

MINUTES OF MEETING CABINET HELD ON TUESDAY, 8TH OCTOBER, 2019, 6.30PM

PRESENT:

Councillors: Joseph Ejiofor (Chair), Zena Brabazon (Vice-Chair), Charles Adje, Kaushika Amin, Mark Blake, Gideon Bull, Seema Chandwani, Kirsten Hearn, Emine Ibrahim and Sarah James

ALSO ATTENDING: Connor, Rice and Tucker

25. FILMING AT MEETINGS

The Leader referred to agenda item 1, as shown on the agenda in respect of filming at meetings and Members noted this information.

26. APOLOGIES

There were no apologies for absence.

27. URGENT BUSINESS

There were no items of urgent business submitted.

28. DECLARATIONS OF INTEREST

Councillor Chandwani declared a prejudicial interest in items 16 and 29 as she was an employee of the Selby Centre.

Councillor Mark Blake declared a personal interest in items 22 and 35 which were the reports on the Pupil Referral Unit contract extension.

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

There were no representations received.

30. MINUTES

The minutes of the 10th of September 2019 were agreed as an accurate record of the meeting.

31. DEPUTATIONS/PETITIONS/QUESTIONS

There were no deputations, petitions or questions put forward.

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

The Leader outlined that - Cabinet would consider the Scrutiny Reviews on Day Care Opportunities and Care Home Commissioning and further consider the response to the Scrutiny recommendations.

At the start of items 9 and 10 the Scrutiny Reviews will be introduced by Cllr Pippa Connor - Chair of the Adults and Health Scrutiny Panel.

The Cabinet response to the Scrutiny recommendations would be provided by Cllr Sarah James - Cabinet Member for Adults and Health.

33. SCRUTINY PANEL REVIEW ON CARE HOME COMMISSIONING

Councillor Connor introduced the scrutiny review, thanking all participants and setting out that the review had been undertaken not to look at any individual care setting but to gain a deeper understanding of the process and how, as a local authority, the Council best placed to instigate change and improvements. Participants in the review had appreciated that they were being listened to by the Council and there was an opportunity to discuss their ideas, hopes and aspirations for the service.

The aim of the review was to improve systems to directly enhance both the staffing offer and retention and the client experiencing the care alongside their Carer.

In identifying these key themes within each of the areas, it was hoped that the recommendations could assist not only in the development of a skilled and valued workforce within a recognised body encompassing pay, conditions and training, but also that the Providers would be supported both within their funding to remain a stable provision both within Haringey and surrounding boroughs.

Cllr Connor, felt that there had been a ground swell of opinion to establish a professional body to represent carers, ensuring better pay & rights, developing professional status and allowing professional qualifications with a regular pay review. This recommendation was above the curve but the Panel felt that this was an evitable progression arising from the recognition of the key role of carers.

Cllr Connor outlined that there were individual recommendations for clients and carers, which have been identified to support their choice and independence whilst ensuring they gain access to the best care. Cllr Connor spoke about establishing an information portal which was both accessible to both client and professionals. She outlined that providing accessible information was imperative at what could be a stressful time for clients and carers. Cllr Connor highlighted that this was essentially about knowing what to ask for which could be difficult when entitlements to services may not be known or understood. A hard copy of the care pathway guide was referred to as an excellent example of setting out what to ask for and when.

Cllr Connor concluded by stating the important role for Scrutiny in continuing to listen to residents in the social care settings.

In response to the recommendations, the Cabinet Member for Adults thanked the Adults and Health Scrutiny Panel for considering the commissioning of care homes for Haringey residents. This was an important issue and any opportunity to learn from best practice elsewhere and to enhance practice in Haringey was much welcomed.

The Cabinet Member drew attention to the response to recommendations which makes clear that there is a lot of work going on in the Adults social care area and with fellow boroughs in the NCL region regarding examining the way in which commissioning is working. There was a recognition of the importance of care homes sector. The Council were further exploring local area co-ordinators, new reach and connect service and social prescribing and how all these things will work together in the next few years. In this context. the report was also welcomed for the ideas and recommendations that it offered.

The Cabinet Member added that the first recommendation on the professional body for care workers, was a great idea but would likely need to be a national body to have an impact .The idea of having professional employment routes for carers was strongly supported.

RESOLVED

To agree the response to the recommendations of the Review of Care Home Commissioning, carried out by Adults and Health Scrutiny Panel and endorsed by Overview and Scrutiny Committee.

Reasons for decision

There is a duty on Cabinet to respond to a report from the Overview and Scrutiny Committee – and in any event, the commissioning of care homes are both important issues for local residents, contributing to improved health and wellbeing.

Alternative options considered

There is a duty on Cabinet to respond to a report from the Overview and Scrutiny Committee and therefore no alternative option was considered.

34. SCRUTINY PANEL REVIEW ON DAY CARE OPPORTUNITIES

Councillor Connor introduced this item on the Adults and Health Scrutiny Panel's in-depth piece of work regarding day care opportunities and community provision in Haringey. Following the review, a number of recommendations were made to Overview and Scrutiny Committee. This report provided a response to the Overview and Scrutiny Committee recommendations

Councillor Connor detailed the background to the scrutiny panel review and highlighted the following information:

- The review was undertaken at an important time during the Council's refresh of the day care offer, with the Adult Social Care Redesign Group reviewing the day care opportunities in Haringey. The review was therefore able to be proactive and address a number of key stakeholders, such as service users, care users and relatives.
- Thanked those who contributed towards the findings of the review, including the staff who ran the day care opportunities, the volunteer groups who provided regular support events, and the relatives and carers for participating in the review.
- Praised the expansion of the services for those with learning disabilities and autism. The Councillor also praised the background staff who worked in out of borough services and highlighted ensuring the right people and organisations ran these services who had the skills and experience to enhance the lives of Haringey's service users.
- The east of the Borough must also be provided with excellent day care services, such as those seen in the west of the Borough.
- Transport became a significant topic during the review with it being frequently discussed by services users.
- Communication and knowledge were identified as key areas of concern by services users, their carers and relatives with it not being widely known what loved ones were entitled to. The use of a guide was promoted by the Councillor to encourage wider distribution of the requisite knowledge for those with loved ones entitled to such services.
- Thanked the Haringey's Over 50s Group for creating a number of useful leaflets. Those had been circulated to councillors.
- Welcomed the implementation of the accepted recommendations.

The Cabinet Member for Adults and Health provided a response to implementing the Overview and Scrutiny Committee recommendations.

The Cabinet Member welcomed the report and noted that most of the recommendations were accepted. The issues raised from the Scrutiny Panel Review would form part of the work of the Adult Social Care Redesign Group, in particular, the Day Care Opportunities Group. It was anticipated that two centres would open in April 2020 which would provide specialist care to those with autism and learning disabilities. The Council was also increasing the amount of supported living accommodation for specialist groups. The importance of co-design and collaboration was stressed as being integral to the success of these services, with Mulberry Centre used as an example of co-design used successfully.

Regarding access to information, the Cabinet Member noted the comments of the Scrutiny Review Panel and praised the Haringey Over 50s leaflets. The Bridge Renewal Trust's website was also recommended as a valuable source of information.

RESOLVED

To agree the response to the recommendations of the Review of Day opportunities and community provision, carried out by Adults and Health Scrutiny Panel and endorsed by Overview and Scrutiny Committee at appendix 1.

Reasons for decision

There is a duty on Cabinet to respond to a report from the Overview and Scrutiny Committee – and in any event, the provision of day opportunities and access to a strong community offer are both important issues for local residents, contributing to improved health and wellbeing.

Alternative options considered

There is a duty on Cabinet to respond to a report from the Overview and Scrutiny Committee and therefore no alternative option was considered.

35. DEVELOPMENT OF INSOURCING POLICIES

The Leader of the Council introduced this report which set out the rationale, purpose, and scope of an Insourcing Policy for the Council. The new Insourcing Policy marked a significant shift away from the Council's previous approach, and identified a new policy where insourcing was the default preference.

The Leader highlighted that the Council's commitment to insourcing was grounded in a belief that all public spending should firstly deliver a public benefit, and that every council's plan for the delivery of services on behalf of their residents should seek to maximise every pound spent on the delivery of the service itself. Consequently, this Insourcing Policy signalled a significant change of direction for Haringey Council. The Council should no longer be perceived as a Commissioning Council, but a municipality committed to finding ways to directly deliver services to residents.

The Leader emphasised that the administration was moving to reverse at a local level the almost forty year national trend towards outsourcing, which had resulted from not just the 'opening up' of public services to the market, but also a legislative regime that had made in-house provision of local services more difficult. This policy had caused a range of harms: it had unfairly meant that local councils lost control over some local services whilst retaining ultimate responsibility for their quality and delivery; it had eroded worker protections and the power and mutual support of organised labour; and the artificially low costing of outsourced projects had meant that the public sector and society more widely have been left footing the bill.

The Leader noted that introducing a preference for insourcing supported the administration's goals to improve local services for local people, maximise the community benefit it achieved with its budget, increase quality job opportunities and good working conditions for residents, and secured democratic accountability of public services. In Haringey, there was a strong starting point: the Council had retained in-house many services which had been outsourced elsewhere and had already made good progress in bringing more services in-house. The introduction of this policy signalled the Council's commitment to build on this work.

The Leader welcomed the policy as committing the Council to a strategic review of all externally commissioned services as their contracts come up for renewal. This would assess the efficient management and workings of all externally commissioned services and anticipate opportunities to bring services back in-house, in a way that focussed on what was most important to the administration, and sustainably increases the capacity of the Council.

In response to questions from Cllr Connor, the following information was provided:

- Every contract had a different aspect and the Council would examine every individual case and look at the savings and improved services that residents could expect to be achieved when considering the insourcing of services.
- The Leader reflected that following nearly 10 years of austerity, these circumstances had led local authorities to seek support from the private sector. This had inevitably led to a high number of resources and expertise leaving local authorities. There was now a need to do this differently for residents and to achieve benefits for the Council
- The overall preference was for direct delivery of services by the Council or through a local voluntary organisation with the appropriate skills to deliver the required service. The Council would avoid procuring organisations which were located a distance away from the borough and had no insight of the borough.

RESOLVED

1. To note progress made to date in relation to insourcing services that could otherwise be delivered by commercial providers;
2. To approve the Insourcing Policy, as set out in Appendix 1;
3. To approve the development of an implementation plan and the commencement of work to build the capacity of the organisation to insource services;
4. To note links with the Council's Community Wealth Building approach and the forthcoming Economic Development Strategy.

Reasons for decision

The trend among local authorities towards insourcing is driven by several factors, including:

- Financial pressures, noting that insourcing and direct delivery may be more cost efficient and provide better value for money
- Risk management, noting the collapse of Carillion and the need to insulate critical services from commercial failure
- Public expectations, noting that insourced services have achieved higher degrees of user satisfaction than the previously outsourced services

In addition, the following potential benefits of bringing services in-house have contributed to the case for insourced services:

- Better quality services, compared to under-performing outsourced services;

- Value for money and flexibility whereby councils, by virtue of having direct control of services, are better able to respond to changing needs;
- More strategic, holistic delivery of local public services as part of integrated delivery models, made possible by insourcing of services;
- Contribution to local economy, whereby insourcing can result in stronger local supply chains and enhanced local employment;
- Sustainability, whereby direct control can enable service delivery to reflect environmental considerations and sustainability commitments

It is important to note that these benefits can only be realised, and the Council's objectives met, when insourcing is done well. The challenge for Haringey, and all local authorities, is not just to make the right individual decisions about insourcing specific services, but also to set the parameters for determining what is practically feasible in terms of insourcing, taking into account capability, capacity, and financial implications relating to the transition to insourced services.

The proposal to approve the Insourcing Policy is being made in order to signal a clear step-change in the Council's service delivery policy. Having a clear policy will ensure that decisions about whether to insource services are taken in ways which maximise the chances of success.

It also makes a commitment to a structured programme of work to support sustained progress on this agenda, building on work to date. As part of this work, an implementation plan for insourcing will be agreed by Cabinet by March 2020 which will set out further detail on how the Council will adopt a strategic approach to bringing services back in-house, make individual decisions about insourcing services using an updated commissioning framework, and develop the resource and infrastructure needed to support this programme of work.

The policy recognises that the desire to insource services underpins the political priorities of this administration and remains the Council's preferred model of service delivery. However, the Council must make decisions on a sustainable and legal basis. Where the council looks at proposals of how to deliver any service going forward, the quality of that delivered service and the social and financial value for money must be considered. Furthermore, proposals must be subject to assessment as part of our commissioning processes.

Decision options will include direct delivery by the Council, working with other public sector organisations, extension of current contracts, commissioning of alternative third-party providers shared services, working with community and voluntary sector organisations, or a hybrid model whereby various aspects of a service are delivered by different providers that may be in-house or external. Decisions may also be taken to insource services at a later date, subject to development of sufficient organisational capability and/or capacity.

Alternative options considered

Do nothing

The Council could not adopt an Insourcing Policy. This would mean that either a) no decisions to insource would be made, or b) such decisions would be made in an ad hoc manner with insufficient consideration for the criteria for successful transition to in-house delivery noted at para 4.6. This option would either a) not deliver the administration's manifesto commitment, or b) would result in an unsustainable degree of legal and financial risk to the Council. On this basis the option to not adopt an Insourcing Policy has been rejected.

36. PROCUREMENT STRATEGY

The Cabinet Member for Local Investment and Economic Growth introduced this report which set out an up-to-date Procurement Strategy for the Council.

The Cabinet Member highlighted the following:

- Paragraph 1.4 of the report was not in order of importance.
- There was specific weighting within the procurement strategy for the promotion of social values and also community wealth building.
- The Council was looking to increase its contract expenditure with local businesses from circa 25% to 30% per annum.
- London Living Wage was a key feature of the Procurement Strategy.
- Encouraging that suppliers be based in the Borough, wherever possible.

In response to questions from Councillor Conner, the following information was provided:

- Officers confirmed there was an insourcing sub group and a number of governance boards that reviewed proposals and so there was no potential for conflict of interest between procurement interacting with insourcing decisions. A decision to insource would be made prior to a decision to go out to market.
- Officers informed there were requirements within Council contracts to comply with the Freedom of Information Act and any other statutory obligations. The Council would encourage suppliers to be as transparent as possible, insofar as commercial confidentiality allowed.
- Regarding quality weightings to be introduced, Officers noted this would be done on a case by case basis and was dependent on what the Council was looking for.

RESOLVED

1. To approve the 2020 – 2025 Procurement Strategy, as set out in Appendix 1;
2. To note the progress made to date in relation to Strategic Procurement and its achievements in supporting Community Wealth Building, small businesses and promoting social value;
3. To note the links with the Council's Commissioning framework, Insourcing Policy and Community Wealth Building approach;

4. To note compliance with the Social Value Act, Public Contract Regulations and National Procurement Strategy.

Reasons for decision

The Council's current outdated Procurement Strategy was established in 2010. Since then, the Public Contract Regulations have changed, we have seen the introduction of the Social Value Act, both of which have significantly altered the way in which we are able to procure works, goods and services. The emergence of the Borough Plan and the changes to the Council's priorities have meant we need to adopt a new Procurement Strategy that reflects these changes.

A revised Procurement Strategy is a deliverable of the Borough Plan (outcome 13) and supports many of the priorities within the Borough Plan.

In 2018 a new National Procurement Strategy was released; the Strategy presented to Cabinet (Appendix 1) is aligned to the National Procurement Strategy, which the Council is required to submit returns to central government.

The Strategy provides a Delivery Framework and key considerations in how we structure our procurement activity. Applying this structure and consistency across our commissioning and procurement activity will assist deliver the Council's priorities?

This strategy sets out the ambition for the Council's use of Procurement to positively impact on our economy and communities in recognising the commercial, social, economic and environmental benefits to be gained from taking a sophisticated intelligent approach to our Procurement activity.

Adopting the Strategy will enable significant social, economic and environmental benefits to be delivered to our local businesses, residents, community groups.

Alternative options considered

Do nothing

This is not a realistic option as the 2010 Procurement Strategy is not aligned to the current Regulations, Borough Plan, Council Priorities or National Procurement Strategy.

37. COMMUNITY WEALTH BUILDING

The Cabinet Member for Local Investment and Economic Growth introduced this report which set out Haringey's Community Wealth Building approach (CWB), which included:

- What CWB means in Haringey and why it is relevant; and
- Key actions to implement CWB over the next year.

The Cabinet Member noted that community wealth building was fundamentally about equality and fairness. It was about using the Council's direct powers and working with partner organisations to promote resilience and wealth – both financial and social – in our families and communities. Haringey had a high proportion of residents living below the poverty line (34%). This was evidence that the Borough's economy was not working - especially for our poorest families and communities. Community Wealth Building offered an alternative approach which directly sought to address the fairness in the Borough's economic system and wider society.

To engage with external health organisations ref to 6.3.1 - Preston model held up and learn a lot from this. Closer to home work with neighbours - Islington and Camden. Ref 103 and 104 manage expectation and key foundations in place to build the strategy and raise aspirations.

The Cabinet Member highlighted that the Community Wealth Building Approach:

- Firstly, put a greater emphasis on the levers the Council had within its own control. Procurement spend was the obvious starting place for this work. The Council was already leading the way in getting small and Medium Sized Enterprises into its procurements. The Council would continue to build on this and emphasise Social Value within its procurements. This was about maximising the public good from every pound the Council spent.
- Secondly, it reinforced and brought into sharper focus the question of who was benefiting from changes. For example, when looking at jobs in the borough, CWB focussed on the quality of those jobs and who was getting them above and beyond the number of new jobs created.
- Thirdly, it emphasised the need for partnership working with other anchor organisations who were invested in Haringey and its residents. Working together we can have a more significant impact. As Lead Member for Local Investment and Economic Growth, the Cabinet Member would drive forward this work with partners and look forward to having early conversations on how we can work together.

The Cabinet Member closed by emphasising that Community Wealth Building was an approach. Preston, the area in the UK which had fully embraced this approach, had seen tangible benefits over the previous 10 years. Many of the Council's neighbouring boroughs were actively developing their CWB approaches, which offered the Council a clear opportunity to work in partnership to improve the economic and social wealth of residents. Instilling community wealth building in what we do – haven reopened next year encouraging users to work on this.

In response to questions the following was noted:

- Paragraph 6.11 set out the time scale for measuring success of the KPI's and the implementation plan would be compiled following a decision at this meeting.
- The Council's current spend on procuring contracts with a Haringey business code was around 25% and £107m. The Council was aiming to increase this to 30 % over the next 5 years to around £130 – £140 million spend.
- The strategy would cater for small start-ups and will provide the enablers to do this. The strategy openly encouraged small start-ups through to medium sized businesses to access local preference funding. These businesses are also given preference in the procurement strategy.

The Cabinet Member looked forward to working with Overview and Scrutiny on measuring the success of this strategy and engaging with them on the review of milestones.

RESOLVED

To approve Haringey's approach to and definition of Community Wealth Building, i.e.

- Using all the Council's available levers, to make sure that every public pound delivers maximum public good and wherever possible builds the prosperity of local people and businesses as it travels through the local economy;
- Employing these levers to support and enrich Haringey's residents and communities, economically, through employment, and socially, with an emphasis on those who are struggling;
- Residents having more of a stake in public services and the Haringey economy;
- Working with partners, i.e. other public bodies, businesses and voluntary organisations, to embed a Community Wealth Building approach across the borough.

To agree key areas of implementation over the next year:

- focusing on five key priority areas – Procurement, Economic Development Strategy, Insourcing, Workforce Strategy and Asset Management;
- developing an approach to anchor organisations; and
- embedding the CWB approach throughout the Council.

Reasons for decision

Community Wealth Building has been identified within the Borough Plan as a strategic priority for the Council because a different approach to economic development is

needed to help achieve better outcomes for those who are most disadvantaged, and to create a better and more equal borough.

This decision will mark the launch of this work. A clear definition is needed of what is meant by Community Wealth Building in Haringey so that work can be prioritised and progress can be assessed, and to use as an expression of the Council's values that can serve as a call to action for local organisations, institutions and businesses that share the Council's values.

Alternative options considered

Do nothing

This is not considered to be a viable option given the commitment already made to Community Wealth Building in the Borough Plan, and the need to further define and then implement this approach.

38. SMALL BUSINESS LOAN FUNDS IN HARINGEY - ADOPTING A COMMUNITY WEALTH BUILDING APPROACH

The Cabinet Member for Local Investment and Economic Growth introduced this report which sought approval for the proposed Opportunity Investment Fund expansion to cover the Wood Green regeneration area and industrial estates in the east of the Borough.

The Cabinet Member highlighted page 127 of the report and noted that the Council was aware not all Small Businesses Loan Fund beneficiaries might succeed but this had been factored into the budget. However, that should not be used as an inhibitor to the Council seeking to assist small businesses through the small loan funds.

The Cabinet Member emphasised the need to support small businesses to grow and discussed the businesses along hermitage Road, such as Albion Knit, which had received a loan from the Council. It was noted that the Council would only support businesses it deemed to have a workable business plan that demonstrated how it would grow.

In response to questions from Councillor Connor, the following information was provided:

- Officers informed that the body which administered over the Small Loan Funds was primarily the Council's Regeneration and Economic Department, however, finance and legal also provided input given this was a corporate decision-making process. External advisors were also used to assess the business plans.
- Regarding the size of the team involved directly, Officers confirmed there were two support officers, each responsible for either the Opportunity Investment Fund and the new Productive Valley Fund. The support officers engaged frequently with the businesses in receipt of loans to ensure they were functioning as they informed the Council they would be and also to ensure the health of the business.

Officers would confirm to Councillor Connor in writing how many of the number of apprenticeships referenced at 'Objective 17b)' on page 125 had started.

RESOLVED

1. To agree that the Opportunity Investment Fund is expanded to cover the Wood Green regeneration area and industrial estates in the east of the borough in addition to the existing coverage of the Tottenham regeneration area for the reasons outlined in sections 4-5, so that the balance of Opportunity Investment Fund (£1.26M to date) and future repayments will also be eligible to cover businesses in this expanded area going forward.
2. To note the achievements of the Opportunity Investment Fund to date and the soon to launch Upper Lee Valley Productive Valley Fund, as well as the management arrangements of both funds.

Reasons for decision

A recent business survey in Wood Green found that almost three-quarters of them had plans for expansion, although not all of these will need public sector support to realise those plans. By expanding, OIF would support businesses to remain and expand in Wood Green and Tottenham and reduce the number of those needing to relocate outside of the borough.

Wood Green is also the borough's metropolitan town centre and a prime employment area with well-advanced Council and partner plans to enhance and improve the commercial space offer through a jobs-led programme of change which will bring forward a pipeline of commercial space over several years. Despite this, the demand for housing land, and values achievable through housing development, put existing commercial space, especially near major transport interchanges, under pressure and at risk of being converted to housing.

The town centre also neighbours areas of high socio-economic deprivation. Allowing OIF to expand to Wood Green would generate employment opportunities paid at London Living Wage (LLW) or above for local residents within close proximity of their homes.

By widening the scope of OIF to Wood Green and industrial estates outside Tottenham, the benefits of OIF will be accessible to many more businesses and cover the borough's two growth areas and major employment areas (the other being Tottenham).

The new PVF loan fund, covering the industrial estates in the Upper Lee Valley, enables OIF to expand to Wood Green, given that further applications from industrial estates in Tottenham can now be covered by PVF. 11 out of the 20 OIF loans awarded to date have been provided to businesses located in Tottenham industrial estates.

Reporting to Cabinet on the OIF loan fund and forthcoming PVF loan fund is timely in order to reaffirm and align their objectives to the Borough Plan, the Economic Development Strategy and to embed Community Wealth Building principles. Appendix 1 outlines achievements to date against various objectives.

The Council is committed to growing and sustaining the borough's business base and supporting local people to access employment opportunities created by the local economy – increasing jobs and commercial space. The loan funds enable businesses to access finance, where otherwise they may have been unable from conventional lenders, or to bring forward their expansion plans quicker. The loan agreements enable the Council to set targets for the business to deliver jobs (with LLW as a minimum), apprenticeships/traineeships, offer discounts and services to local residents and community groups, develop local supply chains with existing small businesses and create attractive, appealing destinations and services for people to enjoy and retain money in the local area. Businesses also sign up to deliver activities through the Tottenham Charter with local schools and colleges such as work experience, school visits and talks.

The recyclable nature of the funds mean that loan repayments are returned to the Council to loan out again to the next generation of applicants. It is a strong example of the Council ensuring that public pounds deliver the maximum public good.

The fund also helps to protect and enhance employment land in our town centres and industrial estates, modernising and intensifying our commercial areas and making our town centres more attractive and desirable to live, work and visit.

Alternative options considered

The following options were considered:

No change

OIF continues to be eligible only for businesses currently based or moving into Tottenham. This is not considered a desirable status quo.

Expand OIF over the whole borough

This is not considered the optimal solution as, despite its positive impact, the fund is relatively small in scale and will have a more intense impact focused on the larger areas of commercial activity in the borough (the major centres of Wood Green and Tottenham) and the larger industrial estates in the east of the borough. This would also put a strain on resources, expanding to cover such a large area. The current pot of OIF funding available to applicants stands at £1.26M as of now (which represents approximately 10-12 loans based on the average loan size awarded to date) and the anticipated return rate of 70% will mean the fund will see diminishing returns over subsequent years resulting in a maximum of 8-10 loans awarded over the next few years. The impact of this would therefore be diluted if spread over the borough as a whole.

Expand to cover Wood Green and Tottenham only

This option would allow the fund to focus on the borough's major commercial centres. However, this would exclude several industrial areas under pressure from residential and mixed-use development in the east of the borough.

Expand to cover Wood Green, Tottenham and industrial estates in the east of the borough

This is considered the preferred option for the OIF fund, covering, for the reasons outlined above, the major commercial centres and key industrial areas at risk of seeing a diminished commercial/employment offer. This steady expansion would also not put a strain on resources. Launching the PVF loan fund will provide the opportunity to expand the OIF area for the next three years as a minimum. Industrial estate-based businesses have so far received around half of the OIF loan funding to date, allowing the Council to widen the area of coverage of OIF at least for this fixed period.

It is proposed that this expansion is reviewed after 12 months (October 2020) to assess whether the area has been widened too far (diluting the place-making and commercial-space protection aspects of the fund) or not enough (needing to be expanded into other areas seeing an equally pronounced pressure on conversion/loss of employment space). The take-up of PVF and OIF will be considered in this review.

39. EXTENSION OF DISTRICT HEATING CONTRACT BROADWATER FARM

The Cabinet Member for Housing and Estate Renewal introduced this report which sought approval for additional funding for variations to the Broadwater Farm District Heating contract which was approved by Cabinet on 14 August 2018.

The Cabinet Member noted that since the health and safety issues at Broadwater Farm became known, the Council had taken action to manage the risks and ensure the safety of residents. This included the replacement of all gas cookers, estate wide door knocking and engagement, the fitting of gas interrupter valves and the decant of two blocks. This report related to the ongoing works to install a new modern District Heating system on the estate. Since the inception of the project, officers had identified a number of enhancements to the programme to improve outcomes for residents and the quality of the upgraded heating system. These are detailed at paragraph 6.7. This report sought to extend the existing contract to allow for these additional works to be completed.

In response to questions from Cllr Connor, the following information was provided:

- The decant of Northolt block had started but completion would not be according to the same level of urgency as Tangmere. This was due to there being no piped gas in this block
- Disruption to residents was acknowledged by the Cabinet Member. This was further acknowledged to be a really challenging time for residents in Broadwater Farm with different works taking place at the same time. The Council were regularly exchanging information with residents and making sure information was available on the works and their impact. Ultimately, the Council had to ensure all the tenants were living in safe homes. There was a need to be

realistic with residents about the scale and timing of the works. In particular the enhancing works being completed on the heating systems was to ensure that additional works were not needed in 10 years' time.

- In relation to the decant at Tangmere Block, the latest information indicated that there were 12 leaseholders remaining. Homes for Haringey had agreed terms for moving 6 of the leaseholders. It was expected to agree terms with the remaining 6 leaseholders.
- The decant of Northolt Block had a longer timescale. This had started with 53 of 83 tenants moved or moving. There were 14 leaseholders, and Homes for Haringey had agreed terms with 1 leaseholder. It was noted that Homes for Haringey staff would be referring to the experience of Tangmere leaseholder decant and were confident of making acceptable housing offers to the remaining 13 leaseholders.
- Officers outlined that the new heating supply also provided an opportune time to replace some needed bathrooms and kitchens in Broadwater Farm. It was noted that 260 out of 830 tenants would have brand new kitchens or bathrooms or both by February 2020. The other works concerning the district heating system were due to complete in November. A further piece of work being included with the heating works, were changes to the cold water supply so that there was a single cold-water supply to people's dwellings. These works would have been needed to replace stored water supply in tanks in roofs. Also fire stopping works had been identified when completing survey works for kitchens and bathrooms and these works had been brought forward.

RESOLVED

1. To approve the variation of the District Heating contract with Engie LTD (formerly Keepmoat LTD) of an additional £5,531,172. More details of the variations required are set out in section 6.7 of this report.
2. To approve the additional consultancy fees of £180k as set out in paragraph 10.1 in this report.
3. To agree not to seek to recharge leaseholders their proportion of the cost of these works

Reasons for decision

The nine medium rise blocks on Broadwater Farm (Croydon, Debden, Hawkinge, Hornchurch, Lympne, Manston, Martlesham, Rochford and Stapleford) have failed structural tests for Large Panel System buildings.

To mitigate the risks, Cabinet gave authority to enter into the contract with the contractor on 14 August 2018. The work set out in the original contract was established following structural surveys which identified that it was not safe to have individual gas supplies within each flat on Broadwater Farm.

The project was divided into two substantive elements. Firstly, the Council was required to remove all gas supplies from flats and replace them with a new heating

system by the end of October 2018. This deadline was set by the statutory gas body, Cadent (who have statutory responsibility for the provision of gas supplies) and required the switch over of 725 flats from gas to district heating over a six week period (this deadline was met last year).

The second element of the scheme was to complete the site wide distribution of the new energy network and upgrade the energy centre, from which the new network would be powered. The current forecast date of completion for this element is November 2019.

Due to the time constraints, officers focussed on developing a detailed strategic design for the heating system in the absence of some survey data, such as survey data within flats and survey data of the other mechanical and electrical systems across the estate

Since the project has commenced, a number of technical opportunities and constraints have arisen which have allowed Homes for Haringey to amend its approach. These have led to the variations in 6.7. The variations mean that Homes for Haringey will be delivering additional works for residents and reducing future disruption.

Alternative options considered

The option of undertaking this work under a separate contract was considered but was discounted on the basis that it would: -

- Prevent the technical completion of the existing agreed district heating contract. For example:
 - Fire stopping in flats is essential where compartmentation issues are identified
 - Renewal of floors where they have collapsed is essential to upgrade kitchens and bathrooms
 - Renewal of kitchens and bathrooms essential as re-piping of water pipes required removal of units. Due to condition some units are impossible to retrofit.
- Cost the council considerably more to deliver if separated out into different contracts. For example:
 - Returning to flats to complete kitchen and bathroom upgrades would require additional visits from contractors which would be an additional cost to the Council.
 - Similarly, returning to flats to upgrade water supplies to the bathrooms and separate WCs would require additional visits from contractors which would be an additional cost to the Council.
- Cause considerably more disruption to residents if delivered through a separate contract. For example:
 - Doing as much work inside people's flats at the same time reduces the number of visits required to people's flats and the amount of disruption each resident experiences. By upgrading all water supplies, kitchens, bathrooms and WCs where necessary, we reducing the number of times we are disrupting the residents.

- Returning to flats to complete kitchen and bathroom upgrades would leave residents without essential services for an unacceptable period of time

40. APPOINTMENT OF MASTERPLANNERS FOR THE SELBY AND BULL LANE PROJECT

[Councillor Chandwani – left the Chamber]

The Leader of the Council introduced this report which sought approval to appoint the recommended contractor, Contractor B, to undertake a Masterplanning exercise and design development across RIBA Stage 0-3+.

The Leader started by noting the Council and the Selby Trust had developed a high-level vision to create an integrated, inclusive, healthy, sustainable, diverse and connected urban village on the sites of the Selby Centre and Bull Lane Playing Fields. The proposed mixed use development on the Selby Centre and Bull Lane sites had the potential to deliver up to 200 new homes, including council housing (approx 50%); re-provision of the Selby Centre in a new dedicated community hub; new retail, and sports and recreation facilities in the adjacent Bull Lane Playing Fields.

The Leader noted the Selby Urban Village project was an ambitious development arising from a shared aspiration between Haringey Council and the Selby Trust to deliver a community focused, mixed-use scheme on the Selby Centre and Bull Lane Playing Field sites and would support the Council's Priorities set out in the Borough Plan.

The Leader highlighted that this scheme was an example of the Council's commitment to building new homes and in particular council homes and improving living standards for, and in partnership with, the local community, to ensure they could participate and benefit from the investment in their neighbourhood. For the Selby Centre this is a great opportunity to improve the existing provision for the community. By being part of the co-design and delivery of a centre and building, in which the Trust and its users really thrive and continue to be a valued asset to the community. The inclusion of Bull Lane (Playing field) as part of the re-development, could deliver significant improvements to the area, including state-of-the-art community sporting provisions – enabling local people to participate and enjoy recreational and sports activities within their neighbourhood.

In response to questions from Councillor Connor, the following information was provided:

- Regarding the £1.4mil budget for the Selby Urban Village Project, the Leader informed there was a joint project board with the Council working with Selby which would have an input into how that money was spent. However, the Council would make any final decision, following input by the Board.
- The Leader accepted traffic was an issue and noted there was to be a buses service review for the entirety of North London. The Council would be seeking to address areas where there could be an improvement to public transport, however, Selby was not, at present, an area marked for any prospective bus

routes. Following the review, the Council would be looking at which areas could be better served by public transport. It was hoped the development would minimise the use of cars and the Leader noted there would be no through route across the site.

- Officers noted that, if the project was to be delivered by the Council Housing Programme, then it would be delivered by the Council and not Homes for Haringey (although it was expected Homes for Haringey would manage the homes, in that situation).
- Regarding the type of businesses that would form part of the Selby Urban Village, Officers informed this would be contingent on a number of factors, such as the needs of the local community, what was viable, and the space required by the businesses.

Following consideration of exempt information,

RESOLVED

1. To approve the award of the contract to undertake Masterplanning and Design Development work to the successful tenderer (Contractor B) in accordance with the provisions of the Council's Standing Order (CSO) 9.07.1(d) for a total sum of £741,666.20;
2. To create a capital scheme called the Selby Urban Village Project with a budget of £1.4m; and
3. To vire £1.4m from the Strategic Regeneration & Community Assets scheme to the Selby Urban Village project.

Reasons for decision

The Selby Urban Village project arises from a shared aspiration between Haringey Council and the Selby Trust to deliver a community focused, mixed-use development on the Selby Centre and Bull Lane Playing Field sites. The proposed development will comprise the re-provision of the Selby Centre's community hub in a new building, and new housing, including Council homes, along with sports and recreation facilities. Both sites are in the ownership of Haringey Council, although the adjacent Bull Lane Playing Fields is located within the administrative area of the London Borough of Enfield.

Following a competitive tender process, a preferred bidder has been identified to undertake Masterplanning and design development work across RIBA Stage 0-3, including the preparation and submission of two planning applications to LB of Haringey (Selby site) and LB of Enfield (Bull Lane playing fields).

There will be a clear gateway contract break clause at the end of each RIBA Stage to review the central viability of this mixed-use scheme, as a whole. This will take into consideration financial, planning and community priorities as the scheme progresses and making a recommendation on next steps.

Alternative options considered

The authority procured the contract through LOT 4 of the GLA's ADUP and TFL framework. The authority considered the use of alternative procurement options but upon consideration, and due to time constraints, it was decided to proceed with the ADUP Framework.

41. DELEGATED AUTHORITY FOR PROCUREMENT OF PROFESSIONAL ADVISORS FOR DEN PROGRAMME

[Cllr Chandwani re-entered the chamber]

The Cabinet Member outlined that the DEN programme was the single largest contribution the Council could make to reducing carbon emissions in Haringey. This procurement of a team of technical, financial, and legal experts would enable the Council to deliver this ambition and would meet the Borough Plan commitment on exploring setting up an energy services company to deliver affordable, low carbon energy over the coming years and this paper makes recommendations for appointments and explains the procurement processes followed.

The Cabinet Member highlighted the scope of work considered here was therefore focussed on Wood Green, Tottenham Hale, Broadwater Farm and the Council's other housing and regeneration projects many of which would involve decentralised energy networks. If the GLA's budget expired in 2020, the Council had the option to either vary the new contracts to include the North Tottenham work or to novate the existing North Tottenham contracts from the GLA to the Council.

The Cabinet Member informed this report would allow the Council to agree an initial scope of work and then to instruct follow-on work through the same contract in due course. The scope (and therefore cost) of future work was likely to be determined by work over the next 12-18 months. Once the scope was clarified, a price for the work can be agreed with the consultants before being presented to the Council as part of the decision to proceed and release additional budget.

The Cabinet emphasised this approach would deliver value as it allows:

- Better rates through aggregating work into a larger contract;
- More interest from the market in a larger piece of work; and
- Continuity in advice including lessons learned on one project being applied to another Work to be instructed more quickly with less risk of opportunities being missed due to delay and less internal resource spent re-procuring.

In response to a question from Cllr Connor on why five of the six bidders who engaged with the procurement process declined to bid, it was agreed to provide a written response.

Following consideration of exempt information,

RESOLVED

To approve the implementation of Contract Standing Order 9.07.1c. and award two contracts for:

- a) DEN technical advisory services to Bidder A ,set out in the exempt report for a period of 3 years from 1/11/19 to 31/10/22, with provision for extension for 12-months. The contract allows for work to be instructed incrementally with additional fees determined by the precise scope of work. The contract value over the life of the contract (contract period + extension) is estimated to be up to £1m. The first phase of work which will be instructed has a value of c£270k.

And

- b) DEN legal advisory services to Bidder 1, set out in the exempt report, for a period of 3 years from 1/11/19 to 31/10/22, with provision for extension for 12-months. The contract allows for work to be instructed incrementally with additional fees determined by the precise scope of work. The contract value over the life of the contract (contract period + extension) is estimated to be up to £1m. The first phase of work which will be instructed has a value of c£120k.

Reasons for decision

These appointments contribute directly to delivery of Borough Plan objectives to reduce Haringey's carbon emissions, to lead on delivery of an energy network within the borough, to explore setting up a local energy company and to develop a plan for Haringey to be Zero Carbon by 2050. They also allow the Council to meet commitments in the Local Development Framework and undertakings within s106 agreements to engage with developers in Wood Green and Tottenham Hale on set-up of DENs.

In each case, the awards are based on an assessment of Most Economically Advantageous Tender (MEAT) as required for contracts of this size. Strategic Procurement confirms the processes set out in the tender documents are suitable and have been followed correctly.

Budget has already been approved (as part of the capital programme) for the first phase of work to be instructed, including an allowance for the accompanying financial advice work packages which will be approved in parallel under Delegated Authority by the Director of Housing, Regeneration & Planning. Future phases of work will follow on only after further decisions to progress the project to the next stage, and will require either confirmation that budget is in place or the seeking of additional budget).

Alternative options considered

Do nothing

This would not deliver a step change in carbon reduction and would not enable the Council to deliver a regional energy savings company as set out in the Borough Plan.

Appoint an in-House Team

This was ruled out as there is a need for specialist knowledge with a limited pool of candidates. The work also requires a broad skillset and ideally a blend of junior and

senior input. This lends itself to a small team of a dozen or so individuals working part-time rather than a small team of in-house staff working more intensively. Outsourcing gives the Council some liability protection through professional indemnity. Also, the external funding streams (such as the GLA's DEEP Framework and HNDU funding) does not allow for in-house appointments.

Run multiple small procurements on an as and when basis

This would slow down the DEN programme and may not keep pace with linked external projects and funding streams which is likely to see opportunities slip away. And it would be time consuming in terms of officer time. It would not be able to link efficiencies between projects. Therefore it was ruled out.

Use other frameworks to deliver the teams

In terms of the choice of framework, while there are other options, the DEEP framework is preferred. It includes a comprehensive list of firms active in the specialist field of DENs and has the USP that its use allows the GLA to fund some or all of the work. It is a requirement of the GLA's DEEP funding (which runs to March 2020 and may be renewed for the period 2020-23) that services are procured via the DEEP framework. LBH has received c£340k of funding from the GLA to date and hopes to secure more. It is therefore difficult to look past DEEP as use of this route provides a clear financial benefit to LBH.

This framework (Schedule 6B) is a three-party agreement between the appointed Service Provider, GLA and Haringey, under which the service provider may be paid by either the GLA or Haringey. This allows the Council to take advantage of current GLA funding of £45k and future GLA funding should it become available.

42. EXTENSION OF THE AUTUMN GARDENS & ANASTASIA LODGE CONTRACTS

The Cabinet Member for Adults and Health introduced this report which sought an extension of the Autumn Gardens and Anastasia Lodge contracts. The existing contract allowed provision for a further 12-month extension, and this report would seek Cabinet approval to both extend the contract within existing terms and further extend the lifetime of the contract by 12 months. Extending the block for a further 2 years ensured that the Council achieved good value from culturally specific placements.

The Cabinet Member highlighted that continuing these block contracts would both secure capacity for nursing and residential care and most importantly enable specialist provision to be available locally to Haringey residents. Further, in the challenging financial environment, this proposal supported efficient market management and an ability to maintain costs in a planned way.

The Cabinet Member closed by noting that Anastasia lodge and Autumn Gardens were the only local homes which provided specialised care and support of Greek and Cypriot older people. In Haringey, there was a high demand for such housing support.

In response to questions from Councillor Connor, the following information was provided:

- Officers informed that, insofar as residents needing nursing care, it was envisaged that Osbourne Grove Nursing Home would assist in providing that care once it had been rebuilt.

RESOLVED

1. To approve, pursuant to Contract Standing Order 10.02.1(b), the variations to allow a further extension period of one year in order to execute a 2 year extension of the contract with Ourris Residential Homes Ltd for 18 residential beds at Anastasia Lodge and a 2 year extension of the contract with Ourris Properties Ltd for 21 nursing care beds at Autumn Gardens.
2. To approve the commencement of the extension period to start on 28th November 2019 and run to 27th November 2021.
3. To approve the value of the block contract with Ourris Residential Homes Ltd for the provision of care at Anastasia Lodge over the 2 year extension period at £1,400,272, bringing the total value of the contract to £2,695,430, over the four year period.
4. To approve the value of the block contract with Ourris Properties Ltd for the provision of nursing care at Autumn Gardens over the 2 year extension period at £2,244, 628, bringing the total value of the contract to £4,489,256 over the four year period.

Reasons for decision

The market for residential and nursing care is largely a sub-regional one and the Council commissions nursing and residential care for its residents across North Central London (Barnet, Camden, Enfield, Haringey and Islington). As with neighbouring authorities, Haringey commissions across this area in order to meet demand and to respond to specialist needs

In order to ensure both capacity and flexibility, the Council is keen to have a mixed economy of spot and block purchase arrangements in place. Many placements are commissioned on a spot purchase basis, but the proposal set out here – to continue and expand two existing block contracts – reflects the need to maintain capacity for a particular cohort of the population, notably Greek and Cypriot older people, and to ensure best value in commissioning this provision.

Anastasia Lodge and Autumn Gardens are homes which offer culturally specific provision, catering largely – but not exclusively – for residents of Greek or Cypriot heritage. They are the only residential and nursing homes in the sub-region offering such specialist provision and Haringey has considerable demand for such placements.

Due to the unique position in the market the Council awarded a block contract to Ourris Properties for a period of 2 +1 years in November 2017 to cover nursing care

beds and to Ourris Residential Homes Ltd for the same period for residential care beds. The contracts will expire on 27th November 2019.

Approval is sought to vary the contracts so that the extension period runs to 27th November 2021 and so that the annual value can be increased from £1,769,893 per annum to £1,822,450 per annum which represents a 3% increase overall for the two contracts.

The costs for residential care will increase from £690 per week to £746 per week. Extending the contracts for a 2 year period will hold these rates for the Council which is compares favourably with the rate for spot purchasing this type of care, which is £1400 per week for nursing care and £800 per week for residential care.

The Council has managed two block contracts with these providers for the last year and has maintained very high levels of occupancy, with the home rated 'Good' by the Care Quality Commission (the CQC) throughout this period with consistently good levels of quality.

As well as securing both nursing and residential care provision for the future, the arrangement also ensures that commissioning rates for existing residents can continue to deliver best value.

Alternative options considered

An option is for the Council to 'do nothing' and let the contracts lapse at the end of the period. This would result in the existing block contracts with the provider lapsing and the Council having to either pay an increased spot rate to the provider or find alternative accommodation for the residents, which are likely to be at significantly increased rates. Either option would create issues, be that a budget pressure for the former, and significant disruption to residents for the latter. Doing nothing and allowing the block contracts to lapse would also deprive the Council of being able to offer other Greek & Cypriot residents the choice of living in a culturally specialist care home; whereas a block would secure supply and allow the Council to do so.

An alternative option is for the Council to extend the contracts for 1 year only which is compatible with the provisions of each of the contracts regarding extension. Given the pressure on capacity and the requirements to safeguard provision for this cohort of residents going forward, the Council is keen to optimise the opportunities of the block arrangements for the additional period as set out in this report.

43. AWARD OF CONTRACT FOR THE PROVISION OF THE CUSTOMER PLATFORM

The Cabinet Member outlined that the Council currently used 'My Account' to manage its main online (resident) accounts, dealing with over 110,000 registered users transacting on several services including revenues, benefits, libraries, environmental reporting and payments. The contract for provision of the Agilisys Digital system was due to end in March 2020.

The Cabinet Member further advised that the new Customer Platform procured under Crown Commercial Service's (CCS) G-Cloud 11 Framework will provide Residents, Businesses, Landlords and other groups' access to a range of Council services. It will deepen and broaden the digital services available, managing and tracking customer enquiries, service requests and 'one and done' transactions. This included the services already provided through 'My Account' and additional service areas including Parking and Housing.

In closing, the Cabinet Member informed that the Platform would deliver significant financial and non-financial benefits to the Council and customer groups including:

- Supporting identified annual savings in the FOBO Programme of circa £300,000 and a saving in the current annual platform license fee cost of £53,750;
- Potential for further savings in Corporate & Customer Services and other Council services;
- Improving the digital offer for customers, making more Council services accessible online, providing customers better access to services and updates at their convenience;
- Providing a simple, intuitive and personalised system to use which becomes the desired channel for accessing Council services. Improving the overall experience of using digital services;
- Managing and tracking customer enquiries, service requests and end to end transactions, regardless of if the customer is transacting through a customer account; and
- Generating easy to understand management information to support service development.

In response to questions from Cllr Connor, the following information was provided:

- In relation to the total number of residents living in the borough, in comparison to the number of registered users transacting services with the Council through digital means, it was important to note that not every single resident would need to make payments to the Council and there will likely be one person in the household that would be responsible for making payments. In addition, it was important to ensure that residents that can access and to use IT make full use of the digital means available for their transactions with the Council, to free up customer service resources to support people that are less able to access services.
- The Cabinet member acknowledged the important issue raised on residents that the Council were wanting to attract to access online portals .The Cabinet Member would provide this information to Cllr Connor.
- Migration issues were likely but due to the benefits of the new system these were accepted and would mitigate this as much as possible. When residents access their account, they will go to onto the new system and re log on. This re-register also ensures customer data is updated.

Following consideration of exempt information,

RESOLVED

To approve, in accordance with Contract Standing Order (CSO) 9.07.1(d), the award of a contract for the supply and support of Customer Platform software to supplier A for a 2 year period at a maximum cost of £518,938 with options to extend for up to 2 further 1-year periods at an annual maximum cost of £179,250 per additional year for a total cost not exceeding £877,438.

Reasons for decision

The current contract for My Account was awarded in March 2015 for 3 years with an option for a further 2 years to March 2020. The optional additional years were agreed and therefore, a new contract is required.

The new contract will significantly enhance the digital service offer to customers making it easier to access and receive updates on Council services. The platform directly supports identified annual savings in FOBO of £300,000 with the potential for future savings and provides a saving in the current annual platform licence fee of £53,750.

Alternative options considered

Do nothing

This is not a viable option as the current contract for the existing customer platform expires on 27th March 2020. There are approximately 16,000 customer transactions through the platform with the Council per month, therefore customers would be disadvantaged, and in direct contrast to public expectations, if we were to withdraw this service.

Renew existing contract

The existing contract has already been extended to the maximum amount of time allowed within OJEU regulations, therefore this option is not viable.

44. AWARD OF CONTRACT FOR PROVISION OF SAP MANAGED SERVICE

The Cabinet Member for Corporate and Civic Services introduced this report which sought approval to award a contract, for a term of 2 years with an option to extend for 2 further 1-year periods, by way of a call-off from the Crown Commercial Service's GCloud 11 framework to replace the current SAP managed service supplier. The new contract would facilitate the continuation of critical SAP support and hosting for the Finance, Payroll, HR and Procurement systems.

The Cabinet Member noted the spend on SAP represented a significant revenue cost for the Council. However, the services from the proposed new supplier, which already provided licensing for SAP and provided hosting and support services that met the

Council's requirements, represented a saving of over £1.2m over a maximum four-year contract term.

The Director of Customers, Transformation and Resources, added that the Council's SAP system had different providers for the host system and the license to use the system. The new supplier would provide both the hosting of the system and the license to use it. The Council was confident the supplier would provide a quality service and the contract provided significant savings for the Council.

In response to questions from Cllr Adje, the following information was provided:

- Regarding the 2+1+1 year structure to the length of the contract, Officers noted the software the Council was running would be superseded in the next couple of years, at which point it would be looking to move to a new system. It generally took 2 years to specify and re-procure the system. The +1+1 would provide the Council with flexibility if it was not ready to launch that new system within 2 years. The Council had the option to go 2+2 but 2+1+1 gave the Council more flexibility.
- Officers were confident the savings proposed would be met and highlighted the supplier already worked with the Council. There would be no data migration involved, due to it being a service the Council already used.

RESOLVED

To approve, in accordance with Contract Standing Order 9.07.1d), the award to the supplier identified in the exempt report of a contract for SAP hosting and support services for an initial 2-year term valued at £533,816.00 with an option to extend for two further one-year periods valued together at £533,816.00 with a total contract value of £1,067,632 over the maximum term of 4 years.

Reasons for decision

The current SAP managed service contract with HCL Axon expires in March 2020 and so the Council needs to either extend the current contract or replace it with a new contract with an alternative supplier.

The incumbent supplier was only able to offer a minimal reduction of just £16k per year.

Haringey already have a satisfactory relationship with the proposed supplier.

The proposed supplier are able to provide an equivalent service to the current one at £330k per annum less than the incumbent supplier.

Alternative options considered

Request the incumbent supplier to review its pricing model to reduce the costs for the final 4 optional extension years to see if savings could be made

This did not achieve any significant savings and does not meet the savings target.

Request an alternative supplier(s) to provide a quotation so as to compare costs against the current service to see if this proves advantageous enough to move the service

This achieved significant saving which the incumbent was unable to match.

Look to expand the current insourced SAP support team to take on this specialist role

This would require expensive specialised SAP resources to be recruited that would not be fully used. Haringey already have the SAP in-house team to manage most of the administration of the system – this contract is only from specialist SAP support. So the Council already has the correct level of in-house arrangements for the application. This contract is for very specialist SAP support and hosting. It is not an economically viable option to maintain these sorts of skills as part of the Haringey Digital Services section.

Do nothing

This is not a realistic option. This would mean that we would not have a Finance, Payroll, HR, and procurement system.

45. AWARD OF CONTRACT FOR THE HOMES FOR HARINGEY MAJOR WORKS YEAR 2 PROGRAMME, 3 LOTS

The Cabinet Member for Housing and Estate Renewal introduced this report which set out an overview of the External Capital Investment Programme for Year 2 and sought approval for the award of contracts for the Housing Asset Investment Plan for Year 2, 2019/20.

The Cabinet Member highlighted that this award of contract enabled Homes for Haringey to progress the external capital investment programme for year 2 (2019/20). This would enable external works such as the renewal of roofs, windows, external brickwork repairs and improvements to communal areas. It was noted that improving communal areas was a common request from residents to councillors and the far reaching impact of updating these areas in terms of tackling crime were also

acknowledged. Additionally, by incorporating communal and environmental works within the programme, this will improve the lives of residents on our estates.

At this point in the meeting, Cllr Chandwani declared a personal interest, as a Homes for Haringey leaseholder.

In response to a question from Cllr Connor, officers advised that the selected contractors were FENSA recommended.

RESOLVED

To approve, pursuant to the Council's Contract Standing Order (CSO) 9.07.1(d), the award of the contracts in respect of the External Major Works Year 2 Programme A, B and C.

- Programme A for renewal of roofs, windows, external brickwork repairs and improvements to communal and external areas at a total cost of £5,231,064.82.
- Programme B for renewal of roofs, windows, external brickwork repairs and improvements to and external communal areas at a total cost of £5,774,875.42.
- Programme C for renewal of roofs, windows, external brickwork repairs and improvements to and external communal areas at a total cost of £5,594,154.97.

Details of the successful tenderers are outlined in Part B (exempt information) of the report.

Reasons for decision

In line with the Council's plans to invest in the Housing stock, Homes for Haringey intends to deliver the three packages outlined in the report through an external and communal works programme. The report recommends the appointment of two contractors to work with Homes for Haringey to deliver the capital investment programme for Year 2 (2019/20).

Homes for Haringey require approval for the award of contracts to deliver the year 2 external capital works programme. This is following a tender process in conjunction with Haringey Council Procurement, via the London Construction Programme (LCP) framework and processes.

The tender process was carried out in accordance with the framework requirements that incorporate price and quality. The successful bidders scored the highest points in relation to these criteria in each associated tender lot.

Alternative options considered

An alternative option would be for Homes for Haringey either to use third Party industry frameworks or an OJEU compliant tender process to deliver the capital programme. Homes for Haringey sought support and advice from Haringey Strategic Procurement and determined the LCP framework as being the optimum route to the market. This was due to the speed of access to quality-checked contractors and focus on companies that focus their resources in the local area.

A do-nothing option would mean the Council is not able to deliver external capital investment works to the housing stock. This is in accordance with the agreed Asset Management Strategy (see link in section 12.2) and the condition of the stock would be likely to deteriorate significantly.

46. PROPOSAL FOR THE AWARD OF CONTRACT FOR THE DELIVERY OF A PUPIL REFERRAL UNIT PROVISION: SEPTEMBER 2019 TO AUGUST 2020

The Cabinet Member for Children and Families introduced this report which sought authorisation for a direct one year contract award without prior publication of an advertisement to TBAP Trust (TBAP) for the delivery of Haringey's Pupil Referral Unit (PRU) for one academic year.

The Cabinet Member advised that this proposal sits within the context of an on-going strategic review of Alternative Provision, in its widest sense, and a real drive to transform the outcomes for children and young people who had been excluded or were at risk of exclusion from school.

The Cabinet Member highlighted this extensive and strategic review was due to report by the end of this calendar year. It would provide recommendations for alternative commissioning arrangements for children and young people who need to access alternative provision. These would be brought to Cabinet in due course. In the meantime ensuring a one year contract for this academic year would enable the Council to meet its statutory duties in relation to children and young people who were in need of alternative provision, whilst doing the necessary parallel planning for the new arrangements to be introduced from September 2020.

In response to questions from Councillor Tucker, Councillor Connor and Councillor Ibrahim, the following information was provided:

- The Cabinet Member noted it was the intention of the on-going strategic review of Alternative Provision that this return inhouse. The preference from the review was that Alternative Provision would be provided in an entirely different way by the Council itself.
- With regard to TBAP Trust and its financial situation, the Cabinet Member confirmed that Officers had been requested to ensure a Plan B be established, should this company be unable to fulfil the terms of the contract.
- The Cabinet Member noted the length of the contract was for one year, which would allow for the completion of the strategic review of Alternative Provision.
- Regarding due diligence, Officers confirmed they had been working with the Department for Education (DfE) and the Trust to ensure that the Alternative Provision was provided to the standard it expected. Discussions were ongoing across the Council with its Finance and Legal teams to ensure contingency measures were in place, should they be required.
- Regarding the central government's contribution towards The High Needs Block, the Cabinet Member informed this was expected to be around £4m. In discussing the deficit of Haringey's High Needs Block, it was noted this was not unique to the Council and many other local authorities operated this with a deficit. The Council was continuing to campaign for more money from central government.

- Regarding how the success of the contract would be measured, Officers noted it would be measured against the educational performance of those attending the PRU. The Council would also look at how productive the PRU was in promoting reintegration for children into mainstream settings.
- The Cabinet Member noted discussions had been held between herself and the Monitoring Officer regarding the safeguards in place, should TBAP Trust's financial position worsen and the impact that could have on Haringey's PRU. Continuing to ensure that adequate provision was arranged and having a contingency plan in place would continue to be a paramount concern for the Cabinet Member.

Officers would confirm in writing to Councillor Ibrahim the specific legal protections built into the contract that ensured TBAP Trust could not simply offload Haringey's PRU to another academy chain.

RESOLVED

To approve, pursuant to the provisions of CSO 9.01.2(g) and in accordance with CSO 9.07.1(d), the award of the contract for the provision of Haringey's Pupil Referral Unit (PRU) to TBAP for a period of one academic year covering the academic period 1st September 2019 to 31st August 2020 at a total cost of not exceeding £857,580.00.

Reasons for decision

The recommendation for Cabinet to agree the proposal to award a contract for one year only to TBAP is made on the basis that:

- A Strategic Review of Alternative Provision is underway which will lead to new arrangements affecting longer term commissioning of a PRU for Haringey and this approach will enable the continuation of educational services for some of the most vulnerable young people in the borough whilst it reaches its conclusion in autumn 2019. The wide-ranging review encompasses fresh consideration of the current delivery models for existing PRUs within the borough. It is anticipated that one outcome of the review will be a set of recommendations that will be put forward to Cabinet later in the year, including proposals for the longer term approach to and delivery model for PRU provision in Haringey.
- This would maintain the Council's ability to fulfil its statutory duties in relation to the arrangements for the provision of suitable education at school or otherwise for those children and young people permanently excluded from school or at high risk of permanent exclusion from school. The award of a contract for one academic year only will support the Council's ability to manage the transition from existing arrangements to any future arrangements in a way that reduces the risk of disruption for the children and young people being supported via the PRU.
- taking into account the above, and the complexity of the provisions of the Academy Arrangements 2010, making preparations for the re-provision of the PRU in the longer term requires more time. Initial testing of the market for a short term commission through a Prior Information Notice yielded little interest

and were anyway rejected on the grounds that they could lead to a disrupted education for vulnerable children and young people in the borough.

Alternative options considered

An alternative option would have been to undertake a competitive tendering exercise to secure a longer term provider of the PRU service working to the same model as currently from September 2019. However, this was not considered to be a viable option as the Alternative Provision Review will lead to change which will need to be reflected in the future model for a PRU.

47. SEEKING APPROVAL TO AWARD BLOCK CONTRACT FOR IN-BOROUGH NURSING PROVISION

The Cabinet Member noted this report sought to secure nursing home provision for local resident's in-borough for the next three years at a sustainable rate. This block contract would ensure the Council had high quality local provision, offering local employment and opportunities for career progression ensuring older people can remain in their local communities as far as is possible and if they need residential care.

In response to questions from Cllr Connor, on the use of Block contracts to provide care, it was noted that there were incentives in place to providers to provide good care as these arrangements gave them a guaranteed income. Certainty in the market was important and providers knowing they have an arrangement to fund the periods where there is lower demand. Therefore, this was an important mechanism for providers. This was also a negotiated position and arrived at from considering the fair cost of care. The Council were working with colleagues across the NCL boroughs to ensure each were paying reasonable rates with a focus on quality and outcomes achieved. This was also a teaching care home, which was positive for Haringey.

Following consideration of exempt information,

RESOLVED

To approve, pursuant to Contract Standing Order 10.02.1b, the award of contract to Magicare Limited for 61 nursing beds from 1st November 2019 to 30th October 2022, with the option to extend for a further 2 years in 12-month intervals, at the rate of £950 per week. The total cost of the contract over 5 years would be £15,412,751.

Reasons for decision

The market for residential and nursing care is very tight at the moment and demand in the sub-region (Barnet, Camden, Enfield, Haringey and Islington) outstrips the supply of nursing beds. Priscilla Wakefield House is one of only two nursing homes in Haringey and the only one, which is currently rated at Good or above. The home is rated 'Good' by the Care Quality Commission (CQC), and was recently named as one of the prestigious and innovative new cohort of 'teaching care homes' by the Foundation of Nursing Studies: <https://www.fons.org/resources/documents/Teaching-Care-Homes/TCH-Yr-3-Teams-Announced.pdf> The selection of Priscilla Wakefield

House as a teaching care home, is a mark of the confidence placed by the Foundation of Nursing Studies in the quality of leadership and management at the Home.

Councils have a duty to shape their local marketplace and offer choice to local residents. Establishing a block contract with Magicare Limited is an important means of securing local beds for Haringey residents. The only other nursing home in Haringey is currently under a temporary embargo because of concerns notified by the CQC. There is no other home in the sub-region able to provide this number of beds to Haringey Council.

In order to ensure both capacity and flexibility, the Council is keen to have a mixed economy of spot and block purchase arrangements in place. Many placements are commissioned on a spot purchase basis, but the proposal set out here – to continue and expand a block contract – reflects the desire to maintain capacity in Haringey and to ensure best value in commissioning this provision. The Council has been working closely with the provider over a period to sustain improvements in the quality of care provided and will continue to monitor the contract closely to ensure high quality standards and the achievement of outcomes for residents.

As well as securing nursing care in Haringey provision for the future, the arrangement also ensures that commissioning rates for existing and future residents can continue to deliver best value and be maintained at an affordable rate.

The Home is a significant local employer and has participated fully in the development of the North Central London Proud to Care Portal which seeks to attract a more diverse range of people, including young people, to join the care sector and to ensure a stronger focus on skills development and career progression. This has involved working closely with the local further education sector to grow skills and knowledge and to present the care sector as an attractive career route. As a teaching care home, the only one in London, the potential for the Home to develop the skills of local residents as valued employees in the care sector and to offer a strong social value package is being included in the contract arrangements. In line with the Council's approach to Community Wealth Building, the Home offers a range of benefits to local residents keen to join the care sector as well as to potential residents and their carers and contributes to the local Haringey economy.

There are 77 Haringey residents currently living at Priscilla Wakefield House, delivered by Magicare Limited. They are all extremely vulnerable and frail and many are very elderly. It would not be possible to find alternative nursing care accommodation in the borough for these residents or in boroughs adjacent to Haringey, where existing residents would be able to live together and to receive the same quality of care.

Alternative options considered

One alternative option is for the Council to 'do nothing' which will see the continued reliance on spot purchases and the risk of a significant increase in expenditure over the proposed period of this contract. This would result in the Council having to pay either an increased spot rate to the provider or find alternative accommodation for the residents, which would currently be outside of Haringey, at rates which are not known,

but are likely to be significantly increased and in provision which has not yet been identified.

A second option would be to tender for an equivalent scale block contract for the provision of a local nursing home. There is no other nursing home in the sub-region, however, which can put forward a tender proposal at the scale required or close enough to the Haringey borders to be considered local. In addition, there are insufficient grounds for the Council to seek to move any resident from the provision delivered by Contractor A given their level of vulnerability and frailty.

48. NUISANCE VEHICLE (REMOVALS) CONTRACT

The Cabinet Member for Neighbourhoods introduced this report which sought approval, pursuant to Contract Standing Order (CSO) 9.07.1(d), for the award to Supplier A of a nuisance vehicle contract for a period of four years with optional extensions for a total contract value of £8.73m over a maximum contract term of 8 years including all extensions.

The Cabinet Member highlighted that Local Authorities had a statutory duty to remove Abandoned Vehicles from the public highway and any other land in the open air, such as car parks. To do this the Council needed to have a mechanism of removing vehicles and have a place to hold those vehicles to be claimed by their owners.

The Cabinet Member noted that in September 2015, Cabinet approved a 3-year contract with a 2-year extension to NSL. That contract would draw to an end in November 2019. The Council had explored if it could provide this service differently. However, the Council's assessment concluded that it was not financially viable for it to have a different delivery model, either in house or as a hybrid model with a contractor.

Whilst there was a desire to deliver services in-house, the Cabinet Member emphasised that the cost to do so for this particular product was not financially viable and therefore it was necessary to outsource this contract.

In response to questions from Councillor Rice, the following information was provided:

- The Cabinet Member would raise with IT that the Haringey App used to report dumped items did not have the option to report dumped vehicles and seek to rectify this.

RESOLVED

To approve, pursuant to CSO 9.07.1(d) the award to Supplier A of a nuisance vehicle contract for four (4) years with options to extend for an additional period of two (2) years plus two further periods of one (1) year, exercisable at the sole discretion of the Council, at a cost of £1.1m per annum or a total cost of £8.73m if all extension options are taken up. Details of Supplier A is outlined in Part B (exempt information) of the report.

Reasons for decision

The existing nuisance vehicle contract was awarded by Cabinet to NSL on 25th September 2014 for an initial period of three years with an option to extend for a further two years.

The existing contract was extended in November 2017 and will expire at the end of November 2019.

A new contract is required in order to support the wider transformation of the Parking service, which includes the roll out of further Controlled Parking Zones. The proposed contract includes a re-written specification and a requirement for the successful provider to deploy more removal vehicles and operate the vehicle pound for longer hours. The significant changes to the specification can be summarised as follows:

- An extra removal truck deployed throughout the day.
- Longer opening hours at the pound: 7am to 10pm Mon-Sat (but to midnight including on Sundays for event day operations) and Sundays 8am to 8pm.
- Additional vehicle storage capacity at the pound (150 vehicles) to cater for the increased expected volumes of removals.
- Quicker response times achieved through the new parking IT system.
- Provision for a 4th truck to be dedicated to events taking place at the Tottenham Hotspur Stadium.

Alternative options considered

Stop the Nuisance Vehicle Removal Service altogether

If the Council does not have a nuisance vehicle service in place upon expiry of the existing contract, the Council:

1. Could not meet its statutory duties in relation to abandoned vehicles and to keep traffic moving safely.
2. Could not remove the very high number of unregistered vehicles that are identified as part of its normal on-street parking enforcement. These vehicles often have high numbers of outstanding PCNs attributable to them.
3. Could not effectively deal with persistent evader vehicles and would lose the opportunity to recover the associated outstanding debt (more information is provided in section 6 of this report).
4. Could not meet its commitments under the Local Area Management Plan (LAMP), to provide a removals service on Tottenham Hotspur event days.

This was not deemed an acceptable option.

Operate an in-house removals service

This option was and will always be entirely contingent on the Council finding a suitable pound site. After an extensive search and with the co-operation of other services e.g. Homes for Haringey it was not possible to find a suitable site either in the borough or close to the borough boundary with Enfield. The only suitable site is already being used by the Council's incumbent provider NSL, as a shared pound with Islington and Waltham Forest.

Without a pound site, this was not deemed a realistic or feasible option.

Hybrid model

Under this option, which is an alternative to a fully outsourced service model, the contractor provides the pound, frontline staff and equipment. The Council provides supervisory staff to control and to run the operation. As part of the tender for this contract, the Council received one bid which included pricing for the hybrid option. Whilst the supplier's costs would remain the same overall under both models, under the hybrid model the Council would have to provide sufficient supervisory and management resources to run the operation. It would not be possible to generate additional revenue to cover the additional costs associated with the hybrid model (the Council cannot set targets or incentivise a supplier to carry out more removals in order to generate revenue). Whilst the Council's invitation to tender documents contained indicative numbers, these cannot be guaranteed and the actual number of removals will always remain variable from day to day.

This was not deemed a feasible option on grounds of cost.

49. INTRODUCTION OF RISK BASED VERIFICATION IN THE BENEFITS SERVICE

The Cabinet Member for Corporate and Civic Services introduced this report, which sought approval for Haringey's Risk Based Verification Policy as the means by which the Council processes claims for Housing Benefit and Council Tax Reduction.

The Cabinet Member noted the FOBO programme was initiated in September 2018 to modernise the Council's services, reduce the number of unnecessary contacts and simplify the experience for residents and businesses when using our services. Introducing Risk Based Verification (RBV) into the Benefits service would allow the Council to deliver on all the programme's objectives.

The Cabinet Member highlighted that RBV would mean that over 30% of our residents in receipt of Housing Benefit would need to provide less evidence to support their claim than they are currently required to do. This would result in the process to claim Benefits being significantly quicker and easier for them. For Council staff, it would mean sending significantly fewer requests for further information before a claim can be assessed. This would allow staff to spend more time making assessments and checking more high-risk cases rather than asking all our customers for more information.

The Cabinet Member noted the intelligence-based software used to apply RBV meant that only those claims, which were more likely to result in fraud, or error would be subject to the additional checks, which were currently applied to everyone. The result was a better service and experience for our customers and an improvement in our fraud and error detection rates. The RBV software was already being used successfully in 65 other local authorities and introducing it in Haringey would help bring our service in line with the service provided at other local authorities.

In response to questions from Cllr Bull and Cllr Connor, the following information was provided:

- It was too soon to forecast whether new applications and changes to circumstances would be processed in a quicker timescale, the service would be measuring impact on a monthly basis. Although, as risk approach was being taken forward for the verification of documents, those deemed less risk were expected to progress through the system at a faster pace. The impact would be neutral or improved depending on whether a claim was low or high risk. Corporate Committee also had considered this issue and scrutinised the details.
- It was noted that the EQIA cannot indicate the particular demographic and protected characteristic group which will be impacted as this decision as claims were on an individual basis. However, part of the service monitoring would be on a month by month basis and this will allow groups which are at high or low risk.
- It was noted that the DWP set the parameters for the software, an example of low risk will be someone on a pass-ported benefit. At the moment the Council would still ask for proof of benefit. However, going forward the Council would not need to ask for this, as DWP will give this a low risk score.

Further to considering the exempt information,

RESOLVED

To approve Haringey's Risk Based Verification Policy - Appendix A [exempt] as the means by which the Council will process claims for Housing Benefit and Council Tax Reduction having regard to the Equalities Screening Tool (set out in Appendix B)

Reasons for decision

To help reduce fraud and error in the processing of Benefit claims by targeting our resources to those claims which provide a higher risk of fraud and error. The software company has confirmed that those claims that carry the very highest risk rating in the high-risk group have a 40% chance of error.

A case study in Bolton found that since the introduction of RBV, error detection rates had increased by 13.4%.

Reduce processing times for customers whose claims are at low risk of fraud and error. The software company has confirmed that low risk category claims see improvements in processing times up to an average of 10 days per claim

A case study in Bolton found that since the introduction of RBV processing times for all claims reduced from 24.8 days to 17 days, and for low risk claims, it reduced to 5.4 days.

Alternative options considered

Do Nothing

Without targeting our resources to those claims, which pose a higher risk, we will not be making the most of our limited resources and are potentially delaying payments for customers with low risk claims. Our average processing times for 2018/19 was 18.14

days. We are also not in a position to identify and focus on those claims, which are highly likely to have an element of fraud or error.

50. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions taken in September.

51. URGENT BUSINESS

There were no items of urgent business.

52. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

53. APPOINTMENT OF MASTERPLANNERS FOR THE SELBY AND BULL LANE PROJECT

As per item 40.

54. DELEGATED AUTHORITY FOR PROCUREMENT OF PROFESSIONAL ADVISORS FOR DEN PROGRAMME

As per item 41.

55. EXTENSION OF THE AUTUMN GARDENS & ANASTASIA LODGE CONTRACTS

As per item 42.

56. AWARD OF CONTRACT FOR THE PROVISION OF THE CUSTOMER PLATFORM

As per item 43.

57. AWARD OF CONTRACT FOR PROVISION OF SAP MANAGED SERVICE

As per item 44.

58. AWARD OF CONTRACT FOR THE HOMES FOR HARINGEY MAJOR WORKS YEAR 2 PROGRAMME, 3 LOTS

As per item 45 and the exempt minutes.

59. PROPOSAL FOR THE AWARD OF CONTRACT FOR THE DELIVERY OF A PUPIL REFERRAL UNIT PROVISION: SEPTEMBER 2019 TO AUGUST 2020

As per item 46.

60. SEEKING APPROVAL TO AWARD BLOCK CONTRACT FOR IN-BOROUGH NURSING PROVISION

As per item 47.

61. NUISANCE VEHICLE (REMOVALS) CONTRACT

As per item 48.

62. INTRODUCTION OF RISK BASED VERIFICATION IN THE BENEFITS SERVICE

As per item 49.

63. EXEMPT CABINET MINUTES

RESOLVED

To approve the exempt minutes for the meeting held on the 10th of September 2019.

64. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Joseph Ejiofor

Signed by Chair

Date

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