total of 120,000 sq/m of land would be acquired by Lendlease plc. The existing business owners would have to effectively give up their land and become leaseholders rather than freeholders.
 - The views of business owners had not been taken into account throughout the consultation process.
 - The existing businesses in the redevelopment site area included coffee shops, a photocopying shop, eateries and dry cleaning on the High Road and mechanics, upholstery shops, joinery shops and timber yards on the industrial estates. There

²⁸ Page 28, High Road West Masterplan information pack (Dec 2014)

were more than 250 people employed on the industrial estate with a turnover of over £10m.

- A previous Haringey Council report had stated that 92 businesses would be disrupted by the regeneration scheme. Not all of these businesses had an alternative space to which they can relocate.

9.5 As part of the Scrutiny Review, the Panel took oral evidence from several business owners from the Peacock Industrial Estate and from parts of the surrounding area including Tottenham High Road and White Hart Lane.

9.6 The Peacock Industrial Estate has a management company, registered with Companies House as Peacock Estate Management Limited, with three registered directors:

- Faruk Tepeyurt from Unit 10 of the estate
- Domenico Oliveri from Unit 3-4 of the estate
- George Soteris from Unit-6-8 of the estate

Tottenham Landowners and Major Businesses Group

9.7 In evidence to the Panel in March 2020, Faruk Tepeyurt expressed concern about the activities of the Tottenham Landowners and Major Businesses Group the membership of which included major developers, the Council and others but did not include representatives of the Peacock Industrial Estate despite their status as major landowners in the area. He described this as *“a secretive consultation where we were never invited”*²⁹ and presumed that plans for the High Road West project, resulting in the proposed demolition of the Peacock Industrial Estate had been developed through this forum.

9.8 The Housing & Regeneration Scrutiny Panel had previously investigated the activities of the Tottenham Landowners and Major Businesses Group as part of its work programme during 2018/19. The website for the Group states that it brings together major businesses and landowners with public sector partners who are working in Tottenham and that the aim is *“to encourage better communication and joined up working practices”*. The group members are listed as including: Argent, Anthology, Bellway, Canal and River Trust, CONEL, Greater London Authority, Grainger, Hermes, Muse Developments, Lee Valley Estates, Lee Valley Regional Park Authority, Haringey Council, Metropolitan Police, Network Rail, Newlon, Tottenham Hotspur Football Club, the Tottenham Traders’ Partnership and Transport for London.

²⁹ Written evidence to the Panel from Peacock Estate Management Limited, March 2020.

- 9.9 The minutes for 21 meetings from September 2014 to October 2018 are available on the Tottenham Landowners and Major Businesses Group website.³⁰
- 9.10 A report from Council officers to a scrutiny panel meeting in November 2018 explained that the group was first set up in 2013 to work collaboratively in support of the Council’s vision for Tottenham following the 2011 riots. The report described typical agenda items as *“updates from the Council on recent initiatives, discussion on local employment and access to construction jobs, updates from public and private sector partners on their activities, engagement on emerging council policy documents, updates on partner schemes/initiatives and discussion on communications.”*³¹
- 9.11 At the meeting, Panel members expressed concerns about the public perception of a lack of transparency and influential role of the Tottenham Landowners and Major Businesses Group. Assistant Director for Regeneration, Peter O’Brien responded that strategic planning policies, such as on the future of town centres or on the number of new homes, require dialogue with a variety of different partners including those that own land in order for these policies to be delivered. He also stressed that the Group was not a decision-making body. He said that at the time when the Tottenham Landowners and Major Businesses Group was formed there was relatively modest investment in Tottenham and one of the reasons why it was formed was to explore how further investment for development could be brought in.
- 9.12 At a further update to the Panel in February 2019, Peter O’Brien confirmed that the Group had ceased to operate.³²

Memorandum of Understanding – Haringey Council and Tottenham Hotspur Football Club

- 9.13 In January 2012, Haringey Council and Tottenham Hotspur FC had made a joint public statement³³ expressing their joint commitment to *“the major regeneration of Tottenham”* and reconfirming the football club’s intention to remain in the north Tottenham area. The statement referred to a funding package for regeneration and improved public spaces. This was at a time when the future plans for the football club’s new stadium was still at an early stage – construction did not begin until 2015 and was subsequently completed in 2019. The joint statement said that an MoU had been signed by both parties setting out the intentions of each to support the delivery of the Northumberland Development Project (concerning the football stadium and

³⁰ Tottenham Landowners and Major Businesses Group website: <https://tottenham.london/invest/tottenham-landowners-and-major-businesses-group>

³¹ Housing & Regeneration scrutiny panel, agenda item 21, 15th November 2018
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=754&Mid=8859&Ver=4>

³² Housing & Regeneration scrutiny panel, agenda item 52, 21st February 2019
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=754&Mid=8861&Ver=4>

³³ Joint statement – Tottenham Hotspur Football Club and Haringey Council, 31st January 2012 <https://www.tottenhamhotspur.com/news-archive-1/joint-statement-tottenham-hotspur-football-club-and-haringey-council/>

the surrounding area) and to promote wider area regeneration through the development of a 'North Tottenham Regeneration Programme'.

- 9.14 In evidence to the Panel, Faruk Tepeyurt expressed concern about a second Memorandum of Understanding (MoU) that was signed by Haringey Council and Tottenham Hotspur Football Club 12 months later, in January 2013, entitled "*Guiding the Transformation of North Tottenham as a Premier Location*". The MoU is marked as confidential but has been in the public domain for some time following a Freedom of Information request. The objectives set out in the second MoU were that the two parties have agreed to continue to collaborate on the delivery of the North Tottenham Regeneration Programme. Phase 4 of this programme, as outlined in the second MoU, related to the area between the railway line and the High Road which is broadly similar to the current High Road West site and includes both the Love Lane estate and the Peacock Industrial Estate. The Phase 4 area is described in the MoU as including, in accordance with the masterplan to be agreed between the parties and subject to public consultation:
- *Food & beverage, leisure, hotel, retail and residential units including a new public square and pedestrian link between the High Road and a new White Hart Lane station entrance; and*
 - *Comprehensive improvement and redevelopment of the remainder [of the Phase 4 area] in a mixed-use development with the potential to provide up to 2,000 homes, new retail and employment space and transformed public space.*
- 9.15 The traders responded by organising a petition objecting to the way that consultation with businesses and residents had been conducted. This petition obtained 4,000 signatures and was submitted by Mr Alex Tryfonos to Haringey Council in November 2013 as part of a deputation to the Cabinet³⁴. At this meeting Mr Tryfonos expressed concern that small businesses were being pressurised to move out of the area and suggested that there was a feeling that plans for the redevelopment of the area had already been agreed.
- 9.16 Faruk Tepeyurt informed the Panel that a subsequent consultation carried out by the Council was open to Love Lane residents only meaning that the concerns of local businesses were not taken into account. He added that the methodology of the consultation was flawed because it asked leading questions such as whether residents would be in favour of a new recreational centre. He said that, in his view, the Council was determined to privatise and gentrify the area and so the views of existing local businesses were not fully taken into account. He reiterated a point made in a previous deputation to the Panel that existing business owners were being asked to downgrade their ownership status from freeholder to leaseholder with

³⁴ Agenda item 556, meeting of Cabinet, 28th November 2013
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&Mid=6667&Ver=4>

Lendlease as their landlord. Traders said that they had attended two public meetings that were held by Haringey Council officers, which the traders estimated to have taken place in around 2013 or 2014, but said that these meetings were not productive as there were strong differences in opinion between the traders and the officers.

- 9.17 Faruk Tepeyurt reported that in 2018, Cllr Joe Ejiofor, Leader of the Council and Cllr Charles Adje, Cabinet Member for Regeneration, had visited the estate shortly after forming the new administration following the local elections and advocated the Leadlease deal that they had inherited from the previous administration.
- 9.18 Faruk Tepeyurt also stressed that the existing local traders were not opposed to regeneration altogether but wanted this to be carried out with a new plan in partnership with the community stakeholders. He felt that the area could instead be regenerated with modest funding for measures such as improvements to shop fronts for example. Improvement works including façade renovation to heritage buildings had also been carried out in parts of the High Road further north and so there was no reason why this couldn't also be done elsewhere in the area.
- 9.19 Faruk Tepeyurt concluded that that the regeneration would be going ahead irrespective of what the traders had to say and that by not taking the views of traders fully into account the Council was discriminating against them.
- 9.20 In September 2017, the businesses at the Peacock Industrial Estate submitted their own pre-planning proposal for a community-led planning initiative involving 50 freeholders to Haringey Council but Faruk Tepeyurt said that they did not receive a formal response to this until after Lendlease had been appointed as the development partner in December 2017. The traders told the Panel that the Council had not provided support for this initiative and that the reasons given to them were that the buildings in the initiative would not necessarily line up with the rest of the scheme, but most importantly that without the redevelopment of the Peacock Industrial Estate, the scheme would not be financially viable. The traders said that this showed that the intention was therefore to buy the land at industrial rates and to profit on this by converting it into high-density residential land. In their view, any proposal that involved the Peacock Industrial Estate remaining on the site would therefore be automatically rejected.
- 9.21 Council officers confirmed that a response to the Peacock Industrial Estates request for advice was given, which stated that the planning vehicle they were seeking to use to make the application (Community Led Planning Initiative) was not appropriate and that they should use an alternative approach (Community Right to Build Order) to make the application, noting that the Planning Service can offer further advice in respect of this.

- 9.22 Asked about the Love Lane Estate, Faruk Tepeyurt told the Panel that the businesses on the Peacock Industrial Estate had a good relationship with the residents on the Love Lane Estate and agreed that they needed to be supported. However, he also pointed out that the ballot on whether the estate should be demolished, which the residents were being asked to vote in, would have a very significant impact on whether the High Road West scheme would proceed or not and therefore also on the future of the Peacock Industrial Estate. He also noted that residents were being offered incentives by Haringey Council to accept the proposals and vote in favour of the ballot. Meanwhile, the businesses on the Peacock Industrial Estate would not have the opportunity to participate in any ballot and would therefore not have an equivalent say on the future of the area which they considered to be unfair. Other residents of privately-owned properties elsewhere in the High Road West area would also not be able to participate in a ballot.
- 9.23 The traders from the Peacock Industrial Estate were keen to stress their long-standing contributions and commitment to the local area. Many of the businesses had been trading for several decades in Tottenham, have paid significant sums in business rates and had shown commitment to the area in times when it had not been seen as such an attractive investment opportunity. They clearly felt that they, and other local residents and businesses, were being pushed out of the area by organisations with greater financial resources than theirs. They also spoke about the stressful nature of the ongoing situation as the uncertainty of whether or not their businesses would remain in the area, and the potential negative financial consequences if they were forced to relocate meant that they could not plan for the future or invest in their current business premises. They commented that some industrial equipment was often not worth very much second hand and so purchasing equipment while there was such uncertainty about the future of the businesses was very difficult to do. They also expressed concerns that the potential sites that had been identified by Haringey Council for relocation were unsuitable for some of the businesses and risked losing their existing customer base.
- 9.24 Nick Oliveri from Brittanic Auto Transmission, which operates from Units 3-4 of the estate, gave a statement to the Panel. The business, which employed five people full-time and has various contracts with other businesses based in the area, had been established in the estate since 1986 and they are freehold owners of the units. Nick Oliveri described himself as a second generation member of the family business which he said had been part of the fabric of their family's life for many years and had involved a lot of hard work and sacrifice to build up. He said that the Council's consultation process over the regeneration had been based largely around the Love Lane estate that the businesses in the area had been largely sidelined by the Council and their views, including their correspondence and petitions, had been ignored.

- 9.25 The traders were also keen to point out that, though part of the justification given for the regeneration was that the area was very deprived with low levels of education, this was not representative of the Peacock Industrial Estate which provides skilled jobs and apprenticeships. Some of the jobs that would be replacing theirs in the new development, such as retail and coffee shops would involve lower skilled and lower paid jobs than currently existed on the Peacock Industrial Estate.
- 9.26 Faruk Tepeyurt said that Unit 1 of the Peacock Industrial Estate was owned by Tottenham Hotspur Football Club while Units 11 and 21 were owned by Haringey Council. He alleged that the Units 1 and 21 have been left in poor condition and said that he had written to Haringey Council's property manager, senior councillors and to Tottenham Hotspur Football Club to propose that improvements were made to the units, including to the front façade. However, no commitment to do this had been made.
- 9.27 When asked about the Council's proposals for the future of the Peacock Industrial Estate businesses, the traders said that the option of some businesses remaining on the redeveloped High Road West site was discussed. However, due to the usage & nature of trades, around 90% of the businesses were deemed unsuitable. They also objected to being downgraded from freehold status to leasehold status. One trader explained that the value of his freehold status as he approached retirement age was threefold. Firstly, having paid off the mortgage over many years he had the capital value of his property. Secondly, he would have the option of renting the property out to provide income in his retirement. And thirdly, he had the option of continuing the business operating in the property without having to pay rent or service charges. By becoming a leaseholder, he would not have these benefits and so would therefore expect the right to a 'like for like' alternative property in the event that relocation went ahead.
- 9.28 When the Panel asked officers about the Shaftesbury Road relocation option, they said that the feedback from some of the businesses that had a freehold interest in their existing property was that they may be not satisfied with an offer of compensation alone because they are family businesses and that they want to be able to pass these down to the next generation. The Council therefore wanted to identify a locality that could be split into different units and where relocating businesses could acquire freehold interests. This would also allow a cluster of businesses that already had good working relationships to be able to relocate together. However, a lot of detailed discussion with the businesses concerned would be required to match the technical requirements of the businesses to the specifications of the units.

- 9.29 Asked whether businesses that chose to stay at the redeveloped site would face increased costs, Sarah Lovell said that the estate management strategy had been an important part of the procurement process. An estate management company would be established that would include representatives from the Council, Lendlease and the various other interests including industrial businesses, retail/hospitality businesses and residents. The company would look closely at the affordability and the level of service that the businesses require. The estate management company would eventually be passed over to the community without the need for any support from Lendlease.
- 9.30 The Panel remained concerned that some businesses would not have the option to remain on the redeveloped site due to compatibility issues and that those businesses that could stay would lose their freehold interests. Officers acknowledged that it would be difficult for businesses such as mechanics or car-breakers to remain on the new site because of the noise that these trades inevitably involve. This was why the Council had worked on developing options such as the Shaftesbury Road site to provide suitable alternatives for businesses that needed to relocate. Peter O'Brien acknowledged that it would be extremely difficult to relocate certain types of businesses but said that it was too early to say for certain what would be possible. It was notable that the yardstick for what type of businesses could be accommodated in mixed-use areas in London had been shifting recently in a more positive way.
- 9.31 Peter O'Brien said that the Council's fervent hope was that no business closed because of the redevelopment scheme and that solutions could be found for all viable businesses. The aim was to encourage a diverse mix of jobs at the redeveloped site, including light industrial employment that had been retained, as well as a spread of new jobs including in B1 employment space and retail, leisure and entertainment-based employment.
- 9.32 Cllr Hare observed that the Peacock Industrial Estate businesses, which currently had freehold ownership, might feel better about the proposals if they were being offered a like-for-like alternative and this did not currently seem to be available. He asked why, if the site was so valuable, why was this equity not being shared with the businesses? Peter O'Brien responded that the increase in the value of the land resulted from the planning change from employment space to residential space and this change was backed by a considerable amount of public money. There was therefore a responsibility in such circumstances for the local authority to capture this value for the public good rather than to allow it to generate super profits for private owners who were not responsible for the action that had caused the land value to rise. This was a well-established principle in large redevelopment schemes. The businesses were being offered market value plus 10% on top and also being helped

to relocate, so this was the balance that was being struck to compensate those businesses for the disruption.

- 9.33 The Committee also asked representatives of Lendlease what plans there were to retain the Peacock Industrial Estate businesses within the new development. Avni Mehta said that the aim of the discussions with the businesses was to understand their views and priorities. Provision had been made within the masterplan to accommodate businesses that wanted to stay and it was intended that there would be a provision of space called Peacock Yard for this purpose. The Council had made commitments through its business charter and this was therefore part of the strategy that Lendlease had adopted. Asked by Cllr Connor whether all businesses could stay, Avni Mehta said that they wouldn't be able to provide the exact level of reprovision and that the level of industrial space on the new site would be approximately 30% of the space that the Peacock Industrial Estate currently had. However, based on the discussions with businesses, the requirements could be compared with the masterplan to examine how businesses that wanted to stay could be accommodated. In response to a follow up question from Cllr Hare about Lendlease's responsibilities for the businesses, Bek Seeley said that, while the Council were more directly engaged with those businesses, Lendlease had to think through the ideas on how the design could help to accommodate businesses where required so the partnership element of this work was important. Avni Mehta said that Lendlease had also committed to providing business support to retailers on the High Road including business planning and shop front improvements.
- 9.34 Asked by Cllr Barnes whether any type of business could be retained on the site, Avni Mehta said that the masterplan included Peacock Yard with the proposed co-location of industrial use with housing. There were no hard and fast rules on this as the process was about understanding needs and how these could be accommodated.
- 9.35 Cllr Hare pointed out that the loss of freehold ownership was a key concern of many of the businesses. Avni Mehta acknowledged that this had been a key issue and discussion point with the businesses and that this had been an element of the procurement process brought forward by the Council. Bek Seeley added that this could be a challenge with more modern spaces as they are more likely to be more stacked, multi-use buildings so there often needed to be a shared leasehold structure. Options were being explored to see if there were any solutions that could address this such as a land trust structure.

Consultation

- 9.36 The traders said that all three of the options in the Haringey Council consultation in 2013 included the demolition of the Peacock Industrial Estate. The Cabinet report on the consultation feedback in November 2013³⁵ summarised these options as:
- Option 1 – to provide between 600-650 new homes and 300-350 new jobs and a new modern health centre.
 - Option 2 – to provide between 1,400-1,450 new homes, between 400-450 new jobs and some leisure and community space, including a new library and learning centre, a gym and new crèche and play facilities.
 - Option 3 – to provide between 1,600-1,650 new homes and 600-650 new jobs and significant leisure and community space, including a cinema, new sports and community centre and a new community park.
- 9.37 The Peacock Industrial Estate traders informed the Panel that all three options decreased the industrial and workshop area. In Option 1, although some industrial units would be demolished, that Peacock Industrial Estate would remain in place. While not content with any of the options, they said that they had reluctantly agreed with Option 1. However, the Council’s consultation feedback report concluded that the community was most supportive of Option 3 and proceeded on that basis.
- 9.38 Mr Alex Tryfonos highlighted that the Tottenham High Road shops & business were earmarked for demolition from the start of the process and that there was no option offered that retained them. He added that these premises were sizable, favourably located and providing housing above the retail units and to the rear.
- 9.39 The traders also said that the public meetings held by the Council as part of consultation in 2013 were not relevant to their businesses. The questions that were being asked were geared towards residents on issues such as whether they wanted a park or better amenities. The traders eventually managed to organise a separate meeting with officers in the Planning department at which they were advised to register their concerns in writing, but the fact that the future of their businesses was omitted from the consultation process led them to the conclusion that they were being ignored and ‘massaged out’ of the area. They also felt that the consultation process was simply a box-ticking exercise that would enable the Council to say in future that the community had been consulted, even though the major decisions in relation to the future of the redevelopment site had effectively already been made in advance.

³⁵ Paragraph 4.4, Item 556, Cabinet meeting, 28th November 2013
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?Cid=118&Mid=6667&Ver=4>

- 9.40 The owner of a café on the White Hart Lane said that the community felt let down by Haringey Council over the lack of consultation and information. In addition, the regeneration scheme seemed to benefit the developers and the football club while the local residents and businesses had been sidelined.
- 9.41 Darren Samuels from Flo-Rite Spray Finishes, a local business on the Peacock Industrial Estate, spoke to the Panel. He had worked at the business for around 25 years and lived just a few minutes away from the Peacock Industrial Estate. He was another example of the inter-generational background of the Peacock Industrial Estate as his father had previously worked there. He said that he had been devastated to learn of the plans to demolish the estate and that his colleagues were very worried. He said that relocation of the business could cause difficulties for him if there was a significant amount of additional travel required as he is responsible for collecting his daughter from the local school.
- 9.42 Mehmet Kilic from Mehmet's Barber on White Hart Lane also spoke to the Panel about the family business which they had owned for around 20 years, though the shop was believed to have been operating there for nearly 100 years. The business had regular customers who had been coming to the shop for many years and that he did not want to lose. Mehmet Kilic did not want to lose the freehold of his business and have it replaced with a leasehold arrangement which he expected to cost more and more money over time and would leave him in a weaker financial and business position overall. He had been approached by Haringey Council to sell his property but he did not want to do so.
- 9.43 Council officers informed the Panel that, since the start of the project, the Council had been engaging with both existing businesses located within the scheme area and businesses situated near the scheme. This has included consultation with businesses during development of the masterplan, a series of steering group meetings, business breakfasts, one to one meetings and newsletters. The Council had also agreed a Business Charter for High Road West which was adopted in December 2014 and included the following commitments:
- Ensuring opportunities to participate in regeneration and supporting businesses through the process.
 - Enabling businesses to remain as viable as possible during the regeneration and exercise choice in their future options.
 - Fair and equitable valuation and compensation process.
 - Endeavouring to keep businesses and jobs within the area or borough.
- 9.44 Representatives of Lendlease informed the Committee that, after signing the Development Agreement in December 2017, they had launched a series of consultation events involving residents and businesses. This mainly involved face to

face consultation including drop-in sessions at The Grange and business breakfasts. With the GLA funding secured, it was possible to recommence discussions with the local community from February 2021 with the masterplan proposals relaunched. Much of this was done virtually due to the pandemic, via websites, social media and well attended virtual workshops. Engagement material was also distributed by post in the local area. Face to face drop-in sessions were planned shortly to discuss the landlord offer with residents.

- 9.45 On engagement with the Peacock Industrial Estate businesses, Avni Mehta said that initial discussions began in 2018 including through one-to-one conversations with individual businesses and also some business breakfast events. This dialogue was to understand their aspirations and how they could take part in the regeneration. Provision of employment space had always been a key priority of the masterplan proposals. One to one discussions with businesses was maintained over time and then, with the relaunched masterplan consultation, letters had been sent with updates on the ballot process and planning timeframes. Further one-to-one and group discussions were planned over the next couple of months.
- 9.46 The Committee accepted that significant engagement with many of the local businesses had taken place, including with those on the Peacock Industrial Estate and through the ongoing discussions about possible relocation to the Shaftesbury Road site. However, it was also apparent from the Panel's conversations with the owners/employees of some of the other businesses on the High Road and White Hart Lane, such as the cafes and fast-food outlets, that they did not feel as well engaged and informed about the plans and the implications for their businesses.
- 9.47 The Committee concluded that not all businesses within the redevelopment site were sufficiently informed of Council's plans. Many of the businesses, including those on the Peacock Industrial Estate, felt that they had been written off before any consultation took place. Any future regeneration scheme should avoid alienating businesses or residents in this way.
- 9.48 It was apparent to the Committee that the consultation process with the local businesses included only limited options that did not realistically address the fundamental concerns of many of the businesses, such as the loss of their customer base or freehold rights. The Committee observed that, from the evidence they had heard, there was a disparity between the objective of achieving additional housing and the objective of protecting local businesses. The Resident Ballot Requirement introduced by the Mayor of London in 2018 had provided the residents of the Love Lane Estate a direct say in the relocation of their homes and a strong incentive for the Council to produce an offer that met their needs. However, there was no equivalent mechanism that would enable businesses to collectively veto their

relocation if they believed that the terms of doing so would leave them in a worse financial position.

RECOMMENDATION 8 - At the outset of significant regeneration schemes, higher priority and actions need to be given to ensure that those who will be impacted by a regeneration scheme are fully aware of the long-term plans and implications. A full and frank disclosure of Council's plans should be set out from the outset especially if regeneration plans include demolition of residential dwellings, business premises or buildings occupied by community and voluntary organisations. This should also include tenants that move to the area during the development of the scheme.

RECOMMENDATION 9 - Future regeneration plans should be drawn up using co-production principles with active input from residents, businesses and community and voluntary organisations that live and operate within a proposed regeneration scheme. The Council should be able to demonstrate that regeneration is not simply being done to an area but is instead being designed in partnership with those who live and work in that area.

RECOMMENDATION 10 - Local businesses should not feel pressurised to relocate as a consequence of regeneration. Where there is evidence that relocation would make businesses potentially unviable due to loss of customer base and concerns about loss of freehold rights, the Council should use its best endeavours to design its regeneration plans to include a mixture of residential and light industrial units.

RECOMMENDATION 11 - Compensation for businesses should reflect the extent of losses that any business is likely to suffer as a result of relocation which may include, without limitation, the following:

- Price of purchasing similar premises
- Cost of moving business (including any rebuilding, redecoration or moving equipment or re-purchasing equipment if hard to move)
- Loss of customer base until re-established in new premises.

RECOMMENDATION 12 - The Council should give equal weight in the new Local Plan to protecting businesses as it does to achieving additional housing. Principles that underpin the GLA's Resident Ballot Requirement funding condition should apply to businesses. This could be achieved through proactive engagement with businesses taking into account their concerns and priorities.

10. Socio-economic investment programme

- 10.1 A report from the Strategic Director of Regeneration to the Cabinet in September 2017 set out the key elements of the Lendlease proposal which included reference to *“over £10m of funding for social and economic support for businesses and residents”*³⁶.
- 10.2 The Housing & Regeneration Scrutiny Panel requested further information from the Council’s Regeneration team about the proposals for this programme and about how the funding would be used. A report was provided to a meeting of the Panel in November 2019³⁷ which explained that the Council’s original tendering process for High Road West had included a requirement for bidders to commit to delivering a socio-economic programme to improve the lives of people in and around the High Road West area in accordance with the “Tottenham People Priority”. The Tottenham People Priority is one of the four key priorities in the Tottenham Strategic Regeneration Framework, which is the 2014 document that sets out a 20-year vision for the future of Tottenham and how local people’s priorities could be achieved through long-term regeneration.
- 10.3 The Socio-Economic Strategy for High Road West that was subsequently developed, based on the Lendlease bid, was structured around the following five areas:
- 1) Building Community Capacity
 - Funding to support preventative work around youth crime through the Haringey Community Gold Project
 - Funding of community projects through a new “Community Impact Group”
 - 2) Creating Better Prospects
 - Funding for skills and employment programmes through the Haringey Construction Partnership
 - 3) Enabling Healthy and Safe Lives
 - Working with young people in schools to promote opportunities in STEM subjects (Science, Technology, Engineering & Mathematics) and entrepreneurship
 - Promoting sports for young people and families through the ‘Sports Inspired’ programme
 - 4) Business Support
 - Funding to support businesses in the area, including funds for start-ups and the relocation of existing businesses
 - 5) Physical Changes

³⁶ Paragraph 6.51, agenda item 10, High Road West Regeneration Scheme – selection of a development partner and next steps, Cabinet meeting, 12th September 2017 <https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=8289&Ver=4>

³⁷ Agenda item 30, Socio-economic programme – High Road West regeneration scheme, Housing & Regeneration scrutiny panel meeting, 4th November 2019 <https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=754&MId=9121&Ver=4>

- Delivering better socio-economic outcomes is embedded into the physical design of the scheme, including by designing out crime and supporting healthy and active lifestyles.
- Funding for the refurbishment of the Grange as a community facility.

10.4 In evidence to the Overview & Scrutiny Committee in August 2021, officers said that although the socio-economic programme had been on hold while the new funding package had been secured, it remained important to the scheme. The Committee understands that some limited activity had taken place, including the establishment of a digital skills hub at the Grange. As of September 2021, with the issue of the funding package resolved, a review of the programme was taking place to ensure that it aligns with the Good Economy Recovery Plan and the Employment and Skills Plan priorities. The Committee understands that the review is being led by the Head of the Employment and Socio-Economic Regeneration and was expected to be completed by the end of the year. Officers acknowledged that there was a need to engage with local people and to recognise and respond to the changing needs of the community following the Covid-19 pandemic. The Committee felt that, as that the purpose of the regeneration was to address long-standing issues of deprivation, health and limited opportunities for local people, it would be important to ensure sufficient engagement with the local community over how the funding was allocated and transparency about how these decisions were made. Given the Council's recent emphasis on co-production as a way of working with the local community to deliver new projects, co-production principles should be applied to this programme.

RECOMMENDATION 13 – There should be transparency over how the £10m of funding in the programme is allocated and co-production principles should be applied to allocate the funding is allocated based on the priorities of the local community.

11. Tottenham Hotspur Football Club – Planning Applications

11.1 Tottenham Hotspur Football Club (THFC) currently have planning applications for three significant sites within the High Road West redevelopment area which are owned by the club. These are **The Goods Yard** site, **The Depot** site and **The Print Works** site. These are all to the north of White Hart Lane which runs through the middle of the redevelopment site (the Peacock Industrial Estate is to the north of White Hart Lane and the Love Lane housing estate is to the south)

11.2 The map below (**IMAGE C**) is of the northern area of the redevelopment site to the north of White Hart Lane. The long triangular site to the west of the map is The Goods Yard site. The rectangular site to the north is The Depot. The small site to the east is the Printworks site. The map represents the most recent version of the THFC proposals which includes three tall buildings of 27 to 34 storeys.

11.3 White Hart Lane is the road at the southern edge of this map. The Peacock Industrial Estate is not highlighted on this map as it is not part of any of the three sites, however it is located next to The Goods Yard with the entrance on the north side of White Hart Lane.

IMAGE C: Tottenham Hotspur Football Club – Planning Application sites



Background to planning applications

- 11.4 THFC have made a series of planning applications in relation to these three sites which are separate from the Lendlease proposals. In 2017, Construction News described these as “rival plans” to the High Road West scheme, noting that the land would need to be acquired by Lendlease through negotiation with Tottenham Hotspur or compulsory purchase order for the scheme to go ahead.³⁸
- 11.5 In a previous discussion about the redevelopment site at a meeting of the Housing & Regeneration scrutiny panel in March 2019, senior officers indicated that acquiring these sites would be part of the necessary land assembly for the redevelopment but acknowledged that third parties often take a set of positions in relation to land in complex development sites.³⁹
- 11.6 **The Depot** - This is a 1.2 hectare site located at 867-879 High Road Tottenham and is currently occupied by retail units and car parking. Planning permission was granted in September 2020 for an application involving 330 new residential units, a shop/café and an area of public open space.
- 11.7 **The Goods Yard** – This is the 1.25 hectare site of the former goods yard for the nearby White Hart Lane railway station (largely vacant or used for car parking), a number of business units in an enterprise park and the former Stationmaster’s House.
- 11.8 A planning application for the Goods Yard was submitted in 2018 for a mixed-use scheme comprising of up to 316 new residential units and other commercial uses (employment/retail/leisure/community). This included two residential towers of 18 storeys and 21 storeys.
- 11.9 Some months after the original application, THFC appealed to the Planning Inspectorate on the grounds of non-determination after the Council did not deliver a planning decision within the statutory period. A Planning Inquiry was held in May 2019 with the appeal upheld and planning permission granted in June 2019.
- 11.10 A new planning application, received in June 2021, is for both The Goods Yard and the Depot. It would increase the number of residential units from the 646 that already have permission (316 at The Goods Yard and 330 at The Depot) up to a combined total of around 900 units (500 at The Goods Yard and 400 at The Depot). This would involve the two residential towers at The Goods Yard increasing from 18 and 21 storeys to 27 and 34 storeys. There would also be a residential tower at The Depot of 31 storeys. The application also includes a new landscaped nature walk

³⁸ <https://www.constructionnews.co.uk/buildings/project-reports/spurs-reveal-rival-plans-for-lendleases-high-road-west-site-01-11-2017/>

³⁹ Minutes – Housing & Regeneration scrutiny panel, 14th March 2019 <https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=60918>

alongside the railway line described as “Goods Yard Walk”. It also highlights new shops, café, open space for family use and improved pedestrian and cycle access.

- 11.11 **The Print Works** – This is a 0.36 hectare site located at 819-829 High Road Tottenham which is currently occupied by retail units, a nail bar and a banqueting suite. Unlike the other two sites, THFC does not have existing planning permission for this site. It is also considerably smaller than either of the other two sites. THFC propose a new mixed-use development including 75 new homes and commercial units including workspaces and a cinema. The tallest building would be up to 7 storeys. There would be two open spaces just off the High Road described as a commercial yard and a courtyard garden for residents.
- 11.12 The Committee spoke to senior representatives of THFC in August 2021 about the background to their planning applications. Richard Serra, Head of Planning at the Club, noted that the concept of development in the area had originally been advocated by the Club and that it was now approaching 10 years since the Tottenham riots of 2011 which had prompted some of these discussions between major stakeholders. The Club’s aspiration to see regeneration done with the local community went back a long time and so that was the context in which the Club had been acquiring land in the area. Some areas that the Club had acquired had been sold and had gone on to be developed, such as at 500 White Hart Lane. The Club’s ownership of many of these sites pre-dated Lendlease’s involvement in the area. The Club had been part of the evolution of High Road West and the Tottenham AAP (Area Action Plan) until the end of 2015 when the Council resolved to select a Development Partner. In the short-term, the Goods Yard was being used for car parking on match days but in the longer-term the site was in the planning process for redevelopment along with The Depot site. A planning application had also recently been submitted for the Printworks site. Collectively, these three schemes were a substantial part of the northern section of the High Road West site and were consistent with the aims of the Arup masterplan and the Tottenham AAP. He added that there was some ‘consultation fatigue’ setting in as a lot of businesses in the area were now keen for something to happen and to be able to make investment decisions accordingly.
- 11.13 Asked by Cllr Connor how the Club owned sites would fit with the Lendlease proposals, Donna-Maria Cullen, Executive Director, said that the Club had wanted to work in partnership with the Council and would have preferred that the Council had not gone down the public procurement route. The Club had felt that the original scope issued by the Council for the public procurement process was not ambitious enough for what they felt Tottenham residents deserved. By contrast the recent Kings Cross redevelopment, for example, seemed to have greater vision and aspiration. This was not about gentrification but about ensuring that local people felt

a sense of pride in Tottenham and providing the entertainment and the jobs that could fundamentally change prospects for people. However, the scope seemed to be predominantly about housing and a library.

- 11.14 While the Club did not expect to have a veto on the plans, it also did not want to give up their ownership of these sites and then be disappointed by any subsequent development. Therefore, inclusive dialogue about the masterplan was needed. Richard Serra added that, since Lendlease had been appointed, there had been an uneasy tension as the Club held sites with planning permissions while Lendlease made plans on top of those sites. There recently seemed to have been a realisation that there was little chance of the Club being forced to sell its land through a CPO process and Lendlease now seemed to be thinking more constructively about how they could dovetail what they were doing with what the Club was doing. The access routes to and from the stadium on matchdays were clearly important to the Club while for Lendlease this created footfall for retail, food and drink sales. Further dialogue was expected to follow after the ballot had been concluded and that was essential to ensuring that this transition could be as smooth as possible.
- 11.15 Asked whether the land would be sold to the Council to enable the development to go ahead, Richard Serra said that this was not the intention at the moment and that the Club would proceed with its proposals with a development partner. Donna-Maria Cullen reiterated that the Club's plans were consistent with the original Arup masterplan and included a substantial amount of green space. The Club had brought schemes forward to build on the momentum of completing the new stadium and there had been frustration that nothing was happening in terms of redevelopment in the surrounding area. Richard Serra added that there was a complex operation in place on matchdays to get fans in and out of the stadium area, including through White Hart Lane station and that there would need to be a positive coexistence between the different entities in the area.
- 11.16 Asked whether it was the Club's intention to deliver their schemes within the existing masterplan, Richard Serra said that he felt that there was still a lot of merit in the original 2014 Arup masterplan and that successful masterplans need flexibility. The Club's plans had stayed within the key principles of the masterplan in terms of factors such as access routes, building heights and car parking. Lendlease's more recent iterations of the masterplan appeared to be going down a similar route so it should be possible to stitch these ideas together through dialogue.
- 11.17 Asked about the Club's view on a potential walkway between White Hart Lane rail station and the stadium. Donna-Maria Cullen, Executive Director, said that this issue had been blown out of all proportion following an initial set of designs. The aim had

been to create a new destination in London that people could be proud of and the Club had never been opposed to significant building in this area.

- 11.18 On the amount of affordable housing in the Club's proposed schemes, Richard Serra said that these would all have a minimum level of 35% affordable housing including some social housing but, with housing grants, this could potentially rise to 40% or higher. This was in line with the Council's affordable housing policies. The Club would be open to dialogue with the Council over the housing provision.
- 11.19 Asked whether provision could also be made for local businesses to have space within their development sites, Richard Serra said that the Club certainly would want to provide this and wanted to include a range of local enterprises rather than only large chain outlets. The Club were long-term custodians of the area so it would be important to get the right type of tenants from day one.
- 11.20 Asked by Cllr Hare about the significant increases in the heights of the buildings on The Goods Yard and The Depot sites, Richard Serra said two towers were slightly taller but that one tower was the same height as previously approved. There had been an increase in density from 645 units to 867 units, but this was consistent with the Council's own direction of travel in High Road West and there were also strict design limits. Unit sizes had not been reduced.
- 11.21 The Committee spoke to Council officers in August 2021 about the planning applications that had been submitted by THFC relating to land located in Phase B of the redevelopment site. Peter O'Brien, Assistant Director for Regeneration and Economic Development, opened his remarks by noting that he was speaking for the landowning corporate part of the Council rather than the planning authority which would form their own view on applications based on planning policies. The Lendlease proposal for High Road West was about developing the whole area whereas, with the land owned by THFC, it was hard to escape the conclusion that only piecemeal development would be possible. Some of the key benefits of bringing the development together in a coordinated and systematic way would be missed, such as the setting of the park and the residential areas. If development were not to happen in a comprehensive way then there would be a risk of unfortunate outcomes such as the driving up of the value of land in the undeveloped parts of the site. This would make it harder to deliver on objectives that were in the public interest. Councils typically became involved in such redevelopments in order to bring everything together in a structured way.
- 11.22 Asked about the Council's obligations under the agreement with Lendlease, Peter O'Brien confirmed that the Council was in a legally binding agreement to secure the redevelopment of the whole High Road West site, including the land owned by Tottenham Hotspur and others. The recent discussion with the GLA over the funding

package had focused on the area to the south of White Hart Lane and the intention was to come back to discussions on the area to the north of White Hart Lane as the second phase. There were conversations still to be had with major stakeholders about what could be achieved in the northern part of the site.

- 11.23 Asked by Cllr Carlin how negotiations between Tottenham Hotspur and Lendlease could be resolved, Peter O'Brien said that Lendlease had engaged with Tottenham Hotspur recently and the Council was currently conducting a round of engagement with all parties about plans for the site. He acknowledged that at some point the Council would be seeking to acquire the land from Tottenham Hotspur through negotiation as part of Phase B. The negotiations would not necessarily just involve the price of the land but would also be about future plans for the site.
- 11.24 The Committee was aware that CPO powers would be available to the Council if necessary but that the Council would be required to seek all other means to achieve the acquisition before reaching that stage. The Committee also recognised that planning permission can potentially increase the value of specific sites and there was therefore a risk of the Council paying excessively when acquiring sites in Phase B of the redevelopment area.
- 11.25 The Committee noted that, while there were some differences between the Lendlease proposals and the THFC proposals in the vision for Phase B of the redevelopment site, these were not unsurmountable distinctions and were both broadly consistent with the Masterplan Framework. The Committee felt that delays in resolving this was creating further uncertainty for all involved and considered that direct negotiations between the major stakeholders was required at the earliest opportunity.

RECOMMENDATION 14 - Negotiations between the Council, Lendlease and THFC over the future of Phase B of the redevelopment site should take place at the earliest opportunity.

12. Industrial space in mixed use developments

- 12.1 In March 2020, Professor Mark Brearley gave evidence to the Panel on industrial accommodation policy in London and the implications for the High Road West redevelopment. Professor Brearley has expertise as an architect with 30 years of experience concentrating on urbanism and planning. He previously worked for the Mayor of London from 2001 to 2013, first as lead professional at the Architecture and Urbanism Unit and then as Head of Design for London. During that time he initiated work in the topic of industry in the city, including the first city wide mapping of industrial accommodation. He was also involved with planning and regeneration issues in Tottenham, including after the 2011 riots. He has been Professor of Urban Design and Planning at the School of Art, Architecture and Design at London Metropolitan University since 2014.
- 12.2 Professor Brearley spoke about the industrial accommodation challenge across London, referring to the Planning Inspectorate's London Plan Examination in Public report, published in October 2019⁴⁰, which he said illustrated that London has an escalating shortage of industrial accommodation. The report also made the case that, as well as identifying more land and holding onto designated industrial land, there was also an urgent need to protect non-designated industrial sites (which would include the Peacock Industrial Estate) as the non-designated sites make up around a third of all industrial land in London.⁴¹ Professor Brearley said that this shortage, and the problems that it was causing for an industrial economy that employs around half a million people in London, was particularly significant to Haringey borough. He added that industrial employment is beneficial to London in that it provides good quality middle-income jobs which can be accessed by people without a university education.
- 12.3 The London Industrial Land Supply and Economy study for the GLA in 2015 reported that the rate of release of industrial land from 2010 to 2015 was 101 hectares per year which is gradually reducing the overall amount of industrial land which was estimated to be around 7,000 hectares in 2015 (an amount which had reduced by 16% since 2001)⁴². The pace of release was 2.7 times the rate set as acceptable in the relevant London Plan supplementary planning guidance. The study predicted that a shortage of industrial land was expected by 2017, which Professor Brearley said was largely what had happened. He added that the shortage was becoming worse due to expulsions and rising rental costs as more land was being redesignated for residential use or retail parks.

⁴⁰ <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/inspectors-report>

⁴¹ See Paragraphs 412 to 427, p.88-91, London Plan Examination in Public: Panel Report, Planning Inspectorate, Oct 2019 https://www.london.gov.uk/sites/default/files/london_plan_report_2019_final.pdf

⁴² p. 55-56 Industrial Land Supply and Economy Study 2015 <https://www.london.gov.uk/what-we-do/planning/london-plan/london-plan-technical-and-research-reports#acc-i-48976>

- 12.4 Professor Brearley said that employment in the industrial sector in London, having previously been in decline for decades, had started rising by around 1% per year from 2010 mainly due to the expansion of the wider London economy. However, it now seemed likely that this growth in the industrial sector would be stifled by the industrial accommodation shortage. Further release of this land, from permissions that had been granted and adopted plans, now exceeded 10% of London's industrial land.
- 12.5 The London Industrial Land Demand study, published in October 2017⁴³, emphasised the need for policy change in this area and recommended that Haringey Borough be placed in a London Plan industrial land management category of 'retain' with a note that such boroughs should seek to retain their capacity to accommodate industrial activity. This recommendation was subsequently adopted in the draft London Plan in December 2017 in which Haringey was placed in the "retain capacity" category under the management of industrial floorspace capacity. Professor Brearley said that this categorisation sought to address the fact that Haringey Borough released double the amount of industrial land that it should have between 2010 and 2015 in relation to the benchmarks. The actual release was 13 hectares with another 31 hectares in the release pipeline, putting the area's industrial economy into crisis and putting the vacancy rates to below 5%. Industrial space was therefore hard to find and costs were rising. In his view, this industrial accommodation crisis was not being addressed by the Haringey Local Plan in which around 30 industrial areas had site allocations that removed or substantially weakened their potential replacement with residential and other uses. A significant number of others were left vulnerable due to a lack of designation. As an example, Professor Brearley highlighted a small industrial area which is put forward for residential use in the Local Plan even though it is home to several good businesses including Barber Wilson's, a brassware and water fittings manufacturer on Crawley Road.
- 12.6 In relation to High Road West, Professor Brearley said that, in producing the initial proposals in 2012 and 2013, there had been a failure to consider options that could retain and allow for industrial businesses. He said that the question of how to successfully combine smaller-scale industrial workshops with residential space in mixed schemes has been the subject of much recent discussion in the design and development world and that such schemes are now becoming a reality, for example in Brussels. He argued that in London they are now a necessity in order to meet need. This has been encouraged by the Mayor of London who had recently produced an Industrial intensification primer offering guidance on the design of co-located

⁴³ London Industrial Land Demand report, CAG Consultants, October 2017
https://www.london.gov.uk/sites/default/files/ilds_revised_final_report_october_2017.pdf

housing and light industrial schemes⁴⁴. However, this kind of co-location is not what was sought in Haringey Council's tendering process for a development partner which favoured comprehensive redevelopment with industrial space largely brushed aside.

- 12.7 Asked about the existing position of the Council, as it had been explained to the Panel, that certain types of industrial units would not be compatible with the residential parts of the redevelopment, Professor Brearley responded that this was simply because it hadn't been designed to be compatible and not because it wasn't possible, as was demonstrated by co-located schemes elsewhere. He said that the businesses currently on the Peacock Industrial Estate could all be accommodated within a co-located scheme as they did not have any insurmountable factors such as noxious emissions or high volumes of vehicle use. A redesign, which took account of the industrial space and included separate access routes, would therefore be entirely possible in his view – either by working around the existing industrial space or by decanting it and then rebuilding a new version of it within the scheme. Though this type of design might be outside of the experience of some planners, it has been shown to work in other places. An important aspect of making co-location work is to ensure that it is appropriately designed and managed on a day-to-day basis, so that goods delivery and collection does not cause problematic noise and emissions to residents in the same way that a supermarket or fast-food outlet in a residential area would have to do. The company Travis Perkins has been responsible for mixed-use developments as an example of this in London with a fully functional builders' merchants on the ground floors, with residential units directly above them.
- 12.8 Panel Members asked Council officers about the availability of industrial space on the redeveloped site, noting that the current Peacock Industrial Estate businesses occupy approximately 6,000 sq/m of land but that the current plans allow for only 3,000 sq/m of B1 commercial space, of which only 2,100 sq/m would be for light industrial use with most of the rest used for retail. Officers emphasised the significance of the economic development strategy and the broad range of jobs and training opportunities that the Council aimed to create in the area as well as considering the interests of the businesses already based within the area. The Council's aim was for the most efficient possible use of land close to an important transport hub to deliver the required improvements for the local community. The optimum layout for the new neighbourhood involves the park being in the centre of the urban block and so it would not be practical for a large industrial estate to remain in that location.
- 12.9 Peter O'Brien observed that the narrative in the local debate had shifted in recent years and that there was now a greater emphasis on retaining, enhancing and adding to employment space in the borough. The increase in the value of industrial land in

⁴⁴ <https://www.london.gov.uk/sites/default/files/industrialintensificationprimer.pdf>

recent years had stemmed from a tightening of its availability. Haringey Council was looking at how to develop its own employment space build programme, something that had not happened for many years as can be evidenced from the quality of the commercial properties in the Council's portfolio which are in need of significant investment.

12.10 Asked about the evidence provided by Professor Mark Brearley about ways that light industrial jobs could be retained as part of new developments, such as examples of projects in Brussels, Peter O'Brien observed that some European neighbours were a little more progressive and adventurous in their thinking in this area but that this was currently a very topical issue within the industry with new approaches being considered. Different design considerations were necessary when light industrial space was included in redevelopments with residential areas such as stronger sound barriers and design of access routes for large vehicles. Lessons from Europe were being learned and the Council was committed to looking at this closely in new schemes across Haringey. Another important consideration however, was the need to intensify density in developments close to transport hubs and this was also a piece of learning from continental neighbours.

12.11 The Committee noted that the London Plan emphasises the need to *"plan for sufficient employment and industrial space in the right locations to support economic development and regeneration"*. It also referred to research which found that, over the period 2001 to 2015, more than 1,300 hectares of industrial land was released to other uses but that positive net demand for industrial land was expected between 2016 and 2041.

12.12 The Committee was concerned about the loss of industrial space resulting from the redevelopment scheme and the potential loss of some businesses from the borough altogether if relocation proved not to be viable in some cases. It also noted that much of the current employment supported by local businesses in the redevelopment area required high levels of skills and provided good levels of pay. The Committee observed that the loss of these jobs from the area was unlikely to be replaced by jobs of equivalent skill and pay levels after the redevelopment was completed and emphasised the value of a diverse and mixed economy in Tottenham.

RECOMMENDATION 15 – The Council should ensure that the new Local Plan prioritises a mixed economy in the borough with sufficient employment space to support a diverse range of skills and employment opportunities for local residents.

Appendix 2

High Road West - Responses to recommendations by Overview and Scrutiny Committee following their review of the High Road West scheme

	Recommendation	Response (Agreed / Not agreed / Partially agreed)
1.	Rent levels, including any service charges, for residents transferring from the Love Lane Estate to a property in the regeneration scheme or elsewhere should be the at the same level without a diminution in the security of their tenancy.	<p>The High Road West scheme will include 500 new Council homes. Love Lane tenants will be offered a new Council home in the scheme on a secure tenancy. For non-secure tenants this will provide greater security of tenure than they currently hold, while secure tenants will have an equivalent tenure.</p> <p>The Council normally sets council rents in accordance with the formula set out by government which are often called ‘formula rent’. This formula is used for all new tenancies, whether the home is newly built or part of the older stock.</p> <p>Cabinet agreed in July 2021 that for existing Love Lane residents moving to the new homes, the initial rental charges for new homes would be set at no more than 10% above the average Council rent for an equivalent property on the Love Lane Estate (to the bedroom size property that they are moving to) at the time of the move.</p> <p>This decision was made in consideration of the long-standing commitments to these residents that they would not be financially worse off as a consequence of redevelopment, balanced against the impact to the Council’s Housing Revenue Account (HRA). The increase of up to 10% is considering fair and affordable, reflecting that residents will move to a brand-new home and that this increase will be offset by savings, such as on energy bills due to the new homes’ increased energy efficiency. This rent commitment was included as part of the Landlord Offer, which was the subject of the recent resident ballot.</p> <p>Service charges will be calculated based on the services provided in the new blocks, which will be developed working with residents. As stated in the Landlord Offer, the Council is committed to ensuring service charges are kept as low and possible and affordable to residents.</p> <p>This recommendation is therefore partially agreed for the reasons set out above.</p>

<p>2.</p>	<p>The Committee was concerned to hear allegations around conduct by officers or other parties during the Love Lane ballot process but had not directly received any evidence of this. In the circumstances, the Committee recommends that a lessons learnt review is undertaken by the Council, with particular focus on the experience of residents, to inform any similar future ballots.</p>	<p>The Council has not received evidence relating to misconduct by officers during the Love Lane ballot. The Council has a corporate complaints procedure in place to respond to such concerns. As of January 2022, two complaints have been received in relation to the ballot, neither of which have been upheld nor subsequently appealed. See Appendix 3 for further discussion on this in response to the separate recommendation by the OSC regarding the Love Lane ballot.</p> <p>The Council will always seek to ensure that the resident experience is the primary consideration when planning engagement exercises. During the ballot, several residents contacted the Council to inform them that they had found this to be a difficult period, with a number of groups and their representatives visiting residents on multiple occasions with often contrasting views relating to the ballot. The Council takes resident feedback very seriously and fully recognises the need to learn from this experience to ensure that residents have all the required support in any similar future exercises. The Council is also developing the engagement strategy for the next phase of the scheme and will be seeking resident views and inputs to ensure that this maximises their participation in shaping the proposals.</p> <p>The recommendation for a lessons learnt review is therefore agreed. The Council has been reviewing the experiences and practices since the close of the ballot to continue to refine its engagement approach. A report setting out these findings will be produced and presented to Overview & Scrutiny Committee in the first quarter of 2022.</p> <p>The lessons learnt thus far which will be taken into future ballots include the following:</p> <ul style="list-style-type: none"> • Continue to improve our engagement processes to ensure that information is easily accessible and digestible to a wide range of demographics. This is mindful of the variety of languages spoken on the estate, and the complexity of the offer and the ballot process. • Explore more opportunities for the independent body for the ballot to engage with residents in advance, to increase confidence, trust and understanding of the independent process and administration. • Ensure that residents are aware that their vote is confidential, and that they are under no obligation to share their voting choice with other groups or individuals unless they want to do so. • Recognising that the needs of households can vary, ensure that residents are aware of the range of methods available to vote, including a mobile ballot box (managed by the independent body).
-----------	--	---

		<p>Provide a procedure for officers to collect the names of individuals who would like to submit their vote in person to the independent body.</p> <ul style="list-style-type: none"> • Clearly communicate to residents what the respective roles are of the Council and the independent body, noting that the former will provide factual information on what the offer means to an individual household, and direct to wider support (e.g. access to an interpreter and independent advice) as and when required. • Linked to the above, ensure residents are aware from the outset that Council officers will always have an identification badge they can show, to differentiate them from other groups on the estate. • Ensure that all staff have adequate training and support prior to the ballot. • Ensure that the Council responds quickly to any misinformation circulated on the estate by providing accurate information, and responding to queries, so that residents can make their decision based on the facts available.
3.	<p>As a principle, resident leaseholders should not be in a much worse financial position if they have to sell their leasehold interest and purchase a new unit in the regeneration scheme. To avoid this, the Council should offer a range of financial support measures to resident leaseholders in appropriate circumstances.</p>	<p>The Love Lane Leaseholder Offer has been developed to ensure that residents are not financially worse off as a result of the scheme. It includes an enhanced equity loan offer specifically for new homes in High Road West, which is an improvement on the baseline offer within the borough-wide Estate Renewal Rehousing & Payments Policy (ERRPP). This enhanced equity loan option was developed directly in response to concern from leaseholders through consultation that they would not be able to acquire a new home in the scheme under the ERRPP terms.</p> <p>The enhanced equity loan offer lowers the minimum equity threshold that resident leaseholders are required to contribute from 60% to 25%. The minimum contribution by the leaseholder should be the same as the market value of their existing home on the Love Lane plus the Home Loss payment. If a leaseholder is unable to invest the whole value of their home (e.g. because of difficulties mortgaging) the maximum amount they can reasonably contribute towards the new home will be determined through a financial assessment.</p> <p>The minimum contribution of 25% of the value of the new property should mean that all resident leaseholders can afford a new home in the scheme. If the maximum amount a leaseholder can reasonably contribute is less than 25%, then their individual circumstances will be considered in light of an independent financial assessment. The Council will work with the leaseholder to find the most appropriate way of enabling them to stay in the area without adversely affecting their financial situation.</p>

		<p>The Council is committed to ongoing dialogue with leaseholders regarding their housing options and to find an outcome that best suits their individual preferences and circumstances.</p> <p>This recommendation is therefore agreed.</p>
4.	<p>The Council must ensure that adequate new infrastructure, including health and education services, is built into the redevelopment plans.</p>	<p>The planning process for the High Road West scheme will include consideration of the potential impact of the proposals on local services, including health and education, and will need to demonstrate that appropriate measures will be taken to mitigate any such impact. This includes ensuring that adequate infrastructure is provided either within the redevelopment plans or off-site.</p> <p>The Council has prioritised a localities approach through the scheme, where enhanced community spaces will be used to better link existing local neighbourhood services across north Tottenham. The socio-economic programme will also deliver employment and training opportunities for residents and promote good health and wellbeing, in a coordinated way alongside the physical interventions.</p> <p>This recommendation is therefore agreed.</p>
5.	<p>The Council should ensure that:</p> <p>a) Green spaces in the redeveloped areas should be of sufficient size and open to all. They should not be gated and for exclusive use of some tenures of residents.</p>	<p>a) <u>Green spaces</u></p> <p>The scheme will deliver a mix of green spaces. This will include open spaces, such as a large new park, which will be accessible to the whole community and provide opportunities for play, socialising and outdoor exercise. It is important to also provide spaces that permit a sense of ownership and privacy for the residents who live there. The scheme will include shared communal gardens, which would be accessible to residents of all tenants living the accompanying block – i.e. if Council and private homes are both situated within a block, all tenants would be able to access and enjoy these gardens together. There will also be private outdoor space (e.g. a garden, patio or terrace) for individual households. This recommendation is therefore partially agreed, on the basis that accessibility will depend on the nature of each space, as described above.</p> <p>b) <u>Communal spaces</u></p>

	<p>b) There should be communal spaces/halls for residents so that they are accessible to all.</p> <p>c) Cycle parks and parking rights should be the same for all tenures of residents.</p> <p>d) Construction of new properties in the regeneration scheme is carbon neutral.</p>	<p>The scheme will deliver new and enhanced community spaces which meet local needs. This includes a new Library and Learning Centre, which will be a publicly accessible community asset supporting the needs of local people of all ages and backgrounds, particularly in relation to employment and training opportunities, as well education and community events. The scheme will also deliver a refurbished Grange community hub to provide space for community organisations to run activities. This recommendation is therefore agreed.</p> <p>c) Recommendation 5c. has been split into two parts:</p> <p><u>Cycle parking</u></p> <p>Cycle parking will be provided for households of all tenures across the scheme, with a range of cycling parking spaces including long-stay, short-stay and on-street spaces provided. The scheme will also encourage active travel by creating cycle routes which better link to the wider cycle network. This part of the recommendation is therefore agreed.</p> <p><u>Car parking</u></p> <p>A permit allocation scheme will operate on-site for residents. For new residents (of all tenures), car parking spaces will be restricted to accessible spaces only. For existing residents living on Love Lane who own a vehicle, permits will be made available in addition to the accessible spaces within the Controlled Parking Zone (CPZ). This part of the recommendation is therefore partially agreed.</p> <p>d) <u>Construction and carbon</u></p> <p>The High Road West scheme will demonstrate climate change resilience and carbon reduction leadership by delivering a net zero carbon development ahead of the borough target of 2041. This recommendation is therefore agreed.</p>
<p>6.</p>	<p>The new Council homes in the redevelopment must be suitable for the full range of needs of disabled</p>	<p>In line with the London Plan, 90% of the new housing will be ‘accessible and adaptable dwellings’, while the other 10% of new housing will need to reach the higher standard of being designed to be wheelchair accessible.</p>

	<p>people. This should include accessible and adaptable housing as required by the London Plan and ensure that inclusive design principles are built into the construction of the homes that are to be acquired by the Council and in the wider redevelopment scheme.</p>	<p>The hybrid planning application for the scheme includes an Inclusive Design Statement, which sets out the design standards to be adopted across the site. This includes the following principles:-</p> <ul style="list-style-type: none"> • Be designed taking into account the diverse population in the area; • Provide high quality people focused spaces that are designed to facilitate social interaction and inclusion; • Be convenient and welcoming with no disabling barriers; • Providing independent access without additional undue effort, separation or special treatment; and • Be able to be entered, used and exited safely, easily and with dignity for all. <p>For the housing, this includes suitably sized corridors, doors, lifts and stairs. These will be progressed as the detailed designs for each plot come forward.</p> <p>The Landlord Offer for Love Lane residents also includes a commitment that residents will be allocated a home that meets their needs, including any special adaptations as required. This could include grab rails or a wheelchair accessible kitchen. A dedicated rehousing officer will ensure that an Occupational Therapist completes a full assessment and that all the correct adaptations before the resident’s move to the new home.</p> <p>This recommendation is therefore agreed.</p>
<p>7.</p>	<p>Firm assurances should be given by the Council, as part of the ongoing discussions with the Grace Organisation, that its relocation should be prioritised within the Tottenham area close to where the majority of its current clients are located.</p>	<p>The Council has been working very closely with the Grace Organisation over a number of years to ensure that their new premises meet the commitments made by the Council in relocating their service from their current premises at Whitehall Street. The Irish Centre provides a facility that allows the Grace Organisation to maintain and enhance their current services and provide a high quality design, built to exacting standards, specifically for older people including those with dementia. The Irish Centre is around 500 metres away from their current location which ensures that it is ideally located to provide a local service to its current client group.</p> <p>This recommendation is therefore agreed.</p>

8.	<p>At the outset of significant regeneration schemes, higher priority and actions need to be given to ensure that those who will be impacted by a regeneration scheme are fully aware of the long-term plans and implications. A full and frank disclosure of Council's plans should be set out from the outset especially if regeneration plans include demolition of residential dwellings, business premises or buildings occupied by community and voluntary organisations. This should also include tenants that move to the area during the development of the scheme.</p>	<p>It is critically important to engage residents, businesses and other groups who are affected by the regeneration proposals from the outset. The Council has undertaken substantial engagement dating back to 2012, to develop the proposals from an early stage and ensure that various stakeholders are aware of the implications of the plans. This included a consultation in 2013 where the proposal to redevelop the area (including the demolitions of homes on Love Lane estate) was supported by 68% of Love Lane residents who responded.</p> <p>It also essential to continue ongoing communication and dialogue. In 2014 the Council agreed a set of Resident and Business Charters which set out its commitments. These have been progressed through further rounds of consultation on the masterplan and housing offer, and through specific events and one-to-one meetings with business owners. It is recognised that there is always more that can be done to enhance the quality of engagement and to create environments which support open conversations. This is particularly important due to the need to tackle challenging issues and work out the best solutions with and for the local community.</p> <p>The Council must also ensure that any groups or individuals, particularly tenants, who move to the area are informed of the proposals through this ongoing dialogue. In addition, regeneration schemes will often be shaped and developed over a long period and will include stages where progress can appear slow and there are less opportunities for engagement (for example, while funding discussions are underway). The Council must look at ways to maintain interest and participation in the process, and ensure it continues to keep stakeholders up to date.</p> <p>This recommendation is therefore agreed for the reasons set out above. The Council will continue to review its procedures, including across the various Council services to see where enhancements can be made.</p>
9.	<p>Future regeneration plans should be drawn up using co-production principles with active input from residents, businesses and community and voluntary organisations that live and operate within a proposed regeneration scheme. The Council should be able to demonstrate that</p>	<p>The Council is committed to increasing opportunities for local people to shape any changes in their area. It will continue to learn from co-production and similar innovative approaches to maximise the influence and participation of residents, businesses and community and voluntary organisations. It is recognised a variety of tools and approaches will be required in different scenarios, and the specific approach must be developed and defined depending on the project or task in hand.</p> <p>For the next stages of the High Road West scheme, the Council will be actively exploring opportunities for co-production, co-design and similar approaches. This will include working with residents and the community on</p>

	<p>regeneration is not simply being done to an area but is instead being designed in partnership with those who live and work in that area.</p>	<p>features such as the design of the new homes (e.g. layouts and colour palettes), community buildings and open spaces. This will also apply to the socio-economic programme, see the response to recommendation 13.</p> <p>The recommendation to use co-production principles for future regeneration plans is therefore agreed.</p>
<p>10.</p>	<p>Local businesses should not feel pressurised to relocate as a consequence of regeneration. Where there is evidence that relocation would make businesses potentially unviable due to loss of customer base and concerns about loss of freehold rights, the Council should use its best endeavours to design its regeneration plans to include a mixture of residential and light industrial units.</p>	<p>The Council should always fully consider the impact of regeneration schemes on businesses, recognising their importance as an integral part of the local community. The Council has a Business Charter in place which states a commitment to ensure that businesses are able to participate in the regeneration proposals and are fully supported through the process.</p> <p>It is acknowledged that in some cases, it may not be possible to deliver wider place-making benefits without some impacts on existing land and property owners. In these instances, the Council should use best endeavours to seek to relocate businesses within the new scheme, designing the plans to suit their needs and future aspirations. This should be with the aspiration to relocate them into comparable or, if possible, better quality and more suitable premises.</p> <p>Where it is not possible to relocate businesses into the scheme, then the Council should work closely with them to find suitable accommodation in the local area.</p> <p>This recommendation is therefore partially agreed for the reasons set out above.</p>
<p>11.</p>	<p>Compensation for businesses should reflect the extent of losses that any business is likely to suffer as a result of relocation which may include, without limitation, the following:</p> <ul style="list-style-type: none"> - Price of purchasing similar premises. - Cost of moving business (including any rebuilding, redecoration or moving 	<p>The compensation package offered to businesses is provided in line with compulsory purchase legislations and the principles set out in the Government’s Guide to Compulsory Purchase and Compensation.</p> <p>This would typically include (but not limited to):</p> <ul style="list-style-type: none"> • Reasonable professional fees • Removal expenses • Special adaptation to replacement premises • Temporary loss of profit during the period of the move • Diminution of goodwill following the move (reflected in reduced profits) • Depreciation in the value of the stock

	<p>equipment or re-purchasing equipment if hard to move).</p> <ul style="list-style-type: none"> - Loss of customer base until re-established in new premises. 	<p>As described in the High Road West Business Charter, every loss should be considered on its merits and should be recoverable if it is a direct and reasonable consequence of being disturbed.</p> <p>In response to the first bullet of the recommendation, under the Charter and relevant guidance, the Council would pay the business owner the open market value of their existing property. The funds received by the business owner for their property could then be put towards buying a replacement property (alongside any compensation) if they chose to do so.</p> <p>This recommendation is therefore partially agreed for the reasons set out above.</p>
12.	<p>The Council should give equal weight in the new Local Plan to protecting businesses as it does to achieving additional housing. Principles that underpin the GLA's Resident Ballot Requirement funding condition should apply to businesses. This could be achieved through proactive engagement with businesses taking into account their concerns and priorities.</p>	<p>The Council's new Local Plan will have a strong emphasis on enhancing and protecting the Borough's economy. The Plan will be structured around the Borough Plan priorities, including the Economy Priority, and will seek to support local businesses and to attract new investment and jobs into the Borough, whilst facilitating a positive environment to help support recovery and renewal from the combined impacts of Covid and Brexit. Planning policies must relate to the use and development of land and therefore are unable to protect specific businesses in planning decisions such as through a ballot requirement. However, the new Local Plan will be based on robust evidence of need and demand for business premises and will aim to protect sufficient land over the plan period for employment/business purposes.</p> <p>The Council recognises the importance of engagement with businesses in relation to the new Local Plan. As part of the First Steps consultation on the new Local Plan in late 2020/early 2021 the Council reached out to businesses in a variety of ways including through the Council's Business Bulletin. Within consultation responses there was strong support generally for protecting designated employment areas (those that are classified as employment areas on the Council's Policies Map) and for ensuring that small and medium sized enterprises have sufficient space to grow, that is affordable. The Council will seek to build on this initial business engagement as part of consultation on its Draft Local Plan in 2022 which will include more detail on site allocations such as at High Road West.</p> <p>This recommendation is therefore partially agreed for the reasons set out above.</p>
13.	<p>There should be transparency over how the £10m of funding in the programme is allocated and co-</p>	<p>A review of the socio-economic programme is currently being progressed with the aim for this to be complete in the first quarter of 2022. This will include an approach to delivery, ensuring that any projects that come</p>

	<p>production principles should be applied to allocate the funding based on the priorities of the local community.</p>	<p>forward reflect the most up to date Council policies and initiatives and respond to the changing needs of the community. It will also set out clear governance arrangements for the allocation of funding.</p> <p>The Council recognises that the programme presents a huge opportunity to develop and deliver projects with and for local people. The Council is looking at the best practice on co-production principles and similar innovative approaches in shaping its approach, learning from previous projects in the borough and further afield. Noting that co-production may not be possible for all aspects of the programme, The Council will seek to develop processes which are tailored to each element of the programme and ensure that funding is distributed fairly and in a way that maximises impact for local people.</p> <p>This recommendation is therefore agreed.</p>
<p>14.</p>	<p>Negotiations between the Council, Lendlease and THFC over the future of Phase B of the redevelopment site should take place at the earliest opportunity.</p>	<p>The Council has sought to engage with Tottenham Hotspur Football Club since the initiation of the scheme. The Council is committed to maintain good working relationships with THFC in future, while ensuring that the Council's interests are protected. This is recommendation is therefore agreed.</p>
<p>15.</p>	<p>The Council should ensure that the new Local Plan prioritises a mixed economy in the borough with sufficient employment space to support a diverse range of skills and employment opportunities for local residents.</p>	<p>The new Local Plan will aim to prioritise a mixed economy in the borough with sufficient employment space to support a diverse range of skills and employment opportunities for local residents. To provide evidence to underpin the new Local Plan policies on employment land an Employment Land Study has been commissioned. The Study is looking at both the current situation and the potential future situation and will make an assessment of how far the existing floorspace stock is meeting current and foreseeable occupier requirements and how far there is likely to be demand for more or different space, now or in the future. The study is yet to conclude but interim findings indicate a need for modern employment floorspace, with rising rents highlighting strong demand. Once the study concludes, it will inform the draft economy policies in the Council's Draft Local Plan.</p> <p>This recommendation is therefore agreed.</p>

Appendix 3

Response to separate recommendation by Overview & Scrutiny Committee in relation to the Love Lane ballot

Recommendation by Overview & Scrutiny Committee:

That Cabinet consider taking forward an Independent Review of the conduct of Love Lane Estate Ballot.

Response to this recommendation:

The resident ballot on the Love Lane Estate was undertaken in line with the requirements set by the Greater London Authority (GLA) in their [Capital Funding Guide](#). As required under the guidance, the Council appointed an independent body, Civica Election Services (CES), to administer the ballot. CES have confirmed that the ballot was compliant with this guidance, and no evidence has been provided to indicate a deviation from this. At all times the Council followed the advice provided by the independent body in relation to complying with the guidance and meeting best practice for resident ballots.

The Council has also not received evidence relating to misconduct by officers during the Love Lane ballot to warrant an independent review. The allegations presented by a third-party source have been investigated and responded to in this report. The Council has a corporate complaints procedure in place to respond to such concerns, and no evidence has been received in relation to these allegations through this or any other channels. As of January 2022, two complaints have been received in relation to the ballot, neither of which have been upheld nor subsequently appealed. Information on the Council's corporate complaints procedure can be found at the following link: [Haringey Council Complaints Procedure | Haringey Council](#).

The Council recognises the need to learn from the experiences and practices undertaken during this period and will draw on these to continue to refine its engagement approach. The Council has agreed to the recommendation by OSC of a lessons learnt review, see Appendix 2 of the Cabinet report.

This recommendation is therefore **not agreed** for the reasons set out above. The issues raised at the OSC meeting of 29 November 2021 in relation to the ballot have been responded to below.

	Issue	Officer response
1	That the Council had targeted contact with residents that were vulnerable in respect of their uncertainty on a yes or no vote for demolition.	<p>The Council did not target contact with vulnerable residents to influence the ballot outcome.</p> <p>The engagement approach taken by officers aimed to speak to all residents (aside from those that had already voted, see below). The purpose of this was to ensure they were able to participate in the ballot, regardless of whether they intended to vote 'yes' or 'no'.</p> <p>This included ensuring that voters had received their Landlord Offer and ballot papers, had the opportunity to ask an officer any questions around the offer, and were aware of where to access support, e.g. access to an interpreter and/or translated copies of the documents, and independent advice.</p> <p>The use of door-knocking as one of the range of engagement methods was mindful of the needs of vulnerable residents, whom may be unable or uncomfortable with visiting the engagement events and activities or may not be familiar with using the digital channels available. It is important that the Council makes efforts to ensure that all residents can participate in engagement exercises, regardless of their individual needs.</p>
2	There was a significant number of officer contacts with Love Lane residents to ensure completion of the ballot responses.	<p>The Council sought to take a measured approach in its engagement. It was important that the Council took appropriate measures to ensure that residents were able to participate in the vote. At the same time, it is recognised that methods such as door-knocking and phone calls need to be used sensitively. Most residents were spoken to once or twice during the ballot, and it was not intended that households would be visited more than twice.</p> <p>During the ballot period the independent body, Civica Election Services (CES), provided the Council with a biweekly update confirming the voters who had submitted their vote at that time. This information meant that the Council could ensure that residents were not contacted if they had already voted. For clarity, the Council was not informed which way individual residents had voted (the vote was confidential), nor was it aware of the overall vote on the estate until the ballot closed.</p>
3	Concerns raised that there had been collection of ballots by officers, which the ballot registration company had	At no stage did officers seek to collect ballot papers from residents. On the four occasions referenced, officers posted a sealed ballot paper at the resident's request, mindful to the needs of vulnerable residents. This was done as a last resort and was in line with the advice provided by CES. Officers always encouraged residents to use the online or telephone voting methods where possible.

	advised against but had still been taken forward on 4 occasions.	In response to officers being presented with such scenarios, the Council organised for CES to undertake a door-knocking exercise, which took place on Thursday 2 September. This was to provide an opportunity for residents to vote in person if they wished to, with CES staff carrying a mobile ballot box. Council officers did not accompany CES staff on the door knocking exercise.
4	A statement read out from a resident advising repeated phone calls from officer and door being knocked on several times. The Committee heard from the deputation that this resident had indicated that they were uncertain and did not understand the choice being given. The resident had then received follow up calls, and a visit to their home. The resident then decided their vote and was helped to complete this online. In the deputation's view, this statement was enough information to warrant a review of the conduct of the ballot process, before any further steps on the demolition were taken.	As described in response 2, phone calls and door knocking were used sensitively to ensure that residents were not spoken to on numerous occasions. While officers would provide information to residents on how to vote (e.g. how to access the online voting platform), officers did not vote on behalf of residents nor tell them to vote a certain way.
5	The deputation felt that the Council were being guided by the GLA deadlines and access to the GLA funding, and there was a need to pause and consider the ballot issue and examine concerns.	<p>The Council is committed to undertake engagement exercises, including ballots, to a high quality and in line with the Council's and other good practice procedures. CES have communicated that the ballot was undertaken in line with GLA guidance, and no evidence has been received to question the validity of the ballot result.</p> <p>The Council recognises the need to continually learn in regard to its engagement exercises and has agreed to a lessons learnt review to inform any future ballots.</p>

6	<p>There were further doubts about Civica undertaking the independent review as it was no longer part of the electoral reform society.</p>	<p>The Council procured CES as the independent body for the ballot. The role of the independent body is defined in paragraphs 8.5.2. to 8.5.6. of the GLA’s Capital Funding Guide, Section 8, see following link: 8. Resident Ballots for Estate Regeneration (london.gov.uk). CES has over 120 years' experience of administering elections, ballots, and consultation processes, and has administered most resident ballots in London.</p> <p>The recommendation for an independent review of the ballot is not agreed for the reasons described on page 1.</p>
7	<p>The recent Lendlease Planning application was not consistent with the basis of the ballot. Therefore, concerns about the ballot would need to be responded to by the Council, at this stage before the scheme developed as this issue could not be rectified in the future.</p>	<p>The planning application for the High Road West scheme submitted by Lendlease is in line with the information provided by the Council in the Landlord Offer, which was the subject of the resident ballot.</p>
8	<p>Considering the impact of what a no vote outcome would have meant which was temporary tenants on Love Lane being added to the Council Housing waiting list, and likely waiting far longer for permanent accommodation, the deputation’s position was:</p> <ul style="list-style-type: none"> ➤ That the need for providing secure tenancies to the Love Lane residents remained an issue. ➤ There would be residents living on the Love Lane Estate that pay rent and Council tax but will not 	<p>The Council provided a Q&A as part of the Landlord Offer, which included a question in relation to a ‘no’ vote. This was as follows:</p> <p>Q. What happens if residents vote “no” in the ballot?</p> <p>A. <i>If most residents on the estate vote ‘no’, then there would not be any immediate changes for residents. The Council would ensure that residents are able to stay in their current properties whilst a process is undertaken to work with them to understand why they voted ‘no’, before considering next steps. This means that residents living in temporary accommodation would stay in their current properties while this is taking place. Residents would continue to have support and advice from the High Road West Rehousing and Engagement Team throughout this period.</i></p> <p>As stated in the Landlord Offer, in the event of a ‘no’ vote the Council would have worked with residents to understand why they voted ‘no’, before considering next steps.</p>

	<p>have security of a secure tenancy.</p> <ul style="list-style-type: none"> ➤ Offering secure tenancies to the Love Lane residents was a positive thing that the Council should do - there could be a local allocations policy as a way forward? ➤ This was ultimately an issue for the resident to decide in the ballot. ➤ There was still a need to consider the legacy of the ballot outcome on Love Lane. 	
9	<p>Responding to a Committee question on whether the deputation held any compelling evidence that the ballot process was not properly run, given 70% of residents were in favour of demolition, the deputation had evidence. They wanted this considered as part of the independent review process. The deputation acknowledged that they were not a neutral body and there was a need for another body to come in and consider this information and take statements.</p>	<p>The recommendation for an independent review of the ballot is not agreed for the reasons described on page 1.</p>
10	<p>The deputation considered that they had enough evidence to suggest that this was needed and referred to the information considered by the Housing</p>	<p>See responses 1-4.</p>

	and Regeneration Scrutiny Panel which noted that four postal ballots had been handled. The deputation believed that there was more than this number handled with both visits to homes and help provided to residents to use their phones to vote.	
11	There was acknowledgement that the Council had not run a ballot process before and the current situation indicated that the ballot process needed a review. The deputation felt that the Council should be setting the highest standards, given this was a policy taken forward by the Mayor of London in response to the local Labour party motion which was agreed by the Labour party conference.	While this was the first ballot of this type in Haringey, the ballot itself was administered and overseen by the independent body CES. As stated in response 6, the CES have over 120 years' experience in this field and have administered most resident ballots in London. At all times the Council followed the advice provided by the independent body in relation to complying with the GLA guidance and meeting best practice for resident ballots.
12	The deputation party had spoken with four tenants who had advised that they had their ballot paper taken away by officers. Another tenant ,who was voting no, had had their door knocked on 6 times and was called 7 times, and answered once. Officers said that they could come round and collect his ballot paper as they could see he had not voted.	See responses 1-4.
13	The deputation party respondent advised that she had seen officers	See responses 1-4.

	knocking on doors in multiple properties and another no voter, who was blind, was also offered to take his ballot paper but the offer was not accepted. She had spoken with another temporary tenant who was happy with her flat and would prefer a permanent tenancy and did not want her block to be knocked down. She had voted yes, as this would lead to a permanent tenancy.	
14	A deputation party spokesperson, spoke of her contact with vulnerable people on the estate through their disability and through their circumstances who did not know the ballot was taking place. There were language barriers and she spoke to residents where English was not the first language. They spoke Portuguese, Turkish, Kurdish and Bengali and were not fully aware of the process.	<p>As stated in response 1, the engagement approach was mindful to the needs of vulnerable residents, in recognition that not all residents may be able or comfortable to visit the engagement events, and/or may not be familiar with using digital channels.</p> <p>A primary purpose of door-knocking was to identify if residents required translated copies of the documents and/or access to an interpreter. During the ballot period, interpreters were provided for residents whose first language included Turkish, Portuguese, Spanish, Mandarin and Bengali.</p> <p>The Council will always seek to continue to improve its engagement processes to ensure that information is easily accessible and digestible to a wide range of demographics.</p>
15	The deputation party spoke about the poor conditions of the estate, where there were areas of drug use, maintenance issues and it was felt that there was a narrative being provided that if residents voted for the	The Landlord Offer did not include discussion on the issues of the current estate and focused on the proposed plans and the housing offer to residents. During the ballot, many residents raised concerns about their current homes or issues such as anti-social behaviour on the estate. This feedback was provided to relevant teams in the Council and Homes for Haringey to be responded to accordingly.

	demolition, this would change their situation.	
--	--	--

Report for: Cabinet – 18 January 2022

Title: Contract award for the demolition of the Tangmere block, Broadwater Farm.

Report

Authorised by: Peter O'Brien, Assistant Director for Regeneration and Economic Development

Lead Officer: David Sherrington, Director of Broadwater Farm, Homes for Haringey

Ward(s) affected: West Green

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. In 2018 Cabinet agreed, following consultation with residents, to demolish the Tangmere block following the identification of structural defects within the block.
- 1.2. Since this date officers have been working with secure tenants and leaseholders to find alternative secure tenancies within the borough or acquire their properties respectively. This work was concluded in December following the acquisition of the remaining leasehold interests.
- 1.3. In parallel to the rehousing work, officers have been working with residents and stakeholders on designs for new homes on the estate, and in December Cabinet approved officers to ballot residents on the proposed design. The ballot will take place in February. Subject to a successful yes vote, a planning application will be submitted in March.
- 1.4. This report seeks approval to award a contract for the demolition of the Tangmere block on the Broadwater Farm Estate to Tenderer A, following a compliant competitive tender process. The value of this contract is 2,043,115.00.
- 1.5. The demolition is required to allow a start onsite of phase one of the new homes programme later in 2022/2023. The demolition is anticipated to take 10-12 months.

2. Cabinet Member introduction

- 2.1. As a cabinet we are committed to providing a high standard of accommodation for council tenants throughout the borough. Following the identification of the structural issues in Tangmere, we consulted residents on the options and overwhelmingly residents were in favour of demolishing Tangmere and re-providing new, high quality council homes.
- 2.2. We have ambitious plans for Broadwater Farm and replacement of homes being lost through demolition, much of which was set out to Cabinet in December 2021 and will be tested with residents through a ballot process in February 2022.

- 2.3. The demolition of the block is a key step toward the realisation of our ambitions and we are committed to undertaking these works in close collaboration with residents and local stakeholders.

3. Recommendations

Cabinet is asked:

- 3.1. Pursuant to Contract Standing Order (CSO) 9.07.1(d), to approve the award of a contract to Tenderer A for demolition services (as described in the report) for the sum of £2,043,115.00.
- 3.2. To agree an additional contingency budget, as detailed in the exempt report, along with provisional sums, as detailed in the exempt report, in addition to the agreed contract sum for any unforeseen costs arising from the demolition works.
- 3.3. To agree a sum, as set out in the exempt report, for professional fees in relation to Ridge and Partners LLP.

4. Reasons for decision

- 4.1. The demolition of Tangmere was, following consultation with residents, agreed by Cabinet in November 2018. Since then, officers have worked to re-house secure tenants in the block and acquire leasehold interests. This was completed in December 2021 and the block is now vacant.
- 4.2. The building has 24-hour manned security which is costing the Council a significant amount every month, along with other costs associated with keeping an empty building. Timely award of contract and demolition will therefore reduce costs and liabilities for the Council.
- 4.3. Detailed and comprehensive surveys of the block have been undertaken, including asbestos and structural surveys, to ensure that an accurate price can be obtained from contractors and reduce the risk to the Council.
- 4.4. A compliant tender process has been undertaken via The London Construction Programme (LCP) DPS – Minor Works Framework. Five compliant bids have been received and quantitative and qualitative analysis has been undertaken by Officers and supported by Ridge & Partners LLP acting as Project Managers. The winning bid was fully compliant with requirements, scored highly on the quality submission and had the lowest price.

5. Alternative options considered

- 5.1. The option around the timing of these works could be considered – in as much as the demolition could be combined with the new homes programme.
- 5.2. It was agreed that the demolition contract will form a standalone project for the following reasons:

- All residents have been decanted and the cost of maintaining security and managing the health and safety risks proved prohibitive.
- The new homes programme was not at an advanced stage to enable the Council to meet its commitment to residents to demolish the block, therefore a standalone project was required to maintain programme
- A standalone demolition programme will enable the Council to engage a specialist contractor to remove hazardous materials and disconnect utilities, which will ultimately de-risk the site when handing over the development contractor

5.3. In view of the above, the recommended option is to award a separate contract for the demolition of Tangmere.

6. Background

Demolition decision

6.1. The Tangmere block is a six-storey housing block constructed in the early 1970s using a Large Panel System (LPS) method of construction. In 2018, following detailed structural surveys, it was found that the building was not compliant with safety regulations. The building failed key strength tests and was at risk of disproportionate collapse in the event of a gas explosion and would require significant strengthening work or replacement.

6.2. In June 2018 Cabinet agreed that the preferred option would be to demolish the building and replace it with new council homes. This decision was confirmed at the November 2018 Cabinet following consultation with residents.

The rehousing programme

6.3. In total 88 secure tenants have been rehoused from Tangmere in alternative secure council accommodation in the borough. All secure tenants have the right to return to new council homes once they are built.

6.4. In total 25 leasehold interests have been acquired in Tangmere. The Council secured a Compulsory Purchase Order for the block in November 2021 although CPO powers were not required as all mutual agreement was eventually reached with all leaseholders. Resident leaseholders retain the right to return to new homes once they are built.

6.5. The Broadwater Farm rehousing team are in contact with former residents of the Tangmere block to ensure they are aware of the progress to build new homes and their options to return should they wish to do so.

New and replacement homes

6.6. In December 2021 Cabinet approved a report setting out the high-level principles for new homes on the estate and the Urban Design Framework for the estate.

- 6.7. This followed 16 months of engagement work with local residents and stakeholders to develop designs for almost 300 new homes on the estate.
- 6.8. Procurement for a contractor to deliver new homes is underway and subject to a yes vote, Cabinet will approve a Pre-Contract Services Agreement with a contractor to develop the scheme with a full contract award and start on site anticipated in the Autumn of 2022.
- 6.9. New homes delivery is phased to take account of other works across the estate. Phase one includes the Moselle School, Tangmere and Medical Centre sites.
- 6.10. Phase two includes the Northolt, Stapleford North, and Enterprise units sites.
- 6.11. Demolition of the old Moselle school was completed in November 2021 ensuring that we have a cleared site for the start of works in late 2022.

Resident ballot

- 6.12. Under GLA guidelines, in order to receive GLA funding toward replacement homes Local Authorities are required to ballot residents on the future options for their homes.
- 6.13. Due to the safety concerns in Tangmere, a decision was made to start to decant process and make an application to the GLA for an exemption from the ballot requirements.
- 6.14. The ballot exemption was granted by the GLA, although the Council made a commitment to hold a ballot with affected residents regardless to ensure the proposals for new homes on the site had resident support. The ballot is seeking resident support for the designs of new homes, and the demolition of the building will progress regardless of the outcome.
- 6.15. The ballot is scheduled to take place in February 2022.

Tender Process & Selection of Contractor

- 6.16. Ridge and Partners LLP were appointed via Haringey's Multi-Disciplinary Professional Services Framework to undertake Project Management, Cost Consultancy and Principal Designer services, as well as various surveys including Mechanical and Electrical, structural and transport, to support the procurement of a demolition contractor.
- 6.17. Ridge & Partners LLP undertook initial market testing and cost analysis to obtain a cost estimate for the demolition. The total cost, including preliminaries, overheads, and asbestos removal, was estimated to be between £3,000,000 & £3,500,000.
- 6.18. Following the completion of all surveys and preparation of tender documentation, a tender was issued by Strategic Procurement officers via The London Construction Programme (LCP) DPS – Minor Works Framework. The initial tender period closed on 05 May 2021, however the Council commissioned R&D Asbestos Surveys to de-risk the project, for which the bidders were invited to

submit revised costs. Costs were received on 16 December 2021, and five contractors returned compliant bids, and the results are shown in Section 4.24 of the report.

- 6.19. A detailed tender analysis has been undertaken by Ridge and Haringey officers. The returned tenders were assessed based on price (50%) and quality (50%). Project Officers undertook analysis of the qualitative returns and provided scores for each. These were then moderated by the Procurement Officer. The quantity surveyor from Ridge carried out analysis of the pricing information and sought clarifications from tenderers where necessary. Review and scoring of the contractor's methodology were undertaken by the Ridge structural engineer.
- 6.20. A summary of the resulting tender scores is presented in the exempt section of this report. The winning bidder was Tenderer A.
- 6.21. Tender results are as follows:

Tenderer	Tender Price	Qualitative	Quantitative	Score
A	£2,043,115.00.	33.0%	50.0%	83.0%
B	£2,627,960.74	39.0%	41.5%	80.0%
C	£3,287,289.25	41.5%	34.8%	76.3%
D	£3,551,131.91	41.5%	32.7%	74.2%
E	£3,474,388.42	38.5%	33.2%	71.7%

Social value

- 6.22. As part of the tender process, the Council set out a range of questions to assess the social value commitment of each contractor. The social value element had an overall weighting of 10% within the evaluation.
- 6.23. The project team will work with colleagues and Economic Development to ensure that social value commitments are realised through the course of the contract.

Construction Management plan (CMP)

- 6.24. Once a contract is awarded, the successful contractor will be required to produce a construction management plan.
- 6.25. The purpose of this plan is to set out how the contractor will seek to minimise the impact of their works. It will include the following areas:
- Community liaison
 - Traffic management
 - Site setup and welfare
 - Pedestrian management

- Environment including noise control, dust suppression, air pollution and vibration control
- 6.26. The CMP will take account of all relevant legislation related to the demolition of buildings.
- 6.27. The CMP will be developed in consultation with local residents and stakeholders.
- 6.28. The CMP will need to take account of the emerging Low Traffic Neighbourhood plans and discussions have already started with Transport officers on these issues.

Programme

- 6.29. The demolition works are anticipated to take a maximum of 52 weeks to complete.
- 6.30. A detailed programme of works will be developed by the contractor once appointed and will be shared with residents and stakeholders.

Environmental impact

- 6.31. A pre-demolition audit is included within the scope of services for the demolition contractor. This audit will be used to determine what from the building can be re-used, re-cycled or left in-situ.

Communications and engagement

- 6.32. The process of demolition of the Tangmere block will be disruptive to local residents and those in surrounding streets.
- 6.33. A detailed communications and engagement plan will be developed once the contractor is appointed to ensure the appropriate work is undertaken ahead of the demolition works proceeding. Much of this communication and engagement will be based on the construction management plan, as described in section 4.28 - 4.31.
- 6.34. This plan will include open meetings, targeted communications and ongoing resident liaison throughout the works.
- 6.35. We will also engage and work with the local school and children's centre, and other local stakeholders on the estate, to ensure the impact of the demolition is mitigated as far as is practicable.
- 6.36. Due to amount of waste materials that will be removed from site, engagement will also be required with residents on surrounding streets. Once the Construction Management Plan is complete, we will understand which streets will be most impacted allowing for targeted engagement to take place.

Site security

- 6.37. The building is currently secured and manned with 24-hour security to prevent unauthorised access. Once the contract is awarded, the contractor will take

possession of the site and will be responsible for ensuring the site remains secure.

Demolition methodology

- 6.38. Although the precise detail of the methodology sits with the contractor, structural engineers from Ridge and Partners established through the tender the documentation the broad parameters on the approach to be taken.
- 6.39. Although described as demolition, the actual process will be deconstruction, with the panel system being dismantled and the building propped appropriately while panels are removed and lifted to ground floor level.
- 6.40. Dust suppression will be used to minimise dust and the building will be wrapped to reduce the release of dust into the wider atmosphere.

Timetable – demolition and new homes

- 6.41. The following section sets out key milestones for the Broadwater Farm Improvement programme:
- 6.42. January 2022 – Demolition contract awarded
- 6.43. February 2022 – Estate ballot
- 6.44. March 2022 – opening of decant and acquisition of leasehold interests for Stapleford North (flats 25-36 and 61-72 only) (subject to a yes vote)
- 6.45. March 2022 – Tangmere demolition starts on site
- 6.46. Autumn 2022 – contract award and start on-site for new homes (Moselle School site first)
- 6.47. Early 2023 – Tangmere demolition completed
- 6.48. Early 2024 – first new homes in phase one completed (Moselle School site)

7. Contribution to strategic outcomes

- 7.1. The Broadwater Farm programme will contribute to the delivery of the following four priorities set out in the Council's Borough Plan (2019-2023):
 - **Priority 1 – Housing** (“A safe, stable and affordable home for everyone, whatever their circumstances”): the Council wants all its residents to have a safe, stable, and genuinely affordable home, and as such is committed to delivering new Council homes, bringing up the standard of private rented housing, and preventing homelessness. The Council has a strong focus on significantly extending housing options for its residents, including direct delivery of homes and initiatives. The Broadwater Farm new homes will deliver approximately 100 additional council homes and will increase the number of family sized units available, allowing those in overcrowded accommodation to move house.

- **Priority 2 – People** (“Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential”): As a Borough we are seeking to build the capacity of its communities and focus on a strengths-based approach, which doesn’t focus solely on needs and deficits but on assets and qualities at individual, family, and community level. This work is initially focusing on North Tottenham. Early intervention and prevention are at the heart of this, with services being pulled together around the individual linking in with work to integrate health and social care, including through the delivery of Health and Wellbeing Hubs.
- **Priority 3 – Place** (“A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green”): The Community Safety Strategy 2019-23 sets out how the Council will deliver on its firm commitments to enhanced safety, including support for vulnerable young people from violence, abuse and exploitation in the Young People at Risk Strategy and through programmes such as Haringey Gold. This is complemented by a focus on promoting physical activity which will be delivered through a ‘whole system approach’, which is proactive in promoting facilities, improved parks and open spaces, active and safe travel between areas, and direct interventions into schools and communities to promote sports and other activities. Broadwater Farm will strengthen existing public spaces and deliver new ones and include investment into projects which and enable healthy and safe lives for local people.
- **Priority 4 - Economy** (“A growing economy which provides opportunities for all our residents and supports our businesses to thrive”): Realisation of opportunities for good local business growth and skill and employment growth, in line with the current “community wealth building” approach. The Council approved this approach in October 2019 aimed at supporting the financial and social resilience of the borough’s communities. A new Good Economy Recovery Plan provides a focus on a good economy – good jobs, fairness, health and well-being and environmental sustainability. Broadwater Farm will include significant investment into employment, education, and training opportunities for local people, to connect residents to sustainable and long-term jobs.

8. Statutory Officers comments

Finance

- 8.1. The demolition contract is for a sum of £2.04m. This does not include contingency fees and professional fees.
- 8.2. There is provision in the Broadwater Farm capital programme budget for this sum.
- 8.3. Further finance comments are found in the Exempt report.

Strategic Procurement

- 8.4. Strategic Procurement confirms the procurement have been undertaken in line with the authorities Contract Standing Orders and the Public Contract regulations. Strategic Procurement approve the award of contract to Tenderer A for a period of two years and for the value of £2,043,115.00.
- 8.5. The value for money is demonstrated by reduced procurement costs (using council's DPS framework v/s OJEU advertised tender). The tender opportunity went out to 49 contractors under the 'Demolition' category of which we received six submissions. Erith Contractors were eliminated from the process, as their submission was non-compliant. Five compliant bids were assessed against the published evaluation criteria for quality and price and Tenderer A was successful under the 'MEAT' (most economically advantageous tender) criteria.

Legal

- 8.6. The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.7. The contract which this report relates to has been procured under The London Construction Programme (LCP) DPS – Minor Works Framework. This is compliant with procurement legislation.
- 8.8. Pursuant to Contract Standing Order 9.07.1(d) Cabinet has authority to award contracts valued at £500,000 or more.
- 8.9. The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

- 8.10. 'The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not

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

There are several EQIAs that have been completed which relate to this decision. These are:

- June 2018 - Approve consultation on demolition:
<https://www.minutes.haringey.gov.uk/ielssueDetails.aspx?IId=62998&PlanId=0&Opt=3#AI58198>.

- November 2018 - Approval of Demolition:
<https://www.minutes.haringey.gov.uk/ielIssueDetails.aspx?IId=63663&PlanId=0&Opt=3#AI58796>.
- Oct 2020 - CPO:
<https://www.minutes.haringey.gov.uk/ielIssueDetails.aspx?IId=71378&PlanId=0&Opt=3#AI65938>.
- July 2021 - Stapleford Consultation:
<https://www.minutes.haringey.gov.uk/ielIssueDetails.aspx?IId=76048&PlanId=0&Opt=3#AI69147>.
- September 2021 - Stapleford Demolition:
<https://www.minutes.haringey.gov.uk/ielIssueDetails.aspx?IId=76699&PlanId=0&Opt=3#AI69733>
- December 2021 – approval of designs for new homes, Landlord offer and ballot programme
<https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=70587#mgDocuments>.

The first five EQIAs consider the impact of rehousing and subsequent demolition on residents. The last EQIA considers the overall impact of the programme, including the impact of demolition and rebuilding works.

The EQIAs identified that demolition could have particular impacts to those with disabilities, elderly residents and those who are pregnant. This is due to changes required to access routes, the impact of dust and noise, and other associated impacts caused by major works. The EQIA highlights the mitigations that will be put in place to avoid any disproportionate impact. This includes:

- Ensuring the appointed contractor sets out a plan for engaging with and informing residents of the works and the impact of these.
- Working with contractors and residents to ensure that the works are phased thoughtfully and access routes are re-provided where necessary to minimise disruption.
- Ensuring there are mitigations in place such as dust suppression and noise reduction.
- Ensuring contractors work during the hours of the day that will cause the least disruption, including consideration of things such as traffic flows caused by the school run.

To ensure that these mitigations are in place, the contractor will be required to have dedicated resident engagement support for residents to contact and the council will work closely with residents to ensure their concerns are fed back to contractors, including through use of the Independent Tenant and Leaseholder Advisor on the estate.

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. Appropriate contract management arrangements will be established to ensure that the delivery of the major works does not result in any preventable or disproportionate inequality.

9. Use of appendices

9.1. None.

10. Local Government (Access to Information) Act 1985

10.1. The background papers relating to this report are:

Cabinet Meeting June 2018 - Approve consultation on demolition:

<https://www.minutes.haringey.gov.uk/ielssueDetails.aspx?IId=62998&PlanId=0&Opt=3#AI58198>

Cabinet Meeting November 2018 - Approval of Demolition:

<https://www.minutes.haringey.gov.uk/ielssueDetails.aspx?IId=63663&PlanId=0&Opt=3#AI58796>

Cabinet Meeting July 2020 - Acquisition Strategy:

<https://www.minutes.haringey.gov.uk/ielssueDetails.aspx?IId=70641&PlanId=0&Opt=3#AI65204>

Cabinet Meeting Oct 2020 - CPO:

<https://www.minutes.haringey.gov.uk/ielssueDetails.aspx?IId=71378&PlanId=0&Opt=3#AI65938> Cabinet Meeting

This page is intentionally left blank

Report for: Cabinet – 18 January 2022

Title: Broadwater Farm Estate Regeneration Funding Agreement

Report

Authorised by: Peter O'Brien, Assistant Director for Regeneration and Economic Development

Lead Officer: David Sherrington, Director of Broadwater Farm

Ward(s) affected: West Green

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This paper seeks cabinet approval to enter into an agreement with the Department for Levelling Up, Housing and Communities (DLUHC) to receive grant funding of £1,000,000 from the Estate Regeneration Fund to support the delivery of the Broadwater Farm Estate Improvement Programme.
- 1.2. The Broadwater Estate Improvement Programme represents the largest investment in the estate's history and will deliver on resident priorities, including circa. 300 new high quality council homes, a safe and welcoming neighbourhood and more opportunities and services for residents.

2. Cabinet Member introduction

- 2.1. I am pleased to support the acceptance of this grant which will help the council to deliver on our ambition to build almost 300 high quality council owned homes at council rent on the Broadwater Farm estate.
- 2.2. Alongside new homes we will deliver a range of improvements on the estate, including new open spaces, a new modernised health facility, a new energy centre that will decarbonise the whole estate, and commercial units for shops and other local enterprises.
- 2.3. This project represents a once in a generation opportunity to make a huge investment on Broadwater Farm.

3. Recommendations

Cabinet is asked:

- 3.1. To approve the receipt (as provided for under Contract Standing Order (CSO) 17.1) from the Department for Levelling Up, Housing and Communities of £1,000,000 in capital funding through the Estate Regeneration Fund, to be used as a funding contribution towards the costs of leasehold acquisitions within the Tangmere and Northolt blocks.

- 3.2. To approve that the grant sum is added to the Housing Revenue Account (HRA) Budget.

4. Reasons for decision

- 4.1. The decision to accept the grant would support the delivery of the Broadwater Estate Improvement Programme which is expected to deliver circa. 300 new high quality council homes, a safe and welcoming neighbourhood and more opportunities and services for residents.

5. Alternative Options Considered

- 5.1. The council could decline the grant allocation. This option was rejected because the Broadwater programme is a demanding scheme in terms of viability and the level of funding required to fully implement the programme. The £1,000,000 of capital funding from DLUHC's Estate Regeneration Fund will assist the council to proceed to deliver the programme.

6. Background information

- 6.1. The council has bid successfully for £1,000,000 of DLUHC grant funding to be used as a funding contribution towards the costs of leasehold acquisitions within the Tangmere and Northolt blocks.
- 6.2. The grant would be paid from the Estate Regeneration Fund as a single payment by the end of January 2022, as a contribution towards Eligible Expenditure incurred by the council between 27th October 2021 and 31st March 2022.
- 6.3. The council's application to the Estate Regeneration Fund was approved as DLUHC considered that the following Gateway Criteria were satisfied:
 1. The project must be undertaking capital works – this Gateway Criteria was satisfied as the Broadwater Estate Improvement Programme involves capital works to provide new homes and supporting facilities and infrastructure.
 2. Funding can be spent in 2021/2022 – this Gateway Criteria was satisfied as the grant funding will be used as a funding contribution towards spend on leasehold acquisitions within the Tangmere and Northolt blocks, between 27th October 2021 and 31st March 2022, which is forecast to be in excess of the £1,000,000 grant award.
 3. There is a funding gap for the wider estates regeneration project and grant funding will provide added value – this Gateway Criteria was satisfied as the Broadwater programme is a demanding scheme in terms of viability and the level of funding required to fully implement the programme. The £1,000,000 of capital funding from DLUHC's Estate Regeneration Fund will assist the council to proceed to deliver the programme.
 4. Community and political support for the project is in place – this Gateway Criteria was satisfied as the council consulted with residents of the Tangmere and Northolt blocks in autumn 2018, with over 80% of residents either 'strongly agreeing' or 'broadly agreeing' with the proposal to demolish and

rebuild new homes on the Tangmere and Northolt sites. The council has been and continues to work on an ambitious programme of activities on the Broadwater Farm estate, with the aim of putting the local community at the heart of the design process. Over the past 16 months the council has been working in close collaboration with residents and the wider Broadwater Farm community to develop design proposals incorporating residents' and stakeholder feedback. A ballot of Broadwater Farm residents, will be held in early 2022, ensuring that they have the final say on whether design proposals deliver on their priorities and commitments made to them. A strong political mandate exists for the Broadwater Farm estate improvement programme to enable delivery of replacement and new council homes.

6.4. The council must provide reports to DLUHC in January and April 2022 against the following milestones:

1. Procurement of works; contractor commencement date;
2. Commencement of estate regeneration funded works date;
3. Completion of estate regeneration funded works date;
4. Expected start on site for new/replacement homes or commencement of refurbishment; and
5. Expected development end date.

6.5. If the project no longer meets the Gateway Criteria or terms of the Funding Agreement are not met, then grant would have to be paid back in part or in full to DLUHC within 30 days of notification.

7. Contribution to strategic outcomes

7.1. The Broadwater Farm programme will contribute to the delivery of the following four priorities set out in the Council's Borough Plan (2019-2023):

- **Priority 1 – Housing** (“A safe, stable and affordable home for everyone, whatever their circumstances”): the Council wants all its residents to have a safe, stable, and genuinely affordable home, and as such is committed to delivering new Council homes, bringing up the standard of private rented housing, and preventing homelessness. The Council has a strong focus on significantly extending housing options for its residents, including direct delivery of homes and initiatives. The Broadwater Farm new homes will deliver approximately 100 additional council homes and will increase the number of family sized units available, allowing those in overcrowded accommodation to move house.
- **Priority 2 – People** (“Strong families, strong networks and strong communities nurture all residents to live well and achieve their potential”): As a Borough we are seeking to build the capacity of its communities and focus on a strengths-based approach, which doesn't focus solely on needs and deficits but on assets and qualities at individual, family, and community level. This work is initially focusing on North Tottenham. Early intervention and

prevention are at the heart of this, with services being pulled together around the individual linking in with work to integrate health and social care, including through the delivery of Health and Wellbeing Hubs.

- **Priority 3 – Place** (“A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green”): The Community Safety Strategy 2019-23 sets out how the Council will deliver on its firm commitments to enhanced safety, including support for vulnerable young people from violence, abuse and exploitation in the Young People at Risk Strategy and through programmes such as Haringey Gold. This is complemented by a focus on promoting physical activity which will be delivered through a ‘whole system approach’, which is proactive in promoting facilities, improved parks and open spaces, active and safe travel between areas, and direct interventions into schools and communities to promote sports and other activities. Broadwater Farm will strengthen existing public spaces and deliver new ones and include investment into projects which and enable healthy and safe lives for local people.
- **Priority 4 - Economy** (“A growing economy which provides opportunities for all our residents and supports our businesses to thrive”): Realisation of opportunities for good local business growth and skill and employment growth, in line with the current “community wealth building” approach. The Council approved this approach in October 2019 aimed at supporting the financial and social resilience of the borough’s communities. A new Good Economy Recovery Plan provides a focus on a good economy – good jobs, fairness, health and well-being and environmental sustainability. Broadwater Farm will include significant investment into employment, education, and training opportunities for local people, to connect residents to sustainable and long-term jobs.

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

Finance

- 8.1. The grant allocation of £1m will be a contribution towards the cost of leasehold acquisitions. The grant condition requires all eligible spend, as set out within the grant application and the award letter, to be fully spent or fully committed by the 31 March 2022. Any impact on the current budget will be reported as part of the quarterly budget report.

Strategic Procurement

- 8.2. Procurement comments are not applicable for grants, for grants, property and land transactions as they sit outside of the Procurement Contract Regulations.

Legal

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

- 8.4. Under CSO 17.1 approval for grants valued at £500,000 or more falls to Cabinet.
- 8.5. The receipt of the grant will be a Key Decision and, as such, will need to comply with the Council's governance arrangements in respect of Key Decisions, including publication in the Forward Plan.
- 8.6. The Head of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

Equality

- 8.7. 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 protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not
- 8.8. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.9. Cabinet has already agreed the approach to delivering the Broadwater Farm Estate Improvement Programme, which has included equalities analysis. This decision has no specific equalities impact other than to support the overall delivery of the programme.

9. Use of appendices

Appendix A – Estate Regeneration Fund Grant Funding Agreement

10. Local Government (Access to Information) Act 1985

None

This page is intentionally left blank



Department for Levelling Up,
Housing & Communities

THIS FUNDING AGREEMENT is made on 25 November 2021

BETWEEN:-

- (1) The Secretary of State for Levelling Up, Housing and Communities whose head office is at Fry Building, 2 Marsham Street, London SW1P 4DF (the “**Department**”); and
- (2) [NAME OF GRANT RECIPIENT] whose principal address is at [ADDRESS] (the “**Grant Recipient**”).

RECITALS:-

- (A) This grant is made on the basis of the Grant Recipient’s Bid(s), a copy of which is attached to this Funding Agreement at Annex A.
- (B) The Department has agreed to make a financial contribution to the Grant Recipient for the purposes of supporting the Project as described in the Bid.
- (C) The parties have agreed that the Grant shall be provided and managed in accordance with the terms and conditions of this Funding Agreement as set out below.
- (D) The Department acts through the One Public Estate teams within the Cabinet Office and Local Government Association in respect of this Grant as set out below, but remains ultimately responsible for the Grant, including in relation to its payment, management, administration and termination.

IT IS AGREED as follows:-

1. DEFINITIONS

In this Funding Agreement:

“**Bid**” means the bid(s) by the Grant Recipient for financial assistance attached at Annex A.

“**Eligible Expenditure**” means payments by the Grant Recipient during the Funding Period as defined in clause 5.

“**Fixed Assets**” means property, plant and equipment owned by the Grant Recipient.

“**Funding Agreement**” means this agreement, Schedule and Annexes.

“Funding Period” means the period set out in the Schedule.

“Grant” means the sum to be paid to the Grant Recipient in accordance with clause 3.

“One Public Estate” means the One Public Estate programme – a partnership between the Department, Cabinet Office and the Local Government Association – which manages the Brownfield Land Release Fund on behalf of the Department.

“Project” means the project as described in the Bid.

“Project Longstop Date” means the date the funded activity has been completed. (31 March 2022)

“Project Targets” means the objectives, activities or targets described in the Bid.

“Project Land” means land or buildings which are improved as a planned step in the implementation of the Project;

“Terms and Conditions” mean the terms and conditions of the Grant, as set out in this Funding Agreement. For the avoidance of doubt, this includes the Special Conditions set out in the Schedule to this Funding Agreement.

2. INTERPRETATION

In this Funding Agreement:

- a) references to an Annex, Schedule, clause or sub-clause shall mean an Annex, Schedule, clause or sub-clause of this Funding Agreement so numbered;
- b) headings in this Funding Agreement shall not affect its interpretation;
- c) reference to ‘this Funding Agreement’ includes any variations made from time to time pursuant to these Terms and Conditions; and
- d) reference to any statute or legislation shall include any statutory extension or modification, amendment or re-enactment of such statutes and include all instruments, orders, bye-laws and regulations for the time being made, issued or given thereunder or deriving validity therefrom, and all other legislation of the European Union that is directly applicable to the United Kingdom, including but not limited to retained direct EU legislation as defined within section 20(1) European Union Withdrawal Act 2018.

3. GRANT

- 3.1 Payment of the Grant is subject to the Grant Recipient complying with these Terms and Conditions and to such further conditions and requirements that the Secretary of State may from time to time specify in writing.
- 3.2 The Secretary of State agrees to pay the Grant to the Grant Recipient as a contribution towards Eligible Expenditure incurred by the Grant Recipient in the delivery of the Project.
- 3.3 The Grant shall not be used for any other purpose without the prior written consent of the Department.
- 3.4 The Grant must be spent or committed within the Funding Period.
- 3.5 Details of the programme, powers under which the Grant is paid and Treasury consent (if needed) are listed in the Schedule.

4. PAYMENT OF GRANT

- 4.1 Subject to clause 9, the Department shall pay the Grant to the Grant Recipient in accordance with the payment arrangements listed in the Schedule.
- 4.2 The Grant Recipient shall promptly repay to the Department any money incorrectly paid to it either as a result of administrative error or otherwise.
- 4.3 For the purpose of defining the time of payments, a payment is made by the Grant Recipient when and only when, money passes out of the Grant Recipient's control. Money will be assumed to have passed out of a Grant Recipient's control at the moment when legal tender is passed to a supplier, when a letter is posted to a supplier or employee containing a cheque, or an electronic instruction is sent to a bank to make a payment to a supplier or employee by direct credit or bank transfer.

5. ELIGIBLE EXPENDITURE

- 5.1 Subject to clause 5.2, Eligible Expenditure consists of payments by the Grant Recipient during the Funding Period for the purposes of delivering the Project. Eligible Expenditure is net of VAT recoverable by the Grant Recipient from HM Revenue & Customs, and gross of irrecoverable VAT.
- 5.2 The following costs are not Eligible Expenditure:-
 - a) payments for activities of a political or exclusively religious nature;
 - b) payments that support activity intended to influence or attempt to influence Parliament, Government or political parties, or attempting to influence the awarding or renewal of contracts and grants, or attempting to influence legislative or regulatory action;
 - c) payments for goods or services that the Grant Recipient has a statutory duty to provide;

- d) payments reimbursed or to be reimbursed by other public or private sector grants;
- e) contributions in kind (a contribution in goods or services as opposed to money);
- f) depreciation, amortisation or impairment of Fixed Assets owned by the Grant Recipient;
- g) interest payments (including service charge payments for finance leases);
- h) gifts to individuals, other than promotional items with a value no more than £10 a year to any one individual;
- i) entertaining payments (entertaining for this purpose means anything that would be a taxable benefit to the person being entertained, according to current UK tax regulations);
- j) statutory fines, criminal fines or penalties;
- k) liabilities incurred before the issue of this Funding Agreement unless agreed in writing by the Department;
- l) revenue costs (e.g. staffing costs)

6. PROGRESS REPORTING

- 6.1 The Grant Recipient must be in regular communication with One Public Estate regarding progress of the Project as set out in the Schedule.
- 6.2 If the Grant Recipient is experiencing any financial, administrative, managerial etc. difficulties that may hinder or prevent the completion of the Project, the Grant Recipient must inform One Public Estate as soon as possible.

7. CHANGES TO THE PROJECT

- 7.1 Any changes to the Project must be agreed in writing by way of Variation Request (Annex B) with the Department before implementation.

8. GRANT RECIPIENT OBLIGATIONS

- 8.1 The Grant Recipient must comply with the reporting requirements set out in the Schedule.

9. EVENTS OF DEFAULT AND RIGHTS RESERVED FOR BREACH OF THE FUNDING AGREEMENT

- 9.1 If the Grant Recipient fails to comply with any of these Terms and Conditions, or if any of the events mentioned in clause 9.3 occur, the Department may reduce, suspend, or terminate payments of Grant, or require any part or all of the Grant to be repaid.
- 9.2 Where any part or all of the Grant is required to be repaid in accordance with clause 9.1 above, the Grant Recipient must repay this amount within 30 days of receiving the demand for repayment.
- 9.3 An Event of Default is the occurrence of any of the following:-
- a) the Grant Recipient fails, in the Department's sole opinion, to make satisfactory progress with the Project; and in particular with meeting the **Project Target Longstop Date**;
 - b) there is a change in control or ownership of the Grant Recipient or the Grant Recipient ceases to operate or changes the nature of its operations to an extent which the Department considers to be significant or prejudicial to the satisfactory continuance of the Project;
 - c) any information provided in the Bid or in any subsequent supporting correspondence is found to be incorrect or incomplete to an extent which the Department considers to be significant;
 - d) the Grant Recipient takes inadequate measures to investigate and resolve any reported irregularity;
 - e) it appears to the Department that the Grant Recipient no longer requires financial assistance in order to carry out the Project;
- 9.4 In the event that it becomes necessary to take steps to enforce the Terms and Conditions of this Funding Agreement, the Department will write to the chief executive (or equivalent) of the Grant Recipient giving particulars of its concerns about the Project or of any breach of the Terms and Conditions.
- 9.5 The Grant Recipient must act within 21 days to address the Department's concern or rectify the breach, and may consult or agree an action plan to resolve the problem with the Department.
- 9.6 If the Department is not satisfied with steps taken by the Grant Recipient pursuant to clause 9.55 above, it may withhold or suspend any further payment of the Grant (including by way of clause **Error! Reference source not found.** above), or recover Grant already paid.

10. DISPUTES

- 10.1 All disputes and complaints shall, in the first instance be referred to One Public Estate who will inform the Grant Recipient's manager for the Project and the Grant Recipient's principal contact in the Department who shall use all reasonable endeavours to negotiate in good faith, and settle the dispute or complaint amicably.

Attachments:

Schedule

Annex A Bid

Annex B Variation Request

**Authorised to sign for and on behalf of the Secretary of State for Levelling Up,
Housing and Communities**

Signature

Name in Capitals

Date

**The Grant Recipient accepts the Grant and agrees to comply with the Terms and
Conditions contained in this Funding Agreement:**

Authorised to sign for and on behalf of the [GRANT RECIPIENT]

Signature

Name in Capitals

Date

Signature

Name in Capitals

Date

Principal contact(s):

Name

Email

Telephone

Name

Email

Telephone

SCHEDULE

Name of Project/programme:	[INSERT NAME OF PROJECTS] (Estate Regeneration Fund)
Power under which Grant is to be paid:	Housing Grants, Construction and Regeneration Act 1996, s.126. Grant paid with the consent of Her Majesty's Treasury.
Grant Recipient's principal contact in the Department:	DLUHC: Kerry Williams: Kerry.Williams@communities.gov.uk OPE Team: onepublicestate@local.gov.uk
Funding Period:	The period commencing 27 October 2021 and ending 31 March 2022
Amount of Grant:	£1,000,000
Payment arrangements:	Payment will be made in one instalment by 11.59pm on or before 15 December 2021.
Project Targets:	Not applicable (but please see the Special Conditions) below.
Reporting requirements:	<p>Estate Regeneration-supported schemes will be asked to report in January 2022 and in April 2022 and participate in the evaluation – or as otherwise determined by DLUHC and OPE. Your project leads for your project will be asked to report on the milestones detailed below, as well as provide a narrative on the project's key risks/issues to delivery.</p> <p>The milestones are:</p> <ol style="list-style-type: none"> 1. Procurement of works: contractor commencement date <p>This relates to the specific works funded by the estate regeneration award (the "estate regeneration funded works"). The date entered should be the date on which tenders are issued.</p> <ol style="list-style-type: none"> 2. Commencement of estate regeneration funded works date <p>This refers to the first of the funded works, if multiple.</p>

	<p>3. Completion of estate regeneration funded works date (last of the funded works, if multiple)</p> <p>4. Expected start on site for new / replacement homes or commencement of refurbishment</p> <p>5. Expected development end date.</p>
<p>Special conditions:</p>	<p>Applications have only been considered when the Gateway Criteria, set out in the funding prospectus, were satisfied:</p> <p>For all applications:</p> <ul style="list-style-type: none"> • the project must be undertaking capital works; • Funding can be spent in 2021/2022; • there is a funding gap for the wider estates regeneration project and grant funding will provide added value; • community and political support for the project is in place. <p>If the project no longer meets the Gateway Criteria, this constitutes a breach of this Funding Agreement and DLUHC will be entitled to exercise the rights set out at clause 9.1 of this Funding Agreement.</p>

Annex A

Bid proposal included under separate cover.

Annex B

VARIATION REQUEST

WHEREAS the Grant Recipient and the Secretary of State for Levelling UP, Housing and Communities entered into a grant funding agreement for the approved Project dated [INSERT DATE] [as varied on [INSERT DATE]] (the “Funding Agreement”) and now wish to amend the Funding Agreement.

IT IS AGREED as follows

1. DEFINITION

1.1 Terms defined in the Funding Agreement shall have the same meaning when used in this Variation Request, unless defined otherwise.

2. VARIATION

2.1 With effect from [INSERT START DATE] the Funding Agreement shall be amended as set out in this Variation Request:

Variation requestor:	[INSERT NAME, TEAM & DIVISION]
Summary of variation:	[INSERT FULL DETAILS OF VARIATION]
Reason for variation:	[INSERT REASON FOR VARIATION]
Revised Grant:	[INSERT NEW AMOUNT IN FIGURES]
Revised Funding Period:	[INSERT NEW START DATE TO END DATE]
Revised Payment Arrangements:	[INSERT NEW PAYMENT ARRANGEMENTS]
Other Variation:	[INSERT ANY OTHER PROPOSED CHANGE TO FUNDING AGREEMENT TERMS]

2.2 Save as herein amended all other Terms and Conditions of the Funding Agreement shall remain in full force and effect.

**Authorised to sign for and on behalf
of the Secretary of State for
Levelling Up, Housing and
Communities**

Signature

Name in Capitals

Date

Address in full

**Authorised to sign for and on
behalf of the
[GRANT RECIPIENT]**

Signature

Name in Capitals

Date

Address in full

Report for: Cabinet – 18 January 2022

Title: Civic Centre Project Update and Enabling Works Contract Award

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

Lead Officer: Jonathan Kirby, Assistant Director of Capital Projects & Property

Ward(s) affected: Woodside, All Wards

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

1. Describe the issue under consideration

- 1.1. The Cabinet agreed on 8 December 2020 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 in that report. It agreed the cost of refurbishing the existing Civic Centre and authorised 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.
- 1.2. In October 2021, the Cabinet:
- (a) agreed to proceed with the design work on the refurbishment of the Civic Centre, including the provision of an annex extension, based on the feasibility work completed since the December 2020 cabinet decision to explore this option.
 - (b) Noted that a report will be brought to Cabinet in January 2022 for the following:
 - (i) decision on whether to proceed with the Civic Centre, including an annex option, informed by the final full business case, once further design work had been completed;
 - (ii) approval to award a contract for preparatory works to the Civic Centre. These works being independent of the above decision about whether to include an annex option, as they are required to deliver a refurbishment of the existing Civic Centre for the Council's accommodation use and to be in accordance with the decision taken by Cabinet in December 2020
 - (c) Approved the award of a contract to Hawkins Brown Ltd for RIBA stages 2-6 design services for the Civic Centre refurbishment project and annex project.
- 1.3. The October 2021 Cabinet noted that the Civic Centre project would return to Cabinet to take a decision on whether to proceed with the Civic Centre, including an annex option, informed by the full business case once further design work had been completed. Additionally, the October 2021 report noted that the project would also seek Cabinet authorisation to award an enabling works contract to prepare the existing Grade II Civic Centre building for the full

refurbishment works. This report provides further information on the issues outlined above and seeks a decision to progress matters.

- 1.4. The project team have further developed the design of the Civic Centre and annex extension, engaging with key stakeholders in the process to ensure the proposals are fit for purpose and are fully aligned with the Council's ambitions. This work has allowed the Council to progress its understanding of the building's potential and to confirm that the building provides an excellent fit for purpose offer, which best meets project outcomes; most notably restoration of a Grade II building, Civic heart of the borough, increasing public usage and a high-quality office environment.
- 1.5. Since the October 2021 Cabinet meeting, the project team have progressed the design and refined the project brief, which has allowed for a more developed cost plan to be produced. The detailed construction cost plan which incorporates the annex extension, the client direct purchases, professional fees and other project costs have fed into the project budget, with an annex option, which results in a revised project budget of £54m.
- 1.6. All the above has allowed for the finalisation of the Business Case for the Civic Centre refurbishment, including an annex option, which informs this decision. The Business Case is attached at Appendix A and sets out the preferred Option for the Civic Centre and other accommodation buildings. The Business Case remains a live document throughout the project's development, and will be continually reviewed and tested at key stages within the project programme. This forms part of any robust project governance and allows for decisions to be tested and scrutinised as part of open and transparent decision making.
- 1.7. A report to Cabinet in October 2021, outlined that a procurement process would take place for a package of works to stop both further deterioration of the Grade II listed facility and carry out a package of works, such as asbestos removal, known as an enabling works package. It was stated in the October 21 report that a decision to award this contract would be brought to Cabinet in January 22.
- 1.8. This competitive procurement process has been completed via the Council's London Construction Programme Dynamic Purchasing System, minor works asbestos category, which has identified a preferred contractor to deliver the enabling works to prepare the building for the main construction works. These works are required to maintain pace on the project, de-risk the cost plan and the programme and are required to bring the Grade II Civic Centre back into public use. This report seeks approval of the Business Case attached at Appendix A and for the Council to proceed with Option 2 and to award a construction contract to Decontaminate UK Ltd to allow the works to commence in March 2022 and to align with the project programme to ensure we deliver on the agreed the programme.

2. Cabinet Member Introduction

- 2.1. The Civic Centre has a long and rich local history. We have seen many nationally significant moments in history take place there, as we can see on the illustrations located on the site hoarding. The refurbishment of the Grade II

listed Civic Centre and the creation of an extension will allow for many benefits outlined in this report. More importantly it will re-establish the listed building with its iconic image as a focal point for public life in Haringey; a reminder of those important past event and allowing for more in the future. We should be proud to be protecting the Civic Centre for the benefit of future generations.

- 2.2. The Council has a fantastic opportunity to restore this important building and provide a 'Heart of Haringey' civic headquarters. Our staff deserve a much better working environment, and with the inclusion of the annex building providing a solution to the Council's primary office needs. This project will allow us to offer high quality spaces, as part of a wider offer across the borough to meet our resident's needs.
- 2.3. This project will support collaborative ways of working to ensure better outcomes for Haringey residents, restoring the Grade II Civic Centre to its former glory and help improve the sustainability of one of the most important buildings in the Haringey.
- 2.4. The refurbishment of the Civic Centre and any new buildings will support the Council's commitment to work towards a Zero Carbon estate, while the refurbishments will push the standards for retrofitting. This will demonstrate community leadership while reduce future energy costs on the Council, also allowing flexible space which will comply with future legislation and enable an attractive rental property, should the Council wish to.
- 2.5. We are ready to move to the next stage of the project to further develop the project, incorporating the annex extension into the design. Additionally, the recommendations put forward in this report will allow residents to benefit from a restored Grade II facility, which enhances public usage and attracts a high quality work force to Haringey Council to provide services for our resident. This will reinforce Council's commitment to protecting the most important and iconic buildings across the Haringey estate.

3. Recommendations

Cabinet is asked:

- 3.1. To approve the Business Case attached at Appendix A of the report and agree to proceed with Option 2, namely the restoring, refurbishing of the existing Civic Centre, and its expansion through the addition of an Annex building, through to the outcome of the planning application stage.
- 3.2. To note that an allocation in the draft Medium Term Financial Strategy (MTFS) capital programme of £30m for the inclusion of an annex building to the Civic Centre is subject to the approval of Full Council as part of the Council's budget setting process.
- 3.3. In relation to the project enabling works:

3.3.1. To approve an award of contract to Decontaminate UK Ltd for the sum of £780,891.18 in accordance with Contract Standing Order (CSO) 9.07.1(d).

3.3.2. To approve the issue of a letter of intent to Decontaminate UK Ltd, which will be limited to £100,000.

4. Reasons for decision

- 4.1. Cabinet took the decision in December 2020 to the repair and refurbishment of the Grade II Civic centre building. Re-establishing the iconic, Grade 2 listed building as the central building for Haringey's Civic operations. Officers were authorised to carry out further works to develop the design brief for this option, including the addition of an annex. This was progressed and reported to Cabinet in October 2021 where Cabinet approved the commencement of RIBA Stage 2 design work for the Civic Centre refurbishment and the annex extension.
- 4.2. The above design work has been completed in parallel with a Council review of its future accommodation needs in accordance with approval given in October 2021. A Business Case (BC) has been produced, in accordance with previous cabinet report approval, which has assessed two options to meet the Council's accommodation needs for a refurbished Civic Centre; with or without an Annex option
- 4.3. This business case has been produced using the 'Five Case Model', which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and therefore includes the following:
- Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change
 - Economic Case – appraising the options for office accommodation for Haringey, and the preferred option
 - Commercial Case – indicating the commercial implications of the option
 - Financial Case – indicating how the preferred option could be funded
 - Management Case – outlining the initial plans for delivery to manage the way forward
- 4.4. The BC established the need for highly flexible core office accommodation with capacity for up to 900 staff at any one time based on the Council's Hybrid working model, which will see staff split their working time between some combination of council accommodation, community location and home working.
- 4.5. To assess the options available, the BC set out the following Critical Success Factors (CSFs) based on the Council's key strategic drivers:
- Ensures that the Civic Centre is restored and brought back into use with enhanced community access
 - Enables the Council's flexible working ambitions, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing

- Maximises the quality and efficiency of existing Council office accommodation assets and the opportunities for Council buildings in Wood Green to be released for alternative uses
- Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate
- Affordable to implement and offers public value for money

4.6. Two options were then assessed against these CSFs:

- 'Option 1' – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations. 48 Station Road would cease to be used for office accommodation
- 'Option 2' – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location and ceasing to use Alex House and 48 Station Road for office accommodation purposes.

4.7. Based on both the qualitative and quantitative assessments of the two options, the recommendation is to proceed with Option 2, namely the refurbishing of the existing Civic Centre, and its expansion through the addition of an Annex building.

4.8. Having progressed the RIBA Stage 2 design work the project team have been able to confirm that the existing Civic Centre building and the annex extension would provide capacity for up to 900 staff at any one time.

4.9. The inclusion of the annex extension will allow the Civic Centre to become the primary office accommodation in the Haringey estate, incorporating collaborative and flexible working methods into the design and achieving the required occupancy based on a hybrid working model.

4.10. The Council is also committed to providing modern, sustainable, and inclusive accommodation to Council staff to ensure health and wellbeing at work is promoted. The two issues are directly correlated as Haringey Council staff will be able to provide far better services to Haringey residents if their working environment is modern, fit for purpose and delivered in a way that will allow other departments and partners to collaborate and innovate to ensure services are always improving.

4.11. In March 2021 Cabinet formally adopted the Climate Change Action Plan, which targets being a net-zero Council by 2027. As part of Haringey's Climate Change Action Plan, the Council has a commitment to work towards a zero-carbon estate. This project forms a key part of achieving that commitment. The proposed Civic Centre refurbishment and the annex extension aims to include ambitious sustainability targets to provide an energy efficient building that helps work towards the Council's goal of being net-zero by 2027. With the Civic

Centre building and annex extension being the primary office accommodation in the Haringey estate, the Council will be making positive strides to achieve the target set out in the Climate Change Action Plan by incorporating passive design measures and sustainable systems.

- 4.12. The financial case that supports the decision to proceed with the Civic Centre Annex is based on vacating River Park House (pending a decision on its future), and repurposing Alexandra House, 40 Cumberland Road, and 48 Station Road. In the short term they will be let commercially to cover costs pending a decision as to the long-term future of these sites.

Enabling Works Package (Civic Centre)

- 4.13. The enabling works package aims to de-risk the project by removing all the asbestos and redundant building services, thus relieving the pressure to complete the work during the main construction works which are currently programmed to commence in 2023. The works will need to be carried out regardless of the Civic Centre/Annex project to bring the building back to use. In its current state the building is not safe or compliant. Removing the asbestos and redundant building services at this early stage will expose most of the hidden issues to allow the consultant team to find resolution within the scheme design. Asbestos strip out works can often be a lengthy and challenging process and if left to the main construction works it could risk significant delays and cost increases should issues be found.
- 4.14. Following a competitive tender process utilising the London Construction Programme's asbestos lot, completed via the Council's Dynamic Purchasing System. Six compliant bids were received, evaluated, and moderated. Decontaminate UK Ltd have been identified as the most economically advantageous submission, which has been independently assessed by the project quantity surveyor – John Rowan and Partners Limited. Therefore, Decontaminate UK Ltd have been deemed to provide best value for money.
- 4.15. The construction market is currently in a volatile state due to the adverse impacts of Brexit and the Covid pandemic to the supply of labour and materials. The proposed contract with Decontaminate UK Ltd is a workable solution to project delivery, with the estimated construction programme aligning with the wider Civic Centre project delivery plan. Due to the current volatility of the construction industry, failing to approve the current proposal or re-procuring the works could risk increased costs and prolonged lead times, which consequentially could impact the delivery of the main works.
- 4.16. This report also recommends that Cabinet approve the immediate issue of a letter of intent to Decontaminate UK Ltd. Agreeing the issue of a letter of intent will allow the contractor to mobilise resources to ensure the targeted on-site commencement date is met. As noted above, the construction industry is currently experiencing delays and reduced supply of labour because of Brexit and the Covid pandemic. The letter of intent would help mitigate these issues.

5. Alternative options considered

Accommodation Review

- 5.1. The council have considered a range of alternative options, which culminated in the December 2020 decision to proceed with the refurbishment of the Civic Centre, these are in addition to the two options set out above and in the Accommodation Review Business Case, in Appendix A, which is the subject of this report

Enabling Works Contract

- 5.2. Cabinet has the option to instruct the asbestos and redundant building services removal as part of the main construction works contract. However, it must be noted that if these works were included in the main construction works the project would be exposed to further risk. Completing the asbestos and redundant building services removal in the main construction works could risk a prolonged programme and cost increases if issues were to be exposed at this stage. Addressing these issues now will help expose many of the hidden issues within the building at an earlier stage, thus, providing sufficient time to address within the design of the refurbished Civic Centre building.

6. Background Information

- 6.1. In October 2021 Cabinet approved the award of a design services contract to Hawkins Brown to progress the RIBA Stage 2 design for the Civic Centre and the annex extension on the car park site. Having Council services provided through a central office will allow for more cohesiveness in delivering the essential services to residents. Additionally, the inclusion of the annex extension will allow the Civic Centre to provide accommodation for the Council's democratic function and provide an opportunity for community partners to use and benefit from the spaces. The table below details the design principles that have been adopted to ensure the project is delivered successfully.

6.2. Table 1 – Design Principles

Contributing to a Sustainable Future	-Refurbishment will push the standards of retrofitting -Passive design measures will help reduce the energy demand -Existing structures will be reused where possible to reduce waste
Promoting Accessibility and Diversity	-Entrances to the building to be easily accessible from the street, with clear wayfinding -Security lines within the building will ensure offices are safe for staff -The building will be fully accessible, surpassing part M regulations being truly accessible for all
Providing a high quality Environment that supports sustainability and staff Health and Wellbeing	-Promoting and supporting the health and wellbeing of all users -Providing a building to make it easier for users to make responsible and sustainable decisions -A building that will instil a sense of civic pride that staff are proud to work in

Using Space Flexibly and Effectively	-The building will be flexible designed to provide multi-purpose spaces that are easily adaptable -Open plan work areas will promote agile working
Transforming Council Working Culture	-Collaboration and meeting spaces -Seamless IT and Communication technology throughout -Flexible workspaces
Maintain the Experience	-Smart building management will be provided to easily maintain and adapt services -The building will be designed to Secure by Design principles and will consider terrorism risk -Services will act quickly, smoothly, and quietly and have low energy demand

7. Budget, Programme and Risks

7.1. The programme milestones are estimated as follows:

Table 2 – Programme Milestones

Milestone	Date
Planning and Listed Building Consent	September 2022
Cabinet Update on the Civic Centre prior to procurement of main construction contract	November 2022
Enabling Works Completion	December 2022
Main Contractor Procurement	April 2023
Cabinet Decision for Main Contract Award	Summer 2023
Construction Start on site	Summer 2023
Construction Practical Completion	Spring 2025
Client Fit Out	Summer 2025
Handover and Occupation	Summer 2025

7.2. A robust project governance process is in place involving officers and member engagement. Key project gateways will be reported through this governance process, as outlined in the BC. The above programme provides opportunities for reporting on the progress and testing of the BC, once key milestones such as planning, and contractor procurement have been completed.

7.3. The project team are managing risk on an ongoing basis and will continue to do so for the duration of the Civic Centre project. Risks are regularly reviewed and are communicated through the Council governance structure where required to ensure the correct mitigation strategies are adopted. Some of the key project risks, along with the associated mitigation strategies and impact analysis, are detailed below in Table 3 – Key Risks.

7.4. To proactively manage this risk and to mitigate cost increases the project::

- Has a robust project governance
- Undertakes regular cost reviews at design stages and comparing with current market prices
- Ensures appropriate Quantifiable Risk Assessment (QRA) are in place to inform contingency levels
- Carries out early engagement with contractors to ensure that schemes are efficient from a constructability and programme perspective
- Explores modern methods of construction to reduce time and cost on programme

7.5. Table 3 – Key Risks

Risk	Mitigation
The construction industry is in a volatile state due to the impacts of Brexit and the Covid pandemic. This has caused the BCIS Tender Price Index projections to increase at alarming rates, which could impact this scheme when the main works are tendered.	The project team will closely monitor the BCIS Tender Price Index as the project progresses and will interrogate the elemental cost plan. The project team will also look at value engineering or scope reduction measures to make cost savings if necessary.
The Civic Centre building is now vacant and there is a risk the building could be damaged or occupied by unauthorised users. In the event of this happening important listed features could be damaged which could mean increased project costs and it could delay the completion of works on site.	Site hoarding has been installed and the Council is providing a 24/7 security resource that will continue for the duration of the project.
As the Civic Centre is Grade II listed the 20 th Century Society and Historic England will be statutory consultees through the Planning process and for when Listed Building Consent is granted. If they are not agreeable to the proposed refurbishment works to the Civic Centre, they have the potential to delay the commencement of works on site and even refer the application to the Secretary of State.	The project team are working closely with the LBH Planning and Conservation team to ensure all contentious elements are identified and mitigated at an early stage. Additionally, the project will engage with Historic England and the 20 th Century Society at an early stage to ensure they are aware of the project and to gauge their views.

Failure to let the vacated buildings on station road in the short term, which underpins the revenue modelling in the BC	Market engagement and investment in the facilities, as per the November 2021 report, to ensure a fit for purpose office accommodation to meet income expectations.
---	--

Enabling Works Package:

- 7.6. The contract award to Decontaminate UK Ltd can be contained within the approved General Fund Capital Programme.
- 7.7. Using the developed scheme design and the information secured through the site surveys and investigative works, the project quantity surveyor has been able to complete a more detailed cost analysis of the project. A breakdown of the project budget can be found in Part B report.

8. Communication and Engagement

- 8.1. The purpose of communication and engagement is to inform, engage, and involve key stakeholders in the development of the project by getting out key messages. Communication and engagement cover both internal and external audiences and will include short-, medium- and long-term phases of the project.
- 8.2. The proposed redevelopment of the Civic Centre confirms the building will provide Haringey with civic headquarters, the Council back-office service and democratic function's needs, and staff with a better working environment. The addition of the annex will deliver a solution to the Council's primary office needs, including new ways of working, facilities, and services.
- 8.3. The community will benefit from greater service efficiency and value for money from the updated Civic Centre and new use of Council office space. The Civic Centre refurbishment will not only accommodate many of the Council's services, all its departmental headquarters and a space for Members to meet and work, it may also provide new levels of public access and facilities.
- 8.4. To provide information and consult with key stakeholders, Members, Haringey Council staff, and the local community, a strategy will be developed which covers the following:
- Who we communicate with
 - What we will communicate about
 - How we will do it
 - Timeline
- 8.5. There will be agreed core messages which run throughout the project and feature in the activity. The Council will deliver a mixture of communications and engagement.
- 8.6. Internal objectives for communications and engagement:
- To increase staff awareness of the project and reasons for the move

- To help staff recognise change as a positive aspect of working for the Council
- To support staff in embracing digital transformation
- To highlight efficient and better value services, as well as new services offered because of the move

8.7. External objectives for communications and engagement:

- To increase awareness of the project and reasons for the move
- To communicate benefits to residents of the Council's new ways of working
- To create a sense of involvement across the community
- To highlight that it is money well spent

8.8. In developing and finalising the communication plan, the Council will endeavour to use a range of communication channels – both physical and digital - to make communications and engagement as easy and as accessible as possible for everyone.

8.9. The Civic Centre Member forum have been engaged most recently on the 16th November, to review the design progress to date and provide feedback to officers and the Design Team.

9. Contribution to strategic outcomes

9.1. Borough Plan Economy Priority: Outcome 17: Investment with local people at its heart, focused on Tottenham and Wood Green.

9.2. Borough Plan Your Council Priority: Outcome 20: We will be a Council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents.

10. Statutory Officers comments

10.1. Finance

10.1.1 The recommendation is to proceed with the inclusion of the Civic Centre annex within the project. The decision to proceed with the annex is a significant investment decision giving rise to significant financial implications both capital and revenue. The accommodation review has concluded that the best option, taking into account the critical success factors, is to consolidate the Council's administrative activity on the Civic Centre site. This proposal is supported by the financial analysis. Each of the key elements of the financial analysis, as well as the assumptions, are set out below.

Revenue

10.1.2 In the period up to the occupation of the Civic Centre the existing revenue budgets for corporate accommodation will be unchanged, which will mean that there will be no impact on the Council's MTFS.

10.1.3 Given the significance of this potential investment and the fact it would span several years, the February Capital Strategy will include a proposed change

to the way in which the interest charges incurred during the construction period are to be treated for significant capital schemes. In future for such schemes, the interest during the construction period will be capitalised, along with the other costs of bringing the asset into operation. The Council's existing policy for Minimum Revenue Provisions (MRP) already works on this basis. This would ensure that current taxpayers would not be burdened with costs incurred on such major schemes where the benefits are in future years.

- 10.1.4 Currently the Council has a net revenue spend of £2.8m for running 48 Station Road, Alexandra House, 40 Cumberland Road and River Park House. Both options considered assume that RPH will be vacated and held ready for future purposes yet to be decided.
- 10.1.5 The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFs. They include the revenue implications of the capital costs described below.
- 10.1.6 In coming to the recommendation to proceed with the Civic Centre Annex option, the option of using a combination of a refurbished Alexandra House and the Civic Centre to meet the accommodation requirement and the letting of 48 Station Road and 40 Cumberland Road, was also explored (Option1). The revenue effect of this option is disclosed in the table below:

	Current Cost	Cost of Option 1	Variance
	£000's	£000's	£000's
Civic Centre	516	1,880	1,364
Civic Centre Annex	0	0	0
48 Station Road	269	-276	-545
40 Cumberland	335	-292	-627
RPH	987	0	-987
Alexandra House	773	2,778	2,005
Total	2,881	4,091	1,209

- 10.1.7 The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate accommodation estate. The significant cost arises due to the need to invest in Alexandra House but critically not then letting it out thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment).
- 10.1.8 The alternative Option 2 evaluated is to refurbish Alexandra House, 40 Cumberland Road, and 48 Station, and let them commercially at least for a period of up to 10 years and use the Civic Centre and Annex to meet the Council's accommodation needs. The rent levels assumed are modest and similar to other rental levels being achieved in the area. The longer term decision making on Alexandra House, 48 Station Road, 40 Cumberland Road and River Park House would be subject to later reports but it assumed that the net revenue implications of their future applications will be at least

equivalent to the medium term arrangements. The revenue effect of this is set out in the table below.

	Current Cost	Cost of Option 2	Variance
	£000's	£000's	£000's
Civic Centre	516	1,880	1,364
Civic Centre Annex	0	1,913	1,913
48 Station Road	269	-276	-545
40 Cumberland	335	-292	-627
RPH	987	0	-987
Alexandra House	773	-708	-1,482
Total	2,881	2,517	-365

- 10.1.9 The above table shows that the preferred option has the potential to generate a modest saving. The key driver for this is the income generation at Alexandra House as opposed to option 1 where Alexandra House generates a cost.
- 10.1.10 The risk analysis in this report addresses the headline risks that might impact on this forecast. The base case, however, indicates a small betterment/no cost option, while leading to considerably better civic, public and accommodation amenities, enhanced future site potential at Station Road and addresses the future purpose of the Civic Centre site.

Capital

- 10.1.11 The accommodation strategy has a significant capital programme attached to it. Within the approved General Fund capital programme there is £24m funding for the refurbishment of the Civic Centre. In addition, as part of the draft budget considered by Cabinet, there is a proposed addition of £30m to fund the annex. This addition would be on a self-financing basis, which is confirmed by the revenue modelling above.
- 10.1.12 Also, within the approved General Fund capital programme there is £4.562m budgetary provision for the capital investment for 40 Cumberland Road, 48 Station Road, Alexandra House, and River Park House. This would then give a total capital provision of £58.6m for the accommodation strategy.
- 10.1.13 On the assumption that the draft General Fund capital programme is agreed then the capital programme as it relates to this decision would be as set out in the table below along with the option 1 capital requirement:

	Option 1	Option 2	Variance
	£000's	£000's	£000's
Civic Centre	25,795	25,795	0
Civic Centre Annex	0	28,210	-28,210
48 Station Road	2,212	2,212	0
40 Cumberland	150	150	0
RPH	500	500	0
Alexandra House	35,000	1,700	33,300
Total	63,657	58,567	5,090

- 10.1.14 It should be noted that the Cabinet report of 9th November 2021 included compliance and fit out works for Alexandra House and 48 Station Road of which are also covered by the existing capital programme (Asset Management of Council Buildings). These expenditures are not included in the table above as they would have been incurred in any event.
- 10.1.15 It can be seen that the preferred option requires less capital expenditure than the alternative option which is due to the increased cost of refurbishing Alexandra House when compared to a new annex building.

Investment Appraisal

- 10.1.16 In addition to the revenue affordability appraisal above, the 2 options were also appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. The model uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In constructing the model, allowances were made for anticipated capital costs throughout the long life of the assets, such as new heating systems etc.
- 10.1.17 In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.
- 10.1.18 On applying this methodology, both options were found to be financially advantageous, with the annex option having a positive NPV of £11.8m and therefore being also preferable from this perspective, with the no annex option at £5.8m.

Enabling Works

- 10.1.19 In order to facilitate the scheme, if approved for progression, this report also recommends the award a contract for the enabling works to the Civic Centre project to Decontaminate Ltd at a value of £0.781m. This expenditure can be contained within the Civic Centre approved capital programme budget of £25.975m.

10.2. Procurement

- 10.2.1 Strategic Procurement have been involved in the project. A compliant procurement process was undertaken via the authorities Dynamic Purchasing System, utilising the Minor works asbestos category.
- 10.2.2 The procurement is in line with the authorities Contract Standing Orders and the Public Contract Regulations.

- 10.2.3 Strategic endorse the recommendation to award the contract to Decontaminate UK Ltd for the sum of £780,891.18.

10.3. Legal

- 10.3.1 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 10.3.2 The report seeks approval of the Business Case to proceed with the construction of an annex to the Civic Centre as the preferred option. Further decisions will have to be made with regards the long-term future of the other accommodation buildings referred to in the Business Case. Members should note that the sums approved for the proposed Annex is not within the current budgetary framework.
- 10.3.3 The Contract, which this report relates to has been procured via the Council's London Construction Programme Dynamic Purchasing System, minor works asbestos category. This complies with the Public Contracts Regulations 2015.
- 10.3.4 In accordance with Contract Standing Order 9.07.1(d) Cabinet has authority to approve the award of the contract referred to in the recommendations.
- 10.3.5 The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

10.4. Equality

- 10.4.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 10.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 10.4.3 The following measures have ensured that the works comply with the Council's equalities duties:
- The Civic Centre project design team includes an access consultant that will ensure that the Civic Centre refurbishment and annex extension will include design measures to ensure the building is genuinely accessible

for all staff and residents, going beyond the minimum requirements that are set out as part of Building Regulations.

- The building's design will be progressed to ensure that the building provides autism friendly environments, faith rooms, gender neutral toilets and accessibility to disabled users.
- The enabling works contract has been procured with equality in mind. The procurement was evaluated with a 60%/40% quality/cost weighting. Part of the quality evaluation process focused on the contractor's ability to provide employment opportunities, apprenticeships, training and mentoring opportunities and the support of local supply chains.

- 10.4.4 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 that may have a disproportionate negative impact on any groups who share the protected characteristics.

11. Use of Appendices

- 11.1. Part B Exempt Information
11.2. Appendix A – Council Office Accommodation Review - Business Case

12. Local Government (Access to Information) Act 1985

- 12.1. This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972);
- 12.2. Information relating to financial or business affairs of any person (including the statutory holding that information).

Council Office Accommodation Review

Business Case

December 2021

Contents

1	Executive Summary	3
2	Introduction.....	5
3	Strategic Case	5
3.1	Organisational Overview	5
3.2	Flexible Working.....	6
3.3	Maximising the Quality and Efficiency of the Council’s Office Accommodation	7
3.4	Restoring the Civic Centre	8
3.5	Contributing to a Sustainable Future	9
3.6	Constraints.....	9
3.7	Dependencies	10
3.8	Risks	10
4	Economic Case.....	11
4.1	Options for Change.....	11
4.2	Option 1 Appraisal.....	11
4.3	Option 2 Appraisal.....	13
4.4	Options Analysis and Recommendations	15
5	Commercial Case	16
5.1	Outline to Procurement.....	16
5.2	On-Going Maintenance	17
6	Financial Case	18
6.1	Funding Requirements	18
6.2	Projected Income and Expenditure Account Implications	18
6.3	Projected Balance Sheet.....	18
6.4	Affordability Considerations.....	18
6.5	Note on Capital Cost Estimates	18
6.6	Cost Control in Construction	19
7	Management Case.....	20
7.1	Project Control and Governance	20
7.2	High Level Implementation Plan for Preferred Option	21
7.3	Communications & Engagement.....	21
7.4	Risks & Issues.....	22
8	Appendix A: Detailed Economic Analysis	25
8.1	Appraisal Methodology	25
8.2	Option 1 Appraisal.....	25
8.3	Option 2 Appraisal.....	26

1 Executive Summary

This document is the Business Case for London Borough of Haringey's (LBH) Accommodation Review. The purpose of the document is to approve the preferred option for the provision of the Council's accommodation needs relating to its core office accommodation and Democratic functions, and move to the next stage in the process, which is completing the full design and Planning application.

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

There is also an objective to maximise the opportunities to explore alternative uses for the existing council buildings in central Wood Green by freeing up office space through effective consolidation of the Council's office accommodation needs. The current office accommodation estate in Wood Green now includes a significant amount of space that is deemed to be no longer required following the introduction of flexible working principles, which have been further accelerated by the Covid pandemic and the demonstration of the ability of staff to work effectively from locations away from main Council offices.

The Civic Centre building in Wood Green, which has Grade II listed status due to its historical significance, is in a significant state of disrepair, needing considerable remedial works to prevent further deterioration. The Council has an objective to restore the Civic Centre, recognising the building's iconic and historical status, and the Council's duty to maintain the site for future generations. There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre, alongside Council staff and elected Members.

As part of Haringey's Climate Change Action Plan, the Council has a commitment to work towards a zero-carbon estate. Any new building, or refurbishment of existing building, for Council accommodation must contribute towards this commitment, demonstrating sustainability throughout the design process.

As a result of these objectives, the Council has investigated the potential benefits of restoring and developing the Civic Centre site, with a view to it becoming the combined home of the Council's core office accommodation alongside its Democratic functions and increasing the ability of the site to be used more widely by the community.

This business case therefore appraises two options for the future provision of the Council's core office accommodation:

- **'Option 1'** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations
- **'Option 2'** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working objectives.

Capital costs are also the highest for this option, owing to the significant investment required in Alex House and this option would also increase the overall cost of running the corporate estate.

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. The addition of an annex will result in the most efficient provision of office accommodation and allow the exiting of existing office accommodation in central Wood Green, consolidating all of the Council's core office accommodation on one site, alongside its Democratic functions. This option will also present the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside. The proposed new annex building will be designed to low carbon principles, meaning this option best meets the Council's sustainability objectives.

Option 2 does require the most ambitious approach to flexible, hybrid working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1.

The economic analysis in this business case (Economic Case) has shown that Option 2 represents the greatest public value for money. Capital costs for Option 2 are lower than for Option 1 and Option 2 would also reduce the overall cost of running the corporate estate. As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. Option 2 meets the Council's MTFs plans and would be funded through borrowing. As such it is deemed, on current plans, to be affordable to the Council.

The Programme to deliver the recommended scheme will be governed in accordance with the Council's approach to Project Management, and using the Capital Programme Gateway method at set gateways. Progress will be evaluated at key stages of the Programme, such as at the end of the procurement phase and at post-construction.

It is therefore recommended that the Council moves to full design and Planning application for the delivery of the expanded Civic Centre plus annex scheme.

2 Introduction

This Business Case has been produced using the 'Five Case Model', which is the Office of Government Commerce's (OGC) recommended standard for the preparation of business cases and therefore includes the following:

- Strategic Case – setting out the context for the Council's office accommodation, current arrangements, and the case for change
- Economic Case – appraising the options for office accommodation for Haringey, and the preferred option
- Commercial Case – indicating the commercial implications of the option
- Financial Case – indicating how the preferred option could be funded
- Management Case – outlining the initial plans for delivery to manage the way forward

3 Strategic Case

This section details the strategic context and case for change for London Borough of Haringey's Accommodation Review.

3.1 Organisational Overview

LBH has approximately 2,700 staff, with the majority currently based out of office accommodation in central Wood Green. In 2019, Haringey occupied approximately 16,000m² Net Internal Area (NIA) of civic and council accommodation in Wood Green (approximately 2,100 workstations) across a number of buildings.

Work has been undertaken to understand the current and future projected structure and size of the Council's workforce and estimate where staff will be based in the future, with staff categorised into one of five workforce types:

- **Corporate Office** – Approximately 50% of the workforce will be based at the core office accommodation in Wood Green. It is estimated that these members of staff will split their time between working in the office, out in the community and working from home.
- **Community/Locality Based** – About 15% of the workforce are community-based workers who interact with community on a daily basis and will be located within a locality for part of the week. Locality based staff will also spend part of their week working from home and will also spend time in the core office accommodation. Locality based staff work with a range of partner organisations and need spaces where partners can come together to build relationships, communicate and collaborate.
- **Established Site** – About 15% of staff need to be in a specific location other than the core Council office to be able to do their jobs (e.g., Libraries or Customer Service Centres). These roles would normally be linked to a customer facing activity which historically would not be possible to do remotely, though services are increasingly going online and virtual.
- **Outdoor/Field** – About 15% of the workforce are out and about for much of the day in parks or streets, carrying out shift work in specific areas or patches often in roles which require an out of hour, evening or weekend service. These members of staff need a space in between shifts to touch down, meet colleagues, have breaks and charge/store equipment.
- **Home Workers** – About 5% of staff carry out work which is process driven, desk based, and which can be carried out remotely with little or no need to be in an office in Haringey. This type of work is different from flexible working and a specific home working contract will be required, based on the role not the individual

The precise split of staff across these workforce types is only approximate and some roles don't fit neatly into any single category, however, this is considered a close enough approximation for the purposes of future accommodation needs planning.

3.2 Flexible Working

Prior to the Covid pandemic, the council was already on a journey of adopting modern, flexible ways of working and improving council accommodation to enable this. A significant number of staff have continued to come into Haringey and use council accommodation during the pandemic but this period has also demonstrated that widespread flexible and home working can allow officers to continue to deliver for our residents and reduce the cost of council accommodation, whilst also improving the work-life balance for many staff.

The Council's vision for how it will work in the future will recognise the benefits of maintaining flexibility in where its staff work. Whilst there are clear benefits to retaining the ability for staff to work remotely from home and other locations, we also believe that a physical connection to Haringey as a place is vital to ensuring that our staff maintain a close relationship with the residents and communities we serve and enabling our staff to collaborate with colleagues from across the council and partner organisations.

The underlying assumption is that all Community/Locality-based and Corporate Office workers will be considered "Hybrid Workers" moving forward. These groups make up the large majority of the council's overall staff number. A hybrid worker does not have a single fixed working location, where they work will include a mixture of office, home, community setting and mobile. The precise location on a given day is determined by business need and hybrid workers are also able to exercise flexibility over their working pattern, subject to business needs. Under this hybrid working model, it is expected that all staff will have regular reasons to come into work in Haringey, either within council accommodation or out in the community. It is therefore envisaged that very few Council roles will continue to be suitable for 100% remote working.

Why staff come in to use our office space will also change, with greater emphasis on using our office spaces for collaboration and flexible working, moving away from spending time in the office on individual tasks that can be completed just as well at home or elsewhere. Reasons for spending time working in a council office could include:

- for collaborative work, where greater benefit can be gained from people coming together in person
- as a touch-down point between other meetings or visits in the local area
- for training, where this is best delivered face-to-face
- for team-building – a manager may bring their team together for in-person sessions
- to improve professional practice, where it is deemed beneficial for staff to sit with colleagues from time-to-time to learn from, and mutually support, each other in their professional roles
- for meetings (including public meetings) where attendance in person is necessary
- to meet Members, clients or external contacts, where meeting in person is preferable or necessary
- where work is dependent on specialist equipment or information that is not available outside of the office
- where attendance in the office is necessary to ensure physical or emotional wellbeing (this should not assume full-time attendance at the office unless circumstances are exceptional)
- where a worker is unable to work at home or another location due to domestic circumstances (this should not assume full-time attendance at the office unless circumstances are exceptional)
- as part of onboarding arrangements for new staff

The list above is not intended to be exhaustive, and it is expected that services and managers will work with their teams to develop the most appropriate working arrangements for the roles that they deliver.

Information shared through the London Council's network highlights that virtually all other London boroughs have already implemented similar hybrid working arrangements, or are in the process of doing so, with a view to this being the 'norm' after pandemic restrictions are further eased.

Our approach to accommodation and the way we want our staff to work must be inclusive and contribute to staff wellbeing. We must ensure that designs meet a standard of accessibility which goes beyond statutory requirements around physical disability and takes account of modern guidelines for creating environments that are dementia friendly and suitable for neuro-diverse individuals.

3.3 Maximising the Quality and Efficiency of the Council's Office Accommodation

LBH is committed to providing staff with office accommodation that provides a flexible working environment in line with modern working practices and supports the need for greater collaboration. When reviewing council office accommodation we need to ensure:

- Accommodation that is the right size, in the right place and that is flexible enough to respond to changing needs
- We provide an attractive place to work, with working culture and practices supporting the delivery of our vision for Haringey
- Staff are based in the right locations and able to dedicate more time to delivering frontline services face to face and to respond to changing needs and demands
- Effective partnership working, facilitated by systems and environments, increasingly including co-location, data sharing and collaboration

Whilst it is assumed that staff will be working away from the Council's core office accommodation more often, and the number of required workspaces reduced accordingly, there will be a new requirement in the future for enhanced spaces where whole teams can come together regularly for meetings, briefings, workshops and collaborative working. There will also be a requirement for the workspace to support the hybrid working approach, where some team members are physically present and others working at home or elsewhere but give an equitable experience to all team members. Currently our buildings lack this capability, especially larger meeting and collaboration spaces and there are limited opportunities to make space available to partners and community groups.

As part of our changing approach to how we work, we will also be looking to increase the amount of area- and locality-based working over the coming years to ensure that our front-facing services are delivered as close as possible to the community, in line with our objectives to build community resilience and work in partnership with our communities. The aim is to enable better multi-agency working alongside public sector partners, voluntary sector, and the community, creating a more accessible and joined up service and better outcomes. This mix of centrally and locally based Council facilities aims to make the best and most efficient use of Council buildings.

The ability to rationalise and consolidate the Council's existing portfolio of assets providing office accommodation presents significant opportunities for considering alternative uses for these locations. Any decisions about the future requirement and location of the Council's core office accommodation should consider how this opportunity can be maximised and the greatest amount of existing accommodation released.

It should be noted that the Council's current office estate in Wood Green also provides accommodation for a number of client-facing and out of hours services. These functions are currently assumed to be out of scope for the Council's core office accommodation review as they require a different type of accommodation provision which does not necessarily lend itself to that provided as part of the core office offer. The future requirements and accommodation provision for these functions will be considered

separately as part of wider reviews into the both the expansion of locality and area-based working, and existing work underway to consider the future provision of public services in Wood Green central. As such, the ability to fully vacate some of the Council's existing accommodation in Wood Green is dependent upon future decision regarding these functions.

For the purposes of planning required core office accommodation capacity, it assumed that:

- Corporate Office staff will come to the Council's core office for 40%-60% of their time
- Staff working in localities will come to the Council's core office for 20% of their time
- Home working staff will become entirely home based and will only need to come to the office for 5% of their time.
- Fixed location and outdoor/ field workers will be relocated to new sites outside Wood Green and will not have any workspaces in the Council's core office.

Based on the above workforce types and anticipated presence in core Council office accommodation, the council will need to provide accommodation for up to 900 staff at any one time in its core office accommodation. This represents a more than 50% reduction in the amount of office accommodation capacity currently available and demonstrates the transformation journey that the organisation is on. Through the introduction of new working practices and the provision of high-quality, flexible accommodation we will be able to significantly improve the efficiency of how we use office accommodation and deliver a better experience to those using it.

In July 2019 Cabinet approved a series of recommendations relating to Council owned sites in Wood Green. Members agreed to the principle of consolidating Council accommodation to a reduced number of sites to deliver a better and more accessible service, realise cost savings, and provide a more productive working environment for staff. An initial accommodation consolidation exercise is already underway, which will see staff based in the short-term out of just two core office buildings in central Wood Green – Alex House and 48 Station Road - reducing the overall occupancy of the Council's core office accommodation. It is considered, however, that to realise the full benefits of flexible and agile working, and to achieve the most efficient use of its available assets, LBH will need further changes to its core office accommodation.

3.4 Restoring the Civic Centre

Until recently the Civic Centre building in Wood Green has been used as the Council's main Democratic centre, including the Council Chamber and Committee Rooms, alongside also providing additional staff accommodation. The Civic Centre was constructed between 1955-58 to designs by Sir John Brown, AE Henson and Partners. It was the first Civic Centre of its size to be built after WWII, and influenced the design of later civic centres, including Crawley Town Hall. The design has clear Scandinavian influences, with generous planning and creative use of space. The original design intent was that the Civic Centre was to be built in three phases: the town hall and council offices first, followed by an auditorium and small hall, then finally a public library. In reality only, the first phase was built. The Civic Centre was grade II listed on 26 July 2018, with areas of high and medium historic significance including the main entrance lobby and the Council Chamber. The Site is located within the Trinity Gardens Conservation, which was designated on 22 September 1978.

The Civic Centre is now in a poor state of repair, needing considerable remedial works to prevent further deterioration. As a result of this, the building is currently unoccupied with the Council's main Democratic functions temporarily relocated to George Meehan House. In December 2020 Cabinet approved a proposed project to repair, restore, refurbish and extend the Civic Centre to bring the building back into use by the Council as its new Headquarters and Civic functions building alongside George Meehan House. This decision recognised the building's iconic and historical status, and the Council's duty to maintain the site for future generations, ensuring it is a source of civic pride for the borough.

There is also an ambition to increase the level of engagement and interaction with residents, partners and community groups by increasing the opportunities for these groups to access space in the Civic Centre. The Council has a clear vision and ambition – to make Haringey a fairer and more equal borough but that’s not something we can do alone. The structures of poverty and injustice are complex and interwoven – and take a collaborative cross-cutting response to overcome. The Council has to act in partnership with communities and community groups, with partners and business, for genuinely transformative change to happen. Future Council accommodation will enable this way of working by creating spaces where our workforce and partners can self-organise, build relationship, and bring together cross functional teams which can deliver solutions to complex problems. This means we need accommodation that is flexible enough to provide spaces to meet and engage with residents and community groups, and to be able to offer space for them to meet, work and hold meetings in so they can come together and participate in planning, design and decision-making. We should also look for opportunities to maximise the impact that our Council accommodation can have on improving public spaces around buildings to provide additional amenity for residents including playable space for Children.

3.5 Contributing to a Sustainable Future

In March 2021 Cabinet formally adopted the Climate Change Action Plan, which targets being a net-zero Council by 2027. In response to the Haringey Climate Change Action Plan, Council buildings should go beyond Building Regulations compliance, and push the boundaries in terms of energy efficiency measures, including passive design measures, and energy generation on sites. The refurbishment of the Civic Centre and any new buildings will support the Council’s commitment to work towards a Zero Carbon estate, while the refurbishments will push the standards for retrofitting. This will demonstrate community leadership while reducing future energy costs on the Council, also allowing flexible space which will comply with future legislation and enable an attractive rental property, should the Council wish to.

To deliver wider sustainability objectives, the new build and refurbishments must aim for BREEAM ‘Outstanding’ and achieve ‘Excellent’ as a minimum recognising some of the site constraints. The new buildings will be required to demonstrate sustainability through the design process and deliver buildings that naturally cool in heatwaves, without the need for mechanical cooling equipment; with the Mayor’s standards being delivered under current and future climate models to 2050; ensuring operations can be maintained during extreme weather events and retrofitting is easy post 2080.

Assets of the Council will be designed to encourage occupiers to use active travel and public transport options. Buildings should be easy to access by walking, cycling and public transport, refer to Haringey Walking and Cycling Action Plan. The buildings will prioritise space for active travel users over the private car.

3.6 Constraints

There are a number of constraints for LBH to consider in its approach to office accommodation:

- 2025 is the earliest date for delivery of ‘new’ office accommodation arising from major works, either from a refurbishment or new build
- LBH offices need to remain within the Borough and be accessible to service users
- Funding for any proposed changes would need to be within the parameters of the LBH Capital programme and existing resource budgets
- Any new office provision needs to remain attractive and convenient for staff, including access to public transport and appropriate parking provisions.
- Services requiring customer access, and those requiring 24/7 access are not included in the core office accommodation requirements

3.7 Dependencies

The project has the following dependencies:

- The accommodation requirement being signed off and agreed to align with the way the organisation wants to work in the future
- The successful implementation of changed working practices to meet the more than 50% reduction in the Council's accommodation footprint

3.8 Risks

The Strategic Risks for LBH to manage and mitigate as it considers its accommodation options are:

- Potential cost and time overruns resulting in new accommodation not being available on time and budgetary pressures
- New accommodation being less attractive to staff or impeding their working arrangements
- Challenge in staff adapting to new working practices including potential adverse reaction to a reduction in the parking provision and greater reliance on public transport
- Resistance to cultural changes as the flexible and hybrid working practices are introduced
- Delays in the internal decision-making processes results in the accommodation not being available for occupation by 2025

4 Economic Case

4.1 Options for Change

Based on the strategic drivers set out in the Strategic Case section above, the following Critical Success Factors (CSFs) have been established for assessing the LBH's approach to office accommodation:

- **CSF1: Enables the Council's flexible working ambitions**, providing office accommodation that is the right size, whilst increasing the flexibility of office accommodation and creating an environment that prioritises collaboration and staff wellbeing
- **CSF2: Maximises the quality and efficiency of existing Council office accommodation assets** and the opportunities for Council buildings in Wood Green to be released for alternative uses
- **CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access**
- **CSF4: Supports Haringey's Climate Crises Action Plan and commitment to work towards a zero-carbon estate**
- **CSF5: Affordable to implement and offers public value for money**

This business case appraises two options to respond to the Council's strategic drivers, which will be assessed against the Critical Success Factors set out above:

- **Option 1** – Restoring and refurbishing the existing Civic Centre Building, carry out further improvements to Alex House, consolidating staff accommodation into these two buildings as the Council's core office locations.
- **Option 2** – Restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location.

4.2 Option 1 Appraisal

Option 1 would include restoring and refurbishing the existing Civic Centre Building. Office accommodation would be provided across Alex House and the Civic Centre, consolidating staff accommodation into these two buildings as the Council's core office locations. 48 Station Road would cease to be used for office accommodation (as set out in Section 3.3, the ability to fully vacate the Council's existing accommodation is dependent upon future decisions regarding the relocation of client-facing and out of hours services).

Qualitative Appraisal

Option 1 would achieve the objective of restoring the current Civic Centre building and provide a long-term home for the Council's democratic functions. It would not, however, achieve the objective of making the most efficient use of current Council assets and releasing the existing office accommodation assets in Wood Green as Alex House would need to be retained for long-term use as staff accommodation. Retaining Alex House for this purpose this long-term period would require significant further investment in the building to bring it up to the standard required and to enable the realisation of the Council's flexible working objectives. The capital cost of this would exceed the cost of the Option 2.

In order to refurbish Alex House to the extent required, would in all likelihood require the building to be temporarily vacated to allow the works to be undertaken. In order to facilitate this, a multi-phased programme with staff relocated multiple times and possibly an increased reliance on working away from the office would be required, undermining our hybrid working ambitions and risking disruption of operational services. It would also carry the possibility of additional temporary accommodation being required during this period and any phasing related to this option would be likely to result in the need for

retaining the use of 48 Station Road for a longer period, delaying when the building could be released. This option would also carry a greater financial risk in terms of the implementation costs associated with a multi-phase, elongated programme.

This option would also see Council staff and services split between two sites, limiting the efficiency of the office accommodation, and the flexible and collaborative working benefits that can be achieved and carrying a risk of creating an inequitable experience across the two locations.

This option would only achieve limited Community access benefits as the existing Civic Centre building would have to be prioritised for use by Council staff and the delivery of Democratic functions. There would also be limited opportunities to meet the Council’s sustainability and net-zero carbon ambitions.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council’s flexible working ambitions	<ul style="list-style-type: none"> Accommodation is planned to provide new flexible work settings, which will enable the start of the transformation journey 	<ul style="list-style-type: none"> Limitations of existing buildings reduce the available flexibility and ability to easily adapt the physical spaces Splitting staff across separate sites reduce the opportunities for increasing collaboration 	Amber
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Vacating 48 Station Road meaning building could be considered for alternative uses 	<ul style="list-style-type: none"> Does not release Alex House for alternative uses Office accommodation still inefficient as split across two sites Difficult to recreate an equitable experience across all accommodation 	Amber
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored 	<ul style="list-style-type: none"> Opportunities to provide access to the wider community would be limited by Council requirements of the building 	Amber
CSF4: Supports Haringey’s Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> Vacating one existing building would offer opportunities to reduce the negative contribution made to the environmental impact of the Council’s office accommodation 	<ul style="list-style-type: none"> Due to the limitations presented by undertaking a refurbishment of a listed building, the office estate would still not be able to significantly contribute to the Council’s plan 	Amber
CSF5: Affordable to implement and offers public value for money		<ul style="list-style-type: none"> Significant investment required in both buildings to enable long-term use, which would exceed the cost of Option 2 Likely need for an elongated, multi-phase relocation programme would cause the greatest disruption to operations 	Red

Quantitative Appraisal

Option 1 has capital costs of £63.657m and would increase the cost of running the corporate estate by £1.209m per year. This option represents a Net Present Value (NPV) of £5.837m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.3 Option 2 Appraisal

Option 2 would see the Council restoring, refurbishing and expanding the existing Civic Centre through the addition of an Annex building, consolidating staff accommodation into this single site as the Council's core office location and ceasing to use Alex House and 48 Station Road for office accommodation purposes.

Qualitative Appraisal

Option 2 would achieve the objective of restoring the current Civic Centre building and would also greatly enhance the wider Civic Centre site for the benefit of both staff and the wider community. This option will also present the greatest opportunity for creating a compelling partner and community access offer at the site, through the ability to offer shared use of a variety of flexible spaces, both inside and outside.

The addition of an annex will result in the most efficient provision of office accommodation, consolidating all of the Council's core office accommodation on to one site, alongside its Democratic functions. This creates the greatest opportunities for increased collaboration between staff and allows LBH to provide a consistent, high-quality accommodation offer for its staff. The capital costs for this option are lower than for Option 1.



Figure 1: Showing approximate location of potential Annex addition to the Civic Centre (Annex shown in green). Please note that this is for illustrative purposes only at this stage and is subject to design development

This option will allow the exiting of existing office accommodation in central Wood Green meaning both Alex House and 48 Station Road can be considered for alternative uses (as set out in Section 3.3, the ability to fully vacate the Council's existing accommodation is dependent upon future decisions regarding the relocation of client-facing and out of hours services).

The proposed new annex building will be designed to low carbon principles, meaning this option best meets the Council's sustainability objectives as it replaces two existing buildings that make a negative contribution.

Option 2 does require the most ambitious approach to flexible, hybrid working, which will require staff to go through a significant period of change to their working culture and practices, meaning that this option therefore carries greater risk in this regard than Option 1. The requirement to plan and carry out relocations of staff in a relatively short period of time will also potentially create short-term disruption to staff working and the operation of council services, but this would be significantly less than under Option 1.

This option also carries risk in terms of cost certainty and control as the significant new build element, alongside the refurbishment works, will be susceptible to market forces and external risks governing materials and construction costs.

Critical Success Factor	Benefits	Risks	RAG
CSF1: Enables the Council’s flexible working ambitions	<ul style="list-style-type: none"> All accommodation on one site, maximising the opportunities to achieve the greatest levels of collaboration Provides the greatest level of flexibility of accommodation provision, including the ability to work with Partners and Community groups Maximises the provision of outside space to enhance the 	<ul style="list-style-type: none"> Requires the greatest change to the Council’s working culture Requires additional relocations of staff which could cause temporary disruption 	Green
CSF2: Maximises the quality and efficiency of existing Council office accommodation assets	<ul style="list-style-type: none"> Would consolidate all accommodation on a single site, releasing all other assets from their use as office accommodation Would ensure that all accommodation is provided to the same standard 		Green
CSF3: Ensures that the Civic Centre is restored and brought back into use with enhanced community access	<ul style="list-style-type: none"> Civic Centre would be restored and extended, further enhancing the status of the site Maximum opportunities to offer community access 		Green
CSF4: Supports Haringey’s Climate Crises Action Plan and commitment to work towards a zero-carbon estate	<ul style="list-style-type: none"> New Annex building would be designed to fully support the Council’s net-zero carbon target 		Green
CSF5: Affordable to implement and offers public value for money	<ul style="list-style-type: none"> Represents the best public value way of achieving the Council’s strategic objectives 	<ul style="list-style-type: none"> Risk of overall costs being impacted by market factors 	Amber

Quantitative Appraisal

Option 2 has capital costs of £58.567m and delivers a £0.365m per year saving against the running of the corporate estate. This option represents a Net Present Value (NPV) of £11.800m. A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

4.4 Options Analysis and Recommendations

The analysis in this business case has shown that Option 2 represents the greatest public value for (see table below). As such, and taking into account the qualitative analysis above, Option 2 is the preferred option for LBH's accommodation review. It is the only option that meets all of LBH's strategic objectives. Option 2 has lower capital costs and results in a saving to the council's running costs, whereas Option 1 would result in an increased running cost.

Under the NPV analysis, both options were found to be financially advantageous. Option 1 has a positive NPV of £5.8m, with Option 2 having a positive NPV of £11.8m and therefore being also preferable from this perspective.

The figures below summarise the capital costs, running costs, and the Net Present Value of each option (discounted at 3.5%). A detailed breakdown of the costs, income and assumptions made is at Appendix A: Detailed Economic Analysis.

£000's	Option 1	Option 2
Capital Costs	63,657	58,567
Estates Running Costs (Net of rental income)	4,091	2,517
Baseline Running Costs	2,881	2,881
Net (cost) / saving of running costs against baseline	1,209	-365
Net Present Value (NPV)	5,837	11,800

5 Commercial Case

This section considers how each of the main elements of the preferred option will be procured and any other commercial aspects.

5.1 Outline to Procurement

The Civic Centre Redevelopment programme will require a range of consultants and contractors to successfully deliver. The procurement will be compliant with the London Borough of Haringey's Procurement Code of Practice, Contract Standing Order Procedures, and the Public Contract Regulation 2015.

Professional Services

As outlined below professional services will be required to support the successful delivery of the civic centre redevelopment:

- The project cost consultant (QS) is a separate commission and will be appointed direct by the Council for RIBA Stages 1 – 6. The commission will be undertaken via the Councils Dynamic Purchasing System (DPS).
- The project Multi-Disciplinary Design Team (MDDT) is a separate commission and will be appointed direct by the Council for RIBA Stages 1 – 6. The commission will be undertaken via the Councils Dynamic Purchasing System (DPS).
- The Client Design Advisor (CDA) will also be appointed directly by the Council to assist in RIBA 2-6. The commission will be undertaken via the Councils Dynamic Purchasing System (DPS).
- Several intrusive surveys will be required to validate the design throughout RIBA 1-4 and will be procured via the minor works lot on the DPS.

It is envisaged that the project will include co-production of the Civic and Annex, which will be a defined and established towards the end of RIBA stage 2. Once the scope is defined the procurement route will be determined.

Construction Partner

The procurement strategy for both the Civic Centre and the annex building will be the subject of a detailed options appraisal during RIBA 2/3. However, early planning and preparation around the appropriate approach to appointing a construction partner, in line with council standard procedures, is as follows:

- The principal contractor will be appointed directly by the Council for RIBA Stage 5. The commission will be undertaken via the Councils HPCS, through the London Construction Programme (LCP) framework under LOT 3.4 Capital projects PAN London £20m+ and/or Lot 4.1 Heritage and Historical Pan London £1m+.
- During RIBA stages 2 and 3 the project team will further develop the project procurement strategy, in close consultation with the Strategic Procurement and in line with the Council's Contract Standing Order procedures.

Social Value

Through the Council's commitment to its social value and equalities objectives, the project team will endeavour to incorporate measures to consider this when procuring works and services. The project team will promote apprenticeships, training and mentoring opportunities, the use of local the supply chain in construction, local labour in construction, and sustainability and environmental initiatives in construction. This will be completed by incorporating relevant questions within the quality delivery proposals for the procurement of works and services.

5.2 On-Going Maintenance

The recommended option will deliver a more energy efficient building, with a lower energy consumption resulting in lower running costs. Efficient and sustainable heating measures will be implemented through a combination of underfloor heating, radiant panels, trench heating and radiators, which will be delivered to be compatible with the low carbon technology and a potential future connection to the Decentralised Energy Network (DEN) system, which could allow for further savings on running costs. The design will incorporate smart management processes including a building management system which will incorporate services that are easy to adapt and maintain to improve comfort quickly through smart technology for ventilation, heating, cooling and lighting controls. Additionally, the project is incorporating Building Information Modelling (BIM) within the scheme. BIM is a digital representation of physical and functional characteristics of a facility creating a shared knowledge resource for information about it and forming a reliable basis for decisions during its life cycle, from earliest conception to demolition. BIM level includes the 3D modelling of building elements and allows for information sharing across various systems and provides data collection through all building disciplines. BIM allows for better capital maintenance and upgrade planning, helps streamline repairs and maintenance, and helps reduce energy wastage and the carbon footprint.

6 Financial Case

The Economic Case indicated the preferred option for LBH's office accommodation. This Financial Case indicates the budgetary, financial and affordability considerations of this approach.

6.1 Funding Requirements

The preferred option emerging from the Economic Case requires estimated capital costs of £58.6m. The ongoing cost of the Council's corporate accommodation portfolio once the project is completed is estimated at £2.517m from 2025/26, which compares favourably to the current cost of £2.881m. The approved General Fund capital programme includes provision for the Civic Centre works at £24m and has budgetary provision for the other works required to 40 Cumberland Road, 48 Station Road, and Alexandra House. Cabinet's current budget proposals include provision for the annex build costs at £30m. This scheme is included in the draft capital programme as a self-financing scheme. The revenue and capital effect of all the capital works required to deliver the strategy have been factored into the MTFS. At this stage the estimated saving of £0.365m has not been factored into the MTFS.

Table: Funding requirements

Financial Implications (£000s)	2022-2026	Notes
Capital Costs	58,567	This covers all works required to the buildings in scope
Estates Running Costs (Net of rental income and including capital borrowing)	2,517	
Total Cost		

Costs exclude VAT, as LBH recovers VAT.

6.2 Projected Income and Expenditure Account Implications

The project when complete delivers an estimated saving of £0.365m per annum compared to the current budgets. This is though dependent on a number of assumptions crystallising such as actual capital costs being in line with budgets and rental levels being achieved.

6.3 Projected Balance Sheet

When completed the assets will be revalued and included in the Council's balance sheet.

6.4 Affordability Considerations

Scheme is affordable under the current MTFS

6.5 Note on Capital Cost Estimates

The refurbishment cost for Alex House used to inform this analysis were externally produced in 2019 by GL Hearn, as part of a high-level review. A recent review by internal cost consultants at Haringey council, who were not privy to the GL Hearn report, was conducted in December 2021. This recent review takes into account the current BCIS market reported conditions as a result of the COVID pandemic. This review has provided a comparable figure to the externally produced GL Hearn estimate, which clearly would not have foreseen the Covid pandemic impacts. Therefore we have used the internally produced figures of December 2021.

The cost estimates for the Civic Centre and Annex option have been provided by external cost consultants throughout the design stages to date. These consultants are part of the multidiscipline professional services

team appointed for this project and will continue to review costs and produce cost reports at each Key RIBA Stage allowing for robust interrogation and testing of the Business Case.

6.6 Cost Control in Construction

A cost plan has been prepared which includes all construction costs, all other items of project cost including professional fees and contingency. The objective of cost control is to manage the delivery of the project within the approved budget. Regular cost reporting will facilitate, at all times, the best possible estimate of established project cost to date, anticipated final cost of the project and future cash flow. Cost reporting will be presented in accordance with the management approach detailed in Section 7 of this business case.

Cost management of the scheme will follow the guidance set out in the Council's Capital Projects and Property Delivery & Governance Framework. As the scheme progress through the design phases, the following actions will be taken:

- Establishing that all decisions taken during design and construction are based on a forecast of the cost implications of the alternatives being considered, and that no decisions are taken whose cost implications would cause the total budget to be exceeded
- Regularly updating and reissuing the cost plan and variation orders causing any alterations to the brief
- Adjusting the cash flow plan to reflect alterations in the target cost
- Developing the cost plan in liaison with the project team as design and construction progress
- Reviewing contingency and risk allowances at intervals and reporting the assessments is an essential part of risk management procedures. Developing the cost plan should not involve increasing the total cost
- Checking that the agreed change management process is strictly followed at all stages of the project
- Submitting regular, up-to-date and accurate cost reports to keep the client well informed of the current budgetary and cost situation
- Ensuring that the project costs are always reported back against the original approved budget. Any subsequent variations to the budget must be clearly indicated in the cost reports
- Plotting actual expenditure against predicted to give an indication of the project's progress

7 Management Case

The Economic, Commercial and Financial Cases have indicated the preferred option for Haringey’s office accommodation approach. This Management Case provides the outline plans for programme management, governance and risk management that will be required to ensure successful delivery.

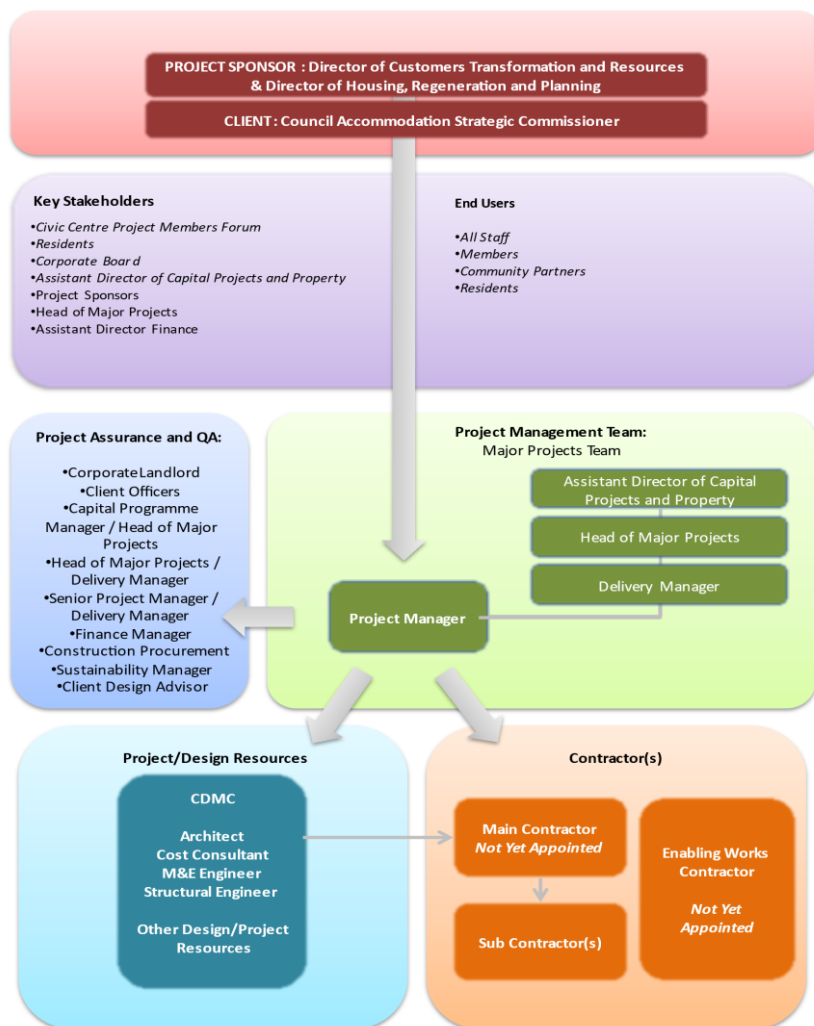
7.1 Project Control and Governance

Robust project controls and carefully considered project governance will be paramount in ensuring the project is delivered to a high standard and that a fit for purpose building is provided for Haringey’s staff and the wider community.

The Civic Centre project will be delivered in line with the Council’s decision-making processes. The project will utilise the Civic Centre Steering Group, the Capital Accommodation Steering Group, the Capital Project Delivery Board, Corporate Board and Cabinet to ensure issues and decision are made in the right manner.

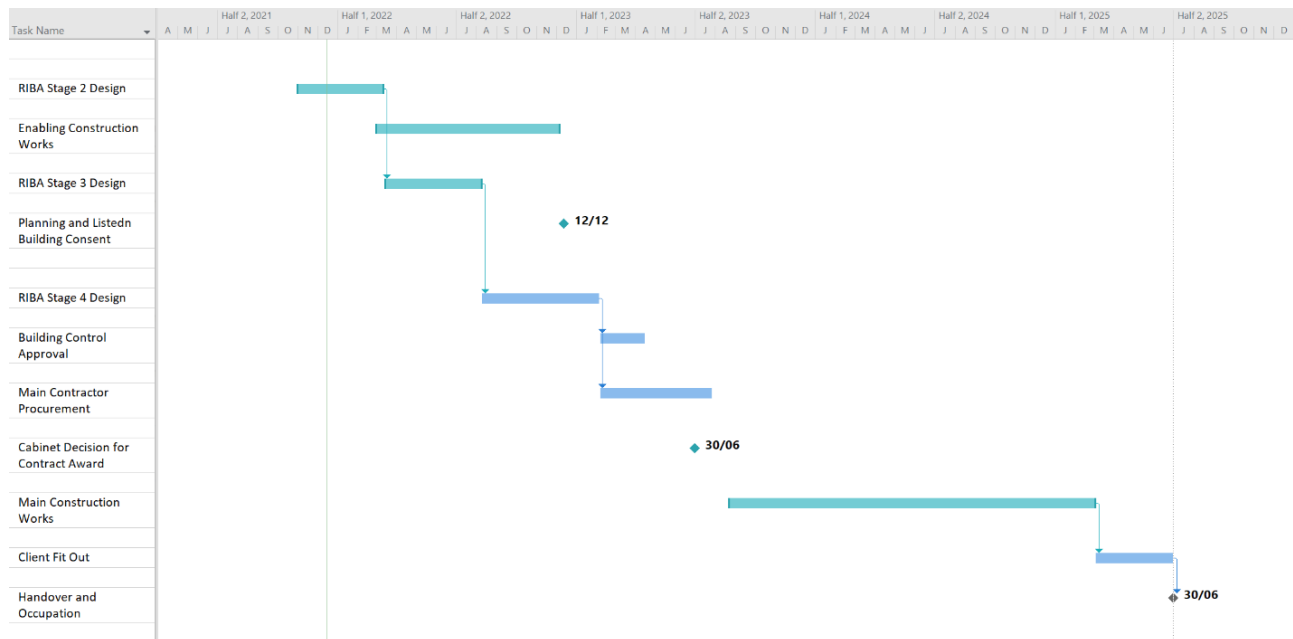
Additionally, the project will be delivered ensuring that Members are kept abreast of progress and key matters. The project team will ensure this is completed through Leaders, Lead Members, Civic Centre Members Forum and Cabinet Advisory Board briefings.

Other keys areas that will be considered when developing the project delivery plan are change control, risk management, programme audit, cost reviews and quality assurance. These elements will be delivered in line with the project management diagram set out below:



7.2 High Level Implementation Plan for Preferred Option

The plan below shows the high-level Capital delivery programme plan to deliver the preferred option. Please note that this is an indicative programme based on an assumed procurement strategy, which will be subject to change when the procurement strategy is finalised at the end of RIBA Stage 2.



7.3 Communications & Engagement

The purpose of communication and engagement is to inform, engage, and involve key stakeholders in the development of the project by getting out key messages. Communication and engagement cover both internal and external audiences and will include short-, medium- and long-term phases of the project.

To provide information and consult with key stakeholders, Members, staff, and the local community, a strategy will be developed which covers the following:

- Who we communicate with
- What we will communicate about
- How we will do it
- Timeline

There will be agreed core messages which run throughout the project and feature in the activity. The Council will deliver a mixture of communications and engagement. In developing and finalising the communication plan, the Council will endeavour to use a range of communication channels – both physical and digital - to make communications and engagement as easy and as accessible as possible for everyone.

In developing these plans, there has already been an extended period of consultation and dialogue with our workforce has taken place. This includes:

- Staff surveys to gather information about staff experiences of working from home, their work-style preferences
- Consultation with the trade unions, to understand key issues facing staff.
- Discussions with staff networks including the Disability and Health network and the LGBT+ staff network
- “Let’s Talk” sessions, which all staff are invited, to facilitate engagement directly between staff and senior management.

This engagement will continue throughout the programme and a dedicated Change & Engagement Plan will be developed and delivered to assist the organisation in navigating the change.

This plan will also cover the engagement approach covering other key stakeholders, including Members, partners and the wider community. Working groups are being established to inform key elements of the design process, including a process of co-production.

7.4 Risks & Issues

This section captures the key risks to the preferred option as recommended above in the 'Economic Case'

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigatio n Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
That planning permission is not obtained within the Council's required timescales, impacting on time and/or cost.	3	2	Specialist planning consultant has been engaged to assess and liaise with the Planning Authority. The project team have held several informal pre-app meetings with the Planning Authority and have reviewed the project programme to ensure the timescales are agreeable.	1	1
If major changes are required to the listed elements of the building, or the elements that are highlighted as holding more historic significance, then the Listed Building application could be referred to the Secretary of State and there are no timescales for a decision on this. This could have a significant impact on the programme.	4	2	The design team will need to determine what constitutes a major change, that would trigger review from the Secretary of State. The Architect will need to review and drive this process to ensure major changes are avoided. The heritage consultant will liaise with Historic England and the 20 th Century Society at a suitable point in the project programme to update on the scheme and review the design.	1	1
There is a risk that the appointed contractors may not perform well, which would impact on the time and cost parameters of the project.	5	3	A robust tender process will be implemented. The quality evaluation section of the tender will be weighted at a level that will ensure a competent contractor is appointed. The project team will implement close management and co-ordination with contractor against a robust programme.	2	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
The Building Cost Informative Service (which provides cost data for the construction industry to inform cost projections) tender price index suggests that the project will be exposed to an inflationary increase of 4.1% by the time the project is tendered in Q2 2023.	3	4	The project team will complete regularly cost reviews to closely monitor market movements. The project team will regularly complete value engineering workshops and have set a robust contingency allowance within the project budget. Issues will be raised appropriately along the governance structure for a decision should cost increases be realised.	2	3
As the building is now vacant, there is a risk that the squatters could enter the building and damage some of the listed features to the building, which could expose the Council legally as a listed building consent would have not been agreed. Additionally, there is a H&S risk with asbestos present on site.	3	2	The Council has a 24/7 security presence on site and has installed hoarding around the perimeter of the site. When contractors take possession of the site to complete the enabling works and the main construction works a 24/7 security presence will be a requirement set out in the tender documents.	1	1
That estimates of staff working patterns are not realistic, and more, or less, staff need to work in the office than planned.	4	3	Detailed work has been carried out with all areas of the organisation to arrive at occupancy targets. The flexible nature of the intended design means that it is unlikely that the spaces provided will be unable to respond to changing needs and uses over the life of the building.	3	2
Design does not meet the user requirements and results in changes to specification or scope, with potential cost impact.	4	3	A detailed Design Brief has been developed along with an engagement and co-production plan to ensure that all stakeholders are included in the design process. Additionally, a reputable, well-resourced multi-disciplinary design consultant has been appointed to develop the design. The design and specification will be reviewed regularly through the design process and validated and signed off at key gateways.	2	2

Risk	Impact (1 Low 5 High)	Prob (1 Low 5 High)	Mitigation/Action	Post- Mitigation Impact (1 Low 5 High)	Post- Mitigation Prob (1 Low 5 High)
Flexible and hybrid working practices are not successfully adopted and staff numbers requiring office space are higher or lower than planned.	4	2	<p>Many of the working practices will already have been in place and tested prior to the move to the Civic Centre as the short-term consolidation of staff accommodation to Alex House and 48 Station Road is based on these new ways of working.</p> <p>A full change and engagement programme will be rolled out alongside the physical works and relocation to ensure that staff and managers are equipped to work in the new environment.</p>	2	1
The Council has an ambition to deliver the building as zero carbon, however, the consultant engineers have stated that this may not be possible within the context of the listed building. Council policy states that offsetting is not permitted, and the conservation team will have concerns with sustainable measures, so agreement must be reached on the project sustainability and conservation targets.	3	2	<p>The project team have engaged with the Carbon Management team and the Conservation and will further develop proposals throughout the life of the project. Energy performance modelling will be developed in RIBA Stage 2 to review with the Carbon Management team and pre-app meetings will be scheduled with the Conservation team to ensure agreement is reached in a timely manner</p>	1	1
There is a risk that the limited availability of parking at the Civic Centre could have a negative effect on recruitment and retention of staff that may have difficulty in travelling to work by public transport. Any impact on staff ability to travel around the borough could affect efficiency.	3	3	<p>Work be undertaken to ascertain the detailed organisational parking requirements and staff will be consulted. Mitigations could include identifying alternative additional parking in the Wood Green area. The move to adopt different working practices, including increasing locality-based working, should lessen the need for onsite parking and the council's core office.</p> <p>Additionally, if it is made clear in the recruitment process that there will be no provision for parking, then there will no expectation for it.</p>	2	2

8 Appendix A: Detailed Economic Analysis

8.1 Appraisal Methodology

Currently the Council has a net revenue spend of £2.881m for running 48 Station Road, Alexandra House, 40 Cumberland Road and River Park House. Both options considered assume that RPH will be vacated and held ready for future purposes yet to be decided. The business case evaluates two options, which both make several assumptions around the use of the buildings on Station Road. The revenue financial implications of the two options addressed in this business case have been considered in comparison with the corporate accommodation revenue budgets in the current MTFs. They include the revenue implications of the capital costs.

In addition to the revenue affordability appraisal, both Options were appraised using the Net Present Value (NPV) technique. This technique allows future cash flows to be expressed in today's money, thus enabling different projects with different cash flows to be evaluated on a consistent basis. This is achieved through discounting those future cash flows back to today. The technique accounts for the capital costs when incurred but not the capital financing costs. In constructing the model, allowances were made for anticipated capital costs throughout the long life of the assets, such as new heating systems etc. The model also uses the current Treasury standard discount rate of 3.5% that is used to appraise public sector investment decisions. In investment terms, a project with a positive NPV is one that pays for itself in totality over its lifespan and generates a surplus. So, the higher the NPV the better.

As set out in Section 4.4, under the NPV analysis, both options appraised in this business case were found to be financially advantageous. Option 1 has a positive NPV of £5.8m, with Option 2 having a positive NPV of £11.8m and therefore being preferable from this perspective.

8.2 Option 1 Appraisal

Capital Costs

The capital programme required for Option 1 is set out below:

	On-Off Costs (£000's)
Civic Centre	25,795
Civic Centre Annex	0
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	35,000
Total	63,657

Revenue Costs

This option includes commercially letting 40 Cumberland Road, and 48 Station. The revenue effect of this option is set out in the table below.

	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	1,880	1,364
Civic Centre Annex	0	0	0
48 Station Road	269	-276	-545
40 Cumberland Road	335	-292	-627
River Park House	987	0	-987

Alexandra House	773	2,778	2,005
Total	2,881	4,091	1,209

The above table shows that the refurbishing Alexandra House option would result in an increase in the cost of running the corporate accommodation estate. The significant cost arises due to the need to invest in Alexandra House but critically not then letting it out thus forgoing an income stream and retaining a higher cost base (reflecting the capital finance charges of the investment).

Detailed Breakdown – Option 1

Estimated costs and income once all works completed

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Budget	Existing Budget/Co st	Cost/ (Saving)
Civic Centre	25,794,735	461,173	1,419,000	1,880,173	0	0	0	0	1,880,173	516,414	516,414	1,363,759
CC Annex								0	0		0	0
48 Station Road	2,212,000	549,181	121,000	670,181	447,219	275,214	223,611	946,044	-275,863	269,084	269,084	-544,947
40 Cumberland	150,000	502,707	8,250	510,957	346,328	251,878	204,651	802,857	-291,900	335,319	335,319	-627,219
RPH	500,000	0	0	0	0	0	0	0	0	987,067	987,067	-987,067
Alexandra House	35,000,000	853,263	1,925,000	2,778,263	0	0	0	0	2,778,263	773,487	773,487	2,004,776
	63,656,735	2,366,324	3,473,250	5,839,574	793,547	527,092	428,262	1,748,901	4,090,673	2,881,371	2,881,371	1,209,302

8.3 Option 2 Appraisal

Capital Costs

The capital programme required for Option 2 is set out below:

	On-Off Costs (£000's)
Civic Centre	25,795
Civic Centre Annex	28,210
48 Station Road	2,212
40 Cumberland Road	150
River Park House	500
Alexandra House	1,700
Total	58,567

The table above does not include certain works to Alexandra House and 48 Station Road as those expenditures would have been incurred in any event.

Revenue Cost

This option includes commercially letting 40 Cumberland Road is wholly let to a 3rd party, and that 48 Station Road and Alexandra House are, once vacated, let to 3rd parties. The revenue effect of this is set out in the table below.

	Current Cost	Projected Net Cost/(Saving) £000's	Estimated Net Cost/(Saving) £000's
Civic Centre	516	1,880	1,364
Civic Centre Annex	0	1,913	1,913
48 Station Road	269	-276	-545
40 Cumberland Road	335	-292	-627
River Park House	987	0	-987
Alexandra House	773	-708	-1,482
Total	2,881	2,517	-365

The above table shows that the preferred option has the potential to generate a modest saving. The key driver for this is the income generation at Alexandra House as opposed to option 1 where Alexandra House generates a cost.

Detailed Breakdown – Option 2

Estimated costs and income once all works completed

Building	Capital Investment	Estimated Operating Costs	MRP & Interest costs	Operating costs inc MRP	Estimated Rental Income	Estimated Service Charge Income	Business Rates Income	Total Income	Net Opg Costs	Budget	Existing Budget/Co st	Cost/(Saving)
Civic Centre	25,794,735	461,173	1,419,000	1,880,173	0	0	0	0	1,880,173	516,414	516,414	1,363,759
CC Annex	28,210,431	411,529	1,551,000	1,962,529	50,000	0	0	50,000	1,912,529	0	0	1,912,529
48 Station Road	2,212,000	549,181	121,000	670,181	447,219	275,214	223,611	946,044	-275,863	269,084	269,084	-544,947
40 Cumberland	150,000	502,707	8,250	510,957	346,328	251,878	204,651	802,857	-291,900	335,319	335,319	-627,219
RPH	500,000	0	0	0	0	0	0	0	0	987,067	987,067	-987,067
Alexandra House	1,700,000	853,263	93,500	946,763	1,015,000	213,316	426,631	1,654,947	-708,184	773,487	773,487	-1,481,671
	58,567,166	2,777,853	3,192,750	5,970,603	1,858,547	740,408	854,893	3,453,848	2,516,755	2,881,371	2,881,371	-364,616

This page is intentionally left blank

Report for: Cabinet – 18 January 2022

Title: Wood Green Youth Hub – Fit Out – Award of Construction Contract

Report authorised by: Ann Graham, Director of Children’s Services

Lead Officer: Jackie Difolco, Assistant Director of the Early Help, Prevention and SEND Division

Ward(s) affected: Noel Park

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

1. Describe the issue under consideration

- 1.1. This report provides an update on the Wood Green Youth Hub, following the Council’s decision to agree a lease for unit 2, Lymington Avenue, N22 6JA, and the decision to appoint a consultant design team to develop the design of the Wood Green Youth Hub. The project is now ready to proceed to the next stage of delivery and this report recommends the appointment of a contractor to complete the construction works on site.
- 1.2. This report seeks authority to award a construction contract to Diamond Build Plc for the delivery of the Wood Green Youth Hub fit out works. This contract allows the project to move closer to the operational opening of the facility.

2. Cabinet Member Introduction

- 2.1. The Wood Green Youth Hub project provides a significant benefit to the young people of Wood Green. The facility will create a focal point for young people in the community, allowing the young people to develop practical skillsets, promote creativity, provide a safe space for socialising and to obtain advice and support.
- 2.2. The young people of Wood Green have been at the heart of the Wood Green Youth Hub project development. The Wood Green Young Voices (WGYV) have played a major role in design development, with a full Co-Design programme being completed in conjunction with the development of RIBA design stages 1 – 4 (feasibility to detailed design). It has been incredibly important to ensure the users of the facility have had the ability to shape the project to ensure their needs are met.
- 2.3. The delivery of this project is important to the residents of Wood Green. The facility will help support the young people in the borough in a critical stage in their lives, providing vital services to help them through their school lives, their personal lives and to help them prepare for the professional lives.

- 2.4. The project has progressed well, and we are now ready to move into the next stage of project delivery to allow the physical works to commence on site. This will allow the operational opening of the facility to be completed ahead of the 2022 school summer holidays.

3. Recommendations

Cabinet is asked:

- 3.1. To approve an award of contract to Diamond Build Plc for the sum of £1,069,792.00 in accordance with Contract Standing Order (CSO) 9.07.1(d).
- 3.2. To approve the issue of a letter of intent to Diamond Build Plc, which will be limited to £100,000.

4. Reasons for decision

- 4.1. Young people living or attending school in and around Wood Green are at risk. Noel Park is in the 10% of the most deprived areas nationally with young people disproportionately affected. They are at risk of gang and knife crime with impacts felt across families and communities. Some of the Local Authority's highest Early Help referring schools are in the west of the borough, with many pupils living in the Noel Park ward. Haringey has been working with a range of community partners and the police to embed measures to tackle issues early.
- 4.2. In addition to pre-existing challenges in Wood Green, young people have been disproportionately affected by the Covid 19 crisis through parental job losses and school closures. The project will deliver a youth hub as young people need a dedicated facility urgently to provide essential support services. The Council is also proposing a new employment and skills focus to the hub, which will help negate the impact of Covid 19 on progression into work for local young people.
- 4.3. In delivering this Youth Hub, the Council will significantly improve the range and quality of youth provision, with an offer that will appeal to young people in the Noel Park and Wood Green areas and beyond. The space will house services designed to support improved outcomes and will be overseen by skilled youth and community workers and will offer a broad range of provision that will support raised attainment and aspiration for young people in the borough.
- 4.4. Delivery of the Wood Green Youth Hub is an action from the Youth at Risk Strategy 2019 – 2023. The strategy was designed to reduce youth crime and support attainment for young people in the borough. The lack of a youth space in the Wood Green and Noel Park areas has been a concern for many years and the youth hub seeks to resolve this problem. Its presence in Wood Green will offer young people the ability to congregate in a safe space designed to support their development and help them to aspire and achieve. The Bruce Grove Youth Hub in the east of the borough is well recognised as a centre of excellence for youth work, (Ofsted 2018), and has therefore been used as a template for the design of the new Wood Green Youth Hub.
- 4.5. The Wood Green Youth Hub project has worked well with local community groups and has founded the WGYV to develop the design of the facility. This

contract award allows the design ambitions of the WGYV and the local community groups to become a reality.

- 4.6. The project team have completed RIBA stages 1-4 (feasibility to detailed design) and have developed the design as per the requirements of the Early Help team. The contract award allows the project to move into the next delivery stage by commencing the main construction works on site.
- 4.7. At present, the building is not in a useable state, and if the main fit out works are not completed the building will continue to sit vacant as the lease agreement is already in place. It is considered that this contract award will help the Council to realise best value for money by providing a high functioning attractive site.
- 4.8. The Council has completed a competitive tender process via the Council's London Construction Programme (LCP) Dynamic Purchasing System – Minor Works – Principal Contractor lot. The project quantity surveyor – Baker Mallett LLP – has interrogated the pricing submissions and has confirmed that Diamond Build Plc is the most economically advantageous bidder.
- 4.9. The construction market is currently in a volatile state due to the adverse impacts of Brexit and the Covid pandemic to the supply of labour and materials. The proposed contract with Diamond Build Plc is a workable solution to project delivery, with the estimated construction programme aligning with the Early Help team's ambitions for operational opening and the estimated value falling within the constraints of the project budget. Due to the current volatility of the construction industry, failing to approve the current proposal or re-procuring the works could risk increased costs and prolonged lead times for the supply of materials because of the uncertainty.
- 4.10. This report also recommends that Cabinet approve the immediate issue of a letter of intent to Diamond Build Plc. Agreeing the issue of a letter of intent will allow the contractor to place immediate orders for long lead items. As noted above, the construction industry is currently experiencing delays and reduced supplies of materials because of Brexit and the Covid pandemic. The letter of intent will help secure the supply of materials without delay to ensure the construction programme is protected.
- 4.11. When tenders were returned on 9th December 2021, several bids included qualifications. This required an extended period to clarify costs, which has resulted in a slightly increased programme. However, this contract award still works towards an operational opening before the 2022 school summer holidays.

5. Alternative options considered

- 5.1. There is the option to re-procure the construction works, however, it must be noted that there is no guarantee that re-procuring the works will secure a more competitive price. Baker Mallett LLP has completed a full review of Diamond Build Plc's submission, benchmarked the prices provided against comparable projects and have confirmed that this price provides good value for money. If re-procurement is to be considered there is a risk that the project programme

would be adversely impacted and delay the operational opening of the facility which would put further risk to a much-needed service.

- 5.2. There is an option to decline Diamond Build Plc’s appointment and close the project. However, the lease agreement has been completed and this option would mean the site would be left vacant. Additionally, this would mean that the young people of Wood Green would not be provided with a Youth Hub facility.

6. Background information

- 6.1. The Council identified a strategic need to provide a youth facility to service the young people of Wood Green, and thus the Wood Green Youth Hub project was initiated. The Council began a Co-Production process with the young people of Wood Green to develop the project brief to ensure key requirements were met through the delivery phases of the project. It was through this process that the Council feels that the youth hub will significantly improve the range and quality of youth services within the immediate Wood Green area.
- 6.2. In August 2020, the Strategic Property Team completed an options appraisal of viable sites in within the Wood Green high street area and Unit 2 Lymington Avenue was selected as the preferred location.
- 6.3. In January 2021, following a competitive procurement process, Freehaus Design Ltd were appointed to provide multi-disciplinary design services and Barker Mallet LLP were appointed to provide quantity surveying services for RIBA stages 1-6 for the Wood Green Youth Hub project.
- 6.4. At the end of RIBA Stage 3 (Developed Design), the project team commenced the project enabling works on site. The enabling works removed the redundant building services, asbestos and completed the non-structural demolitions to return the building to a shell. This allowed the project team to expose a significant number of issues, which could have adversely impacted the project programme and budget if left to the main construction works. Exposing and addressing these issues early has de-risked the project and allowed the designers to mitigate in the building’s proposed design.
- 6.5. The design team have worked with the client team and the WGYV to develop the design of the facility. The RIBA stage 4 detailed design has now been completed, which has allowed the main contract procurement process to be completed.
- 6.6. The contract award to Diamond Build Plc can be delivered within the approved General Fund Capital Programme. A breakdown of the project budget can be found in the Part B report.
- 6.7. The programme milestones are estimated as follows:

Table 1 – Programme Milestones

Milestone	Date
On Site Construction Commencement	February 2022

Practical Completion	June 2022
Client Fit Out	July 2022
Operational Opening	Before School Summer Holidays 2022

7. Contribution to strategic outcomes

- 7.1. Borough Plan Economy Priority: Outcome 17: Investment with local people at its heart, focused on Tottenham and Wood Green.
- 7.2. Borough Plan Your Council Priority: Outcome 20: We will be a Council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents.

8. Statutory Officers comments

Finance

- 8.1 This report seeks the approval of the award of a construction contract to Diamond Build Plc for the sum of £1.070m.
- 8.2 Last financial year, a capital budget of £1.0m was provided for this project and was composed of:
- a) £0.490m – SCIL
 - b) £0.250m – NCIL
 - c) £0.100m – GLA Good Growth Fund
 - d) £0.100m – Youth at Risk Strategy
 - e) £0.060m – LBH - Wood Green Regen budget.
- 8.3 SCIL of £0.45m was allocated to pay the lease rentals for 3 years.
- 8.4 In February 2021, an additional £0.248m was identified within the overall Children’s capital services programme budget, bringing the total budget envelope to circa £1.248m.
- 8.5 Approximately £0.25m has been spent on this project that relates to compliance works that are out of the scope of this contract and have been funded by the corporate landlord. The cost of the contract award can be met from the agreed capital programme budget of £1.248m.

Procurement

- 8.6 Strategic Procurement have provided advice on the procurement approach, and endorse the position set out in the paper.
- 8.7 The contract award to Diamond Build Plc is permissible under the authorities Contract Standing Orders.

- 8.8 A review of the submission for the works from Diamond Build Plc has been conducted and along with benchmarking data provides assurances that the fees proposed are deemed value for money.

Legal

- 8.9 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report.
- 8.10 The contract referred to in the recommendations has been procured via the Council's Dynamic Purchasing System – Minor Works – Principal Contractor lot. This complies with the Public Contracts Regulations 2015.
- 8.11 The Cabinet has authority to approve the issue of a letter of intent.
- 8.12 In accordance with Contract Standing Order 9.07.1(d) Cabinet has authority to approve the award of the contract referred to in the recommendations.
- 8.13 The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Equality

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

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

The three parts of the duty 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.

The proposed decision is to approve the award a construction contract to Diamond Build Plc for the delivery of the Wood Green Youth Hub fit out works, allowing the project to move closer to the operational opening of the facility. The design of the Wood Green Youth Hub has progressed with inclusivity at its forefront, to ensure the Early Help team are able to provide a service to meet the needs of the local community. This will positively impact young people in the Noel Park and Woodside area as well as across the borough at large, among whom BAME young people, those with physical disabilities and/or special educational and mental health needs, and from religious backgrounds are overrepresented.

The objective of the proposed decision is to improve access to youth services contained with the facility for Haringey's young people. The building's design currently includes a lift to make the upper floor accessible for all, a sensory room, flexible spaces to be programmed as prayer rooms and the colour

palettes and material finishes have been developed to provide autism friendly environments. The Wood Green Youth Hub's design has also been developed in partnership with WGYV to ensure the building is fit for purpose and meeting the needs of the end users. The WGYV has a broad representation of local young people, and the Wood Green Youth Hub will provide services to help improve the young people's lives and progress their professional careers. It is anticipated that the operationalisation of the facility will help address inequalities faced by several young people from protected groups and the proposed decision therefore represents a measure to address known inequality affecting these groups, and advance equality of opportunity.

As an organisation carrying out a public function on behalf of a public body, Diamond Build Plc will be required to have due regard for the need to meet 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 contract does not result in any preventable or disproportionate inequality.

Potential service users will continue to be engaged in the design and development of the Wood Green Youth Hub through partnership with WGYV. Engagement will continue to be inclusive of all protected groups and steps will be taken to ensure accessibility.

9. Use of Appendices

9.1 Part B Exempt Report

10. Local Government (Access to Information) Act 1985

10.1 This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972).

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

This page is intentionally left blank

Report for: Cabinet – 18 January 2022

Title: Delivering a Wood Green Enterprise Hub

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

Lead Officer: Anna Burton, Regeneration Officer, anna.burton@haringey.gov.uk, and Pippa Gueterbock, Head of Area Regeneration, pippa.gueterbock@haringey.gov.uk.

Ward(s) affected: Woodside Ward, Noel Park Ward

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

1. Describe the issue under consideration

- 1.1. The Council's building at 40 Cumberland Road is due to be vacated as council accommodation and will be surplus to requirements.
- 1.2. A portion of the building has been let on a meanwhile basis to a workspace operator. There is an opportunity to refurbish the whole building, making use of secured external funding, and to turn the whole building into an Enterprise Hub for Wood Green.
- 1.3. The ensuing lease would focus on maximising the community wealth building and social value outcomes for the benefit of local businesses and residents. In addition the council would receive an income and simultaneously achieve savings by taking the building out of the operational portfolio.
- 1.4. To achieve this, the Council is therefore looking to procure a suitably qualified workspace provider to manage and operate the building and take a lease for 5-10 years, paying a minimum of £11/sq ft. They will be required to carry out design and refurbishment works to the building and receive a £780,000 capital grant contribution to this.
- 1.5. The operator will bid as a Multidisciplinary Team including architect and building contractor and be expected to deliver community wealth building outcomes over the course of the occupation of the building, supporting Good Economy outcomes for Wood Green and delivering a placemaking approach to workspace delivery.
- 1.6. To meet the project programme and to ensure that the council do not lose significant grant funding for this high priority project we require a delegated authority to award within the criteria cabinet are approving, outlined in section 3 'Recommendation'. Loss of grant funding would result in reduced savings, reputational damage and loss of benefits to the local economy, people and SME's.
- 1.7. It is recommended that the contract award decision for the appointment of the successful operator be delegated to the Director of Housing Regeneration and

Planning in order to ensure the programme is met and funding is spent within deadlines required by external funders.

2. Cabinet Member Introduction

- 2.1. The Wood Green Enterprise Hub project presents a unique opportunity for the Council to support local businesses and enterprises, many of whom have been hit hard through the impacts of Covid 19, through the creation of workspace.
- 2.2. Wood Green has a thriving economy of creative enterprises and entrepreneurs, and as such there is increasing demand for workspace to support local networks, as well as provide opportunities for growth. The Enterprise Hub will not only protect the existing tenants in the building and provide space for new tenants, but create a central hub for enterprises and local people to be able to access knowledge, training and job opportunities.
- 2.3. The Enterprise Hub will enable the council to demonstrate its commitment to the delivery of workspace for local businesses through its own property by leveraging external funding, and in doing so secure social value outcomes for the people and businesses of Wood Green, now and in the future.

3. Recommendations

Cabinet is asked:

- 3.1. To agree to undertake a procurement process to secure a workspace operator for 40 Cumberland Road who will deliver the Enterprise Hub.
- 3.2. Following the conclusion of the procurement process, to delegate authority to the Director of Housing, Regeneration and Planning, after consultation with the Lead Member for House Building, Placemaking and Development to:
 - 3.2.1. Enter into a contract with the preferred operator following the completion of the procurement process;
 - 3.2.2. Enter into an agreement for lease with the preferred operator as a result of the above contract award;
 - 3.2.3. Allocate £0.780m of grant funding, in accordance with the grant terms and conditions, which will be reflected in the above contractual agreements for the redesign, refurbishment and fitout of 40 Cumberland Road.

4. Reasons for decision

- 4.1. As 40 Cumberland Road is no longer needed for operational purposes, an opportunity has arisen to support the Wood Green economy by developing a new Enterprise Hub on the site. The approach set out in this report provides more space for more local businesses and protects the position of existing businesses / tenants on site.

- 4.2. The decision to lease 40 Cumberland Road for the purpose of an Enterprise Hub will deliver a range of tangible Community Wealth Building and social value benefits to Wood Green which will prioritise local business growth and job opportunities, promote diversity and inclusion, and support a placemaking approach to Wood Green by supporting the wider business ecosystem.
- 4.3. The approach also allows the council to meet its delivery obligations to the GLA with regard to external funding, and will result in a financial return to the council, alongside reduced operating costs.

5. Alternative options considered

Regarding the building

- 5.1. **Do nothing:** the existing situation is not tenable. The building has been identified as surplus, is in need of investment, and existing tenants have no security. This option has been discounted.
- 5.2. **Disposal:** the council has yet to establish its long-term approach to Station Road where the council has a significant landholding. This work will be progressing in the coming years. It is therefore premature to consider a disposal.

Regarding the procurement approach

- 5.3. **Let direct to a single operator:** this option has been discounted as it would not be compliant with the public procurement regulations and the Council's contract standing orders.
- 5.4. **Undertake a procurement competition** to secure an operator to undertake the works, manage the premises and secure social value outcomes. This option is preferred as it is transparent and represents the best overall value for money to the council.

Regarding timing options for the proposed procurement approach

- 5.5. **Procurement to conclude in June, Cabinet to approve contract award of operator in June / July** This option would not leave enough time for the £780,000 grant funding to be spent before the April 2023 deadline and risks the loss of the funding. Once appointed, the operator will need to undertake a design process and then deliver capital refurbishment works. Appointment of the operator in July leaves only 9 months for this process which has been confirmed via soft market testing with operators as insufficient.
- 5.6. **Reduce tender period to increase time for governance processes** A tender period of less than 4 weeks is unlikely to elicit the quality of responses that the Council requires and leaves no time for any potential delays caused by tender clarifications during tender evaluation phase.

6. Background information

Objectives for the Enterprise Hub

The objectives for the Enterprise Hub are to:

- 6.1. Support and protect the existing creative SMEs in 40 Cumberland Rd.
- 6.2. Deliver tangible Community Wealth Building benefits to Wood Green prioritising:
 - Local SME's and people
 - Equality, Diversity and Inclusion
- 6.3. Promote Good Economy in Wood Green through:
 - Job creation, employment opportunities and training
 - Enterprise and Business support
- 6.4. Supporting a placemaking approach in Wood Green, as part of the cultural and creative ecosystem, embracing opportunities for coproduction through the lifetime of the project.
- 6.5. Generate savings through rental income and reduce operational costs

Operational Requirement for the Building and Property Considerations

- 6.6. 40 Cumberland Road is surplus to the council's own accommodation requirements, as the council accommodation is consolidated into George Meehan House, part of River Park House, Alexandra House and 48 Station Road.
- 6.7. Local organisation Collage Arts currently lease two floors in 40 Cumberland Road from the Council. These floors are home to approximately 50 local creatives. Collage Arts will be given the chance to bid for the whole building, but in the event that they are unsuccessful their tenants will be safeguarded and given the option to remain in place should they wish to, on comparable terms, with the new operator.
- 6.8. Letting out the building will provide both financial and socio-economic outputs. The property will provide a commercial return through rent generation, with a minimum rent of £11.00 per sqft. Income generated will contribute towards the wider accommodation strategy. The Council will also pass operational costs onto the third-party operator to enable savings to be made by the Corporate Landlord.

Funding

- 6.8.1. Council plans to invest internal capital funding, GLA Good Growth Funding (GGF3) and Strategic Investment Pot (SIP) funding totalling £780,000k in the project. The investment of the capital funding will allow the Council to leverage the delivery of social value such as affordable workspace for SMEs, employment and training opportunities for young people, which will benefit the local community and cement Wood Greens reputation as a place to grow your business, learn new skills and prosper.

7. Procurement Approach

Through the procurement process, bidders will need to demonstrate the following:

- 7.1. A solid knowledge of the opportunities and challenges in Wood Green to show requisite relevant experience.
- 7.2. How the Hub can become the heart of local networks and engage with local SMEs as part of their work.
- 7.3. How they will improve employment and skills opportunities for local SMEs and people in a variety of innovative ways.
- 7.4. How the hub will complement existing business support initiatives and support its users.

The tender questions will be a mechanism for ensuring that the priorities of the project are responded to, in particular the importance of taking a locally focussed approach to the delivery of the project. Bidders will be expected to confirm that they will pay minimum of £11/sqft in rent for 10 years with a 5-year break.

Soft market testing was undertaken in June to warm up operators and also gather intelligence about the market and their needs. This has fed into the scoping of the offer and the procurement approach, to ensure the council generates a strong response the market, whilst also delivering on the Councils key aims.

8. Proposed Milestones

Procurement Milestones	Date
EOI issued	14/1/2022
EOI returned	21/01/2022
Full Tender Published	late January
Tender Returned	late February (5-week tender period)
Evaluation complete	end March
Delegated Authority signed	April

9. Proposal for contractual arrangements:

- 9.1. It is proposed that the Council enters into an agreement for lease with successful operator once chosen and approved by the delegated officer. The agreement for lease can cover various obligations including:
 - 9.1.1. design process, milestones and deliverables
 - 9.1.2. the construction process e.g. Traditional vs design and build, type of contract etc
 - 9.1.3. involvement of the council signing off key milestones
 - 9.1.4. council retain right to appoint clerk of works etc

- 9.2. Once appointed, the operator and Council will confirm a service level agreement (SLA) which will cover social value obligations, outputs and KPIs. The operator will then sign a lease which will be 10 years with 5-year break to allow flexibility. The SLA will be tied to the lease so that if the operator defaults on delivery of social value, then the lease can be terminated.
- 9.3. The operator will be granted £0.78m to deliver the capital refurbishment works to the building, to align with the Good Growth Fund Grant agreement and the SIP grant funding and enable to council to pass on the obligations related to these agreements.

10. Contribution to strategic outcomes

The delivery of the Enterprise Hub supports the council's approach to supporting our local economy as set out in the Good Economy Recovery Plan (GERP), is consistent with the Wood Green Area Action Plan (AAP) and aligned to the Council Accommodation Strategy. It responds to local market demand as set out in the 2018 Wood Green Economy and Employment Space Study (EESS) and tested more recently through soft market testing of both operators and local SMEs. The Hub will create opportunities for in depth and innovative approaches to co-production and community networks throughout its lifetime, and link to other initiatives taking place in Wood Green, such as the Youth Hub.

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

11.1. Finance

The recommendations of this report are to seek to procure a workspace operator for 40 Cumberland Road, allocate grant funding to the successful operator to undertake works to the building to a value of £0.78m and delegate to the Director of HRP authority to award a contract to the successful bidder.

The capital funding is composed of external grants (£0.63m - £0.2m SIP and £0.43m GLA) and £0.150m is from the approved general fund capital programme.

Currently Collage Arts currently rents the 3rd and 4th floors and pays rent of £0.0794m and £0.05m respectively. This proposal will bring an additional c19,816 square feet into a rentable condition. At the target minimum rent of £11 per square foot this would generate an additional rent of £0.218m per annum over and above the rent currently received from Collage Arts.

In addition to the increased rental there is an opportunity to reduce the Council's costs of ownership and operation as it will not have responsibility for the day to day running costs. At this stage it is not possible to conclusively identify the savings that this will generate but it is estimated that the savings would fall into the range of £0.06m - £0.1m.

11.2. Procurement

Strategic Procurement have been consulting in the development of the procurement approach. They support the approach and will work with the project team to ensure successful delivery of the procurement.

11.3. Legal

The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of the report. The Head of Legal and Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report. Legal comments should be sought at the award of contract under delegated authority.

12. Equality

- 12.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
 - 12.1.1. Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - 12.1.2. Advance equality of opportunity between people who share those protected characteristics and people who do not
 - 12.1.3. Foster good relations between people who share those characteristics and people who do not.
- 12.2. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 12.3. The proposed decision is to approve the procurement approach and governance and delegation for a workspace operator for the Wood Green Enterprise Hub at 40 Cumberland Road.
- 12.4. Delivering the Enterprise Hub is expected to bring benefits to residents in line with the Good Economy Recovery Action Plan which describes the Council's objectives with regards to bringing social and economic benefits to residents, including those with protected characteristics.
- 12.5. The procurement process will include questions to potential providers on their approach to equality, diversity and inclusion. Potential providers will be expected to highlight steps they have taken within their organisation to address EDI and their approach to working with underrepresented group led companies / organisations, (collaboration, incubation, sub-contracting as part of the project team), their approach to sharing cultural capital with under-represented groups (mentoring, outreach, training), their approach to local education to promote equality, diversity and inclusion etc. This element will be scored separately, and their proposals must be robust, aspirational, and interwoven with their proposed project methodology to ensure sustainability and deliverability. The successful operator will have the opportunity to work with the Council's EMBRACE network and officers working on Inclusive procurement to finalise their approach.

12.6. 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.

13. Use of Appendices

None

14. Local Government (Access to Information) Act 1985

Not applicable.

Report for: Cabinet – 18 January 2022

Title: Welbourne Health Centre – approval to sign side agreements with the Haringey Clinical Commissioning Group and Healthlink

Report authorised by: Director of Housing, Regeneration and Planning

Lead Officer: Assistant Director Capital Projects and Property

Ward(s) affected: Tottenham Hale

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

1. Describe the issue under consideration

1.1 Practical completion of the Welbourne Health Centre has been delayed by initial archaeological works and then by the pandemic and is likely to occur in September 2022. The funding from the Clinical Commissioning Group (CCG) for the lease and fit out works is currently dependent on Healthlink Investments Limited (Healthlink) occupying the site to undertake the fit out in March 2022. However, this will be before the whole of the Welbourne development is completed by developer Argent Related and their contractor United Living.

1.2 As a result of the unforeseen delays to the original programme and to ensure that the funding requirements are met for this much needed health facility, Haringey Officers and colleagues at the NHS have been working hard to develop legal agreements to ensure that the funding for the centre is not lost. This technical solution requires the council, if the recommendations are agreed to enter into a number of lease agreements which are outlined in tables 1.1 and 1.2 in Paragraph 6.11 of this report.

1.3 To mitigate an increased risk profile for the Council, officers have negotiated a back stop date of December 2024, before any money outlined in table 1.3. (Paragraph 6.11) requires repaying. This date of December 2024 is 2 years later than the currently anticipated fitout completion date; to accommodate any further unforeseen delays. Furthermore, in the event that this situation occurs the council would hold a physical asset on a 999 year lease on the basis that the 125 lease granted to Healthlink Investments Limited would be surrendered back to the Council, which it could develop options to mitigate any financial impact. In the event that HealthLink Investments Ltd fail to deliver the site, there are cost increases, or the fitout does not meet NHS sign off requirements, but the wider building is practically complete prior to December 2024, then the council do not incur any of the repayment costs outlined in table 1.3 (Paragraph 6.17).

1.3 In 2015, the Haringey CCG commissioned a joint report with NHS England as part of the strategic premises plan. The report identified that, by 2025, there

was likely to be a need for a health facility which could provide services for approximately 25,000 patients. A Task and Finish Group was formed, comprising officers from the Council, NHS England and the CCG, local Councillors and Healthwatch Haringey. This led to the identification of the Council-owned site of the former Welbourne Community Centre as the most appropriate location and work was commenced to identify funding for this facility. The CCG subsequently secured funding for the facility with Healthlink being procured to take a lease from the Council and then to fit out the property and lease it to a GP Practice.

1.4 On 12th July 2016 Cabinet approved the decision to enter into a Strategic Development Partnership Agreement with Argent Related and on 21st March 2017 the council entered into a Development Agreement (“DA”) with TH Ferry Island Limited Partnership (“Argent Related”) the Council’s developer partner in respect of the core district centre area sites. The Development Agreement was entered into on 21 March 2017 and includes the redevelopment of the former Welbourne Centre site. The new development comprises 131 Council Homes and a health centre. The site is currently leased to Argent on a 999 year lease in order for them to undertake the development and is part of a development agreement.

1.5 On 11th December 2018 Cabinet agreed to acquire all of the affordable residential units from TH Ferry Island Limited (“Argent Related”) to be built by TH Ferry Island Limited Partnership under a Development Agreement dated 21st March 2017 on the Welbourne Centre site in Tottenham Hale. The development also includes a health centre area in shell and core to be provided to the Council.

1.6 On 19th March 2018 the Leader agreed to:

a) take a decision to dispose to Healthlink Investments Limited, following NHS colleagues completing a compliant tender, in accordance with their processes, which resulted in the selection of Healthlink Investments Limited to fit out the health centre and hold a lease of 125 years as part of a commercial deal between the parties. The council have carried out their own diligence checks on HealthLink Investments Limited.

b) A lease at a premium, peppercorn rent and at full repairing and insuring terms and based on agreed heads of terms attached in that report. The lease to commence from practical completion and following the lease back to the Council of the new health facility on a shell and core basis.

1.7 Healthlink Investments Limited are a company based in Essex who specialise in building and fitting out Health Centres for the NHS. They have been a Health specialist developing and investing buildings with the NHS over the last 25 years ranging from Primary Care Centres to Addiction Clinics and they have been appointed by the CCG to complete the fit out works at the Welbourne. Once the lease is completed and the fit out works undertaken Healthlink will lease the health centre to a GP Practice on a 20 year lease (with an option to extend by a further 16 years) plus an area to a Pharmacy.

1.8 All parties are working to allow Healthlink access to undertake the fit out from March 2022 with an anticipated completion of these works estimated by the end of 2022. This report sets out the details and risks with a recommendation to agree to the lease from Argent Related to the Council and to Healthlink be granted prior to completion of the building and the Council accept these risks as reflected within a side letter, and wider legal agreements with the CCG and Healthlink.

2. Cabinet Member Introduction

2.1 The Council is committed to supporting local residents' access to high quality health care facilities and access to primary care in the borough. As the chair of the Health and Wellbeing board, I am very familiar with our close work and advocacy with our local health partners across North Central London and in the clinical commissioning group to make sure residents can access the healthcare they need and want, now and in the future.

2.2 This project has been a while in the making – with proposals going back many years for a modern facility on the Welbourne site. The Council has sought to support health partners to deliver locally for residents, clear that whilst we do not control how health services are delivered, we have a role in helping make things happen. Council teams have worked within the parameters of the NHS' own structures and its relationships with organisations like Healthlink. The Council has also had to navigate some funding, technical and schedule challenges in order to help the NHS deliver the new health centre.

2.3 In recent times residents have raised both the issue of the need for greater access to primary healthcare and concerns over who delivers it – favouring local practices, embedded in the community, who understand their needs and priorities. This decision aims to support local practices to deliver for local people and provide a new much-needed modern facility.

3. Recommendations

Cabinet is asked to agree:

3.1 To take a long lease for a term of 999 years of the Health Centre area (in shell and core) from Argent Related prior to practical completion of the Welbourne site development; this lease will fall away after practical completion of the Welbourne Centre building as per table 1.1 paragraph 6.11 of the report.

3.2 To grant a lease of the Health Centre to Healthlink for a term of 125 years, prior to practical completion of the Welbourne site development and subject to Argent Related granting the Council a lease of the Health Centre unit as set out in 3.1 above.

3.3 To the payments of the rent as set out in table 1.3 of paragraph 6.17 of the report and the premium and fit out costs (in the event that the back stop date of December 2024 is not achieved) also as set out in table 1.3 of paragraph 6.17

of the report and subject to the council entering into such agreements with the CCG and Healthlink Investments Limited as required.

3.4 To give delegated authority to the Director of Housing, Regeneration and Planning, after consultation with the Cabinet Member for Health, Social Care and Wellbeing and the Cabinet Member for Finance and Transformation to agree the terms of each side letters/agreement and the final terms for the lease from Argent Related.

4. Reasons for decision

4.1 During the Council's public consultation on both the Tottenham Hale District Centre Framework and the Tottenham Area Action Plan (AAP), the provision of a new primary health care emerged as a clear priority for local residents. The Council identified the AAP-designated site, TH10 Welbourne Centre and Monument Way, as the preferred site for this new health facility. Therefore, this decision will enable the council and CCG to meet that identified requirement and provide a high quality primary health care facility for local residents.

4.2 On 21 March 2017, the Council entered into a Strategic Development Partnership (SDP) agreement with TH Ferry Island Limited Partnership (an Argent Related entity). The agreement contains an obligation for TH Ferry Island Limited Partnership to deliver a health care facility to shell and core standard. Subsequently the Haringey CCG has been awarded capital from capital funding from the NHS in order to support the development of the facility. The funding must be committed within the period ending in March 2022.

4.3 Planning consent was subsequently obtained for the development on the Welbourne site which includes 131 Council homes and a shell and core provision for a health centre. This is part of a wider consent for a number of other sites to be developed by Argent Related in the area. It will need to be delivered and occupied first which then allows Argent Related to occupy and dispose of the rest of their developments in Tottenham Hale covered by their planning consent. On 9 May 2019 the Council entered into an Agreement with Argent Related to acquire the 131 Council homes with practical completion due on 31st March 2022 although this is now likely to be September 2022.

5. Alternative options considered

5.1 The alternative is not to sign the side letters with the CCG and Healthlink. This would potentially result in the loss of the NHS funding and the Council holding a shell and core building with no health centre.

6. Background information

6.1 The Council has been working on providing a new health centre in Tottenham Hale for many years and committed to providing the location as part of the Welbourne site redevelopment in 2018. The Council have continued to work with the CCG in obtaining funding for leasing the building and for fitting out the facility. This forms part of a strategy of providing new health centres which has resulted in two new centres currently being fitted out in Green Lanes and Muswell Hill and a provision of facilities in Wood Green shopping City.

6.2 The NHS through their own procurement process identified Healthlink to take a long lease on the new premises in order for them to fit the building out. The NHS are funding the premium for the lease and Healthlink are funding the fit out works. They in turn will lease the building to a GP Practice for an initial period of 20 years extendable to 36 years. A Pharmacy will also be included in the building and leased separately.

6.3 Healthlink have been developing Health buildings for the NHS over the last 25 years. They have retained a number of buildings as investments and current projects include a new Medical Centre in Green Lanes, a new NHS Surgery and Social Services centre for the City of London Corporation, a new NHS Surgery in East London (Well Street E8), The Albion Centre Surgery in Whitechapel and a surgery, Library and day centre in Dagenham.

6.4 The NHS originally secured funding for the project through the NHS ETTF funding process. However, this was lost in 2021 when the NHS reviewed the project and did not consider it possible to undertake the spend by the end of March 2022. A separate budget has been subsequently identified for the funding of the acquisition of the lease to Healthlink. The fundamental condition for this is that the lease to Healthlink has to be granted by the Council and the fit out works have started by the end of March 2022. This means that the lease has to be granted prior to practical completion of the whole building.

6.5 Following the CCG report in 2015 and in recognition of the primary care deficit and the time that would be taken to complete the new building at the Welbourne Centre site, a temporary primary care facility was opened in August 2016 at Hale Village (Tottenham Hale Medical Practice), with a time-limited contract awarded by the CCG to the Lawrence House Surgery who were appointed to run the practice. It is planned to close this temporary site when the new Welbourne Centre facility opens.

6.6 During the Council's public consultation on both the Tottenham Hale District Centre Framework and the Tottenham Area Action Plan (AAP), the provision of a new primary health care facility emerged as a clear priority for local residents. The Council identified the AAP-designated site, TH10 Welbourne Centre and Monument Way, as the preferred site for this new health facility.

6.7 The CCG commissioned the local Healthwatch Haringey organisation, Public Voice, in collaboration with Bridge Renewal Trust, which is the key voluntary sector partner in the borough. They were commissioned to undertake two phases of engagement work around the new site. The first phase was to arrange a series of reference groups between July and October, to engage patients of the practice and other local residents, to provide their feedback on the practice move and the services they would like to see at the new site. Public Voice and Bridge Renewal Trust worked closely with the practices who will be moving.

6.8 It is clear from both the plans and the service model that the views of patients and residents has been considered when designing the building. The new GP practices and the CCG has also met with the ward councillors and there will be further engagement with patients of the GP practices, run by health colleagues, as part of any move or expansion to new premises.

6.9 A number of reports have been agreed by Cabinet over the last 4 years relating to this Council site in Tottenham Hale. Initially it was part of the Tottenham Hale strategic development plan agreed with Argent Related. The Development Agreement was entered into on 21 March 2017 with an obligation to build the health centre to shell and core. It was then agreed that they would build out the site for 131 new Council homes. On 19th March 2018 the Leader agreed to grant a long lease of the health centre to Healthlink who will fit out the building. Healthlink have agreed with the CCG to lease it in turn to Lawrence House GP practice . The lease will reflect the use of the building as a Health Centre including a Pharmacy.

6.10 The building is being procured by Argent Related through a contract with building contractor United Living. The timescales have been delayed due to some archaeological finds on the site at the start of the programme and the pandemic. Practical completion of the whole building is now likely to occur before the end of 2022. In order to ensure that the NHS funding is not lost this now means that the fit out works will have to take place in the Health Centre whilst the main building is being completed. The issues around this are being carefully managed on the basis that Healthlink are able to start their fit out works in March 2022 (in order to secure the funding). The lease to Healthlink needs to be granted in March 2022 in order to create a legal interest to Healthlink and secure the funding. Without it the funding will be lost.

6.11 The agreement with Healthlink also included a premium to be paid for the lease to the Council. This will be paid by the NHS to the CCG and then directly to the Council. This will be payable on the lease being granted and expected to be received in March 2022. The CCG/NHS will fund the lease premium of £2,800,000 plus costs of £200,000 totalling £3m. Healthlink will fund the fit out costs directly themselves on the basis that a rental will be paid to them for a 20 year lease (extendable by 16 years) by the Lawrence House GP Practice plus rental income from the Pharmacy. The Council will take a lease from Argent Related for 999 years in order to create an interest from which to then lease the health centre to Healthlink in March 2022. On practical completion of the building Argent will transfer its long leasehold interest back to the Council. Therefore, the Council will then as freeholder have a direct lease with Healthlink on the health centre. The following tables set out the leasing structure, which is a technical solution to meeting the grant funding requirements, as a result of unforeseen delays in the practical completion of the health centre shell and core. Table 1.1. shows agreements that will fall away, once practical completion of the full building in which the health centre shell and core resides, and the terms of 999 years are consistent with the existing development agreement between the council and Argent Related.

Table 1.1. to show lease arrangements from March 2022 to Practical Completion

Freehold	The Council		
Head lease – 999 years	Argent Related	From the Council	March 2017
Under lease – 999	The Council	From Argent	Proposed from

years		Related	March 2022
Sub Underlease- Health centre area only – 125 years	Healthlink	From The Council	Proposed from March 2022
Sub underlease	GP Practice	From Healthlink on completion of the fit out works (this is likely to be after Practical Completion of the whole building)	Proposed from January 2023

Table 1.2 to show lease arrangements from Practical Completion of the Whole building

Freehold	The Council		
Tenancy agreements on the Council homes	Tenants	From The Council	Proposed from September 2022
Head Lease on the Health Centre – 125 years	Healthlink	From The Council	Proposed from March 2022
Sub underlease – 20 years plus 16	GP Practice and Pharmacy	From Healthlink	Proposed from January 2023

6.12 The CCG procurement process selected Healthlink Investments Ltd as this was deemed the most cost efficient process by the CCG in terms of best value for the NHS to fund this project. Therefore, the CCG procurement process, has led to the recommendation and agreement by Haringey Council to offer a long lease to Healthlink.

6.13 Part of the funding requirements from the NHS is that there is a fall back position in the event that the building is not completed. This would provide a situation where the fit out of the Health Centre could have been completed but that it would not be able to operate as a Health centre as the main building was not practically complete.

6.14 The figures in table 1.3 reflect the sums the Council would be underwriting, in accordance with the form of side letters/agreement (attached in appendix A & B and to be entered into) in the event that practical completion of the main building has not taken place by December 2024. In the event that Healthlink fail to deliver the site, there are cost increases, or the fitout does not meet NHS sign off requirements, but the wider building is practically complete, then the council will not incur any of the repayment costs outlined in table 1.3 (Paragraph 6.17).

Risks

6.15 Time delays in the practical completion of the proposed health centre unit are generating a number of risks which the NHS are looking for the Council to underwrite. This approach was not foreseen when the project was originally commissioned as NHS funding had still not been secured and the archaeological process and COVID has caused significant delays in the on site delivery, as has been seen across the construction sector more widely.

6.16 This risk does represent a material change in the project for the Council. However, the provision of the health centre unit, which was a key determining factor in the original planning approval as health facilities are much needed in the area. In addition, the time between the expected practical completion date of end of 2022 and the date by which the side letters come into effect, December 2024, is considered a sufficient length of time to be able to remedy most problems and complete the building by December 2024.

Financial position

6.17 Table 1.1. shows the financial risk the Council are being asked to underwrite as a result of the current legally negotiated position.

Table 1.3 to show the financial payback in the event of the December 2024 back stop date not being achieved

Item	Amount	Comment
Capital receipt for the Unit	Up to £.3.833mm	This would be paid to the council by the CCG, but the CCG wish for this to be underwritten and paid

		back with costs (VAT/Stamp) amounting to £3.833m if the back stop date of December 2024 is not met and the building is not practically complete.
HealthLink fit out costs	Up to £4.35m	This is only required to be paid by the Council to Healthlink if the December 2024 date is not achieved, as they will have incurred the costs of the fit out.
Potential one off payments	Up to £8.183m	
Rental amount	Up to £.660m	The Council would incur the cost of rent from December 2022 (when the fit out is completed) until PC is achieved at £27.5k per month. This could be offset against liquidated and ascertained damages within the Council's legal agreement with Argent. The theoretical maximum of the rental guarantee is 24 months
Potential Total exposure	Up to £8.843m	

6.18 The above financial risk is profiled in the risk table in Appendix C, which highlights the key risks associated with this decision, including the key milestones within the programme. In the event that the Council pays this back to the CCG/Healthlink and at PC it will have a fully fitted Health Centre as an asset that could be leased to a health provider or for some other use.

6.19 Urgent discussions with Argent/United living are currently taking place to secure the commitment to the above dates and programme. Contractually, under the current agreement with Argent Related, the Council are not able to enforce these dates, without significant implications on wider schemes that are covered by the same agreement. However, in the spirit of the strategic

development partnership, commitment will be sought and given in the form of legal agreements. Should there be a material change in the programme dates Cabinet will be updated.

6.20 At present it is anticipated that the NHS fit out by Healthlink will be completed for the Health Centre by the end of December 2022. This is likely to be after practical completion of the whole building which is currently anticipated in September 2022. The risk of having to repay the premium and fit out costs is therefore assessed as low in the overall context of the project, compared to the very high risk of loss of external funding and therefore primary health care provision in the area

6.21 Argent Related are highly incentivised to complete the Welbourne development. Not only are they not able to occupy or dispose of their other developments in Tottenham Hale covered by the planning consent, but they are subject to liquidated and ascertained damages should PC be delayed under the development agreement. The Council can step in to complete the development in certain defined circumstances.

7. Contribution to strategic outcomes

7.1 The proposals in the report will contribute the following:

Place – a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean, and green

The new Health Centre will provide a much needed new facility which will support the health of the growing population in Tottenham Hale.

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

Finance

8.1 Recommendations of this report are to enter into a lease with Argent Related for the health centre for 999 years at a peppercorn rent and to then enter a lease with Healthlink for 125 years which generates a lease premium of £2.8m. Both of these transactions have been previously agreed. However, the lease of the health centre of the building and the lease of the health centre to Healthlink will be granted whilst the overall building is not practically complete. Despite this the lease premium of £2.8m will be payable at the point of the grant of the lease.

8.2 The delay to the delivery of the Welbourne has meant that the delivery of the health centre has been delayed. The CCG funding requirement is that Healthlink needs to be on site by 31st March 2022, at which time the building will not be practically complete. In order to enable Healthlink's start on site the Council is being asked to enter into side agreements as described in the report and as set out in the appendices.

8.3 In entering into these side agreements the Council is agreeing to underwrite the rental income due to Healthlink from the GP practice should the health centre not be capable of occupation from December 2022. It is estimated that the rental due to Healthlink is £0.0275m per month. This could potentially be offset through a liquidated and ascertained damages payment from Argent under the terms of the agreement with Argent for the delivery of the Welbourne. The theoretical maximum liability under the rent guarantee is £0.660m

8.4 The side agreements also provide for the Council to repay the £2.8m lease premium and associated costs to the CCG should the health centre not be operational by December 2024. These costs are estimated at £3.833m in total. The side agreements also provide for the Council to repay the development costs of the health centre to Healthlink should the health centre not be operational by December 2024. These costs are capped at £4.35m.

8.5 The entering into these arrangements therefore creates a potential liability of c £8.843m that may occur if the scheme's delivery is delayed. This uncertainty may need to be recognised in the Council's accounts for 2021/22.

Procurement

8.6 Strategic Procurement note the contents of the report. As this report is classed as a Land Transaction it does not have any procurement implications under the Public Contract regulation 2015.

Legal

8.7 The Council is being asked to grant the lease to the Health Centre prior to practical completion of the building. This is a requirement of the funding secured from the NHS/CCG. The funding is available but must be spent within the period set out in this report and a leasehold interest must also be in place to secure the funding. As a result of this funding requirement, the Council is having to take a 999 lease early of the health centre from Argent Related and prior to practical completion, this would allow it to grant a long lease to Healthlink. However, although Healthlink will be allowed to occupy the health centre for the purpose of the fit out works it will not be allowed to grant

occupation to the GPs until completion of the whole building. As a result, the Council is being asked to pay the rental income loss by Healthlink.

8.8 There are risks to the Council agreeing to the arrangements referred to in the recommendations. There is no guarantee that the development will be completed within the deadline set. This is because the building contract is between the Argent Related and United Living and not the Council. The longstop date for delivering the affordable housing units is 31 March 2022 but this is subject to extension should there be certain delays (i.e., where a relevant event occurs).

8.9 The recommendation is for the Council to take the lease of the health centre prior to practical completion from Argent Related. This would allow the Council to grant the long lease to Healthlink but carries with it the risk of an unfinished building. The Council can take the lease as it has the power under section 120 of the Local Government Act 1972 to acquire for the purposes of (a) any of its functions under that Act or any other enactment, or (b) the benefit, improvement or development of their area, whether situated inside or outside the Council's area.

8.10 As set out in this report the Council has on 21 March 2017 entered into an Agreement with TH Ferry Island Limited Partnership to develop various sites in the Tottenham Hale area. On completion of the building to be constructed on the Welbourne Centre site the Council will take a lease back from TH Ferry Island Limited Partnership of the floors comprising the health centre. The Council is disposing of the health centre through the granting of a sub underlease to be created out of the the Council's lease. That decision was taken by the Leader on 19th March 2018, but this was subject to practical completion having been achieved. The authority sought now is to change this, so the long lease is granted prior to practical completion of the whole development on the Welbourne site.

8.11 The Council has the power to dispose of the property in any manner it wishes under section 123 of the Local Government Act 1972 but must obtain best consideration otherwise the consent of the secretary of state is required.

8.12 The recommendation is also for the Council to repay both the premium to the NHS/CCG and the fit out costs to Healthlink if the whole building is not practically completed by the longstop date. If the Council repays the premium to the NHS/CCG then it must be a condition that the lease granted to Healthlink be surrendered/transferred back to the Council. If the Council pays back the fit out costs, then the Council will end up with a fully fitted property. The Council has the power under section 120 of the Local Government Act 1972 to acquire properties for the purposes of (a) any of its functions, or (b) the benefit, improvement or development of its area and therefore can acquire back the Health Centre unit,

Equality

8.12 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.

8.13 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.

8.14 The proposal will enable a new health facility to be established in Tottenham Hale. We know that this is a locality in which individuals with protected characteristics are overrepresented as compared to the wider borough, London, and England. Significantly, the local area has a high proportion of residents with disabilities and long-term health conditions that adversely impact their ability to conduct day-to-day activities.

8.15 Results of previous consultation exercises suggest that primary healthcare facilities are a priority for local residents. This indicates that this is a currently under-served community. The proposal will therefore enable the Council to meet its Public Sector Equality Duty to eliminate discrimination.

9. Use of Appendices

Appendix A – Draft Side letter with the CCG
Appendix B – Draft Side letter with Healthlink
Appendix C – Risk Profile Table

10. Local Government (Access to Information) Act 1985

- a. Cabinet reports March 2018, December 2018, May 2020
- b. [Also list reasons for exemption or confidentiality (if applicable)]

Appendix A – DRAFT Side letter with the CCG

NHS North Central London Clinical Commissioning Group (“the CCG”)
 15 Marylebone Road
 London
 NW1 5JD

NHS Commissioning Board (known as NHS England) (“NHSE”)
 Quarry House
 Quarry Hill
 Leeds
 LS2 7UE

Date 2021

Dear Sirs

DEVELOPMENT OF THE WELLBOURNE CENTRE, TOTTENHAM HALE, LONDON**1. DEFINITIONS**

The following definitions apply in this letter:

Agreement for Underlease	means the agreement dated the date hereof in respect of the Property made between the Landlord and the Tenant
Building	The building known as the Wellbourne Centre, Tottenham Hale, London
Building Practical Completion Date	Means the date the building is practically completed under the Forward Funding Agreement
Building PC Date	[31 September 2022]
Capital Contribution	means the sum of [£3.8m] paid by the CCG or the NHSE to the Tenant being the premium for the Lease plus VAT, costs and disbursement
Forward Funding Agreement	means the agreement entered into between the Superior Landlord and TH Welbourne in respect of the development of the building (and wider areas)
Landlord	Healthlink Investments Limited (company number 03189744) of 109 Dorchester Avenue, Palmers Green, London, N13 5DY
Lease	means a lease of the Property for a term of 125 years
Property	Medical Centre, Welbourne Centre, Tottenham Hale, London as more particularly defined in the Underlease
Reimbursable Rent	means part of the Rent reimbursed to the Tenant by the CCG pursuant to the National Health Service (General Medical Services Premises Costs) Directions 2013, as amended

Rent	means the Rent as detailed in the Underlease being the initial sum of [£X] and then reviewed in accordance with the terms of the Underlease
Superior Landlord	The Mayor and Burgesses of the London Borough of Haringey of Civic Centre, High Road, Wood Green, London, N22 8LE
Tenant	[Lawrence House Practice]
Underlease	means the underlease to be granted by the Landlord to the Tenant pursuant to the Agreement for Underlease, the form of which is annexed to the Agreement for Underlease and which the Superior Landlord has consented to
Works PC Date	[the date the Fit Out Works are completed by the Landlord under the Agreement for Underlease

Capitalised terms shall have the meaning given in the Agreement for Underlease or Underlease (as applicable) unless otherwise defined in this letter.

2. BACKGROUND

- 2.1 The Superior Landlord has pursuant to the Agreement for Lease agreed to grant the Lease to the Landlord prior to Practical Completion (as defined in the Forward Funding Agreement) of the Building for the Premium.
- 2.2 Pursuant to the Agreement for Underlease, and following the grant of the Lease the Landlord shall grant the Underlease of the Property to the Tenant on [Practical Completion (as defined in the Agreement for lease)] of the [Fit-out Works], [which is expected to occur after the Building PC Date].
- 2.3 Notwithstanding paragraph 2.2 of this letter, the Underlease prohibits the Tenant from using and occupying the Property until the Building Practical Completion Date has been achieved pursuant to the Forward Funding Agreement, which is expected to occur by the Building PC Date.
- 2.4 The Tenant is responsible for the payment of the Rent pursuant to the terms of the Underlease from the Works PC Date, despite the fact that the Tenant is prohibited from using and occupying the Property until the Building Practical Completion Date and the Rent will during that period be reimbursed to the Tenant by the CCG
- 2.5 The Reimbursable Rent will be reimbursed by the CCG to the Tenant pursuant to the National Health Service (General Medical Services Premises Costs) Directions 2013, as amended.

3. SUPERIOR LANDLORD COMMITMENTS

- 3.1 In consideration of the sum of £1 (receipt of which is acknowledged), the Superior Landlord hereby confirms that:
 - 3.1.1 following completion of the Underlease, in the event that Practical Completion (as defined in the Forward Funding Agreement) of the Building has not occurred by 4pm on the Building PC Date and subject to the Works PC Date having been achieved prior to the Building Practical Completion Date), the Superior Landlord will pay to the CCG the Reimbursable Rent and any VAT due on the same for the period from the Works PC Date until :

the Building Practical Completion Date

and until paid to the CCG, any amount of the Reimbursable Rent outstanding shall at all times remain as a debt of the Superior Landlord owed to the CCG.

3.1.2 if the Building Practical Completion Date has not occurred by the Building PC Date, the Superior Landlord shall use its reasonable endeavor to ensure that Building Practical Completion Date occurs as soon as practicable after the Building PC Date and no later than 31 December 2024;

3.1.3 if the Building Practical Completion Date has not occurred by 4pm on 31 December 2024 the Superior Landlord shall pay to either to the CCG or the NHSE (as the case may be) the Capital Contribution and on payment of the Capital Contribution the Lease and Underlease shall terminate.

3.2 The payments referred to in paragraph 3.1.1 and 3.1.3 of this letter shall be made to such bank account as either the CCG or NHSE (as applicable) shall nominate and notify the Superior Landlord of in writing.

4. INTENTION TO BE BOUND

The parties intend this letter to be legally binding.

5. THIRD PARTY RIGHTS

No one other than a party to this letter, their successors, shall have any right to enforce any of its terms.

6. GOVERNING LAW

This letter and all disputes or claims (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the law of England and Wales.

7. JURISDICTION

Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with this letter or its subject matter or formation.

The parties have all signed a copy of this letter by way of confirmation of their agreement to its terms.

Signed

.....

Name:

For and on behalf of the Mayor and Burgesses of the London Borough of Haringey

Signed

.....

Name:

For and on behalf of NHS North Central London Clinical Commissioning Group

Signed

.....

Name:

For and on behalf of NHS Commissioning Board (known as NHS England)

Appendix B – DRAFT Side letter with Healthlink

(“Healthlink”)

Healthlink Investments Limited
109 Dorchester Avenue,
Palmers Green
London N13 5DY

Date

2021

Dear Sirs

DEVELOPMENT OF THE WELLBOURNE CENTRE, TOTTENHAM HALE, LONDON

8. DEFINITIONS

The following definitions apply in this letter:

Agreement for Underlease	means the agreement dated the date hereof in respect of the Property made between the Landlord and the Tenant
Building	Wellbourne Centre, Tottenham Hale, London
Building PC Date	means the date the Building reaches Practical Completion
Capital Contribution	shall have the same meaning as in the NHS Side Letter
Fit- out Works	means the fit out works carried out to the Property in accordance with the Agreement for Underlease
Fit Out Costs	means the total Fit Out Works costs in the sum of £4.35m (inclusive of VAT)
Forward Funding Agreement	means the agreement entered into between the Superior Landlord and TH Welbourne in respect of the development of the Building (and wider areas)
NHS Side Letter	means the Side Letter between the CCG/NHSE and the Superior Landlord dated []
Landlord	Healthlink Investments Limited (company number 03189744) of 109 Dorchester Avenue, Palmers Green, London, N13 5DY
Practical Completion	shall have the same meaning as in the Forward Funding Agreement.
Property	Medical Centre, Welbourne Centre, Tottenham Hale, London as more particularly defined in the Underlease
Superior Landlord	The Mayor and Burgesses of the London Borough of Haringey of Civic Centre, High Road, Wood Green, London, N22 8LE
Tenant	[Lawrence House Practice]

Underlease means the underlease to be granted by the Landlord to the Tenant pursuant to the Agreement for Underlease, the form of which is annexed to the Agreement for Underlease and which the Superior Landlord has consented to

Works PC Date [31 December 2022]

Capitalised terms shall have the meaning given in the Agreement for Underlease or Underlease (as applicable) unless otherwise defined in this letter.

9. BACKGROUND

- 2.6 The Superior Landlord has pursuant to the Agreement for Lease agreed to grant the Lease to the Landlord prior to Practical Completion (as defined in the Forward Funding Agreement) of the Building for the Premium
- 2.7 Pursuant to the Agreement for Underlease, the Landlord shall grant the Underlease of the Property to the Tenant on [practical completion] of the Fit-out Works, which is expected to occur by the Works PC Date. The Fit-out Works is being paid for by the Landlord being an amount up to the Fit Out Costs
- 2.8 Notwithstanding paragraph 2.2 of this letter, the Lease and the Underlease prohibits the Tenant from using and occupying the Property until practical completion of the Building has been achieved pursuant to the Forward Funding Agreement,.
- 2.9 The Superior Landlord has agreed in the NHS Side Letter to repay to the CCG/NHS the Capital Contributions which was used by the Landlord to pay the premium for the Lease to the Superior Landlord and on payment of Capital Contributions the Landlord will terminate the Underlease and surrender the Lease to the Superior Landlord.
- 2.10 If the Underlease is terminated and the Lease is surrendered the Superior Landlord has agreed to repay an amount up to the Fit Out Costs to the Landlord .

3. SUPERIOR LANDLORD COMMITMENTS

- 3.3 In consideration of the sum of £1 (receipt of which is acknowledged), the Superior Landlord hereby confirms that:
 - 3.3.1 if the Building PC Date has not occurred by 4pm on 31 December 2024 and the Superior Landlord has paid to the CCG or the NHSE the Capital Contribution as set out in the NHS Side Letter the Superior Landlord shall immediately terminate the Underlease and surrender the Lease in accordance with clause [] of the Lease and the Superior Landlord shall (subject to paragraph 3.1.2) on the day of surrender of the Lease pay an amount up to the Fit Out Costs as to the Landlord .
 - 3.3.2 Prior to any payment under clause 3.1.1 the Landlord shall within at the request of the Superior Landlord provide on an open book basis such proof of all or any payments costs expenditure made in respect of the Fit Out Costs as the Superior Landlord shall require in order to determine the amount to be paid.
- 3.4 The payments referred to in paragraph 3.1.1 and 3 of this letter shall be made to such bank account as the Landlord (as applicable) shall nominate and notify the Superior Landlord of in writing.

4. INTENTION TO BE BOUND

The parties intend this letter to be legally binding.

5. THIRD PARTY RIGHTS

No one other than a party to this letter, their successors, shall have any right to enforce any of its terms.

6. GOVERNING LAW

This letter and all disputes or claims (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the law of England and Wales.

7. JURISDICTION

Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with this letter or its subject matter or formation.

The parties have all signed a copy of this letter by way of confirmation of their agreement to its terms.

Signed

.....

Name:

For and on behalf of the Mayor and Burgesses of the London Borough of Haringey

Signed

.....

Name:

For and on behalf of []

Signed

.....

Name:

For and on behalf of NHS Commissioning Board (known as NHS England)

Appendix C – Risk Profile Table

Welbourne risk analysis																	
Practical Completion on Whole due Sept 2022																	
		2021				2022											
Timeline	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	2023	2024
Key events		Windows designed and ordered	Cabinet decision-taking on risks.	NHS authority subject to LBH decision for funding of lease	Funding for fit out obtained by	Leases granted. Argent to Council. Council to Healthlink						PC due on Whole of the building. PC estimated for Health area fit out					
Risks		Windows may be superfluous if the lease is not granted to Healthlink.				PC on Health area required. NHS outlay 100% risk. Windows not finished in time.							In the event PC does not occur on the whole building the Council pays rental to Healthlink. Mitigated by LADs to the Council from Argent until PC confirmed				PC not occurred by 24th December 2024. Lease premium and fit out costs plus costs repayable totalling £8.1m
Financial implications	Council	£400k				Premium paid to Council. £2.8m. However cannot be used until PC on whole and fit out works						On PC risk diminishes to zero for all parties.	Cost to the Council is £15k per month rental less £227 per day per unit LADs				Cost to Council £8.1m. If paid the Council retains a fitted out health facility plus pharmacy to lease or dispose of.
	NHS/Healthlink					Cost of lease £3.8m (inc. VAT and stamp) Cost of fit out £4.3m. Total £8.1m.											Cost of lease paid to NHS. Fit out costs paid to Healthlink
Key risk sections																	

This page is intentionally left blank

Report for: **Cabinet 18 January 2022**

Title: **Financial arrangements for the next stage of 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. The Council is on track to deliver the first stage in a new era of Council house building: by the end of March 2022, more than a thousand Council homes at Council rent will be complete or on site. This report makes recommendations that will underpin the next stage: accepting grant through the Mayor of London's 2021-26 Affordable Housing Programme, redirecting half the Council's Right to Buy receipts to the Housing Delivery Programme and, in light of cost increases for construction materials and labour, agreeing additional contingency sums for a small number of housing delivery schemes.
- 1.2. Cabinet is also asked to remove three sites from the Housing Delivery Programme on the basis that they are unsuitable for housing development.

2. Cabinet Member Introduction

- 2.1. By March 2022 we will have started or completed more than one thousand new Council homes for letting at social rent. The impact of these homes on the people who will at last have a stable and genuinely affordable home cannot be overestimated.
- 2.2. But the first thousand homes are just the start – our communities need us to keep building. That is why I support the recommendations in this report. They will help lay the foundations for completing 3,000 Council homes by 2031 and consolidating house building as a core Council activity beyond that.
- 2.3. We are currently in a period of extraordinary price volatility. We are working closely with our contractors to manage the impact of this successfully. We have identified a small number of schemes where the additional cost of construction materials may require us to reprofile budgets quickly – or risk delays and the additional costs for the Council that those delays would cause. This is why I believe the additional contingency sums proposed here for specific schemes are necessary.

3. Recommendations

3.1. It is recommended that Cabinet:

- 3.1.1. In accordance with Contract Standing Order 17.1, approve the acceptance of capital grant under the Mayor of London's 2021-26 Affordable Homes Programme, the terms of which are summarised below at 6.14 – 6.15 and available in full at the GLA web site
- 3.1.2. Delegate authority to agree the final 2021-26 Affordable Homes Programme grant documentation and contract to the Director of Housing, Planning and Regeneration, after consultation with the Director of Finance and the Head of Legal and Corporate Governance (Monitoring Officer).
- 3.1.3. Agree from April 2022 to extend the use of retained Right to Buy receipts in the housing delivery programme in accordance with Government guidance of July 2021 and the Retention Agreement pursuant to section 11(6) of the Local Government Act 2003 dated 7 October 2021 and attached as Appendix 1
- 3.1.4. Approve additional contingency sums as specified in in the exempt report Appendix 2 and delegate authority to the Director of Housing, Regeneration and Planning, after consultation with the Cabinet Member for House Building, Place-Making and Development, and Director of Finance, to approve additional spending in connection with the contracts specified in Appendix 2, including through variations or cumulative variations of those contracts, to the value of those additional contingency sums.
- 3.1.5. Remove three sites listed below at 6.31 to 6.33 from the Housing Delivery Programme

4. Reasons for decisions

- 4.1. The Council is committed to a new era of Council house building in Haringey. These decisions are an essential step in achieving that aim.
- 4.2. **Accepting grant through the Mayor of London's Affordable Homes Programme 2021-26:** It is not possible to fund the building of Council homes at scale only through borrowing against future rental income. Capital grant has always formed a vital part of the funding mix. The terms of the Affordable Homes Programme 2021-26 are in a standard form and not subject to negotiation.
- 4.3. **The use of Retained Right to Buy receipts:** In July 2021, new Government guidance constrained the ability of Local Authorities to use Retained Right to Buy receipts on the acquisition of existing homes. These new terms are included in the Retention Agreement agreed with the Government on 7 October 2021. It is therefore necessary that from April 2022 the Council extends its use of Retained Right to Buy receipts to include the delivery of new homes.
- 4.4. **Delegating authority to vary the housing delivery contracts up to the value of the contingency sums specified in Appendix 2:** In the last six months, the cost of construction materials and labour has risen and continues to rise very substantially. As a result, it is likely that additional costs will arise in connection

with the contracts specified in Appendix 2. Providing additional contingency sums for those specified schemes will ensure that negotiations can be concluded as efficiently as possible, preventing further cost increases caused by contractual delays, saving the Council money, and ensuring that construction of new Council homes is not put at risk. Any decision made under this delegation would be reported back to Cabinet and taken within a robust governance and scrutiny structure.

- 4.5. **Removing sites from the Housing Delivery Programme:** The sites listed have been found to be unsuitable for housing development by the Council at this stage.

5. **Alternative options considered**

- 5.1. **Not to accept the offer of grant from the Affordable Housing Programme 2021-2026.** This option was rejected because it would prevent the Council from delivering new Council homes.
- 5.2. **To continue spending all retained Right to Buy receipts on acquiring existing properties.** This option was rejected because it would be in breach of the Retention Agreement and Government guidance and would therefore lead to the Council having to pay Right to Buy receipts to central Government.
- 5.3. **To redirect all retained Right to Buy receipts to support the Council's housing delivery programme.** This option was rejected because the acquisition of homes to use for homelessness prevention purposes meets key strategic and financial priorities by helping to ensure that the Council can provide high quality housing solutions for households that are homeless.
- 5.4. **Not to approve the contingency sums and not to delegate authority to vary contracts up to the values of the contingency sums specified at Appendix 2.** This option was rejected because it would lead to delays in contract negotiations for which the Council would be subject to extension of time claims at further cost, and further delays to programme delivery putting at risk achievement of the Council's core objectives.
- 5.5. **Not to remove the sites listed from the housing delivery programme.** This option was rejected because these sites are not suitable for housing development at this stage.

6. **Background information**

Progress establishing a new era of Council house building

- 6.1. The first priority of the Borough Plan adopted in February 2019 commits the Council to "work together to deliver the new homes Haringey needs, especially new affordable homes": "one of our very highest priorities is to start a new era of council house building in the borough, particularly using our own land".
- 6.2. Cabinet has to date approved 89 sites of Council-owned land for inclusion in the Council housing delivery programme: a mixture of land on housing estates and land not currently used for housing purposes. Together, these sites have potential to deliver 2,310 homes.

- 6.3. In addition to this, the Council has already acquired 528 homes at pre-construction phase from private developers in order to lead their delivery as Council homes for Council rent. The Council will continue to seek opportunities to deliver Council homes for Council rent in this way.
- 6.4. The Council is on track to deliver more than a thousand Council homes at Council by the end of March 2022. As of 16 December 2021:
 - 6.4.1. 746 Council homes have planning permission.
 - 6.4.2. 409 of those Council homes are on site under construction
 - 6.4.3. 171 of those homes have been completed and let
 - 6.4.4. Another 102 Council homes will start on site during January
 - 6.4.5. 1,043 Council homes will have started on site by 31 March 2022
- 6.5. Since May 2018, the Council has put in place a housing delivery team shortlisted in the 2021 UK Development Awards for the best development team in the country. The team is supported by officers across the Council whose own capacity and expertise in delivering Council homes has also been developed over the last four years.
- 6.6. The Council has put in place governance structures, systems and software that ensure the programme can be robustly monitored and managed, including in financial terms and that help to identify sites for potential development.
- 6.7. The Council's Standing Orders delegate the Director of Housing, Planning and Regeneration authority to agree contracts up to the value of £500,000. Because building Council homes has been a new activity for the Council, on 9 July 2019 and again on 21 January 2020 Cabinet noted that construction contracts of any value, including those valued at less than £500,000, would be brought to Cabinet for approval.
- 6.8. With 171 new Council homes completed and nearly 500 homes on site, Cabinet can feel assured that the Council has now developed the experience and expertise to deliver Council homes. It is therefore no longer necessary to bring the smallest construction contracts to Cabinet for approval. These will be approved in line with the Council's Standing Orders. Delegated decisions are published on the Council's website and reported to Cabinet, and as with all decisions made by either Cabinet or by officers under delegated authority, receive comments from Council officers with regard to finance, legal, procurement and equalities considerations.
- 6.9. Energy efficiency and sustainability are integral to the design and delivery of this new generation of Council homes. The Council has ambitious targets to ensure sustainability standards. New Council homes use air source heat pumps, solar panels, green roofs, and energy efficient appliances. The Council targets zero-carbon development on-site and apply Passivhaus principles wherever possible. Four of the Council's current schemes will meet zero-carbon: all others will achieve over 50% reduction in carbon over Buildings Regulations with most achieving over 70%. And the Council's new homes will always enhance biodiversity, for example through high-quality landscaping, planting, SuDs, and green roofs.

- 6.10. The Council's housing delivery programme is viable in the long term through a mixture of direct capital grant, prudential borrowing, and income derived from building and selling homes at market price. The position is reviewed during the course of the year to ensure that this continues to be the case: this is especially important at this time when market conditions are making it more challenging to keep scheme costs within affordable levels.
- 6.11. In 2018, the GLA awarded the Council £58.2m of capital grant funding under the Building Council Homes for Londoners (BCHfL) programme,
- 6.12. The BCHfL programme was extended by a year to March 2022 because of the impact of Covid on construction across London. The Council made a successful bid for an additional grant of £62m.

The Mayor of London's Affordable Homes Programme 2021-2026

- 6.13. The GLA have now awarded the Council up to £127,487,000 under the Mayor of London's 2021-2026 Affordable Homes Programme. This is the third largest award in London and will support the delivery of another 647 Council homes delivered for social rent.
- 6.14. Homes funded through the programme must start on site between 1 April 2021 and 31 March 2026. The grant is drawn from indicative allocations at defined stages: 40 per cent at land acquisition, 35 per cent at start on site and the remaining 25 per cent at completion. These payment proportions may be varied on some projects, subject to GLA agreement.
- 6.15. The GLA set out further detailed conditions for the grant on the Affordable Homes for Londoners Programme 2021-2026 page of the GLA website. Key requirements include:
 - 6.15.1. Social Rent homes delivered through the programme must be offered on lifetime tenancies
 - 6.15.2. Funding is not available for units that replace homes that have been, or will be, demolished, except in exceptional circumstances and where homes have become obsolete, and only as part of a scheme that will increase the number of homes overall.
 - 6.15.3. All purpose-built blocks of flats (including conversions) of any height, and all supported and specialist accommodation, must include Automatic Fire Suppression Systems.
 - 6.15.4. No combustible materials may be used in the external walls of all homes and buildings, regardless of their height.
 - 6.15.5. For all homes, the Council must register any in-built electrical products with the manufacturers' registration service and encourage residents to register white goods with manufacturers.
 - 6.15.6. All homes must meet six new sustainability and nine new design standards set out in the London Plan
 - 6.15.7. The Council must endeavour to ensure that consultants, contractors, and sub-contractor employees are paid the London Living Wage

- 6.15.8. The Mayor expects investment partners to have regard to the diversity of London when naming new streets, estates and wider developments funded through this programme.

The use of retained Right to Buy receipts

- 6.16. On 18 November 2014, Cabinet decided that Right to Buy (RTB) receipts retained by the Council should be used to part-fund an acquisition programme of former council owned properties that had been sold under the RTB.
- 6.17. Under this programme, 220 homes have been bought for use as Temporary Accommodation and for homeless prevention, and it is expected that another 50 homes will have been acquired for these purposes during 2021-22.
- 6.18. Since 2019, most of these homes have been leased to the Haringey Community Benefit Society (HCBS) to provide high-quality, secure, and affordable homes to families who are homeless and would otherwise be in Temporary Accommodation. After seven years, the properties leased to the HCBS can be returned to the Council for conversion into permanent Council homes at Council rent, or permission can be sought from the Secretary of State to lease them to the HCBS for another seven years.
- 6.19. In July 2021, new Government guidance set out that from April 2022 councils will be expected to deliver a proportion of homes funded through retained RTB receipts as new-builds. To achieve this, it introduces a cap on the proportion of homes funded through retained RTB receipts permitted to be acquisitions of existing homes. On 7 October 2021, the Council entered into a Retention Agreement with the Ministry of Housing, Communities and Local Government in respect of the RTB receipts within the new terms of that new guidance.
- 6.20. The cap will limit the proportion of homes that can be acquired with retained RTB receipts in phases. In 2022/23, 50% of homes funded through retained RTB receipts are permitted to be acquisitions. This proportion will then reduce to 40% in 2023/24 and to 30% from 2024/25 onwards. The first 20 homes delivered by councils each year will be excluded from this; and certain kinds of acquisition, such as where commercial buildings are acquired for redevelopment, will also be exempt.
- 6.21. Most properties bought by the Council to be leased to the HCBS use RTB receipts to part-fund the acquisition. This ensures the financial viability of this new stock to the HRA. The HCBS has provided the Council with an important and significant new supply of good quality, settled and affordable homes for homeless families in Haringey. It is important to ensure that the Council can continue to acquire properties for the HCBS to help meet that continued demand for housing in-borough. If access to RTB receipts was reduced further, it would mean significantly fewer properties could be acquired for lease to the HCBS, reduced access to good quality housing solutions for homeless families in Haringey, and an increased burden to the General Fund as more families would need to be housed in temporary accommodation at a direct cost to the Council.
- 6.22. Reprofile the Council's RTB spend will prevent the Council from having to pay receipts to central Government, safeguard the crucial acquisitions programme, and provide additional support to the viability of the housing delivery programme.

The variation of contracts specified in Appendix 2

- 6.23. The Department for Business, Energy and Industrial Strategy report that the cost of construction materials increased by 23.6% in September 2021 compared to September last year. Material costs appear set to continue to rise. A range of data also show unprecedented rises in the cost of construction labour.
- 6.24. In most cases, these additional costs can be contained within existing contracts and associated contingency sums agreed by Cabinet. However, a number of schemes have been identified where the level of price volatility remains such that housing delivery contracts may need to be renegotiated or contingency sums may need to be increased. Those schemes and their associated contracts are listed at Appendix 2, which is exempt from publication.
- 6.25. In order to prevent protracted negotiations delaying construction and leading to further costs for the Council – and in some cases longer-term damage to individual projects and the bankruptcy of construction companies – Cabinet is recommended to approve the contingency sums in Appendix 2 and to delegate authority in those specific cases to the Director of Housing, Regeneration and Planning to agree additional spending including through contract variations as necessary but not to exceed the value of the contingency sums. This matter is particularly pressing because the Council has entered an intense phase of housing delivery.
- 6.26. The Council's Standing Orders delegate authority to the Director of Housing, Regeneration and Planning to authorise an extension or variation to a contract provided the value of the extension or variation and the contract value are together less than £500,000. Cabinet is here being asked to extend that delegation to specified contracts where the extension or variation and the contract value are together more than £500,000.
- 6.27. The extension of that delegation is contingent on the Director agreeing any variations for individual schemes within those limits after consultation with the Cabinet Member for House Building, Place-Making and Development, and with advice at a monthly board meeting from other senior officers including the Head of Housing Finance and Chief Accountant, the Assistant Director of Capital Projects and Property, and the Construction Procurement Strategic Partner.
- 6.28. Any variations under this delegation would be reported to Cabinet in line with the Council's existing governance structures. In addition, quarterly update reports will be presented to Cabinet setting out for all schemes completed in the quarter information including the final account.

Removing sites from the housing delivery programme

- 6.29. Whenever Cabinet adds a site to the housing delivery programme, it is approving investigations into that site to see whether it is appropriate for housing development. Where it is appropriate, the Council will develop design proposals through a process of engagement with the local community before submitting those proposals for consideration by the Council's Planning Committee.
- 6.30. In some cases, investigations find that a site is not appropriate for housing development. Cabinet is recommended to remove four such sites from the

programme. Each of these sites has been found to be inappropriate for housing development at this stage:

- 6.31. **Canning Crescent, Woodside** – On 9 October 2018, Cabinet approved the acquisition of the freehold of the Canning Crescent Health Centre, which had been advertised for disposal by Barnet Enfield and Haringey Mental Health NHS Trust. The Council wanted to repurpose the building into a multi-use mental health hub, potentially with a housing element included. As such, in November 2018, Cabinet added the site to the housing delivery programme. It was subsequently determined that the needs of the community would best be served by redeveloping the site in partnership with the NHS as mental health services. On 11 February 2020, Cabinet approved this approach, and the site is now being developed to provide short-stay residential crisis and respite care, a recovery college, a café and an evening and weekends crisis.
- 6.32. **Scouts Hut, Wolves Lane, Woodside** – Cabinet added this site to the Council's housing delivery programme on 9 July 2019. It has subsequently been determined that since the Scouts hold a 999-year lease on the building and do not wish to move, the site is not suitable for housing development.
- 6.33. **Land Adjacent to 200 Moselle Avenue, Noel Park** - Cabinet added this site to the Council's housing delivery programme on 9 July 2019. It has subsequently been determined that the site is not suitable for housing development because part of the site had been sold to an adjacent property as part of the Right to Buy process.

7. Contribution to strategic outcomes

- 7.1. The Council's Borough Plan is very clear that "increasing the supply of council housing is one of the most important things we can do, because for many people a council home offers the only real chance of putting down roots in Haringey, in a stable good-quality home. One of our very highest priorities is to start a new era of council housebuilding in the borough". The decisions recommended in this report will help the Council to meet this objective.

8. Statutory officer comments

Finance

- 8.1. GLA grant for affordable homes is one of the sources of funding for the Council's new build schemes within the HRA.
- 8.2. The new grant allocation of up to £127m is essential for the long-term viability of the HRA and has been built into the current HRA financial plan subject to cabinet approval in February 2022.
- 8.3. The recent Use of RTB Receipt guidance constrains the Council's ability to fully maximise its Retained RTB Receipts on acquisition of existing homes. If these Retained Receipts are not utilised within 5 years of receipt, they will be returned to the government.

- 8.4. The future restriction stipulated in the guidance will also have implication on the CBS programme and this will be taken into account in the HRA Business, and Financial Plans refresh.
- 8.5. The additional cost resulting from the proposed variation of contract will be contained in the New Homes and Acquisition Budget within the HRA capital programme budget.
- 8.6. There is flexibility in the business plan to add sites and remove sites that are unsuitable for development or financially unviable. The HRA financial plan will reflect this change and updated position reported in February 2022 as part HRA budget/MTFS cabinet report.
- 8.7. Additional comments are contained in the exempt report.

Legal

- 8.8. The Council has entered a Retention Agreement with The Secretary of State for Housing, Communities and Local Government pursuant to section to section 11(6) of the Local Government Act 2003. This sets out the terms and conditions on how the RTB receipts can be spent. Any RTB receipts allocated in this report must be spent in accordance with that agreement.
- 8.9. In accordance with Contract Standing Order 17.1 Cabinet has authority to approve receipt of grant funding valued at £500,000 or more.
- 8.10. As part of its general powers Cabinet has authority to approve the removal or addition of properties from the Housing Delivery Programme.
- 8.11. The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

Procurement

- 8.12. Procurement notes the content of the report, there. Procurement will work with Housing development to deliver the future programme.

Equalities

- 8.13. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share those protected characteristics and those people who do not
 - Foster good relations between people who share those characteristics and people who do not.

- 8.14. The three parts of the duty applies to the following protected characteristics: age disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 8.15. The decisions in this report are designed to put in place appropriate financial arrangements to support the delivery of the next phase of the Housing Delivery Programme. Together, these decisions will help to increase the supply of homes which are genuinely affordable to local residents by delivering new build council-rented homes.
- 8.16. These decisions are 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 such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.
- 8.17. With regards to accepting the GLA funding, it is noted that the Greater London Authority have undertaken a full Equalities Impact Assessment for the Affordable Homes Programme 2021-2026. The council will continue to evaluate the equalities implications of the Housing Delivery programme on an ongoing basis.

9. Use of appendices

Appendix 1 –Retention of Right to Buy Receipts: Agreement pursuant to section 11(6) of the Local Government Act 2003 dated 7 October 2021

Appendix 2 – EXEMPT FROM PUBLICATION – Schemes where Cabinet is asked to delegate authority for contract variations and extension of contingency

Terms of the Homes for Londoners: Affordable Homes Programme 2021-2026:
<https://www.london.gov.uk/what-we-do/housing-and-land/homes-londoners-affordable-homes-programmes/homes-londoners-affordable-homes-programme-2021-2026>

Reports referenced:

18 November 2014 - Preferred Partner Agreement and Use of Right to Buy Receipts:
[https://www.minutes.haringey.gov.uk/documents/s56094/Preferred Partner and Use of RTB - whole report.pdf](https://www.minutes.haringey.gov.uk/documents/s56094/Preferred%20Partner%20and%20Use%20of%20RTB%20-%20whole%20report.pdf)

9 July 2019 - Update on the Council housing delivery programme:
<http://minutes.harinet.haringey.gov.uk/documents/s110214/Council%20housing%20delivery%20programme%20Cabinet%20report%20v7.2%2018.15.pdf>

21 January 2020 – Report on the Council’s Housing Delivery Programme:
<http://minutes.harinet.haringey.gov.uk/documents/s113761/Cabinet%20report%20-%20New%20sites%20for%20housing%20development%20-%20January%20Cabinet%20v2.8.pdf>

10. Local Government (Access to Information) Act 1985

Appendix 2 is not for publication as it contains information classified as exempt under Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

This page is intentionally left blank

Agreement – Section 11(6) of the Local Government Act 2003

This agreement is made pursuant to section 11(6) of the Local Government Act 2003.

Parties

The Secretary of State for Housing, Communities and Local Government (“the Secretary of State”)

and

the London Borough of Haringey (“the Authority”).

Part 1 – General

1. In this Agreement—

“commencement date” means 1st July 2012;

“financial year” has the same meaning as in the Regulations;

“First Home” means a dwelling which is disposed of as a freehold or (in the case of a flat only) as a leasehold property which, on first disposal, may only be sold—

(a) to a first-time buyer as defined by paragraph 6 of Schedule 6ZA to the Finance Act 2003 who satisfies such eligibility requirements as may be published from time to time by the Secretary of State,

(b) at a sale price that is at least 30% below open market value,

(c) at a sale price that does not exceed £420,000 if it is situated in Greater London or £250,000 if situated elsewhere or such other amount as may be published from time to time by the Secretary of State, and

(d) subject to such conditions restricting disposal as may be published from time to time by the Secretary of State;

“housing land” has the meaning given by regulation 1(5) of the Regulations.

“low cost rental accommodation” has the meaning given by Part 2 of the Housing and Regeneration Act 2008 (see sections 69 and 71);

“quarter 1” means the quarter in which the commencement date falls;

“quarter” has the same meaning as in the Regulations;

a reference to a “Part” is to a Part of this Agreement;

“the permitted purpose” means—

(a) in relation to expenditure occurring before 1st April 2021, the provision of low cost rental accommodation, and

(b) in relation to expenditure occurring on or after 1st April 2021, the provision of relevant low cost rental accommodation, shared ownership accommodation and First Homes;

“prior agreements” means the agreements, dated 25th September 2012, 28th June 2013 and 22nd June 2020, entered into by the Parties pursuant to section 11(6) of the Local Government Act 2003 which relate to the retention of receipts from housing land that the Authority would otherwise be required to pay to the Secretary of State under regulation 12 of the Regulations;

“receipts” means the receipts to which the Schedule applies;

“the Regulations” means the Local Authority (Capital Finance and Accounting) (England) Regulations 2003;

“relevant expenditure” has the meaning given by Part 7;

“relevant low cost rental accommodation” means low cost rental accommodation that is not—

(a) accommodation to which the Policy Statement on Rents for Social Housing issued by the Secretary of State on 26th February 2019 does not apply (see Chapter 5 of that Policy Statement), and

(b) accommodation provided in pursuance of any function under Part 7 of the Housing Act 1996 (homelessness);

“retained amount” means the amount notified to the Secretary of State under paragraph 3(b) of Part 2;

“the Schedule” means the Schedule to the Regulations;

“shared ownership accommodation” means accommodation that satisfies the conditions in section 70(2)(a) and (3) of the Housing and Regeneration Act 2008;

“sub-liability” has the same meaning as in the Regulations.

2. The prior agreements are revoked.

3. The Authority is not required to pay to the Secretary of State the portion of the sub-liability calculated in accordance with paragraph 2 of Part 2 provided that the Authority complies with the conditions set out in this Agreement.
4. The Authority must use the retained amounts for relevant expenditure for the permitted purpose.
5. Any retained amounts not used in accordance with paragraph 4 must be paid to the Secretary of State.
6. Interest on any retained amount not used in accordance with paragraph 4 will be payable in accordance with paragraph 7 of Part 2.
7. The Authority must provide to the Secretary of State the information set out in Parts 2 and 6 in the format that the Secretary of State may from time-to-time request.
8. This Agreement may be terminated by the Secretary of State giving one quarter's notice.
9. This Agreement may be amended by further written agreement signed by the Secretary of State and the Authority.

Part 2 – Calculation of the portion of the sub-liability that the Authority may retain

1. In this part—

the terms “A”, “E”, “F”, “G”, “J”, “K” have the same meaning as in the Schedule as it had effect when the sub-liability for the relevant pooling period was calculated;

“L” —

- (a) is 2.398347729 in relation to a relevant pooling period falling in the financial year 2012-13; and
- (b) otherwise has the same meaning as in the Schedule as it had effect when the sub-liability for the relevant pooling period was calculated;

“M” is the retained amount;

“due date” has the same meaning as in the Regulations as they had effect when the sub-liability for the relevant pooling period was calculated;

“non-retained amount” has the meaning given by paragraph 5;

“pooling period” has the same meaning as in the Schedule;

“relevant pooling period” means the pooling period to which the calculation of the portion of the sub-liability that the Authority may retain relates.

2. Where in any pooling period—

$$\underline{A > ((L + 1) \times G) + E + F + J}$$

the Authority may retain an amount equal to or less than—

$$\underline{K - (L \times G)}.$$

3. The Authority must notify the Secretary of State of the following by the due date of the relevant pooling period—

(a) the value of $\underline{K - (L \times G)}$;

(b) the amount the Authority has decided to retain (“M”).

4. Where—

$$\underline{K - (L \times G) > M}$$

the Authority must pay the non-retained amount to the Secretary of State by the due date of the relevant pooling period.

5. The non-retained amount is—

$$\underline{K - (L \times G) - M}.$$

6. Where the Authority fails to pay the non-retained amount by the due date of the relevant pooling period, interest calculable in accordance with Part 5 will be incurred and is payable from that date until the Authority pays the non-retained amount, and any interest due on the non-retained amount, in full to the Secretary of State.

7. The Authority may make a voluntary repayment of part or all of the retained amount (“P”).
8. Where the Authority makes a voluntary repayment in accordance with paragraph 7, interest calculable in accordance with Part 5 will be incurred and is payable from the due date of the relevant pooling period until the Authority pays P, and any interest due on P, in full to the Secretary of State.

Part 3 – Return of retained amounts – receipts received prior to 1st April 2017

1. This Part applies in respect of receipts received prior to 1st April 2017.

2. In this Part—

“due date” means the last day of the month following the relevant quarter;

“P1” is the total of relevant expenditure for the permitted purpose in the period beginning with the first day of quarter 1 and ending with the last day of the relevant quarter;

“R1” is the sum of—

- (a) the total of any voluntary repayments made to the Secretary of State under paragraph 7 of Part 2 in respect of the period beginning with the first day of quarter 1 and ending with the last day of the reckonable quarter, and
- (b) the total of the returnable amounts calculated under paragraph 3 of this Part for all quarters from quarter 1 to the quarter preceding the reckonable quarter (inclusive);

“reckonable quarter” means the quarter twelve quarters prior to the relevant quarter;

“relevant quarter” means the quarter to which the returnable amount calculation relates; and

“returnable amount” has the meaning given by paragraph 4;

“Z1” is the total of the retained amounts for all quarters from quarter 1 to the reckonable quarter (inclusive).

3. Where on the last day of the relevant quarter—

$$\underline{Z1 - R1 > (0.3 \times P1)}$$

the Authority must pay the returnable amount to the Secretary of State by the due date.

4. The returnable amount is—

$$\underline{Z1 - R1 - (0.3 \times P1)}.$$

5. Where the Authority must pay a returnable amount to the Secretary of State under paragraph 3 of this Part, interest calculable in accordance with Part 5 will be incurred and is payable from the due date of the reckonable quarter until the date the returnable amount, and any interest due on the returnable amount, is paid in full to the Secretary of State.

Part 4 – Return of retained amounts - receipts received on or after 1st April 2017

1. This Part applies in respect of receipts received on or after 1st April 2017.

2. In this Part—

“due date” means the 30th April following the relevant financial year;

“P1” is the total of relevant expenditure for the permitted purpose in the period beginning with the first day of quarter 1 and ending with 31st March 2021;

“P2” is the total of relevant expenditure for the permitted purpose from in the period beginning with 1st April 2021 and ending with the last day of the relevant financial year;

“R1” is the sum of—

- (a) the total of any voluntary repayments made to the Secretary of State under paragraph 7 of Part 2, and

- (b) the total of the returnable amounts calculated under paragraph 3 of Part 3,

for all the quarters from quarter 1 to the quarter beginning on 1st January 2017 (inclusive);

“R2” is the sum of—

- (a) the total of any voluntary repayments made to the Secretary of State under paragraph 7 of Part 2 in respect of the period beginning with 1st April 2017 and ending with the last day of the reckonable financial year, and

(b) the total of the returnable amounts calculated under paragraph 3 of this Part for all financial years falling in the period beginning with 1st April 2017 and ending with the last day of the financial year preceding the reckonable financial year;

“reckonable financial year” means, in respect of a financial year beginning on 1st April 2017 or later, the financial year five years prior to the relevant financial year;

“relevant financial year” means the financial year to which the returnable amount calculation relates;

“returnable amount” has the meaning given by paragraph 4;

“Z1” is the total of the retained amounts for all the pooling periods falling in the period beginning with the first day of quarter 1 and ending with 31st March 2017;

“Z2” is the total of the retained amounts for all the pooling periods falling in the period beginning with 1st April 2017 and ending with the last day of the reckonable financial year.

3. Where on the last day of the relevant financial year—

$$(Z1 - R1) + (Z2 - R2) > (0.3 \times P1) + (0.4 \times P2),$$

the Authority must pay the returnable amount to the Secretary of State.

4. The returnable amount is—

$$\left(\frac{Z1 - R1}{0.3} + \frac{Z2 - R2}{0.4} - (P1 + P2) \right) \times 0.4$$

5. Where the Authority must pay a returnable amount to the Secretary of State under paragraph 3 of this Part, interest calculable in accordance with Part 5 will be incurred and is payable from the due date of the reckonable financial year until the date the returnable amount, and any interest due on that amount, is paid in full to the Secretary of State.

Part 5 – Calculation of interest

1. Where interest is payable under this Agreement, it shall be calculated at the rate of 4% above the base rate on a day-to-day basis compounded with three-monthly rests until 31st July 2021 and yearly rests thereafter.

2. In paragraph 1, base rate has the same meaning as in regulation 13(6) of the Regulations.

Part 6 – Provision of information

1. The Authority is required to provide, within one month of the end of each quarter, such data relating to—

- (a) sales of dwellings that are housing land;
- (b) accommodation provided by the Authority, or that the Authority plans to provide, pursuant to this Agreement; and
- (c) buy back accommodation,

as the Secretary of State may reasonably require.

2. For the purposes of paragraph 1—

“buy back accommodation” means accommodation in respect of which the expenditure incurred by the Authority was accounted for as a relevant cost of buying back a relevant interest under paragraph 3 of the Schedule;

“accommodation provided by the Authority” includes accommodation provided by a body to which the Authority has paid some or all of the retained amounts (other than a body in which the Authority holds a controlling interest).

Part 7 – Relevant expenditure for the permitted purpose

1. In this Part, “development costs” means the costs specified in Part 8.
2. Subject to paragraphs 4 and 5, relevant expenditure for the permitted purpose is expenditure by the Authority for the benefit of the Authority on any of the following—
 - (a) the development costs associated with the acquisition of dwellings to be used for the permitted purpose;

- (b) the development costs associated with the acquisition of land for the construction of dwellings to be used for the permitted purpose;
 - (c) the development costs of the construction of dwellings to be used for the permitted purpose.
3. For the purposes of paragraph 1—
- (a) expenditure by the Authority includes expenditure by a body to which the Authority has paid some or all of the retained amounts (other than a body in which the Authority holds a controlling interest);
 - (b) expenditure is for the benefit of the Authority if it is expenditure on—
 - i. the provision of accommodation situated in the area of the Authority; or
 - ii. the provision of accommodation in respect of which the Authority has a nomination arrangement within the meaning of section 159(4) of the Housing Act 1996.
4. Relevant expenditure for the permitted purpose excludes any expenditure—
- (a) which reduced a capital receipt within the meaning of regulation 15(1)(c) of the Regulations as they had effect prior to the amendments made by S.I. 2013/476;
 - (b) which, for the purposes of calculating the buy back allowance are relevant costs, within the meaning of paragraph 3(1)(a) of the Schedule;
 - (c) funded by a capital receipt arising from the disposal of housing land which is not a capital receipt to which the Schedule applies;
 - (d) which was funded by an agreement made pursuant to section 106 of the Town and Country Planning Act 1990;
 - (e) on dwellings which are social housing at the time of the expenditure; or
 - (f) for the provision of housing which is wholly or partly funded by a grant provided by Homes England or the Greater London Authority.
5. Paragraph 4(f) does not apply in respect of expenditure of receipts received in the financial year beginning on 1st April 2012.

6. If S is greater than 20, the maximum number of acquisitions that may be included in relevant expenditure for the permitted purpose is limited to the number calculated as follows, rounded to the nearest whole number—
 - (a) in the financial year 2022-23, $(S \times 0.5) + 10$;
 - (b) in the financial year 2023-24, $(S \times 0.4) + 12$; and
 - (c) for any subsequent financial year, $(S \times 0.3) + 14$.

7. For the purposes of paragraph 6—
 - (a) “S” is the sum of the number of starts on site and number of acquisitions for the permitted purpose;
 - (b) the acquisition of new-build property is to be treated as a start on site if—
 - i. the property is acquired from a body in which the authority holds a controlling interest; and
 - ii. the property was not acquired by that body;
 - (c) the acquisition of a property for regeneration purposes is to be treated as a start on site if—
 - i. the property was, prior to the acquisition, uninhabitable and uninhabited for a continuous period of six months ending on the date of acquisition; or
 - ii. prior to the acquisition the property had never been used as a dwelling.

8. For the purposes of paragraph 7, “start on site” means the first of the following to occur at the behest of the Authority or any other body to which the Authority has paid all or part of the retained amount for the permitted purpose:
 - (a) excavation for strip or trench foundations, or for pad footings;
 - (b) digging out and preparation of the ground for raft foundations;
 - (c) vibroflotation, piling, boring for piles, or pile driving; or
 - (d) drainage work specific to the buildings forming part of the relevant scheme.

Part 8 – Development costs

For the purposes of Part 7, “development costs” means the costs associated with development for the permitted purpose falling under the heads of expenditure listed below—

(a) Acquisition—

- i. Purchase price of land / site.
- ii. Stamp Duty Land Tax payable on the purchase of the land / site.

(b) Works—

- i. Main works contract costs (excluding any costs defined as “on costs”).
- ii. Major site development works. These include piling, soil stabilisation, road / sewer construction, and major demolition.
- iii. Statutory agreements, associated bonds, and Party Wall awards (including all fees and charges directly attributable to such works).
- iv. Additional costs associated with complying with archaeological works and Party Wall awards (including all fees, charges, and claims attributable to such works).
- v. Irrecoverable VAT on the above.

(c) On costs—

- i. Legal fees and disbursements.
- ii. Net gains / losses via interest charges on development period loans.
- iii. Building society or other valuation and administration fees.
- iv. Fees for building control and planning permission.
- v. Fees and charges associated with compliance with any legal requirement that it is necessary to meet before the property may be occupied.
- vi. In-house or external consultants’ fees, disbursements and expenses (where the development contract is a “design and build” contract (in respect of which, see Note 1)).
- vii. Insurance premiums including building warrant and defects / liability insurance (except contract insurance included in works costs).
- viii. Contract performance bond premiums.
- ix. Borrowing administration charges (including associated legal and valuation fees).

- x. An appropriate proportion of the development and administration costs of the Authority or the body in receipt of funding from the Authority.
- xi. Irrecoverable VAT on the above.

Note 1

Where the development contract is a “design and build” contract the on-costs are deemed to include the builder’s design fee element of the contract sum. Any amount included by the builder for design fees should be deducted from the works cost element referred to above, as should other non-works costs that may be submitted by the builder, including fees for building and planning permission, building warranty, defects liability insurance, contract performance bond, and the energy rating of dwellings.

Note 2

Some items will not qualify as development costs unless the Authority can clearly demonstrate that they are properly chargeable for the permitted purpose, i.e. for the sole use of the residents of the relevant dwellings or to comply with any statutory obligations that may have been imposed in respect of the permitted purpose.

The following are examples of development costs that are not properly chargeable for the permitted purpose—

- (a) works to any roads which do not exclusively serve the relevant dwellings;
- (b) landscaping to areas of land which lie outside the boundaries of the land on which the relevant dwellings are situated;
- (c) district heating systems;
- (d) trunk sewers and sewage disposal works;
- (e) special refuse treatment buildings;
- (f) public conveniences; and
- (g) community halls, club rooms, and recreation rooms.

In this note, “relevant dwellings” means the dwellings, the provision of which comprises the permitted purpose.

Note 3

Subject to Note 2, where any cost incurred or to be incurred by the Authority or a body in receipt of funding from the Authority is common both to the development for the permitted purpose and to any other activity, asset, or property of the Authority or such body, on such part of that cost as is attributable to the said development may be treated as a cost in respect of which the retained amount may be paid.

Signed on behalf of the Authority by

Jon Warlow

Name

Director of Finance (S151 Officer)

Position



07/10/2021

Signature

Date

Signed on behalf of the Secretary of State by

Name

Position

Signature

Date

Report for: Cabinet – 18 January 2022

Title: Variation and Extension of Housing Related Support Contract - Domestic Abuse Service - Floating Support and Refuge Provision

Report authorised by: Gill Taylor, Strategic Lead - Homelessness and Vulnerable Adults
gill1.taylor@haringey.gov.uk

Lead Officer: Zahra Maye, Commissioning Manager,
Zahra.maye@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 Cabinet approval to implement Contract Standing Order 10.02.1b, to vary and extend the current contract for the Domestic Abuse Refuge and Floating Support Services, provided on the Council's behalf by Solace Women's Aid.

2. Cabinet Member Introduction

2.1 Haringey Council are committed to tackling and preventing domestic abuse and to supporting all survivors to feel safe and supported. We will do this by providing specialist support services, by holding perpetrators to account and by working with local communities to ensure all Haringey residents can live a life free from violence and abuse.

2.2 The new statutory duties contained in the Domestic Abuse Act (2021) require a refreshed and expanded response to the supported housing and specialist floating support services available to victim-survivors of domestic abuse. We welcome the focus on prevention and on ensuring victims can access safe accommodation where needed.

2.3 This service is strategically important in delivering our statutory duties, but also to delivering the commitments we set out in the Borough Plan (2019-23) and the launch of our 10-year Violence Against Women and Girls Strategy. The extension of the current contracts will ensure that officers are able to review and refresh our housing-related support offer to survivors of domestic abuse in a planned and rigorous way whilst ensuring continued availability of support.

3. Recommendations

Cabinet is asked:

3.1 To approve the variation and extension of the current contracts for domestic abuse services, held by Solace Women's Aid, as allowed under Contract Standing Order 10.02.1b as follows:

- Floating Support - from 1 April 2022 to 31 January 2023 at cost of £109,269.04.
- Refuge Provision - from 1 April 2022 to 31 January 2024 at cost of £157,860.31.

3.2 The aggregated value of the full contract period is as follows:

- Floating Support - from 1 August 2020 to 31 January 2023 (2 years 6 months) will be £351,642.
- Refuge Provision – from 1 August 2020 to 31 January 2024 (3 years 6 months) will be £308,206.
- Total value £659,847

3.3 Funding for this extension will be from the Council's Housing Related Support general fund budget, in Adults and Health.

3.4 A 5% contract value uplift has been negotiated with Solace Women's Aid for the duration of the variation and extension period. This has been agreed in acknowledgement of increased staff costs since contract commencement.

4. Reasons for decision

4.1 The current contract with Solace Women's Aid has 2 services:

- 1) A 60-unit floating support service which is ending on 31 March 2022 and there is currently no option to extend.
- 2) A 15-unit refuge provision which ends on 31 March 2022. There is an option to extend for one year until 31 March 2023.

4.2 It is in residents and the Council's overall interest to continue to provide these much-needed domestic abuse services in Haringey. An estimated 3 in 10 women will experience domestic abuse at some time in their lives; in Haringey over 3,000 women are currently experiencing domestic violence and over 20,000 women are living with the legacy of past abuse.

4.3 The Domestic Abuse Act (2021) places new duties on local authorities to provide 'safe accommodation' and support to victims of domestic abuse. The Council is currently developing new 'safe accommodation' in the borough to fulfil these duties. As such, an extension of the current contracts will allow the Council's Housing-Related Support Team adequate time to fulfil these duties and then to review and refresh all contracts and services needed to address domestic abuse going forward.

4.4 A contract variation and extension will give sufficient time to explore sourcing models, service delivery pathways and then, if required, to carry out a tender process for new services.

5. Alternative options considered

5.1 Do nothing. This option was discounted as the Council has a statutory duty to provide safe accommodation and support to survivors of domestic abuse; refuge

provision is one of the key services that fulfil this duty and floating support is a key preventative response.

- 5.2 In-house delivery of the provision was considered and was found not to be feasible at this time; there is not currently an established approach or delivery model for this type of specialist service within the Council. This will be explored again during the contract extension period, as part of refreshing the sourcing and delivery model for domestic abuse services.
- 5.3 Consideration was given to the completion of a procurement exercise via an open tender process. However, this option was discounted because the Council is currently developing new services which will impact on strategy, commissioning, and delivery approaches from 2024. It is therefore not considered an effective use of available resources to procure a new service for such a short period of time.

6. Background information

- 6.1 The Housing-Related Support programme funds supported accommodation, floating support, health, and specialist advice services for housing vulnerable people in Haringey. There are currently over 60 contracts for a wide range of resident groups including: older people; people with mental health needs; learning and physical disabilities; young people; survivors of domestic violence; people with substance misuse issues; those at risk of re-offending and those at risk of homelessness and rough sleeping.
- 6.2 Domestic violence and abuse has been identified as a key strategic priority nationally and locally. The Borough Plan (2019-2023) make a clear public commitment to ensuring a safe borough with stronger communities and partnerships where all adults and children can be healthy and achieve their potential. As part of achieving these priorities, the Council is taking action to help eradicate domestic abuse and launched a 10-year Violence Against Women and Girls Strategy in November 2016.
- 6.3 According to Haringey's Borough Command Unit, there has been a 35% increase in domestic abuse reports across the boroughs of Haringey and Enfield combined. The Met Police North Area (Enfield and Haringey) data shows a sharp increase in both non-crime domestic callouts and substantive offences.
- 6.4 Non-crime domestic callouts are incidents where the police are called, either by the victim or perpetrator or by a third party, but on police arrival, no offences are alleged or apparent and therefore it is not possible to take any further action. The total number of non-crime domestic callouts between March - September 2020 was 6926 and the average was 989 per month. This average is 11.17% higher than the average for the four months preceding lockdown (November 2019 to February 2020) and there is a clear month-on-month increase in 2020.
- 6.5 Substantive offences occur when an allegation is substantiated through evidence at the scene or victim or witness statements and the police can commence an investigation. The total number of substantive offences during this period was 4361 and the average was 623 per month. This average is 28% higher than the

average for the five months preceding lockdown (October 2019 to February 2020).

- 6.6 In the immediate period following the lockdown in March 2020, Children's Services Multi-Agency Safeguarding Hub (MASH) saw an increase in the severity of the contacts being made, with a much higher percentage of contacts leading to a referral and statutory service involvement. Children's Services specifically noted a significant increase in instances of domestic abuse being noted in the contacts.
- 6.7 Domestic abuse services in Haringey supports survivors, victims of domestic abuse over 16 with or without children, preventing homelessness and risk of harm, and providing advocacy and advice to enable them to sustain independent living in the community, working closely with other statutory and community services.
- 6.8 The contract with Solace Women's Aid for the provision of Domestic Abuse Services was awarded 1 August 2020 to 31 March 2022. There is an option to extend the refuge provision for one year until 31 March 2023. There is no option to extend the floating support provision. The annual contract value for both services is £224,411.
- 6.9 The contract currently consists of 15 units of refuge provision and 60 units of floating support services. Refuge accommodation is offered for periods of up to two years, but a typical stay is between 9-12 months. Haringey refuges are 100% utilised with demand outstripping supply. The floating support service offers tenancy sustainment support for people who have moved on from refuge provision and has helped to reduce the number of survivors re-presenting as homeless within the borough.
- 6.10 The current provider, Solace Women's Aid, has established close working relationships with a range of key statutory and voluntary partners in Haringey which are beneficial to survivors of abuse who require their support. The provider has the necessary expertise to carry out this area of work, with the Housing-Related Support Service within Adults and Health directorate undertaking regular contract monitoring and performance reviews to ensure that quality standards are met, the service delivers value for money and requisite outcomes are delivered for residents.

7. Contribution to strategic outcomes

- 7.1 The service directly links to **Priority 2** – *Enable all adults to live healthy, long and fulfilling lives:*
- All residents will be as healthy as possible for as long as possible.
 - Health related quality of life will improve over time (including mental health and wellbeing)
- 7.2 The service directly links to **Priority 4** - *strong families, strong networks and strong communities nurture all residents to live well and achieve their potential:*
- Strong communities where people look out for and care for one another
 - all children will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities

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

Finance

- 8.1 The report seeks a variation and extension of contract with Solace Women's Aid for the provision of Floating Support for a period of 10 months starting 1st April 2022 to 31st January 2023, and for Refuge provision for a period of 22 months from 1st April 2022 to 31st January 2024.
- 8.2 The estimated cost of the variation and extension is £267,129.35 and will be funded from the approved General Fund budgets for the Housing Related Support service.

Procurement

- 8.3 The services which are the subject matter of this report would fall within remit of Schedule 3 of the Public Contracts Regulations (PCR) 2015 if at threshold.
- 8.4 As the contract is sub threshold the requirements of the PCR do not apply. The contract variation and extension sought is permitted under Contract Standing Order 10.02.1b. The Provider is providing a much-needed service particularly considering the increased incidence and current profile of violence against women and girls.
- 8.5 The variation and extension will enable commissioning to put in place an appropriate strategy to meet future need and carry out a tendering process aligned to the opening of a new Council provision. As well as the Council's strategic objective outcomes including enabling all adults to live healthy lives and children to be physically and mentally well and free from harm.
- 8.6 The cost of the contract can be contained within the current budget envelope despite the increase in value it still represents good value for the Council as the contract value remained static for the last several years.
- 8.7 The Housing-Related Support Service will continue to monitor the services during the extension period to mitigate any service delivery issues, and ensure that key performance indicators and service user outcomes continue to be met

Legal

- 8.8 The Head of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.
- 8.9 The services are below the threshold (currently £663,540.00 for Schedule 3 services) where the rules on modification of contracts set out in Regulation 72 of the Public Contracts Regulations 2015 apply. The extension is therefore governed by the Council's Contract Standing Orders.
- 8.10 The Cabinet may approve the extension under Contract Standing Order 10.02.1b (contracts valued at £500,000 and above).

- 8.11 The extension of this contract is a Key Decision as the aggregate value of the contract is over £500,000. The Council must therefore comply with the governance provisions in the Constitution in respect of Key Decisions including publication in the Forward Plan (see CSO 9.07.1 (e)).
- 8.12 The Head of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in the report.

Equality

- 8.13 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not.
- i. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. The first part of the duty applies to marriage and civil partnership status only.
 - ii. The proposed decision is for Cabinet to vary and extend the current contract with Solace Women's Aid for floating support and refuge provision. The services will impact women who experience or are at risk of domestic or sexual abuse and seek access to these services in Haringey. The service is aimed to support women of all backgrounds and ages above 16, among whom women from BAME groups, particular faith groups, and lower socioeconomic backgrounds are likely to be overrepresented. It also affects those at risk of homelessness, among whom women from BAME groups, lower socioeconomic backgrounds, and those with health issues related to substance misuse are overrepresented.
 - iii. The proposed decision aims to provide support through refuge and outreach provision in pursuit of a key strategic agenda of tackling domestic abuse, recognising its prevalence in the borough and the devastating impact it has on residents, families, communities, and society at large. It is anticipated that the decision will lead to improved outcomes for women affected by issues of domestic abuse, including young women who have experienced FGM, women from BAME or certain faith groups, mothers, those experiencing poverty, and women with health issues related to substance misuse. The proposed decision therefore represents a measure to address a known inequality that disproportionately affects these groups.

- iv. As an organisation carrying out a public function on behalf of a public body, Solace Women's Aid 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.
- v. The Council and Solace Women's Aid will take steps to collect demographic data on service users in order to identify any inequalities in service provision that may arise and to inform future equalities analysis.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

Press Release - <https://www.gov.uk/government/news/new-duties-for-councils-to-provide-support-in-safe-accommodation-for-domestic-abuse-victims>

The Domestic Abuse Act 2021 - <https://www.legislation.gov.uk/ukpga/2021/17/contents>

The Haringey Violence Against Women & Girls Strategy - <https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls#vawg-strategy>

This page is intentionally left blank

Report for: Cabinet – 18 January 2022

Title: Water, Wastewater and Ancillary Services Contract Award

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

Lead Officer: Joe Baker, Head of Carbon Management, joe.baker@haringey.gov.uk, and Risa Wilkinson, Energy Manager, risa.wilkinson@haringey.gov.uk, 020 8489 2178

Ward(s) affected: All

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. The Council's current non-domestic water and wastewater contract expires on 30 April 2022. A new contract is therefore required to commence from 1 May 2022.
- 1.2. The contract includes the Council's non-domestic corporate buildings, non-domestic buildings within the housing portfolio, such as community centres, and schools that have opted-in to the contract.
- 1.3. The Yorkshire Purchasing Organisation (YPO) have a new, UK Procurement Law compliant water framework, YPO001008, and Anglian Water Business (National) Ltd (trading as "Wave") are the single supplier. Contracts can be awarded for the duration of the framework, up to 26 October 2024.
- 1.4. Although the current contract with Wave started in 2019, it has taken longer than anticipated to complete the onboarding process of all the Council's non-domestic water supplies from the previous incumbent supplier, Castle Water, to the current contract with Wave. A number of the Council's supplies remain with Castle due to ongoing transfer issues such as misread meters and bad debt. It will still be some time before these have fully transferred over. However, the Council is working to resolve these issues as quickly as possible.
- 1.5. The Council's current non-domestic water spend is c£271k per annum. 15 schools have so far joined the current contract with a collective annual spend of c£125k per annum. Further schools are anticipated to join the new contract, approximately a further £125k per annum and the remaining Council sites will be added as they are released by Castle Water, approximately a further £50k per annum.

2. Cabinet Member Introduction

This water contract is required to ensure that our corporate buildings and schools have access to a water supplier and required metering and billing service.

3. Recommendations

Cabinet is asked:

- 3.1. To award under framework YPO001008 of the Water, Wastewater and Ancillary Services contract to Anglian Water Business (National) Ltd (trading as “Wave”) from 1 May 2022 until 30 September 2024. The total value of the contract over this period will be up to £1.5m.

4. Reasons for decision

- 4.1. The current supplier is performing well. Wave is providing regular and accurate billing files and resolving queries promptly. The contract is realising savings particularly through consolidated billing, where one electronic billing file is generated each month containing the billing data for all sites, rather than a paper bill being generated for each site.
- 4.2. It is taking significantly longer than originally anticipated to transfer all of the Council’s non-domestic water supplies from the incumbent supplier, Castle Water to Wave. It has taken a significant level of officer resource to resolve debt balances and supplier issues meaning that not all of the Council’s existing water supplies have transferred to the existing contract.
- 4.3. The price increase from the current contract to the new contract is c0.5%, representing good value for money. The Water retail market costs went up by an average of 2% (2019) and will next be reviewed by OFWAT in 2024. We were not impacted by the 2019 increase (as we were in contract). We feel that a 0.5% increase for this contract (2022 – 2024) therefore reflects the water market.
- 4.4. Based on the existing buildings currently on contract, indicative annual costs would be as in the below table. Additional corporate sites, including the recently in-sourced New River Sports Centre will join the contract and further schools are also expected to join. If other corporate buildings or schools join the Council’s contract, the Council does not expect that these costs will go above the threshold of £1.5m before 30th September 2024.

	Current Contract		New YPO Contract	
	Corporate	Schools	Corporate	Schools
Annual water spend	£270,926	£125,116	£272,272	£125,737
+/- (against current contract)	N/A	N/A	£1,346	£621

- 4.5. The Council may also utilise the ancillary services available through the contract, so the overall contract value will be higher.
- 4.6. The price margins in the non-domestic water markets are heavily regulated by Ofwat so the price difference between suppliers is minimal. YPO weighted the framework towards quality over price 80:20, so the new contract should continue to provide an equivalent level of quality service as experienced under the current contract.
- 4.7. Awarding a contract ending in 2024, will allow the Council and schools that wish to join to transfer all supplies over to the contract and gain a couple of years of full consumption data. This will help inform any future procurements for water. By this time, the non-domestic water market, which only deregulated in 2017, will have had more time to mature and suppliers should have more innovative services and products to offer customers. Wave are currently the predominant water supplier to local authorities in London.
- 4.8. The process that the Council has followed in reaching this recommendation has been inputted by officers from the Energy, Procurement, and Legal Services.

5. Alternative options considered

- 5.1. Do nothing
If the contract is not extended, the Council may default onto more expensive out of contract rates that would not provide value for money.
- 5.2. For the Council to run a full tender process
This would not be a cost-effective use of the Council's resources when the portfolio is not yet fully onboarded onto the existing contract. The price increase from the current contract is outweighed by the resource cost to run a full tender. Following a full tender, there may be a supplier change and resource cost involved in changing supplier at this point would be significantly higher than the price increase from the current to the new contract with the existing supplier. Furthermore, value for money would have been part of the framework award process and economies of scale would be obtained with aggregated spend, being part of the framework.

6. Background information

- 6.1. Under the Water Act 2014, Haringey Council is required to appoint a contractor for a Water Retailer and to do so in accordance with the Public Contracts Regulations 2015 (PRC 2015).
- 6.2. CSO 7.01 b) allows for the Council to procure using a Framework or similar arrangement.
- 6.3. The Council's current non-domestic Water, Wastewater and Ancillary Services contract was awarded by Cabinet on 8 August 2018 to Anglian Water Business (National) Limited, trading as Wave, following a collaborative procurement exercise conducted on behalf of members of the London Energy Project (LEP) and NHS London Procurement Partnership. The contract commenced on 21 January 2019.

- 6.4. The contract was awarded on a Most Economically Advantageous Basis, through a Further Competition for Water, Wastewater & Ancillary Services, issued under Lot 3 of the Crown Commercial Service Framework Agreement RM3790 Water, Wastewater & Ancillary Services. The further competition for a single supplier was conducted by the Yorkshire Purchasing Organisation (YPO), a Central Purchasing body, on behalf of the LEP, its Participating Authorities (present and future) and collaborative partners, (which were named in the further competition).
- 6.5. The non-domestic water market only deregulated in 2017 and is relatively nascent compared to the more developed energy market. As the market develops, more innovative products and services will be available to customers as suppliers develop their offerings around for example, automatic metering and water efficiency measures.
- 6.6. The contract offers ancillary services that the Council can access to reduce water consumption and therefore cost such as leak detection and repair, high consumption alerts and water audit surveys.
- 6.7. This cost increase is far less than the cost in terms of officer resource to change supplier again at this point when the portfolio has not even fully transferred to the current contract.

7. Contribution to strategic outcomes

- 7.1. Maintaining a safe, clean water supply and wastewater service to the Council's operational buildings is essential to the running of all Council services.
- 7.2. Outcome 20 of the Borough Plan 2019-2023 states: "We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents". Extending the current non-domestic water contract will ensure the best use of Council resources at a time of uncertainty.
- 7.3. Outcome 10 of the Borough Plan 2019-2023 states: "A cleaner, accessible and attractive place". Maintaining a safe, clean water supply to the Council's leisure facilities, especially outdoor spaces such as parks, is of even greater importance during the current Covid-19 crisis.
- 7.4. Paragraph 4.1. of the Council's Procurement Strategy states: "The Council has a legal obligation to ensure it obtains value for money when spending public money and it is paramount the Council ensures it can afford to deliver services within its budgetary constraints." Awarding this contract will deliver continued value for money as the price rise is minimal and does not require additional resourcing to transfer the portfolio to a new supplier.

8. Statutory Officers comments

8.1. Finance

- 8.1.1. This report provides the basis for Cabinet to approve the recommendations as set out in para 3.1.

8.1.2. The contract value is not expected to exceed £1.5m to cover over the period from 1 May 2022 until 30 September 2024.

8.1.3. No additional funding is required for the contract. Services responsible for building costs have an annual budget assigned for water and wastewater services. These are managed by individual service areas. Schools also have a budget for water and wastewater services within their schools budget, and are managed externally to the Council and the 0.5% increase in price can be accommodated within the current budgets.

8.2. Strategic Procurement

8.2.1. Cabinet may award contracts by selecting a contractor from a Public Sector framework as permitted under CSO 7.01 b). Pursuant to CSO 7.02, the Cabinet's decision to enter into a contract with the recommended Contractor must be made in accordance with Contract Standing Order 9.07 (see paras 8.3.4 and 8.3.5)

8.2.2. Anglian Water Business (National) Ltd (trading as "Wave") is the single supplier on YPO water framework YPO001008. The Direct Award through the YPO framework is compliant with both CSOs and Public Procurement Regulations and provides a value for money route to award.

8.2.3. The framework was evaluated on a price to quality ratio of 20:80. The supplier, Wave, is performing well under the current contract with the Council and should continue the same level of service under the new contract.

8.2.4. The cost increase under the new pricing is much lower than the cost of running a full tender and the cost to change supplier at this point in time when the portfolio is not yet fully onboarded onto the current contract.

8.2.5. The Head of Operations sees no procurement reasons preventing the approval of the recommendations in the report.

8.3. Legal

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

8.3.2. The use of a Framework Agreement is compliant with Regulation 33 of the Public Contracts Regulations 2015 (the Regulations). Call off contracts let under a Framework Agreement need to be awarded in accordance with the Regulations. The Head of Legal and Governance (Monitoring Officer) has been advised that the proposed award is in accordance with the Regulations and the provisions of the Framework Agreement.

8.3.3. Contract Standing Order 7.01 (b) also allows for the selection of a contractor from a Framework Agreement.

- 8.3.4. In accordance with CSO 9.07.1 (d), all contracts valued at £500,000 (five hundred thousand pounds) or more at the time of award may only be awarded, assigned, or novated by the Cabinet.
- 8.3.5. In accordance with CSO 9.07.1 (e), the award of any contract valued at £500,000 (five hundred thousand pounds) or more is a 'key decision' and as such needs to comply with the Council's governance process in respect of 'key decisions' including publication in the Forward Plan.
- 8.3.6. The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4. Equality

- 8.4.1. 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.
- 8.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.4.3. This report recommends accessing YPO water framework YPO001008 and awarding the Council's Water, Wastewater and Ancillary Services contract to Anglian Water Business (National) Ltd (trading as "Wave") from 1 May 2022 until 30 September 2024. This will enable consistency of service in council buildings (including community centres and libraries) and enable schools and other organisations to join the contract.
- 8.4.4. The award of the contract is not considered to have a direct, disproportionate impact on groups with protected characteristics in the borough. The contract will enable the council to ensure water supply to services and facilities more likely to be used by individuals and groups with protected characteristics including day centres, youth services and schools.

9. Use of Appendices

None

10. Local Government (Access to Information) Act 1985

Not applicable.

Report for: Cabinet – 18 January 2022

Title: Bruce Grove Public Convenience Refurbishment Works – Variation of Construction Contract Award

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

Lead Officer: Sukh Lall, Project Manager, sukh.lall@haringey.gov.uk, 07482 216719

Ward(s) affected: Bruce Grove

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

1. Describe the issue under consideration

- 1.1 Bruce Grove Public Conveniences is a project for the refurbishment and extension of the Grade II listed former public conveniences building to remove the site from Historic England's 'Heritage at Risk' Register and transform the building into a new café with strong social value credentials.
- 1.2 On the 1st of April 2021, Cabinet approved a Contract Award to appoint Lilstone Limited to deliver the refurbishment and extension works at the disused Bruce Grove Public Convenience (BGPC) pavilion building for the total contract cost of £898,892.64. This report seeks approval for the variation of the contract by the sum of £128,518.16 in accordance with Contract Standing Order 10.02.1 (b). This would result in a revised total contract value of £1,027,414.08.
- 1.3 There has been a delay in the start on site for this project, since the original contract award, due to boundary discrepancies highlighted during the easement negotiations with Network Rail. This has been resolved following a redesign to reduce the size of the new extension, but unfortunately has delayed the project which has resulted in the project being exposed to significant increases in the construction costs over the past 9 months since the original contract award.
- 1.4 The increase in contract sum is a reflection of market conditions. The cost consultant has reviewed the submission and consider the uplift in construction costs are reasonable for the works proposed and fairly captures the increases which have been present in the construction industry since the original contract award, which could not have reasonably been foreseen at the point of award.

2. Cabinet Member Introduction

- 2.1. Tottenham's town centres are at the heart of their local communities, providing jobs, services, shops, leisure facilities and social places and spaces. They reflect the many needs of the vibrant and diverse multi-cultural communities, can support improved

health and skills for local people and provide an economy on which many local people rely and serving to build wealth in the community.

- 2.2. The Investment in the derelict Bruce Grove Public Conveniences comes at an important time for Bruce Grove and Tottenham High Road where a significant regeneration is planned over the next 3 years.
- 2.3. The ongoing delay in progressing with the refurbishment works of this building as a result of boundary clarifications with Network Rail has created an immediate threat to the project which is at risk of losing £375,000 of funding provided by Heritage England if this is not expended by the end of March 2022.

3. Recommendations

Cabinet is asked:

- 3.1 To approve a variation to the original Cabinet Award to Lilstone Limited from £898,892.64 to a revised total contract value of £1,027,414.08.

4. Reasons for decision

- 4.1 On the 1st of April 2021 Cabinet approved a Contract Award to appointment Lilstone Limited to deliver the refurbishment and extension works at the disused Bruce Grove Public Convenience (BGPC) pavilion building for the total contract cost of £817,175.13 plus a 10% contingency of £81,717.51.
- 4.2 A letter of intent was issued to the Contractor in June 2021, with construction works due to commence on site on the 16th of July 2021. However, as part of the easement negotiations with Network Rail (Neighbouring Landowner), it came to light, prior to construction works commencing on site, that there was a discrepancy between the title boundary line and the line used for the design of the new extension to BGPC.
- 4.3 On review of the Council's and Network Rail's Title Plans it is believed that the position of the proposed extension exceeds the Council's boundary, which has led to the construction phase being put on hold on the 30th of June 2021, and the rear extension being redesigned, (as detailed in section 4.5 of Part B).
- 4.4 The time required to complete the revised design and delays associated with the same has created a substantial uplift in construction costs. This is primarily because of the effects of the Covid Pandemic across the construction industry and general increase in the cost of materials.
- 4.5 This variation report requests that a variation of £128,518.16 (detailed in section 6.4) over the original Contract Award granted by Cabinet is agreed. This would result in a revised total Contract Award of £1,027,414.08 as detailed in section 3.1 above.

5. Alternative Options Considered

- 5.1 **Do nothing option** - a decision not to support the variation to the Contract Award would result in the construction contract being terminated as the Contractor would not be able to deliver the works due to cost increases reported. This may also result in the Council having to pay the Contractor for loss and expense.
- 5.2 **A scope of value engineering** - to reduce the overall cost uplift has been considered. The designs for the new extension at BGPC have been prepared in consultation with the Heritage Officer so they are sympathetic to the pavilion building due to its grade II listed status. Therefore, any changes in designs and specification would be subject to a new Listed Building Consent application. This would have further impact on project programme and fees due to additional time needed to complete the redesigns and obtaining the required approvals.
- 5.3 **Re-tender the works** – this option was discounted as the time needed to complete the tender would delay the construction works further putting funding at risk. Project costs would also increase as abortive costs for Lilstone Limited would need to be paid, and due to current market conditions, tender returns could also be higher than the uplifted construction costs reported.

6. Background Information

- 6.1 Bruce Grove Public Conveniences is a project for the refurbishment and extension of the Grade II listed former public conveniences building to remove the site from Historic England's 'Heritage at Risk' Register and transform the building into a new café with strong social value credentials.
- 6.2 The redesign of the rear extension has meant that a further planning submission was needed to reflect the changes made. This has resulted in a delay to the construction programme whilst a decision on planning was awaited. Determination was granted on the 25th October 2021).
- 6.3 The revised designs have now been priced by the contractor. The impact of the Council instructing construction work be placed on hold and re-design has incurred a substantial uplift in construction costs.
- 6.4 The original tender submission was received in March 2021. Since then, market conditions have shifted primarily because of the Covid Pandemic, with contributing factors being material shortages and increased costs generally in the construction industry. These could not have been envisaged at the time the project was put on hold.
- 6.5 Due to the redesign and delays in commencing with the works the construction period has also extended from 34 weeks to 37 weeks. This is due to the conservation elements of the works being resequenced and longer lead-in times for materials. This has impacted on preliminary costs.
- 6.6 Council and GLA grant funding has been secured to meet latest programme projections into 2022/23, and defects 2023/24. Historic England Heritage Action Zone (HAZ) funding of £375,000.00 is required to be spent by the end of the 2021/22 financial year (March

2022), otherwise there is a risk this could be withdrawn. Based on the risk of losing HAZ grant funding, in consultation with the Client Team, Sponsor and Officers the decision was taken to allow construction works to commence in November 2021 whilst a variation of award was prepared and presented to Cabinet Committee at the earliest opportunity.

6.7 Subject to Cabinet approval below is the projected programme dates for key activities:

Mobilisation of contractor	November 2021
Place Orders for Long Lead Items	December 2021
Conservation works	January 2021 – March 2022
Strip out and demolition works	January – February 2022
Substructure works	April – May 2022
Superstructure works	May – June 2022
Internal works	July – October 2022
External works	May – August 2022
Handover	October 2022

7. Contribution to Strategic Outcomes

7.1 This project proposal supports outcomes as outlined in the Borough Plan 2019-23, in particular:

- **Priority 2 People** – to contribute to a Haringey ‘where strong families, strong networks and communities nurture all residents to live well and achieve their potential’.
- **Priority 3 – Place** : a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean, and green.
- **Priority 4 - Economy**: a growing economy which provides opportunities for all our residents and supports our businesses to thrive.

7.2 The proposals for the site can help address **Social Value Framework Indicators** by creating economic benefit through new employment opportunities, increasing employable skills, and investing in local supply chains.

7.3 There is a direct alignment with the Council’s emerging Strategic Asset Management Plan; whereby it is seeking to proactively transform its corporate property estate to increase revenue income for the Council and in so doing improve the level of service the Council can provide for its local community, The pilot ‘Community Wealth Building

Lease' features within the Strategic Asset Management Plan and Lessons learned from this pilot will help to inform future Council policy and operations regarding how it uses its property portfolio.

- 7.4 Since the onset of Covid-19, the Council has published a 'Good Economy Recovery Action Plan' (GERP). The project supports the GERP's top priorities, including helping businesses into work/training through offering work experience/apprenticeships and delivering new, high quality employment space.

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

8.1 Finance

- 8.1.1 This report seeks a variation of £128,518.16 (detailed in section 6.4) to the Contract Award granted by Cabinet on the 1st of April 2021 to Lilstone Limited to deliver the refurbishment and extension works , RIBA Stages 5–6, (Construction) at BGPC.

- 8.1.2 The variation would result in a revised Contract Award to Lilstone in the sum of £1.027m as follows:

Contract Award	£0.786m
Construction cost uplift	£0.107m
Utility Costs*	£0.040m
Construction contingency	£0.093m
Total construction costs	£1.027m

* Budget Costs (rounded up figures)

- 8.1.3 The variation to the contract award is to be funded through reprofiling of existing funding and utilisation of budget underspends from other Heritage Action Zone projects which have been done under officer delegations.

8.2 Procurement

- 8.2.1 Strategic Procurement (SP) note that this report relates to the variation of award for the BGPC refurbishment works to Lilstone Limited.

- 8.2.2 SP have reviewed the option of retendering the project with Legal understand that termination of the existing contract with Lilstone Limited will present risks to the project in terms of costs and further delays.

- 8.2.3 SP support the recommendations in this report in accordance with Contract Standing Orders clause 10.02.1 (b); Variations and Extension. To vary the contract by £128,518.16 to Lilstone Ltd.

- 8.2.4 The variation is in line the authorities CSO's and the PCR's

- 8.2.5 SP notes that as per section 8.1.1 of this report, funding is available for this Contract.

8.2.6 SP support the recommendations within this report and have no objections with awarding this Contract variation to Lilstone Ltd for the value outlined in this report.

8.3 Legal

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

8.3.2 The works are below the threshold where the modification (variation) rules set out in Regulation 72 of the Public Contracts Regulations 2015 apply. The variation is therefore governed by Contract Standing Orders.

8.3.3 As the overall value of the contract is in excess of £500,000, it falls to Cabinet to approve the variation (CSO 10.02.1 (b)).

8.3.4 The variation is a Key Decision and, as such, needs to comply with the Council's governance processes in respect of Key Decisions including publication in the Forward Plan (CSO 3.01(d)).

8.3.5 The Head of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing Members from approving the recommendations in this report.

8.4 Equality

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

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

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

8.4.2 The proposed work aims to address the dilapidated condition of the Grade II Listed public convenience pavilion building which has been disused for over 40 years.

8.4.3 The building is on the at risk register of the councils properties and the refurbishment works with the construction of a new extension to create a café facility with social values which can be used by the local community and members of the public visiting Bruce Grove.

- 8.4.4 The proposed decision is to approve a variation to the original Cabinet Award to Lilstone Limited to undertake the refurbishment and improvement works at BGPC. It is expected that this decision will lead to the disused building being brought back into use for the local community.
- 8.5.5 The variation of contract award is required to enable the refurbishment and extension of the exiting pavilion building. The works will comprise of roofing works, heritage repairs, installation of new mechanical and electrical services and improvements to external areas with new pavement lights and fencing.
- 8.5.6 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. Appropriate contract management arrangements will be established to ensure that the delivery of the major works does not result in any preventable or disproportionate inequality.

8.2.1 Use of Appendices

8.2.2 Appendix 1 – Part B

8.2.1 Local Government (Access to Information) Act 1985

10.1 List of background documents:

This report contains exempt and non-exempt information. Exempt information is under the following categories (identified in amended Schedule 12A of the Local Government Act 1972): Information relating to financial or business affairs of any particular person (including the statutory holding that information).

This page is intentionally left blank

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY, 7TH DECEMBER, 2021, 11.00 - 11.15 AM

PRESENT: Councillor Lucia das Neves, Cabinet Member for Health, Social Care, and Wellbeing.

In attendance: Gill Taylor, Strategic Lead – Single Homelessness and Vulnerable Adults; Charlotte Pomery, Assistant Director for Commissioning; and Fiona Rae, Principal Committee Co-ordinator.

62. APOLOGIES FOR ABSENCE

There were no apologies for absence.

63. DECLARATIONS OF INTEREST

There were no declarations of interest.

64. CONTRACT AWARD FOR THE NEW INFORMATION, ADVICE AND GUIDANCE SERVICE

The Cabinet Member for Health, Social Care, and Wellbeing considered the report which detailed the outcome of an open tender process and sought approval to award the contract to the successful tenderer for the Provision of Information, Advice and Guidance (IAG) Service in accordance with Contract Standing Order (CSO) 9.07.1 (d).

Subject to approval, the contract should be awarded for a period of four (4) years commencing from 1 April 2022 to 31 March 2026 with an option to extend for a further period or periods of up to a total of three (3) years. The maximum length of the contract would therefore be seven (7) years, if extended.

The Cabinet Member RESOLVED

1. To approve the award of a contract to the successful tenderer (identified in Appendix 1 - Part B (exempt information) of this report), in accordance with CSO 9.07.1(d) for an initial term of four (4) years, commencing from 1 April 2022 to 31 March 2026 with an option to extend for a further period(s) of up to a total of three (3) years.
2. To approve the value of the contract for the initial period of 4 years will be £3,059,100 inclusive of London Living Wage (LLW). For a duration of 7 years (if extension clauses are invoked) would be £5,353,425.
3. To note that funding for the Information, Advice and Guidance service is through a partnership between the Council's Adults and Health Department and North

Central London Clinical Commissioning Group (NCL CCG). NCL CCG contribute £133,000 to the annual funding for the service, of which £55,000 is from the Better Care Fund (BCF). This funding is offered on an annual basis and in the event that it were no longer available, the successful provider is aware that the associated activities would cease.

Reasons for decision

There is a clear need in Haringey to tackle the issues that place residents at risk of homelessness, unemployment, social isolation, poor health outcomes and escalating social care need. During the Covid-19 pandemic, the current IAG service saw a 28% increase in demand, and successfully adapted its operating model to offer information, advice and guidance in a more diverse range of settings, platforms and formats. The recommissioned IAG service will continue this growth and development, meeting changing need in the borough with a refreshed IAG offer which will work with people to find solutions to complex problems.

It is in the Council's overall interest to award this contract as it will benefit individual residents and reduce pressure on reactive statutory services such as Housing Needs, Adults Social Care and Children's Services. This will be achieved by ensuring people have access to high quality information, advice and casework support to prevent and resolve issues related to debt, unemployment, housing, barriers to healthcare, immigration status and a wide range of other life experiences.

The decision to award a contract to the successful tenderer is based on the conclusion of a competitive procurement process. The proposed recommendation to award the contract is made according to the outcome of the Most Economically Advantageous Tender, as detailed in section 6 of this report.

The recommended provider submitted a strong tender bid that clearly demonstrated their expertise and experience in providing the services required, and to meeting the service outcomes as specified. They were able to demonstrate a strong track record of delivering Information, Advice and Guidance services.

Alternative options considered

Do nothing: The Council could elect not to recommission the IAG service as it is not statutorily required to do so. However, this would leave Haringey residents without access to timely, local and specialist information and advice on key areas of need and inequality in the borough. This would be highly likely to increase the human and financial pressure on key Council and statutory services, which would have a further detrimental impact on the residents affected. Therefore, the option of doing nothing was considered and rejected.

Extend existing contracts: The available extension periods available within the existing contract have been exhausted, and no further extensions are possible.

Deliver the services in house: Extensive consideration was given to the possibility of in-house delivery for this service. However, on reviewing the options available, insourcing was deemed to be unsuitable on the basis that a key aspect of the service

was independent advice for people seeking to review or appeal decisions made by the Council and our statutory partners.

65. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

66. EXEMPT - CONTRACT AWARD FOR THE NEW INFORMATION, ADVICE AND GUIDANCE SERVICE

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr Lucia das Neves

Signed by Cabinet Member

Date ...7 December 2021.....

This page is intentionally left blank

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON TUESDAY, 7TH DECEMBER, 2021, 2.00 - 2.05 PM

PRESENT: Councillor John Bevan, Cabinet Member for Licensing, Planning, and Housing Services.

In attendance: Charlotte Pomery, Assistant Director for Commissioning, and Fiona Rae, Principal Committee Co-ordinator.

67. APOLOGIES FOR ABSENCE

There were no apologies for absence.

68. DECLARATIONS OF INTEREST

There were no declarations of interest.

69. AWARD OF HOUSING RELATED SUPPORT CONTRACTS - SINGLE HOMELESS PATHWAY SHORT TERM SUPPORTED ACCOMMODATION

The Cabinet Member for Planning, Licensing, and Housing Services considered the report which detailed the outcome of an open tender process and sought approval to award four (4) contracts to the successful tenderers for the Provision of Housing Related Support (HRS) Single Homeless Pathway Services in accordance with Contract Standing Order (CSO) 9.07.1 (d).

It was noted that, subject to approval, the contracts would be awarded for a period of four (4) years commencing from 12th March 2022 to 11th March 2026 with an option to extend for a further period, or periods, of up to a total of three (3) years.

The Cabinet Member RESOLVED

1. To approve the award of contracts for the provision of HRS – Single Homeless Pathway Services to the successful tenderers (identified in Appendix 3 - Part B (exempt information) of this report), for a period of 4 years commencing from 12th March 2022 to 11th March 2026 with an option to extend for a further period, or periods, of up to 3 years, in accordance with Contract Standing Order 9.07.1(d).
2. To approve the aggregated cost of the contracts for the initial period of 4 years will be £4,276,297 inclusive of London Living Wage (LLW). For a duration of 7 years (if the extensions are invoked) would be £7,593,503, inclusive of annual inflationary increases for contractual years 5, 6 and 7.

3. To note that insufficient tenders were received for two (2) Lots, please see Appendix 3 - Part B (exempt information) referenced later in this report at paragraph 6.7.8 in the report.
4. To note that a further procurement process will be undertaken as a matter of priority to commission the remaining units. Prior to this, feedback will be sought from bidders and partners to ensure retendering is effective and the new service model is fully in place by March 2022.

Reasons for decision

There is clearly evidenced demand for services that support residents around the wide-ranging needs and circumstances that contribute to, and cause, homelessness. Dedicated supported housing services provide a flexible and person-centred service approach to resident helping people maintain and establish sustainable housing, overcome health inequalities, and recover from other experiences that contributed to their homelessness.

The Single Homeless Pathway operates to prevent homelessness, facilitate rapid hospital discharge, and smooth prison releases for people with ongoing support needs. The pathway supports residents to develop and strengthen the skills required to sustain independence. There is a continuous and high demand for supported housing, with residents referred via London Probation Service, Barnet, Haringey, and Enfield Mental Health Trust (BEHMHT) and Homes for Haringey's Housing Needs Service. These services make a key contribution to the health and wellbeing of local residents and there is both a strategic need and evidence base to support the award of these contracts.

The Homelessness Reduction Act (2018) brought about a range of changes to the way that local authorities respond to households who are homeless or at risk of homelessness. A key element of the new legislation is an extended duty, for the Council and its partners, to prevent homelessness at the earliest possible stage. This focus on early prevention will be a key element of these services and will therefore support the Council in meeting its statutory duties under the Act.

The Single Homeless Supported Housing Pathway will also contribute to delivery of the Council's Borough Plan (2019-2023) objectives and will play an integral role in the delivery of Haringey's Homelessness and Rough Sleeping Strategies, by supporting single adults with support needs to secure positive housing, health, and community outcomes.

An open tender process was carried out in accordance with Council's contract standing orders. The recommendation to award contracts to successful bidders is made following completion of tender evaluations based on criteria set out within the tender documents.

Alternative options considered

Do nothing – The Council could elect not to recommission the Single Homeless Pathway services. There is only a statutory requirement to provide accommodation 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, failing to provide support and accommodation to vulnerable single people result in increases in the number of people placed into temporary accommodation and in acute hospital admissions. This would not only have a significant detrimental impact on the residents affected but also on the Council and its partners. The option to do nothing was considered and rejected.

Extend existing contracts – Extension periods available within the existing contracts have been exhausted.

Deliver the services in-house – Extensive consideration was given to the possibility of in-house delivery for these services. However, the investment required to develop and manage the properties and teams required was found to be significantly greater than the resources currently available to the Council. In particular, sourcing and managing the required properties for these contracts was not considered feasible at the present time. The successful tenderer’s have an extensive track record in delivering these services and have committed the properties required to do so as part of their bids.

70. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

71. EXEMPT - AWARD OF HOUSING RELATED SUPPORT CONTRACTS - SINGLE HOMELESS PATHWAY SHORT TERM SUPPORTED ACCOMMODATION

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr John Bevan

Signed by Cabinet Member

Date ...7 December 2021.....

This page is intentionally left blank

MINUTES OF MEETING Cabinet Member Signing HELD ON Friday, 10th December, 2021, 10.45 am

PRESENT:

Councillors: Zena Brabazon – Cabinet Member for Early Years, Children and Families

Also attending: Jackie Difolco – Assistant Director for Early Help and Prevention, Mary Jarrett – Head of Integrated SEND, Ellika McAuley - SEN Advisory Early Intervention & Inclusion, and Felicity Foley – Committees Manager

72. APOLOGIES FOR ABSENCE

None.

73. DECLARATIONS OF INTEREST

None.

74. HEARING IMPAIRMENT OUTREACH SERVICES CONTRACT

The Cabinet Member for Early Years, Children and Families considered a report which sought approval to enter into a contract with London Borough of Enfield (Enfield) to provide hearing impairment outreach services to children and young people with Special Educational Needs, who are attending the school in Enfield. This approval was sought retrospectively as the contract commenced on 1st April 2020.

The Cabinet Member noted an amendment to paragraph 6.1 of the report which should read “The objectives of the *Hearing Impairment service* are aligned with the priorities within the ‘Borough Plan – Priority 2 (People)’ specifically...”

The Cabinet Member RESOLVED to approve the entering into an agreement with Enfield Council to provide Hearing Impairment Outreach Services to Enfield Council for a period of 3 years commencing from 1st April 2020, with Enfield Council having the option of extending for two further periods of 12 months each (as allowed under Regulation 9.11 of the Financial Regulations (Constitution Part 4, Section I)). The annual value of the contract is £210,000 and £1,050,000 for the life of the contract (if the option for the two ‘one-year’ extension is taken up).

Reasons for decision

Enfield and Haringey Councils work closely together with the children who are identified as deaf or hearing impaired. Following a competitive procurement process

conducted by Enfield Council, Haringey council has been successful in securing the contract for these services for 3 years.

CHAIR:

Signed by Chair

Date

MINUTES OF CABINET MEMBER SIGNING MEETING HELD ON FRIDAY, 17TH DECEMBER, 2021, 1.00 - 1.05 PM

PRESENT: Councillor Zena Brabazon, Cabinet Member for Early Years, Children, and Families.

In attendance: Sara Khan, Development Manager; Flo Armstrong, Library Strategy Development Manager; and Fiona Rae, Principal Committee Co-ordinator.

78. APOLOGIES FOR ABSENCE

There were no apologies for absence.

79. DECLARATIONS OF INTEREST

There were no declarations of interest.

80. AWARD OF CONTRACT FOR THE PURCHASE OF LIBRARY STOCK TO ASKEWS AND HOLTS

The Cabinet Member for Early Years, Children, and Families considered the report which sought to enter into call-off contracts for the purchase of Library Stock with the preferred Contractors Supplier A and Supplier B for a period of 3 years with an option to extend for a further 2 years as allowed under the Council Contracts Standing Order (CSO) 9.07.1(d) for a total contract value of not exceeding £1,000,000.

It was noted that the contract was broken down in the following Lots:

Lot 1 (Adult Stock & Reference) – Supplier A

Lot 2 (Children's Stock) – Supplier B

Lot 3 (Audio Visual Stock) – Supplier A

The Cabinet Member RESOLVED

1. To give approval for the Council to enter into Call-off contracts with Supplier A and Supplier B for purchase of library stock in accordance with Contract Standing Order 7.01(b) and Contract Standing Order 9.07.1(d) for a maximum value of £1,000,000. Details of Suppliers A and B is outlined in Appendix 1 - Part B (exempt information) of the report.
2. To agree that the contract period is 1 April 2022 – 31 March 2025 (with an option to extend for up to a further 2 years).

Reasons for decision

Library services contribute to key priorities 2, 3 & 4 by providing access to education, learning and employment opportunities through the resources they provide and staff expertise. They are at the heart of communities and help to foster a sense of place, helping to combat social isolation, improving wellbeing and growing local economy by increasing access to business opportunities.

The purchase of stock is budgeted for and forms a fundamental part of Business As Usual. Library stock is a core element of the service. It provides communities and individuals with access to materials that facilitate learning for all ages, it supports educational attainment, helps to improve literacy levels and to get people into further education and the work place. It combats social isolation, for example through book groups and baby and toddler storytimes.

Failure to provide quality library stock impacts significantly on the levels of use and the ability of libraries to contribute to the Council's priorities; it carries a reputational risk for the Council and compromises our ability to comply with the Public Libraries Act of 1964.

In order to ensure compliance with procurement legislation and ensure value for money, strategic procurement led a Mini Competition exercise in accordance with CSO 7.01(b). The ESPO Framework, Library Stock supply (ref 376F_18) was used. The tender was sent to three suppliers (industry leading suppliers) that were registered in the Framework Agreement. The Mini Competition was based on:

Price 50%
Quality 50%

The reason the above evaluation weighting was applied was to ensure the Council's requirement for high quality, sensitive, accurate and critical data was met by the winning supplier/s.

The Pricing Schedule for each Lot was a shopping basket of 50 books (for Lots 1 and 2 and audio visual material for Lot 3), that suppliers were asked to bid for (net of discount of retail price), processing costs and supplier selection costs.

Alternative options considered

Do nothing This was not an option as purchase of new library stock is essential to ensure that library provision is current and in the case of non fiction and reference materials accurate.

Direct Award as an alternative to a mini competition This was not considered as viable option as the mini competition would yield a better cost effective (value for money) outcome.

81. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as item 5 contained exempt information, as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

82. EXEMPT - AWARD OF CONTRACT FOR THE PURCHASE OF LIBRARY STOCK TO ASKEWS AND HOLTS

The Cabinet Member considered the exempt information.

CABINET MEMBER: Cllr Zena Brabazon

Signed by Cabinet Member

Date ...17 December 2021

This page is intentionally left blank

MINUTES OF MEETING CABINET MEMBER SIGNING HELD ON THURSDAY 23RD DECEMBER 2021, 10.30 am

PRESENT:

Councillors: Zena Brabazon

ALSO ATTENDING: David Moore (Head of Construction Related Project Delivery) and Felicity Foley (Committees Manager)

83. APOLOGIES FOR ABSENCE

There were no apologies for absence.

84. DECLARATIONS OF INTEREST

None.

85. CAMPSBOURNE PRIMARY SCHOOL PHASE 2 - EXTERNAL ENVELOPE, BOUNDARY WORKS AND WINDOW REPLACEMENT - CONSTRUCTION WORKS CONTRACT AWARD

The Cabinet Member for Children, Education and Families considered the report which sought approval for an award of a contract to carry out external envelope, boundary works and window replacement at Campsbourne Primary School, and to approve issuance of letter of intent.

It was noted that the legal comments in the original published report had been amended and now read (amendments in bold):

8.3. Legal

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

8.3.2. The contract which the report relates to has been procured under the London Construction Programme Framework Agreement (Education and Leisure lot 2.1b North £1m-£5m). The use of a Framework Agreement is compliant with the Public Contracts Regulations 2015 (Reg 33) and the Council's Contract Standing Orders (9.01.2 (f) (carrying out a mini-competition under a framework agreement).

8.3.3. **Because of the value of this contract, it would normally be approved by Cabinet. In-between meetings of the Cabinet, a Cabinet Member has power under CSO 16.02 to approve a decision which would normally be taken by Cabinet, providing that the Leader has allocated the decision to the Cabinet Member. The Cabinet Member with the relevant portfolio is the Cabinet Member for Children, Education and Families.**

- 8.3.4. **The Cabinet Member for Children, Education and Families** also has power to approve the issuance of a letter of intent up to £100,000 or 10% of the contract value, whichever is higher.
- 8.3.5. The award of this contract is over £500,000 and is therefore a Key Decision and as such must comply with the Council's governance requirements in respect of Key Decisions (including publication in the Forward Plan) (see CSO 9.07.1(e)).
- 8.3.6. The Head of Legal and Governance (Monitoring Officer) sees no legal reasons preventing **the Cabinet Member for Children, Education and Families** from approving the recommendations in the report.

RESOLVED that the Cabinet Member

1. Approve an award of contract to Contractor A up to a value of £1,683,722.59, pursuant to Contract Standing Order 16.02.
2. Approve a client construction contingency of 10% that equates to £168,372.26, which will be strictly managed under change control governance arrangements.
3. Approve the issuance of a letter of intent for up to 10% of the contract value, totalling £168,372.26.

Reasons for decision

A competitive tender for Phase 2 was issued to London Construction Programme Major Works 2019 Framework Education and Leisure Lot 2.1b North. Three tenders were received on 1 October 2021 (See Part B report).

These works were originally approved on 9 November 2021 but has since changed due to circumstances outlined in Part B of this report.

Two tenders were evaluated on 60% cost and 40% quality with all bids meeting the minimum quality criteria. On this basis, this report seeks approval to award the contract to the successful bidder (Contractor A) as outlined in part B of this report.

The scheme for Campsbourne Primary School was developed into 2 phases. Phase 1 sought to meet the criteria for Public Sector Decarbonisation (Salix) grant funding (a grant contribution of £0.243m), minimise disruption to the school by maximising access over the 2021 school summer holiday period, ensure resilience for heating and hot water and support a comprehensive phasing plan. A construction award to Mulalley & Co Ltd was supported by Cabinet on 15 June 2021 and commenced on site in July 2021. Phase 1 works include heating distribution system upgrade, loft insulation, flat roof works, masonry repairs and ground floor window replacement works. Both phases of works will improve the condition of the building for better education delivery but will also improve the energy efficiency and reduce carbon emissions during operation.

The Phase 2 works to be undertaken by Contractor A include:

- Window replacement and pitched roof repairs
- External walls repairs
- New entrance
- Repairs and replacement of boundary walls and fences
- Repairs to underground drainage
- Repairs to external surfaces
- Replacement of infant school boilers

Alternative options considered

Do nothing option - a decision not to support this award of construction contract will result in the Council's failure to suitably maintain its education estate by undertaking essential condition improvements. This would increase the likelihood of reactive works which will create greater disruption and cost to the council and potentially result in the loss of education days, all of which would undoubtedly impact on the quality of teaching and learning and potentially could lead to school closure.

86. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded for the consideration of agenda item 5 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

87. EXEMPT - CAMPSBOURNE PRIMARY SCHOOL PHASE 2 - EXTERNAL ENVELOPE, BOUNDARY WORKS AND WINDOW REPLACEMENT - CONSTRUCTION WORKS CONTRACT AWARD

The Cabinet Member considered exempt information pertaining to the report.

CHAIR:

Signed by Chair

Date

This page is intentionally left blank

MINUTES OF URGENT DECISIONS MEETING HELD ON MONDAY, 20TH DECEMBER, 2021, 2.00 - 2.10 PM

PRESENT: Councillor Seema Chandwani, Cabinet Member for Customer Service, Welfare, and the Public Realm.

In attendance: Simi Shah, Group Engineer (Traffic and Parking); Ann Cunningham, Head of Highways and Parking; and Fiona Rae, Principal Committee Co-ordinator

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. DISABLED RESIDENTIAL PARKING PERMIT

The Cabinet Member for Customer Service, Welfare, and the Public Realm considered the report which reported on the feedback of statutory consultation which commenced on 13 October 2021 for 21 days, closing on 3 November 2021, on the proposal to extend the concessions of the disabled (virtual) residential parking permit as detailed in paragraph 6.4 of the report. The report also requested approval to proceed to implementation of these concessions, having taken objections into consideration.

The Cabinet Member RESOLVED

To approve the proposal to extend the concessions of the disabled virtual residential parking permit, as detailed in Table 1 in paragraph 6.4 of the report.

Reasons for decision

The Blue Badge parking scheme is a lifeline that allows millions of disabled people to park their vehicle close to their destination, either as a passenger or driver. The badge can only be used lawfully if the disabled person is either driving the vehicle or being carried as a passenger and being dropped-off or picked-up at that location.

The scheme is designed to support the most vulnerable people in society, but is subject to fraud and abuse, ranging from misuse of the badge by family members, to criminals and gangs stealing badges to sell on the black market.

Following approval granted under Delegated Authority in October 2021, statutory consultation was undertaken on extending the concessions of the disabled residential

parking permit. The Council is required to consider the feedback to this consultation prior to deciding whether or not to implement the proposed changes.

A total of 4 submissions were received to the statutory consultation – 3 objections and 1 in favour. Of the objections received, none could be considered as a ‘substantial objection’ for example, relating to the consultation process not following required legal process or statutory documents containing fundamental errors. A summary of objections received are detailed in Table 2, paragraph 6.10 of this report.

Alternative options considered

An alternative was to not introduce proposed changes to extend the concessions of the disabled (virtual) residential parking permit borough wide. This is not recommended as the changes proposed are to ensure the Council meets its obligations under the Equality Act 2010.

The Chair of Overview and Scrutiny has agreed that the decision is both reasonable in all the circumstances and that it should be treated as a matter of urgency. This is in order to restore, as quickly as possible, the ability for vehicles to be registered to anyone in the same household as the resident that holds the Blue Badge. This will allow those Blue Badge holders to access the wider borough more fully than at present, particularly so that they can take full advantage of what Haringey has to offer before and during the Christmas and New Year period.

Please be advised that the Chair of Overview and Scrutiny has further 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 decision relates to extending the concessions of the (free) disabled residential parking permit, aligning it more to the original companion badge scheme, and will restore, as quickly as possible, the ability for vehicles to be registered to anyone in the same household as the resident that holds the Blue Badge. This will allow those Blue Badge holders to access the wider borough more fully than at present, particularly so that they can take full advantage of what Haringey has to offer before and during the Christmas and New Year period and this can be communicated to Disabled Badge Holders in December. Accordingly, 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 Seema Chandwani

Signed by Cabinet Member

Date ...20 December 2021

Report for: Cabinet 18 January 2022

Title: Delegated Decisions and Significant Actions

Report

authorised by : Zina Etheridge, Chief Executive

Fiona Alderman - Head of Legal and Governance

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.

This page is intentionally left blank

Environment & Neighbourhoods

Significant decisions - Delegated Action - For Reporting to Cabinet January 2022

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	19 November 2021	Variation of an existing contract for Quantity Surveying services (cost consultancy) for the Marsh Lane project.	For the Director of Environment and Neighbourhoods in accordance with CSO 10.02.1a to vary an existing award of contract for the provision of Quantity Surveying services for the Marsh Lane project to Bloom Procurement Services Ltd (who will in turn extend the existing contract with John Rowan Partnership (JRP) to provide additional services) by increasing the original contract value by £24,320 from £140,800 to £165,120
2.	17 November 2021	Extension of Contract – NatWest for provision of PCard services	For the Director of Environment & Neighbourhoods, in accordance with CSO 10.02.1 a) award the extension of contract to NatWest for the provision of Procurement and Payment Cards for a period of 12 months commencing 1st December 2021 and expiring 30th November 2022.
3.	September 2021	Approval of the design, approach to consultation, implementation and monitoring of 'School Street' traffic schemes in proximity to 3 primary schools.	Assistant Director Direct Services on behalf of the Director of Environment & Neighbourhoods to approve the design, approach to consultation and the monitoring of 3 School Streets <ol style="list-style-type: none"> 1. Coleridge Primary School 2. Earlham Primary School 3. The Mulberry Primary School

Delegated Action

Type	Number
1.1.	

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank