

MINUTES OF MEETING CABINET HELD ON TUESDAY, 10TH MARCH, 2020, 6.30PM

PRESENT:

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

ALSO ATTENDING: Councillors Ogiehor and Dogan

182. FILMING AT MEETINGS

The Leader referred to the notice of filming at meetings, as set out at item 1, and also advised that the meeting was not being streamed live but would be recorded and available on the Council website within 2 days.

183. APOLOGIES

There were apologies for absence from Cllr Amin.

184. URGENT BUSINESS

The Leader advised that there were no new items of urgent business but Cabinet would need to consider Regulatory Committee comments with items 20 and 21 as their meeting had taken place after publication of the Cabinet papers. Cabinet needed to consider their comments in line with Part three section B - of the Council Constitution.

There was also a late addendum in relation to item 23 - as there has been some information supplied late today, relating to the final GLA funding figure. The Cabinet would need to consider some revised financial figures in the recommendations. This information was set out in the tabled paper and the Cabinet Member for Local Investment and Economic Growth would further outline this.

185. DECLARATIONS OF INTEREST

Councillor Mark Blake declared a prejudicial interest in item agenda item 16, Alternative Provision, by virtue of his connection with the school.

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

None

187. MINUTES

RESOLVED

To approve the minutes of the meeting held on the 11th of February 2020.

188. DEPUTATIONS/PETITIONS/QUESTIONS

Deputation from Unison in relation to Item 10

Unison, represented by Sean Fox, welcomed Item 10, the Award of Contract for Home Support and Reablement Bundled Hours, which would see care workers become recipients of the London Living Wage (LLW).

The deputation welcomed this report, which ended an historic campaign that began in 2016 when Unison became aware of the poor hourly rates paid to care workers. Unison had sought to challenge this matter through the legal system but recognised that the most effective way to achieve the desired outcome was to work with the Council in bringing about change. The deputation praised the report and noted it would benefit over 800 care workers. They felt that the report dealt once and for all with zero-hour contracts and responded to the unacceptable treatment of care workers. The report would allow those who provided care, many working in the borough, with a better quality of life.

Unison was proud to have worked with the Council and Officers in achieving this milestone and looked forward to working with the Council, moving forward, to ensure that the care workers were paid the LLW.

The Leader thanked the deputation and invited the Cabinet Member for Adults and Health to provide a response.

The Cabinet Member for Adults and Health thanked the deputation, paying special thanks to Sean Fox and other Unison colleagues for their positive approach in negotiating with the Council on this matter. Their constructive contributions allowed for the progress towards achieving payment of London Living Wage to those providing home support.

The Cabinet Member was delighted to be introducing London Living Wage for care workers in Haringey and recognised that this had been long overdue. This commitment was in the Labour Manifesto which stated the Council would achieve LLW for all care workers in Haringey by 2022. The Cabinet Member was pleased this was being progressed in 2020 and highlighted this decision would make a significant difference in quality of care, providing a more stable workforce.

Deputation in relation to item 11 - Climate Change Action Plan

The Leader invited representatives of Haringey Climate Forum, Helen Mayer and Ahmad from Woodside School to put forward their representations concerning item 11.

Ms Mayer began by acknowledging the proud history of the Council for responding to climate issues with early plans for reducing CO2 emissions, and the Pension's Committee decisions on divestment in companies producing fossil fuels. Haringey Climate Forum would be discussing the actions contained in the attached plan more fully at their Forum meeting next week and would provide detailed comments to the Cabinet Members individually. The deputation emphasised that the Council would need to amplify the messages in the action plan to the wider community and they would, as a group, support the report which needed the commitment and support of every department and service in the whole Council for delivering the required actions.

Although some actions seemed controversial, to take these forward required winning support on local neighbourhood issues such as air quality. The group welcomed the emphasis on consultation, which needed to start now. The deputation commented that the process for starting the consultation needed to be made clearer in the action section.

The Forum recognised the need for the community to support this action plan and pledged to build this support.

Ahmad addressed the Committee, underlining that the Council had declared a climate emergency last year and in his view had not seemed to take action since this date. He urged the Council to start delivering on commitments before it was too late. He spoke of the recent storms as examples of natural disasters with people suffering loss of homes and there was likely more similar incidents to come. He highlighted that climate change destroys small islands and in his view the Council and wider politicians seemed blinded to the real impacts of climate change. He recognised that efforts were being made but speaking on behalf of his generation, he emphasised the need for urgent action, moving to 100% renewable electricity, pension fund divesting further in fossil fuels and investing higher resources in renewable energy infrastructure to help the planet. This was a serious situation which required urgent attention.

Deputation 2 - Extinction Rebellion

Billie from Extinction Rebellion, Muswell Hill addressed the meeting and thanked the Cabinet for the opportunity to attend the meeting. She emphasised the existential threat to the population of climate change and the urgency to address this issue, including it at all communication levels. Extinction Rebellion supported positive engagements and local collaboration to have localised solutions.

The deputation had considered the Climate Change Action Plan and felt strongly that, overall, it needed to be more ambitious with time frames with actions having effect by 2030 rather than 2041 as this was too late. The current plan did not reflect that this situation was an emergency and there was a need to make demands more explicitly

and work with other boroughs. The action plan would need to prioritise safety and this would also help residents feel ready to support this. The deputation expressed the need for more boldness and urgency and that climate change be given the same level of attention and focus as the coronavirus. The deputation urged the Council to show leadership on the climate change crisis and called on councillors to join Extinction Rebellion on a rally being taken forward on budget day to lobby the government for more resources for climate change. There was a need for transparency and this was the most important document for the Council to produce and to act on with urgency.

The Cabinet Member for Children and Families welcomed the critique provided of the action plan and invited the deputations written comments to be circulated to Cabinet Members.

The Cabinet Member for Climate Change and Sustainability responded to the deputations, thanking the presenters for their frank representations and emphasising that the reason for having a draft plan at this stage was to promote engagement and conversations on the actions needed to tackle climate change. The Cabinet Member underlined the intention of the Council to engage with people and climate change groups continuously, to compile the final action plan.

The Cabinet Member highlighted the Council was already doing to tackle climate change such as the new energy infrastructure, changes in transport priorities, and connecting the use of the private car as an anti-social act. It was important to review the way the Council and residents used the highways and this would be challenging as the Council did not have control of this process but would nonetheless work with the deputations on this issue.

There was a summer of engagement planned and the Council looked forward to hearing from the groups represented by the deputations and would be revising the plan accordingly. The Council were fully committed to having a plan and happy to share platforms. It was important to note that the Council alone can only fully deliver 8% of the required reduction in carbon emissions and would need to work with borough stakeholders and partners to deliver the rest. The Cabinet Member added that 50% carbon emissions in the borough come from housing and there was a need to involve stakeholders in plans to reduce emissions. There was already a website to provide information on how to reduce carbon emissions for residents.

The Cabinet Member reiterated that the Council has a strong planning policy and there was a need to account for 10 years of the austerity and the election result was not useful for the climate change movement. All groups were invited to work with the Council and the Cabinet Member thanked the groups for their work so far on this important issue.

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

The Leader advised the meeting that the Chair of the Children and Young People's Scrutiny Panel would introduce the review of SEND and the Cabinet Member for Children and Families would provide the Cabinet response.

190. SCRUTINY REVIEW ON SEND - NON KEY

The Chair of the Children and Young People's Scrutiny Panel introduced the review which was taken forward in response to increasing levels of concern amongst parents and carers regarding support for children and young people with SEND. In view of this being a large and complex area, the panel focussed their attention primarily on Social, Emotional and Mental Health (SEMH) needs and autism, in order to ensure a manageable scope. The review put forward recommendations concerning the long delays for diagnosis and treatment, exclusions of children at SEN support stage, which can be exacerbated by delays in obtaining EHC Plans, supporting parents access support that their children need. In addition, co-production with parents and carers and a collaborative approach should now be being followed in the design, planning and development of services.

The Panel Chair thanked parents for sharing their views and experiences with them and hoped that the review recommendations assisted with making improvements. Cllr Dogan sought further details on the reasons the recommendations which had partially been agreed.

The Cabinet Member for Children and Families, commended the Scrutiny Panel for the review and findings. The Cabinet Member commented that the report was extremely helpful, and the outcome of many hours of focused and concentrated work. The recommendations were commented to be pragmatic, positive and helpful in supporting the programme of improvement currently underway in the SEND service.

The Cabinet Member gave a commitment to work with my fellow members, with officers and with all families to ensure that the recommendations were implemented, and that families would see and feel the benefits.

In conclusion, the Cabinet Member welcomed the work of AMAZE in consulting with parents, carers, families and partners in creating an active and broad borough-wide parent/carer forum to support co-production.

In response to questions from the Scrutiny Panel chair, the following information was noted:

- With regards to the response to recommendation 12, although, at the scrutiny review stage the service had been under pressure with a shortage of educational psychologists, there was now a full complement and no need to access funding in relation to this.
- In relation to recommendation 9, the basic principles of this recommendation which were focussed on inclusion, were agreed with. There was a later report on this Cabinet agenda setting out plans for Alternative Provision. The Cabinet Member shared the aim of enabling pupils with SEN access mainstream education.

- Recommendation 12 - engagement was constantly continuing with special needs school and the Cabinet Member and been to parent groups to consider the issues raised on co-production .The Cabinet Member agreed that everything had to be routed in joint working.

RESOLVED

1. To note the Overview and Scrutiny Report on SEND (attached at Appendix 1).
2. To agree the responses to the Overview and Scrutiny report recommendations (attached as appendix 2)

Reasons for decision

On 23 January 2020, Overview and Scrutiny Committee approved the report of the Children and Young People Scrutiny Panel (CYPSP) on Special Educational Needs and Disabilities (SEND).

In developing its report, the CYPSP held a number of evidence gathering sessions and took evidence from Council officers as well as a range of experts and local stakeholders. The CYPSP then made a number of recommendations which were adopted by Overview and Scrutiny Committee on 23 January 2020.

The recommendations made in the CYPSP report can be used to help guide the continuing development and improvement of the SEND Service. While the report does not set out a detailed and complete list of explicit objectives to be delivered within a given timescale, it does provide a clear direction of travel for these areas. All of the recommendations are positive and are welcomed and are either currently being incorporated into the Service's and wider Council approach or can and will be incorporated going forward.

Where any recommendations present any challenge to immediate or eventual implementation, they have been responded to in a proportionately cautious way with partial agreement as relevant.

Specific reasons for each recommendation response are given in Appendix 2. The overall approach of the report – which is comprehensive and detailed – is a helpful framework to inform the current and continuing improvement of the SEND Service. This work has been further developed since the scrutiny review and includes:

Using the grant available from Contact and further supplemented by the Local Authority to commission a charity called AMAZE to undertake outreach work on developing a strong and active parent/carer forum in our borough;

- substantially completing the AP review with a future route map for our young people and out schools now clearer;
- developing the co-production steering group whose work will be further enhanced by a parent forum;
- reviewing the High Needs Block and key trends;

- Engaging with parents to hear their views to inform and shape our services.

Alternative options considered

None.

191. AWARD OF CONTRACT FOR HOME SUPPORT & REABLEMENT BUNDLED HOURS

The Cabinet Member for Adults and Health introduced this item which detailed the outcome of a mini-competition process conducted via the Council's Dynamic Purchasing System (DPS) Supplier Agreement for Home Support and Reablement Services and seeks approval to award a Call-Off contract to the successful tenderers.

The Cabinet Member was delighted to present this report, which was an important step in a process to transform home support in Haringey, recognising the critical role it plays in enabling people to live in their homes for as long as possible.

The Cabinet Member highlighted that by offering London Living Wage to all front-line care workers, the Council was honouring its commitment to the Ethical Care Charter and recognising the importance of care workers – their status and their value – in the delivery of home support. Likewise, the Council were recognising that for the majority of people the experience of home support was their experience of social care – representing a real opportunity to make the necessary changes when people were at their most frail and vulnerable.

The Cabinet Member closed by thanking Unison and Officers for all of their hard work in achieving LLW for care workers in the borough.

In response to questions from Councillors Ogiehor, the following information was provided:

- There would be no reduction in the time spent caring for people as a result of this contract.
- The rates paid for direct payments would be paid to reflect LLW, which would be monitored. The expectation was that all care workers would be paid at least the LLW.
- Officers noted that the Council would be monitoring the contract closely to ensure that care quality was maintained. If there were concerns with the performance of the contract, the Council would work closely with the contractor to make the required care quality improvements.

Officers would confirm in writing the timescale and procedure for a breach of contract.

Further to considering exempt information at item 38,

RESOLVED

1. To approve the award of 'Call-Off' contracts for bundled hours of Home Support and Reablement services to the successful tenderers (identified in the exempt appendix of this report) for a period of (3) three years with an

option to extend for further period of up to 2 years, commencing from 1st April 2020 to 31 March 2025 (if extended) at the maximum cost of £12,449,500 inclusive of LLW for financial 20/21 but exclusive of annual inflationary increase for subsequent years.

2. To vary the contract price annually in line with London Living Wage (as published by the Living Wage Foundation periodically) inflationary increase from 1st April for each and every subsequent year for the term of Service Agreements; and
3. To note that not all bids received were fully compliant in order to award the full capacity for each of the localities and that home support therefore will continue to be covered directly from the DPS
4. To note where insufficient suppliers are not deemed to be compliant the Council will go out to tender again
5. To note that a new tender process will be undertaken as a matter of priority to ensure the new service model is fully in place

Reasons for decision

All home support & reablement Service Providers currently enrolled on the Dynamic Purchasing System (DPS) were invited to re-enrol for the bundled hours home support and reablement tender (more particularly described at 6.11 below). The tenderers' proposals were evaluated using a 40% quality and 60% price weighting, on this basis, the recommended Service Providers' bids were deemed to be the most economically advantageous, representing the best value option to deliver the required service.

Commissioning a locality-based home support and reablement service will bring several benefits as service providers will be able to develop a good knowledge of the area they work in and the community resources available for service users to access. There will be dedicated service providers for each locality, removing the current hard-to-reach area problem. Service providers will be based closer to the people they are serving, reducing travel time for care workers.

By working with a smaller number of providers across three Localities, the new model will provide a unified approach between care providers, social workers, community nurses, therapists and the voluntary and community sector. This aligns to Haringey's locality-based working with the NHS and particularly primary care.

It is anticipated that the new model will deliver improved outcomes, offer a more sustainable service and create better conditions for the workforce. Features of the new model include:

- For each Locality, the Council will commit to commission a minimum number of guaranteed hours from the Service Providers each year. This will enable the Service Providers to organise and manage their resources
- 70% of home care packages will be through a bundled hours' arrangement.
- 30% of home care packages would remain as spot purchases to ensure the opportunity for small/micro, including not-for-profit organisations and

existing Small and Medium Sized Enterprises, to remain in or to enter the market

- Providers will be required to pay all care workers LLW bringing Haringey in line with the higher rates being paid by neighbouring authorities, which are increasingly affecting the ability of providers operating in Haringey to attract and retain good staff, thereby impacting on the quality of care we are able to provide. Employee wage is connected to the service providers' capacity to recruit and retain care workers, and continued non-payment of London Living Wage would impact negatively on the quality of service delivery, whilst payment will support better quality care
- Providers will operate across a wide range of health and care needs for both Adult Social Care and NHS Continuing Health Care (CHC) packages.
- All providers will be required to have an Electronic Call Monitoring system
- The new model will see improved workforce recruitment and retention through improved contractual arrangements
- Career progression pathways through greater skills development, workforce planning and linking in with NCL 'Proud to Care' initiative. Appropriately skilled care workers will be an essential part of the new model of care. This will ensure that care workers have career opportunities to develop skills that will offer a pathway into more advanced social care or health care provision.

Alternative options considered

An option to proceed with an in-house home support service was considered but rejected based on the assessed financial impact, as well as, the scale of the infrastructure required to implement an in-house model.

Implementing an in-house home support service at an additional cost of £3.5m per annum would be challenging, particularly in the context of the significant level of savings already being implemented for the financial years 2019 – 2021 for Adult Social Care, totalling approximately £16m.

In-house services can give greater control over the care that is provided, delivering improvements and minimising risks by ensuring supply and balancing cost and quality requirements against the available budget although quality is not guaranteed through an in-house delivery model. Previously in-house services have, however, been shown to be significantly more costly than external provision, due either to lack of efficiency and/or to better staff terms and conditions. No London borough currently has an in-house model for home support.

An option to continue with the current model of home support was considered but rejected on the grounds that it does not meet the Council's commitment to delivering London Living Wage, nor does it transform the service to deliver in an integrated way to meet user needs.

An option to deliver the existing model but at London Living Wage rates was considered but rejected on the grounds that this would not deliver the improved outcomes for service users that a high quality, integrative model would achieve.

192. HARINGEY CLIMATE ACTION PLAN

The Cabinet Member for Climate Change and Sustainability introduced the report which set out the ambition and the actions required to make the Borough net zero-carbon by 2041. The Cabinet Member stressed that doing nothing was no longer an option. This was a climate emergency and the last opportunity to make a difference. The Council could not achieve these targets alone as it was only responsible for 8% of emissions. There was a need to change hearts and minds.

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

- The Cabinet Member agreed investigate the reasons for some lights being left on in River Park House during the evenings and provide a response.
- The Head of Carbon Management would provide Cllr Ogiehor a written response to the level of divestments in fossil fuel by the Council's Pension Fund. This was thought to be 75% but there would be clarification sought from the Pensions Team.
- With regards to consideration of a work place levy, and considering the 'Nottingham Model' that this question alluded to, the main factor was that the Council did not own many car parks to instigate this. Taking this forward would mean potential extra charge for Councils' own car parks used by employees so the Council would in a sense be charging itself which was not appropriate. The strategy being followed was to disincentivise employees' use of cars to deter use of car parks.
- Noted that charging points for electrical cars in the borough only provided renewable green sources of energy but the Cabinet Member would explore the issue raised regarding mandating the use of green renewable energy sources for charging given the issues concerning the cost of electric car batteries.

RESOLVED

1. To agree to publish the draft Haringey Climate Change Action Plan to consult with residents, businesses and other stakeholders who can discuss and gain an understanding of the actions to be taken, before refining and adopting the final Climate Change Action Plan in late 2020;
2. To agree that the Action Plan will be reported back to Cabinet by November 2020;
3. To commit to the Council to start working now towards becoming a net zero carbon Council, and for all core Council buildings and the fleet to be net zero carbon by 2027;

4. To agree to start work now on lobbying national and regional government, as set out in the Action Plan, to ask for greater powers and access to finance to increase the rate of carbon reduction;
5. To agree that the Council will continue to report progress against the final Action Plan through the Haringey Annual Carbon Report.

Reasons for decision

Delivering a net zero carbon borough by 2050 is an objective in the Borough Plan 2019-23. However, in light of the new scientific evidence published in the report *Special Report on Global Warming of 1.5 degrees Celsius* by the Intergovernmental Panel on Climate Change (IPCC, 2018), Full Council in March 2019 agreed to declare a climate emergency, and to review this date for delivery with a view to bringing it forward in recognition of that emergency.

The Haringey Climate Change Action Plan sets a date to be net zero carbon of 2041. The Action Plan sets out the actions required with a challenging but realistic timeframe to reduce the borough's carbon footprint. It sets out the actions which are already funded, the additional funding that is needed and the legislative changes needed. It also outlines the delivery routes with national, and regional government, as well as the borough's stakeholders.

Delivering carbon reduction in Haringey will grow the green sector, encourage innovation in products and services and require local people to fill jobs to retrofit our homes and businesses. It will support the priorities and cut across the borough's objectives as set out in the Borough Plan (section 7).

This level of ambition for a net zero-carbon borough cannot be delivered by the Council alone. The residents and businesses need to help the Council deliver a net zero-carbon borough. To do this the Council will need new powers, and access to finance to deliver this target from government. This, in turn, will deliver new skilled jobs and warmer healthier properties to work and live in for our borough. This is set out in the Action Plan, under the lobbying asks.

The Council will demonstrate leadership by becoming a net zero carbon organisation ahead of the borough target. The Council has set this date as 2027 for the core Council operational buildings, and all transport related activities undertaken by the Council in the delivery of services. A plan for bringing the rest of the Council's operations to net zero as soon as possible will be completed by the end of 2021.

Alternative options considered

Do nothing. This was rejected as it would not comply with the Borough Plan, or the Full Council resolution of March 2019 to declare a Climate Emergency and deliver a costed and deliverable action plan that will deliver a zero carbon Borough.

Propose a programme to be a net zero carbon borough by 2030. Although many local authorities have committed to this timeframe, the Council's evidence suggests that this timeframe is not deliverable, even with new powers and increased funding for

Councils. This timetable would, for example, require over 10,000 full retrofits of homes in Haringey each year. This figure has never been achieved at a national level. It would therefore be close to impossible to deliver this in the borough, especially as there is limited funding to do this, and there are only a few companies and workers in the UK currently that could deliver this level of retrofitting.

Propose a programme to be a net zero carbon borough by 2050. This was the Council's original timeframe to achieve zero carbon status and currently remains the Mayor of London's and national government's position. However, this timeframe does not reflect the climate emergency or the ambition of Haringey Council. Furthermore, based on the Council's analysis, it has been determined that there are several actions which can be brought forward with new powers and funding from regional and national government.

193. 2019/20 BUDGET UPDATE

The Cabinet Member for Finance and Strategic Regeneration introduced the report which provided an update on the Quarter 3 budget monitoring and sought approval for any budget changes required to respond to the changing financial scenario and the delivery of the MTFS.

The Cabinet Member was pleased to be able to report that the General Fund budget position now presented had remained stable for the third quarter and delivery of agreed savings remains in a more robust position. The Cabinet Member outlined that this was due to the decisions taken when setting this year's budget which sought to ensure that it was set to be as realistic as possible within the overall available resource envelope. Furthermore, the two most significant drivers of the reported overspend at quarter three had been recognised and addressed in the 2020/21 Budget recently approved by Full Council.

The Cabinet Member advised that, despite this positive direction of travel, this still left a, not insignificant, £5.5m forecast overspend on the General Fund. He stressed to officers and Lead members the need to actively focus on identifying options to bring the overall General Fund budget back to a balanced position by the end of the year. To optimise the resilience of the 2020/21 Budget, the Council must do all it can to balance this year's budget without the need to draw down on reserves.

The Cabinet Member informed that the forecast DSG outturn had worsened by £0.3m since his last report. This continues to be a matter of real concern and pressure continues to be put on Government to recognise this issue and come forward with a sustainable solution. As outlined in the report, it was hoped to have some feedback from the DfES however, it still did not provide the full clarification on what is required in terms of a permanent resolution of the funding shortfall nor the proposal to address the deficits. Again, the Cabinet Member hoped to be able to provide a more favourable update in the next report.

In response to questions from Councillors Ogiehor, the following information was provided:

- The Cabinet Member noted that corporate solutions were contingency measures by which the Council could put in place to deal with financial issues that arose with the budget.
- Regarding the underspend in table 4 on page 202, the Cabinet Member noted this was due to a delay in implementing projects. The underspend would be addressed once the Council began to deliver the projects. However, some of the delays to projects were caused by contractors but the Council had to ensure that the money was available for when those projects commenced.
- Regarding the £1.1 million underspend in IT Digital Services, Officers noted this was as a result of a number of budgets coming back to the Council following the Shared Digital project not going ahead

RESOLVED

1. To note the forecast revenue outturn for the General Fund (GF), including savings pressures, of **£5.5m overspend** (£5.2m Qtr2) (Section 6, Table 1, and Appendix 1) and that it is expected that this can be addressed via one-off corporate solutions.
2. To note the net HRA forecast of **£0.4m underspend** (£0.4m Qtr2) (Section 6, Table 2, and Appendix 2).
3. To note the net DSG forecast of **£5.4m overspend** (£5.1m Qtr2), the actions being taken to seek to address this and the potential implications for the GF (Section 7 and Table 3).
4. To note the forecast budget savings position in 2019/20 which indicates that 15% (£1.957m) will not be achieved. (Section 8, Table 4 and Appendix 3). This is incorporated into the GF budget pressure in recommendation 3.1.
5. To note the forecast capital expenditure of £150.1m in 2019/20 which equates to 50% of the revised capital budget (Section 9, Table 5 and Appendix 4).
6. To approve the revenue budget virements (Appendix 5).
7. To note the debt write-off approved in quarter three (Appendix 6).

Reason for Decision

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

Alternative Options Considered

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

194. HIGH ROAD WEST SCHEME - NEXT STEPS FOR CONSULTATION ON RESIDENT OFFERS AND LOCAL LETTINGS POLICY

The Cabinet Member for Housing and Estate Renewal introduced the report which sought approval to consult on the offers to existing residents which would form part of the scheme, namely benefits for secure tenants and non-secure tenants in temporary accommodation through a proposed Local Lettings Policy (Appendix 1), and a proposed Leaseholder Offer (Appendix 2).

The Cabinet Member highlighted that since 2018, this Cabinet has been working to deliver more Council owned social rent homes and to make Haringey a fairer and more equal place. As part of this drive, the Council have worked to refocus the High Road West Scheme so that it provides a significant increase in Council homes and to ensure that those affected by the scheme are given support, choice and fair rehousing options.

The Cabinet Member felt that the offers described in this report are positive and fair. It was fully understood that tenants and leaseholders have concerns about their current and future homes and have built relationships in the area as friendships, local ties and the local community have grown. The Council was responding to these concerns and aspirations through these offers, recognising the varying needs and with an emphasis on affordability which will provide residents with the choice of new homes that they need.

The Cabinet Member underlined that the Council wanted to hear views from the community through an open and robust consultation process and were committed to putting residents at the heart of the High Road West Scheme. Also, through past engagement and consultation the Council had demonstrated their commitment to meet residents' aspirations - such as the Council remaining the landlord of the replacement homes, developing a more generous offer for resident leaseholders, seeking leaseholders' views on the consultation questions and having a different approach to the valuation process. Residents have contributed towards the various rehousing guides, the Resident Charter, Resident Design Guide, ERRPP and the ownership of the replacement homes consultation. This next step would go even further towards honouring commitment to put residents at the heart of change in their neighbourhoods.

The Cabinet Member added that the proposals set out in the report were still subject to the conclusion of discussions with the GLA regarding the funding of High Road West and the Council would not proceed to the consultation and residents' ballot until that funding was in place, but in the meantime were keen to understand residents' views about the proposals.

In response to questions from Cllr Brabazon and Cllr Ogiehor, the following information was provided:

- With regards to the timeline for instigating the consultation which was dependent on the GLA's decision on funding the High Road West Scheme, the

date for this was not yet known given that the pre -election period was approaching it was important for the Council to set out its offer for residents in the scheme and be in a position to proceed to consultation once the decision was made.

- Assurance was provided that the Council had been engaging with residents in the Love Lane Estate on the offer and this included meetings between the Cabinet Member and the residents group and also the Temporary Accommodation resident groups. These Residents groups also had access to an ITLA [Independent Tenant Liaison advisor] as an ongoing process.
- Ultimately if residents voted against this proposed scheme then the Council would need to respect outcome. However, the Council were starting engagement activities at an early stage to ensure a fair offer which was acceptable to mitigate against such circumstances.
- It was confirmed that this offer only relates to tenants and the various types of decisions concerning businesses, including Shaftsbury road were separate discussions and could be subject of separate reporting arrangements.

RESOLVED

1. To agree to proceed to consultation on the draft High Road West Local Lettings Policy, as described in paragraphs 6.8 to 6.14.
2. To agree to proceed to consultation on the draft Leaseholder Offer as described in paragraphs 6.17-6.38.
3. To note the intended discussion and engagement described in paragraphs 6.15-6.16
4. To delegate authority to the Director of Housing, Regeneration and Planning, in consultation with the Cabinet Member for Housing and Estate Renewal, to approve the final consultation materials and processes in relation to the consultations described in paragraphs 3.1(i) and 3.1(ii).
5. To note that following this consultation there would be a report to Cabinet regarding the following recommendations:
 - Adoption of the High Road West Local Lettings Policy and Leaseholder Offer
 - Adoption of the Landlord Offer document which incorporates these offers to residents and other benefits offered to residents
 - Agreement to proceed to ballot Love Lane Estate residents based on the scheme described in the Landlord Offer and supported by a business case for High Road West

Reasons for decision

Since the outset of developing the High Road West scheme, the Council has been committed to working closely with residents on the Love Lane Estate. In December 2014, at the same time as agreeing the Masterplan for High Road West, Cabinet agreed the Secure Council Tenant, Leaseholder and Private Tenant Guides. These set out the assurances for these resident groups including rehousing options, compensation, and ensuring that Love Lane residents are able to benefit from and influence the regeneration proposals.

It is a commitment of the Council, as set out in the Secure Council Tenant Guide (2014), that secure tenants on the Love Lane Estate will have the option of a new home within the redevelopment area. The proposed High Road West Local Lettings Policy proposes to extend this to residents in non-secure temporary accommodation. The Estate Renewal Rehousing and Repayments Policy (ERRPP), approved by Cabinet in 2016 (revised 2017) and which forms the basis of the Council's commitments to those impacted by estate renewal schemes, does not apply to the substantial number of non-secure tenants who have been placed in a property on a temporary basis. This will therefore be a bespoke offer for non-secure tenants in temporary accommodation on the Love Lane Estate and within the masterplan area, and developed by engaging these residents. The aim of this is to protect the stability of the existing community on the Love Lane Estate or elsewhere within the masterplan area, with many of the residents now having lived within the same community for up to five years. If the preferred option is approved, these residents (alongside secure tenants) will be eligible for a secure home in the new scheme, if they have been resident in their home within the masterplan area for more than twelve months at the time the final offer is approved.

From the publication of the Leaseholder Guide in 2014, it has been a commitment of the Council to work with resident and non-resident leaseholders to develop an offer which would allow all resident leaseholders to remain in the High Road West area and ensure leaseholders, both resident and non-resident are not financially worse off.

The current draft Leaseholder Offer, reconfirms the commitments made in the Leaseholder Guide as well as following the outcome of the previous engagement and draft offer from 2018, with a number of enhancements over and above the ERRPP, which maintains the commitments to the residents, including the following:

- A further rehousing option for leaseholders referred to as a leasehold swap
- An enhanced equity loan offer which tackles concerns regarding affordability and allows resident leaseholders to access a new home within the regeneration area
- A 12 month grace period for family members/ beneficiaries which tackles concerns regarding succession to the benefit of the equity loan

The decision to progress with the High Road West scheme would be subject to a ballot of residents on the Love Lane Estate. This is a commitment of the Council, as set out in the Borough Plan, in line with the Mayor of London's Resident Ballot Requirement for funding of schemes which comprise the demolition of social homes and the construction of 150 or more homes. All residents eligible to vote would receive a Landlord Offer, which encompasses the specific offers for each tenure group, as

well as wider information so that residents can make an informed decision about the future of their estate.

It is proposed that officers also engage with residents on other elements of the scheme which would form part of the future Landlord Offer for the Love Lane Estate, notably on the offer to non-secure tenants in temporary accommodation. This is to build on and continue the collaboration which has taken place with the community since 2012, and would involve engagement on the broad vision, priorities and objectives for the scheme, including information on design, numbers of homes (including tenure mix) and social infrastructure.

Alternative options considered

Officers have considered not undertaking consultation with residents on the Love Lane Estate, but have rejected this option as further consultation was a requirement outlined by Cabinet in 2018 regarding the Leaseholder Offer, and is a requirement of introducing a Local Lettings Policy.

Options in relation to each of the offers will form part of the consultation process for consultees' consideration.

195. INSOURCE ACTION PLAN

The Leader of the Council introduced this report which set out: progress to date on insourcing initiatives; the approach to insourcing services; the decision making in relation to a service delivery model; and the resourcing strategy for supporting insourcing initiatives.

The Leader described the mass outsourcing of Council services as a historic mistake and the Council had given up an enormous opportunity to create opportunities. There was no guarantee that contracted-out services would create these opportunities. Their incentives were to prioritise short-term profit rather than long-term social value. That was why the Council had introduced an Insourcing Policy in the autumn, making clear that services will be brought back in-house unless there was a very good reason not to. The Council had already moved to bring in facilities management, highways engineering and some care services. A total of 25 contracts were currently in the process of being insourced.

The Leader highlighted that the Council was launching this Insourcing Action Plan so that the Council could go further in a transparent and clear way. There was a need to build up the Council again, expanding and training-up staff to take over from contractors. In some cases, works may be so small or so specialised that it does not make sense for the Council to take them on but in-house provision was the now default position. In the Leader's view there was a need to restore democratic oversight to local services and to start to rebuild the local economy.

The Leader closed by noting that austerity significantly impacted on the Council's spending power. He expressed that through insourcing residents would gain better value for money.

In response to questions from Councillors Ogiehor, the following information was provided:

- The Leader welcomed the prospect of the Council's scrutiny panels providing independent views on whether the insourced services had led to improvement in performance and value.
- Regarding the number of insourced projects, the Leader noted the Council was managing this in a way that different parts of the organisation could provide insourced services safely and efficiently and also ensure that they were financially viable.
- Regarding bringing the recruitment contract in-house, the Leader noted no regrets with regard to any of his past voting and recognised that sometimes it was necessary to make decisions at a later date to maximise achievable benefits. The Leader further advised that it had not been previously possible to discontinue with the existing recruitment contract.

RESOLVED

1. To note progress made to date in relation to additional services coming back in-house set out at appendix 2;
2. To approve the recommended approach methodology outlined in Appendix 1

Reasons for decision

Direct delivery remains the Council's preferred model of service delivery, in line with the administration's political priorities. The report sets out how services will be reviewed with the preferred outcome that they be brought in-house to a direct or hybrid service model on a sustainable and legal basis. Endorsement of the approach and governance model set out in the report is necessary in order for the Council to implement the administration's priority through individual decisions relating to specific services.

The methodology outlined in Appendix 1 (Insourcing Approach), provides a consistent, structured and proven methodology on which to base these decisions.

Alternative options considered

Do Nothing

The Council would continue to review contracts due for renewal on a contract by contract basis without the use of an Enabling Framework. This approach would mean that decisions would not be taken in an evidence-based way; would prevent the Council from strategically planning to pursue short, mid and long-term insourcing opportunities; would prevent the achievement of economies of scale that could otherwise support the financial and operational viability of an in-house delivery option; and would be deficient in terms of risk management.

196. TRANSFER OF CLEANING SERVICES TO HARINGEY COUNCIL

The Cabinet Member for Finance and Strategic Regeneration introduced the report which sought transfer of the Cleaning to Environment and Neighbourhoods Directorate within the Council. This was in line with the Council's Insourcing objective and staff would have improved terms and conditions and were mainly members of staff protected by equality act.

In response to a question from the Cabinet Member for Neighbourhoods, the decision affected specifically cleaning staff and they would be transferring to the Council by 1st of April. The other remaining part of the FM services were to be managed by Homes for Haringey. With regards to contracted staff working on concierge and security services, there was ongoing discussion on the cost and understanding sought on whether these were feasible areas to transfer. The Guarding services was provided a local run company located in the borough.

RESOLVED

To approve the direct transfer of the Cleaning Services to the Council when the Facilities Management Services are insourced from Amey Community Limited on 1st April 2020.

Reasons for decision

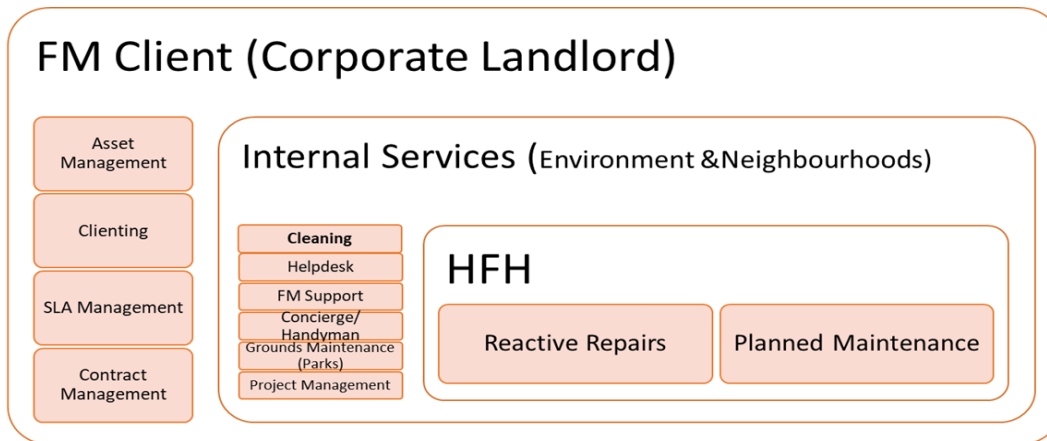
After Cabinet Decision in July 2019, joint mobilisation planning for the FM insource was undertaken with Homes for Haringey to prepare in for the transfer of all FM functions.

From these discussions it became apparent that the original intention for HfH to take cleaning would have possible implications as far as;

- Increase risk relating to HfH capacity to manage the take on of the Cleaning service given the need to prioritise 'Hard' FM services
- HfH do not have existing management capacity within their current business model to manage a cleaning service
- Environment and Neighbourhoods have experience successfully managing operational services for the Council
- An interim FM Manager is being recruited within Environment and Neighbourhoods to manage the transfer of the cleaning service.

Improving the cleanliness of key buildings is a key priority going forward to improve the environment for service users and staff.

The diagram below displays the updated Operating Model with cleaning transferring to the Council:



Alternative options considered

Remain with current provider – not possible as the contract for FM services provided to Haringey terminates on 31st March 2020.

Transfer Cleaning to Homes for Haringey – this would split the core ‘Hard and ‘Soft’ FM services and result in increased risk to operational success due to a lack of defined management capacity within Homes for Haringey.

197. ALTERNATIVE PROVISION

[Cllr Mark Blake left the room for this item 19.53]

The Cabinet Member for Children and Families introduced this report which set out details of proposals for the future model of alternative provision in Haringey and to propose a number of recommendations in order to take forward these proposals. Additionally, as a result of this report, the Pupil Referral Unit would be brought back in house.

The Cabinet Member was delighted to present this paper and the accompanying model for change which sets out a strategic, partnership and transformational approach to meeting the needs of children and young people in Haringey. Based on local and national work on alternative provision, and increasingly informed by the voices of children, young people and parents themselves, the proposed approach requires change in the short and longer term recognising that a phased approach is needed to ensure that co-design and learning is embedded from the outset.

The Cabinet Member noted that the Young People at Risk Strategy recognises that the Council must adopt an early intervention and whole systems approach in order to address some of the complex issues facing children and young people in Haringey. This report and the approach it outlines was within the wider context of that Strategy and its vision to ensure that all children and young people receive the best start in life.

Officers added that the report represented a whole systems approach. It was anticipated this would be 5 to 10 years programme of change and this report represented the important first steps.

RESOLVED

1. To agree the Change Model attached as Appendix A recognising that some elements are for implementation now whilst others require further co-design before being implemented
2. That in order to support the Change Model, to agree:
 - a. the use of Stamford Hill School site as the preferred site for the Alternative Provision Hub which will accommodate the co-located Tuition Service and Octagon Pupil Referral Unit from 1st September 2020
 - b. to note the application of TUPE (Transfer of Undertakings (Protection of Employment)) to these arrangements
 - c. to note the need for a further Cabinet decision to approve the award of contract to carry out the capital works required to ensure the Stamford Hill School site is ready for pupils on 1st September 2020

Reasons for decision

There are three main drivers for the decisions being proposed at this time.

First, the trajectory for pupils permanently excluded from school is poor and there continues to be a disproportionality in the number of Black and Minority Ethnic Pupils being excluded and a seeming overrepresentation of pupils with SEN at risk of exclusion, experiencing a significant number of fixed term exclusion or permanently excluded. The risks of becoming longer term NEETS (not in education or employment) or involved in anti-social behaviour or criminality remain high and present a compelling argument for change. There needs to be a real drive to shift the perception of many children, young people, parents/carers, schools and governors from seeing permanent exclusion as the end of the road towards thinking about educational entitlement and the meaningful steps needed to ensure that a pupil is able to re-engage and benefit from a high quality educational offer.

Second, Reviews of both Exclusions and of Alternative Provision have been recently undertaken in Haringey, and during the same period a Review of Exclusion was carried out nationally, led by Sir Edward Timpson and known as the Timpson Review. The main findings from this set of reviews were that a more robust and consistent response to emerging needs is needed, both in Haringey and nationally. Where pupils are struggling to engage positively with education or where schools may be struggling to positively engage pupils, intervention needs to be responsive and comprehensive, with timely assessments of need and properly tailored approaches that consider the whole child. There needs to be consideration of how Behaviour Policies, Curriculum and understanding and perceptions of Special Educational Needs (SEN) are contributing to exclusions and demand for alternative provision.

Third, in light of the Reviews and the need for a whole systems and locally embedded approach to responding to the needs of vulnerable children and young people who may become at risk of exclusion, the Council took a decision in October 2019, not to recommission the TBAP Trust, the Tri-Borough Alternative Provision Trust, to deliver

Haringey's Pupil Referral Unit, based at the Octagon, from September 2020. The decisions proposed here ensure that there is provision in Haringey to meet the needs of children and young people who would otherwise have been educated at the Octagon from September 2020.

Alternative options considered

An option to continue with existing arrangements was considered in October 2019 but rejected on the grounds that these arrangements would not facilitate the whole system change required to deliver improved outcomes for vulnerable children and young people in Haringey.

A second option considered was to seek responses from the market to delivery of the Pupil Referral Unit but for the reasons set out above this was not taken forward.

A third option considered was not to co-locate the Tuition Service and the Pupil Referral Unit at the Octagon together at this time, but this was rejected as this is an important first phase in taking forward the whole systems approach set out in the accompanying paper for adoption.

198. HARINGEY FAIRNESS COMMISSION

[Cllr Mark Blake returned at 19.56]

The Leader of the Council introduced the report which put forward the final report of the Haringey Fairness Commission. This set out the Commission's recommendations to national government, the Council and other partners, about what they should do to tackle inequality and unfairness in Haringey (and elsewhere).

The report marked the culmination of an intensive process as part of which the Council had spoken to more than 1,500 residents, partners and stakeholders about their perceptions and lived experience of inequality and unfairness. The Leader thanked the co-chair, Paul Watt and the other Commissioners, all the people who shared their views in meetings, focus groups or in written submissions. The Leader also thanked all the Commissioners who contributed their valuable time and expertise, and who had helped shape the final report.

The Leader commented on the scale and the complexity of some of the issues the Council were seeking to tackle which meant that work to address them would take time, and that sustained effort would be needed for the Council to see the progress aspired to. However, by pulling together and pooling resources and energies, then the borough could start to chip away at the causes of unfairness in the borough.

RESOVED

1. To receive the Haringey Fairness Commission Report (attached as Appendix 1) and to publicly thank Commissioners for all their hard work and everyone who contributed to the Report.

2. To agree to receive an officer report in the summer setting out the Council's proposed response to the Haringey Fairness Commission's recommendations.
3. To note the recommendations to partners, the Mayor and national government set out in the Haringey Fairness Commission report (Appendix A).

Reasons for decision

The Commission's final report sets out a series of recommendations to the Council (some of which are also directed at partners, the Mayor and national government). The Council now needs to consider these recommendations, including assessing the resource that would be needed to implement them. This assessment is important in ensuring that implementation plans set out a meaningful set of actions which will help to address the issues of unfairness identified by the Commission, making the best possible use of the Council's levers, resources, and partnerships.

It is proposed that the resulting assessment should come back to Cabinet (in summer) including timescales on which key milestones will be achieved and proposing key performance indicators (KPIs) which can be used to assess progress.

The Commission's final report also sets out a series of recommendations aimed at partners, the Mayor and national government. This report recommends that Cabinet notes these and gives approval for officers to put in place plans for lobbying, campaigning and influencing work related to them which will be set out in the next Cabinet report.

Alternative options considered

Accept the Commission's recommendations without a process of assessing implications and strategic opportunities

The Council needs to respond to the Commission's recommendations with a meaningful programme of activity that is reflected in the organisation's strategic priorities and corporate delivery plans. Time is therefore needed to assess the recommendations and develop deliverable plans of action that will result in progress, help to build residents' trust in the Council and generate ongoing interest in, and commitment to, activity to tackle unfairness in the borough amongst residents, partners and other stakeholders.

Reject the Commission's report

The Council shares the Commission's commitment to urgently addressing the causes of unfairness and inequality in the borough and appreciates that the Commission's work is based on intensive process of engagement with a wide range of residents and partners. It understands that recommendations are firmly grounded in the lived experience of Haringey's residents and the recommendations developed by Commissioners with significant knowledge and expertise.

On this basis rejecting the Commission's report is not viewed as being a credible or desirable option.

199. ECONOMIC DEVELOPMENT STRATEGY CONSULTATION

The Cabinet Member for Local Investment and Economic Growth introduced this report which sought Cabinet approval of the publication of the Economic Development Strategy for consultation.

The Cabinet Member was pleased to welcome this report and praised officers for their work on the Economic Development Strategy. This strategy built on the commitments made in Haringey's Borough Plan 2019-23. Community Wealth Building was fundamental to the strategy, which included ensuring every public pound delivered maximum public good.

The Cabinet Member highlighted that the Economic Development Strategy focussed on creating a good economy; fairness and equality; business and enterprise resilience; environmental sustainability; and health and well-being. Following a commissioned evidence base, there were four key priority areas identified, these were: business and enterprise; high streets and town centres; employment space and infrastructure; and employment and skills.

The Cabinet Member stressed the importance of partnership working with other organisations in the borough.

In response to questions from Councillors Ogiehor, the following information was provided:

- Officers noted that, with regard to expanding and enhancing the commercial portfolio, the Council had recently carried out a review of the Buildings portfolio which formed part of the Asset Management Plan. It was found that in some areas there were options to increase the portfolio. Officers accepted there was a lot of work to do to improve the Council's portfolio. The majority of investment would go into enhancing property the Council already owned.
- The Cabinet Member noted there was a Strategic Property Sub-group which routinely discussed the commercial portfolio. He also considered it the Council's duty to be a responsible landlord for the properties it owned in its commercial portfolio.
- The Cabinet Member noted that if there was widespread support for business rate relief for environmental based businesses that would be looked into.
- The Cabinet Member for Finance and Strategic Regeneration noted the Council had various ways in which it helped small businesses, such as through the Small Business Rate Relief and Retail Discount Rate Relief. Regarding charities, they had an 80% credit relief.

The Cabinet Member for Finance and Strategic Regeneration noted that the Council had a fiduciary duty to collect the business rates owed.

RESOLVED

1. To approve the publication of the Economic Development Strategy for consultation, which focuses on:
 - a. Creating a good economy – good work; fairness and equality; business and enterprise resilience; environmental sustainability; and health and well-being.
 - b. Four key priority areas – business and enterprise; high streets and town centres; employment space and infrastructure; and employment and skills.

Reasons for decision

This draft strategy is our framework for economic development in the borough between 2020 - 2035 and sets out how we can shape a good economy for Haringey that works for all, enabling residents to prosper and businesses and high streets to thrive.

This vision, for a good economy seeks to move beyond a narrow focus on economic growth, towards a way of thinking about economic development which focuses on whether it supports our residents to live good lives, is fairer, and, whether it is environmentally sustainable (recognising the interdependency with the emerging Climate Change Action Plan).

The vision for the economy needs to be clear, and aligned to what business and residents want, so that actions can be identified and prioritised to help move in a specific and agreed direction. This is especially important in the area of economic development where the Council's resources are limited, and partnership working is critical to success.

Alternative options considered

Do nothing and rely on existing strategy – The previous economic development strategy was published in January 2015. Evidence used to develop the strategy is now out of date. In addition, the strategy needs to be updated to align with Community Wealth Building. This would also miss an opportunity for the Council to set a new direction of travel which takes account of the significant social, economic, political and environmental changes that have occurred since the last EDS.

A new strategy is needed to reflect these changes, set a vision which aligns with what matters to businesses and residents, and enables partners to work together.

There are numerous ways which economic development could be approached, not least through a traditional focus on increasing Gross Domestic Product (GDP) or Gross Value Add (GVA). However, the proposed approach is based on an updated commissioned evidence base; what businesses have said is important; and latest thinking about what makes a good economy.

Four key priorities have been identified:

- Business and enterprise - Attracting and sustaining business and enterprise who share our values
- High streets and Town Centres - Supporting diverse, vibrant, healthy high streets and town centres
- Employment space and infrastructure - Creating, improving and protecting employment space and infrastructure
- Employment and skills - Supporting all of our residents to secure and sustain good work, and to ensure they have the skills that help them to progress now and in the future.

Key actions have been identified, with a full action plan being published alongside the final strategy in September 2020.

200. HIGHWAYS WORK PLAN 2020/21

The Cabinet Member for Neighbourhoods introduced the report which put forward recommendations to facilitate the borough's aim to have a high quality and safe highway network with a reliable public transport system that everyone can access. This year, in line with the Borough Plan 2019-2023, the report was proposing investing £18,515,000 into a range of highways improvement schemes, making the borough's streets safer, identifying and improving locations with high accident rates, improving the overall quality of the road network and encouraging walking/cycling and the use of public transport.

The Cabinet Member for Neighbourhoods highlighted the funding for two additional rainbow crossings in the borough. One of the crossings would be located at the Roundway which had historical significance in that it was the location of a march in 1986 supporting LGBT rights.

Following questions from Cllr Ogiehor, the following information was noted:

- That the £1.5m funding for cycle highways infrastructure was dependent on a TFL funding decision and the Cabinet Member shared the frustration with the delay of this funding given the community support obtained to make this and other funding requests. This amount could not be added to the Highways budget, which was for approval, as this this was still to come forward
- The Leader advised that in relation to recommendation 1 – this should read appendix 3 instead of appendix 1 and in relation to recommendation 3, this should be amended to refer to the Cabinet Member for Neighbourhoods.

RESOLVED

1. To approve the Highways Works Plan for 2020/21 financial year as set out in the attached Appendix 3 – Funding by Theme:
2. To authorise the Head of Operations to carry out consultation in accordance with Appendix 4 and to make necessary traffic orders, having had due regard to

- any prior consultation, to give effect to those schemes in the Highway Works Plan;
3. To authorise the Head of Operations to consider any objections and representations to statutory consultation on schemes and to report back to the Cabinet Member for Neighbourhoods if there are significant or substantial objections or concerns raised:
 4. To delegate decisions relating to scheme design and implementation to the Head of Operations.

Reasons for Decision

The annual HWP sets out the Council's Highways, Traffic and Parking projects for the coming financial year and how they align with the Council's strategic objectives.

The report provides detail of the funding arrangements seeks authority to proceed with the development and delivery of these projects subject to appropriate consultation.

Alternative options considered

No other options were considered. The Council has a statutory obligation to maintain the public highway network. Allocated funding is not sufficient to cover all maintenance requirements therefore this plan prioritises the work that needs to be done. The 2020/21 works plan has been informed by the Council's Transport Strategy and LIP3, which involved consultation with key stakeholders. The maintenance programme has been prioritised through highway condition surveys, visual inspections, and concerns raised by Elected Members and members of the wider community.

The programme includes transport schemes previously agreed by Cabinet as part of the LIP3 and associated 3-year Annual Spending Submission, which is funded by Transport for London (TfL).

The proposed Council funded projects were approved by Cabinet on the 10th December 2019 as part of the Capital Strategy and 10-year Capital Programme.

201. MAKING OF NON-IMMEDIATE ARTICLE 4 DIRECTION TO REMOVE PERMITTED DEVELOPMENT RIGHTS FOR CHANGES OF USE FROM OFFICE (CLASS B1(A)) TO RESIDENTIAL (CLASS C3) USES IN PRESCRIBED AREAS

The Cabinet Member for Climate Change and Sustainability introduced this report which recommended the making of a non-immediate Article 4 Direction for growth areas and town centres in the Borough to remove permitted development rights for Office (B1a) to Residential (C3).

The Cabinet Member noted that the report would prevent offices from being converted into residential units. Such residential units were often of poor standard and the Council was acting to prevent such conversions in growth areas and town centres of the Borough. To prevent any future challenges, the making of the Non-Immediate

Article 4 Directions were to be carried out gradually across the borough with this report marking the first step.

RESOLVED

1. To note the regulatory requirements for the making of a new Article 4 Direction, as prescribed by The Town and Country Planning (General Permitted Development) (England) Order 2015;
2. To note the comments and recommendations of Regulatory Committee of 2 March 2020 regarding this proposed Article 4 Direction;
3. To adopt the justification herein provided to support the making of an Article 4 Direction to remove Office (B1a) to Residential (C3) Permitted Development Rights within Growth Areas, and Metropolitan and District Centres;
4. To approve the making of a non-immediate Article 4 Direction removing permitted development rights for Office (B1a) to Residential (C3) changes of use within Growth Areas, and Metropolitan and District Centres as identified on the Haringey adopted Policies Map as set out in Appendices A and B.
5. To authorise the Director for Housing, Regeneration & Planning to carry out the necessary publicity, notification, consultation and subsequent decision on whether to confirm the Direction, as prescribed by The Town and Country Planning (General Permitted Development) (England) Order 2015.

Reasons for decision

The Council's employment planning policies are based on robust evidence which establishes a need to protect employment uses to ensure vitality and viability of the borough's economy. The permitted development rights undermine the operation of these policies and impact negatively on the provision of employment space and jobs.

The making and confirming of a new Article 4 Direction to restrict offices being converted to homes without Planning Permission in key areas of the Borough will result in some significant benefits. This includes the ability to properly assess any proposals against the Council's Development Plan with regards to employment and town centre priorities, the quantum and demand for Office floorspace, and any impact on key business sectors to ensure any proposal doesn't harm the local economy. It will also enable the Council to utilise a Plan Led approach underpinned by robust evidence to come to decisions on such proposals.

Alternative Options Considered

The alternative options available to the Council are: to do nothing; to introduce a Borough wide Article 4 Direction; or, to extend the proposed coverage of the Article 4

Direction to designated Employment Land. The Council could also make the Article 4 Direction immediate rather than non-immediate.

The do-nothing approach has been discounted due to the harm the Permitted Development right is having as outlined in this report.

The Council's evidence indicates that within designated Employment areas, much of the employment floorspace is in other B class uses rather than B1 (a) Offices, including B2 general industry and B8 storage and distribution. To justify an Article 4 Direction the Council needs to adequately demonstrate the need for such a Direction to be issued including evidence of the harm it is causing. If this is not demonstrated, the Secretary of State may intervene and direct the Council to not confirm the Article 4 Direction. In 2013, the Council sought from the Government an exemption from the permitted development rights / prior approval for Office to Residential, and was unsuccessful as the Secretary of State found the justification lacking. Therefore the proposed approach of limiting the Article 4 Direction to Growth Areas and Metropolitan and District Centres where there are still valuable clusters of Office floorspace should negate this risk, and is the most appropriate course of action given the evidence and the limited amount of office floorspace outside of these locations. For the same reason, a Borough wide Article 4 Direction is also discounted.

As set out below, there is the possibility that the Council would be liable for compensation if an immediate Article 4 Direction is pursued, which would be payable to property owners where permitted development rights such as these will have been removed and a subsequent application for permission is refused for that type of development, or conditions applied by the Local Planning Authority over and above those otherwise required. The compensation payable reflects the difference between development value in both scenarios and also additional costs associated with going through the planning process which are unquantifiable but could be many millions of pounds, so this approach has been discounted for this reason.

202. HIGHGATE SCHOOL SUPPLEMENTARY PLANNING DOCUMENT (SPD) CONSULTATION

The Cabinet Member for Climate Change and Sustainability introduced the report which proposed draft Highgate School Supplementary Planning Document (SPD) for consultation.

Cabinet noted that the SPD had been developed in partnership with Highgate School, to help give more certainty to the local community about future development in the School's estate. It is important to recognise that the School's historic and contemporary buildings make a significant positive contribution to the built environment of the area. The SPD seeks to ensure that the School in keeping with its past, continues to show shown great sensitivity in the conservation, repair and enhancement of its built heritage and in its approach to new buildings. It was also important that the School environment is accessible and environmentally sustainable and this SPD sets the framework for doing so.

RESOLVED

1. To note the comments and recommendations of Regulatory Committee of 2 March 2020 regarding this Draft SPD; and
2. To approve the draft Highgate School SPD, attached as Appendix 1, for public consultation in accordance with the Haringey Statement of Community Involvement.

Reasons for decision

To progress the preparation of an SPD. The purpose of the draft SPD is to provide a masterplan and provide guidance on a comprehensive approach for the delivery of new accommodation to meet the long-term needs of the School, and to support enhanced community use and benefits. This SPD will be used by the Council as a material consideration when determining any future planning applications for the School and will help inform any future applicants and local residents.

The Council's adopted Site Allocations DPD envisages the Council adopting an SPD for Highgate School as this is considered to be the most effective way of securing that any future development of Highgate School meet its needs, accessibility requirements and provides for enhanced community benefits, whilst preserving the heritage and amenity of Highgate in line with the adopted Local Plan Site Allocation for the School.

Alternative options considered

There is one alternative option to the preparation of an SPD which is to do nothing. Notwithstanding the commitment in the Site Allocations Local Plan document to bring forward an SPD for the School, this is an option, albeit with some disadvantages as outlined below.

If the 'do-nothing' option was continued, Council officers, the Planning Sub-Committee and in the event of appeals, Planning Inspectors, would continue to exercise judgement when making decisions on specific proposals that Highgate School put forward, but without the guidance the SPD would provide. However such an approach may give rise to greater uncertainty and slower decision making, and does not allow for the more strategic consideration of the School's development as a whole, including giving guidance on key land use principles, notably that of development in Metropolitan Open Land (MOL) and in the curtilage of Listed Buildings.

Additionally, such an ad-hoc way of dealing with estate wide issues may not give the local community the overall picture of development intentions in and would not enable the community to comment and input into the School's long-term development. Rather residents and businesses would only be able to comment on individual applications without this wider context. Set against the benefits and relatively modest costs associated with the preparation of an SPD, this option can be discounted.

The Cabinet Member for Finance and Strategic Regeneration introduced this report which sought Cabinet to approve the Haringey's Discretionary Housing Payments Policy 2020/21 as the means by which the Council would determine how the DHP funds would be allocated during the 2020/21 financial year having regard to the Equalities Impact Assessment.

The Cabinet Member noted that central government attacks on the living standards and security of the least well off people continue to make the lives of Haringey's families on low incomes much harder. The report therefore drew members attention to the proposed benefit cuts due to take effect in 2020/21, including the lowered benefit cap, that would significantly reduce the amount of Housing Benefit paid to households that are living in Haringey and/or in temporary accommodation. This would put significant pressure on Haringey's DHP budget in addition to the ongoing impact of previous 'welfare reform'.

The Cabinet Member highlighted that use of the DHP budget was an important means by which the Council aimed to assist and protect families threatened with homelessness. The Council was seeking to focus on increasing financial resilience and reducing demand for crisis support, aligned with our objective of preventing homelessness and reducing our reliance on temporary accommodation. With the resources at our disposal, Haringey would ensure that the DHP policy for 20/21 was administered in a fair and transparent way. The Council remained committed to doing everything it could to sustain tenancies, prevent homelessness and, where possible, ensure tenants secure more affordable accommodation.

In response to questions from Councillors Brabazon and Ibrahim, the following information was provided:

- Officers noted that information on the policy was publicly available on the Council's website and on all bills and letters sent out. The Council worked closely with Homes for Haringey and those in temporary accommodation to ensure they were aware of the assistance that was available.
- Officers informed this was the first time that the DWP had provided extra money to the Council for the provision of its DHP policy.
- Officers confirmed that the Council was working with third party sectors, including community centres to promote the access to this payment policy.

RESOLVED

To approve Haringey's Discretionary Housing Payments Policy 2020/21 (see Appendix A) as the means by which the Council will determine how the DHP funds will be allocated during the 2020/21 financial year having regard to the Equalities Impact Assessment (set out in Appendix B).

Reasons for Decision

The DHP Policy has to be reviewed and approved every year in line with the changing funding allocated by the DWP.

Alternative Options Considered

Consideration has been given to the option of continuing with Haringey's existing DHP Policy. The policy is reviewed each year in line with the new allocation of funding; as such this option is viable.

204. GLA GOOD GROWTH FUND – ADAPTIVE WOOD GREEN AND STRATEGIC INVESTMENT POT (SIP)

The Cabinet Member for Local Investment introduced the report which sought authority to enter into two grant agreements; one with the GLA in the event of the GGF bid being successful, and the other 3 with the London Borough of Tower Hamlets (accountable body for the SIP bid) to accept SIP grant funding.

Cabinet noted that the funding would unlock much-needed town centre and public realm improvement projects for Wood Green. It would create opportunities for local residents and businesses to become much more involved in and benefit from the regeneration of Wood Green through meaningful engagement, community empowerment, business training and participatory evaluation.

Since publication of the report, the GLA had announced that an in-principle approval has been granted in respect of the request for GLA funding for up to £972,500 of capital funding. This represented a shortfall of £870,000 from the Stage 2 GLA funding request. No formal explanation has been given as yet for the reduction in the grant awarded in the notification notice.

The Adaptive Wood Green programme comprised the following elements which are funded by GLA:

- 'Empower young people in the creation of youth space,'
- Making Better Places – 'Improving Air Quality'
- Building skills and employability with 'Changing Gears'
- 'Intensify the economy through Adaptive Town Centre strategy'
- 'High Street Community Civic Centre'.

Improving Air Quality projects GLA funding was also reduced from £520,000 to £400,000.

It was noted that the Turnpike Lane Project and the project management cost have been not been supported for funding by the GLA.

Officers would discuss the proposal with the GLA in detail and consider how the projects would be delivered. Therefore Cabinet are recommended to agree to:

- Accept the GLA grant allocation of £0.9725m; and to Vire £0.870m from the approved capital programme contingency.

Following discussion with Finance and the Cabinet Member for Finance and Strategic Regeneration, it was proposed to allocate £0.87m from the approved capital programme contingency. The approved capital programme contingency currently had

an unallocated budget of £1.574m. The allocation from the contingency of £0.87m would reduce the contingency to £0.704m. Whilst this was a relatively small contingency for a capital programme of the size of the Haringey programme, it was very close to the end of the financial year and there are no other known calls on the contingency.

Following questions from Cllr Ogiehor, the following information was noted:

- The two schools to access funding from the improving air quality element of funding were expected to be Alexandra Park Primary, and Noel Park primary school and the other three schools were yet to be identified as set out in the report.
- With regards to the ratio of funding received in relation to population figures, the Council had received positive feedback on the bids and it was important to note that these were widely sought and contested bids in London. The general steer from the GLA was for the Council to focus resources on one single bid. Some Councils had taken a riskier approach and had completed more than one bid. The Council had a consistent successful track record for seeking this type of funding.
- Taking account the changes above concerning recommendation 3.1.1 and the additional recommendation to vire £0.870m from the approved capital programme contingency.

RESOLVED

1. To agree that in the event of the 'Adaptive Wood Green' application to the GLA's Good Growth Fund being successful, give delegated authority to the Director of Housing, Regeneration and Planning and the S151 Officer, after consultation with the Cabinet Member for Finance and Strategic Regeneration.
 - a. To enter into Good Growth Fund grant agreement with the GLA to the value of £0.9725m.
 - b. To vire £0.870m from the approved capital programme contingency
 - c. To enter into grant agreements with third parties using the sources of funding as set out in the Adaptive Wood Green bid proposal, up to the maximum amount of grant funding for each of the projects as set out in the proposal, and subject to compliance with State Aid legislation.
2. To agree the acceptance of the Strategic Investment Pot (SIP) funding from the 19/20 SIP Consultation for the 'Central London Inclusive Growth' bid from the accountable body (London Borough of Tower Hamlets) and to give delegated authority to the Director for Housing, Regeneration and Planning to agree the final terms of the funding agreement in respect of the funding if required. The

exact amount is still to be determined but is expected to be over £500,000 (up to a sum of £750,000).

Reasons for decision

Haringey submitted the Stage 1 application for the Good Growth Fund in October 2019 and Stage 2 bid was submitted on 3rd February 2020. The GLA will be notifying successful candidates in March 2020.

The Adaptive Wood Green proposal is for a £1.84m GGF grant and £2.52m match (including £0.40m of SIP and £0.60m of other external partner match funding) funding to contribute to projects with a total value of £4.37m. See table in appendix 1 for details.

If the GGF bid is successful, then the GLA will require Haringey to enter into a grant agreement by a date to be confirmed by the GLA. The decision to enter into the grant funding agreement is a Key Decision as the value of the grant is above £500k.

At the time of writing this report it is not known whether the GGF bid has been successful or not, but in order to meet the deadlines it is necessary to seek conditional approval that, in the event of the bid being successful, Haringey can enter into a grant agreement with the GLA.

The City of London Corporation has determined the funding allocation to be awarded to the successful SIP projects. The recommendation from November 2019 was to award the two 'inclusive growth' bids £8m to share. Work is ongoing between the two accountable bodies to determine the exact allocation. This is expected to complete shortly.

Alternative options considered

In January 2018, Cabinet agreed to adopt the Wood Green Strategic Regeneration Framework (SRF), which sets out the overarching vision and objectives for Wood Green. Officers have developed a Development Infrastructure and Investment Funding Study and Delivery Plan, which will set out projects and priorities for the short, medium and long term.

There are a number of projects and priorities in the Wood Green SRF and draft Delivery Plan. All of the projects in the 'Adaptive Wood Green' proposal sit within this framework. The projects in the GGF "Adaptive Wood Green" application have been proposed because there is a specific opportunity (in the form of reusing vacant or underused building) or funding already secured which has been used to lever in additional grant from the GLA.

If Cabinet does not agree to enter into the GGF grant agreement with the GLA then some projects may be unlikely to progress.

If Cabinet does not agree to accept SIP funding from the accountable body, the Council will not be able to utilise the expected £750,000 investment in the borough to deliver affordable workspace with digital infrastructure, and support for businesses to

help residents from all backgrounds to set-up in business, micro businesses to employ (diversely), and small businesses to expand.

If Cabinet does not agree to accept SIP funding, then the projects to develop the civic infrastructure in Wood Green through a High Street Community Civic Centre and backing small businesses with business support will be significantly affected.

The report recommends that delegated authority for approving the grant agreements within the required timescale is given to the Director of Housing, Regeneration and Planning and ensure if the funding is approved Haringey enters into a grant agreement with the GLA in the deadline.

The alternative option would be to go back to Cabinet in June 2020 with the final grant agreements which may result in delays with project start-up.

205. CONTROLLED PARKING ZONE POLICY REVIEW

The Cabinet Member for Neighbourhoods introduced this report which sought approval to adopt a Controlled Parking Zone Policy. This formalised arrangements that had evolved in recent years, with improved design principles to support cycle parking and spaces for electric vehicles and a built-in review process.

The Cabinet Member noted that Haringey had been operating CPZ's in the borough since 1999 with some having not been reviewed since that date. The Council now believed it had a tried and tested process which worked well and this policy formalised that. The policy added a review process which would see all CPZ's reviewed within 5 years to test that they were still fit for purpose.

The Cabinet Member highlighted that the Council would continue to implement CPZ's by consent of residents. Any changes would also include a consultation with residents. Recent engagement with the Tottenham Jewish Association was highlighted as an example of community involvement. Any changes would only take effect if the majority of residents who responded agreed, unless special circumstances applied.

The Cabinet Member closed by noting that a number of residents in the borough had been requesting CPZ and the purpose of the policy was to clarify the process.

In response to a question from Councillors Ogiehor, the Cabinet Member noted the Council did not actively aspire to implement CPZ across the entirety of the Borough, unless that was the will of the residents as indicated through thorough consultation. CPZ's covered approximately 75% of the borough and the Council would continue to consult with residents to ensure that the CPZ's in place were desirable and worked for them.

RESOLVED

To approve the Controlled Parking Zone Policy attached as Appendix 1.

Reasons for decisions

Parking is an extremely complex issue and plays a dynamic role in the delivery of several of the Council's Strategic Objectives. This reflects the complex and challenging linkages between parking and transport, environmental, economic, health and planning issues. A clear controlled parking zone policy position not only aids the prioritisation of works, but helps decision making, ensuring appropriate linkages to the Council's Strategic Objectives.

Alternative options considered

Consideration was given to not revising the policy. As policy had not been revised for years this was not considered to be appropriate.

When revising the policy consideration was given to rolling out controlled parking zones in all remaining uncontrolled parts of the borough. This would be more efficient than current arrangements and would also address the issue of displacement. However, residents do not always share the same opinion of controlled parking. Decisions on whether to consult on the introduction of CPZs should remain at local level and be ultimately determined by residents and Ward Councillors.

206. PARKING CHARGE REVIEW

The Cabinet Member for Neighbourhoods introduced the report which sought a review of parking charges and the amendments proposed in this report are seeking to give effect to the aims and objectives set out in the Transport Strategy and the AQAP, both of which are central to London Mayor's objectives in improving air quality in Haringey.

Cabinet noted that the ULEZ is part of a package of measures that the Mayor was putting in place to tackle the public health crisis created by London's air pollution.

The proposed changes to parking charges contained within the report were also intended to encourage people to prepare in time for the upcoming extension to the ULEZ. The charges have been set at a level to encourage people to make careful decisions when considering a new vehicle and how they contribute to local air quality in Haringey.

It was further noted that when setting and reviewing fees and charges for parking services, the Council would always seek to set a pricing level that balances the needs of businesses and the local economy, with the need to push for that step change away from unnecessary car use to more sustainable modes of travel.

Responding to questions from Cllr Ogiehor, the following information was noted:

- The Permit charge increases were being raised proportionately, with the least polluting vehicles raised up to the medium polluting level with an increase of £10 and the medium most polluting vehicles raised up to the top level range,

meaning an increase £20. The policy provided the Council's clear intention of charging drivers more if they drove more polluting vehicles.

- All polluting vehicles were discouraged and the report supported putting forward charges in line with legislation and the ULEZ scheme.

RESOLVED

1. To authorise officers to proceed to carry out formal consultation on amending relevant Traffic Management Orders to introduce the charges and surcharges as set out in **Appendix 1** of this report and the following changes to parking terms and conditions:
 - a. A surcharge on diesel fuelled vehicles
 - b. A surcharge on second and subsequent permits per household
 - c. Introduce a 25% surcharge on diesel fuelled on-street pay to park areas and off-street car parks, as set out in paragraph 6.6.
 - d. Implement proposed changes to Visitor Vouchers arrangements as set out in paragraph 6.11.
 - e. Provide a free residential parking permit for Disabled Blue Badge Holders to park within their local CPZ for a vehicle registered to them as set out in paragraph 6.13.
 - f. Introduce a £20 administration fee on parking permit refunds except for visitor vouchers which shall be non-refundable, as set out in paragraph 6.14.
2. To receive a further report to decide whether to amend the relevant Traffic Management Orders as proposed under recommendation (i) after consideration of the responses to the statutory consultation.

Reasons for decisions

The Council has committed to acting decisively to improve air quality and reduce carbon emissions, which is widely accepted as a contributor to climate change. Those decisions include using parking policies as a tool to affect change. Proposals in this report set out the measures necessary to influence transport choices and encourage a move to more sustainable modes of transport. The ULEZ is planned to be extended from 25 October 2021 to include the inner London area within the North and South Circular Roads which includes Haringey.

In line with Local and National Climate Change policies, the Council linked parking permit charges to CO₂ emissions in 2008. By raising awareness of the environmental impact of CO₂ emissions, people were encouraged to use lower, more sustainable forms of transport to help reduce the associated Greenhouse gas effect. Diesel was initially considered more environmentally friendly than petrol, as diesel fuelled vehicles are more efficient and as such produce less CO₂ per mile. Whilst internal combustion engines have become cleaner in recent years; it was subsequently found that diesel vehicles produce high emissions of Nitrous Oxides (NO_x) and harmful Particulate Matter (PM). There is growing evidence to suggest that emissions from diesel engines have the following negative effects;

- contribute to poor air quality
- increase the risk of lung cancer
- can cause heart attacks and
- reduce life expectancy.

At present 7800 parking permits are issued to diesel fuelled vehicles annually in Haringey. In addition, 44% of vehicles using the on-street and car park facilities are diesel fuelled vehicles. These measures are therefore recommended to discourage the use of diesel fuelled vehicles, reducing harmful emissions whilst continuing to deliver our carbon reduction pledges.

Alternative options considered

The Council commissioned a feasibility study into the possible development of an integrated emissions charging tool that would take account of both CO2 and NOx. Following extensive investigations this did not prove viable.

The other option considered was to continue with current charging policies and rely on National and Regional levers to influence car ownership and use. Those measures include the expansion of the Ultra-Low Emission Zone (ULEZ) to Haringey in 2021. However, Haringey's ambitions in terms of improving air quality require decisive local measures to be implemented.

Consideration was also given to exempting Euro 6 diesel compliant vehicles from the proposed diesel surcharge, and in doing so align the surcharge with the Ultra-Low Emission Zone (ULEZ) criteria. However, several cities are taking steps to ban all diesel fuelled vehicles from city centres, and our policies support the view that the use of all diesel fuelled vehicles should be discouraged.

207. AWARD OF A BLOCK CONTRACT FOR THE EXTRA CARE PROVISIONS

The Cabinet Member for Adults and Health introduced this report which sought approval for the award of a block contract to One Housing Group (OHG) for a total of 142 extra care units in three Haringey-based schemes at Protheroe House, Lorenzo House and Roden Court.

The Cabinet Member supported the proposal to establish a block contract arrangement with One Housing Group which will secure capacity for Extra Care provision for older and disabled residents at competitive market rates whilst fulfilling our commitment to the payment of London Living Wage and meeting current inflationary pressures. The proposal would enable specialist provision to be retained locally and be available to Haringey residents enabling them to remain as independent as possible within a structured care environment. The proposal would promote better quality of service provision as it would facilitate the retention of staff within OHG and support their ongoing learning and development to enable them to deal with more complex cases and escalation of need.

Further to considering exempt information at item 39,

RESOLVED

1. To approve, pursuant to the Council's Contract Standing Order (CSO) 9.07.1(d), the award of a block contract to One Housing Group for the block purchasing of a total of 142 extra care units in three schemes (Protheroe House, Lorenzo House and Roden Court: 50, 52 and 40 units respectively) for an initial period of 3 years
2. To approve the costs for the block contract arrangement for the initial period of 3 years of £12m, or £4m p.a.
3. To approve the option to extend the contract for a further 2 years at an additional cost of £9m or £4.5m p.a. for each year of the extended contract
4. To note total costs of £21m over the life of the contract which would run from 1st April 2020 to 31st March 2025 if the option to extend were taken up

Reasons for decision

The Council is committed to paying rates for care compatible with the payment to care workers of the London Living Wage. The Council currently commissions on a spot purchasing basis a total of 142 units in three extra care schemes (Protheroe House, Lorenzo House and Roden Court) with OHG. Ten of these units are currently provided as shorter-term intermediate care beds but given demand and the profile of service users over time, all 142 units will be offered as long-term care under the proposed block contract arrangements. By converting the above current arrangements to a long-term block contract, the Council will achieve better value for money for local specialist provision whilst fulfilling the current LLW requirement.

Furthermore, the Council has negotiated competitive rates with this supplier as there is a limited market locally. The Council was not in a position to establish a new block contract for the Extra Care provision via an open tender process as there are no provisions of a similar size in Haringey or sub-regionally capable of meeting the requirement to support all current service users in services.

Moreover, residents who live in extra care housing have assured shorthold tenancies. It would neither be feasible nor desirable for the Council to demand service users to give up their rights of tenure as moving current service users to alternative provision would prove very disruptive to residents, contrary to the wishes of relatives and families and would also run counter to the principles in the Care Act (2014) to offer choice and control to residents. Finally, the accommodation, as well as the care and support, is provided by One Housing Group which is the only basis on which the provider has agreed service provision, and therefore, an alternative care provider would not be a viable option on this occasion.

Furthermore, by setting up a block contract with OHG, the Council is able to negotiate exacting service delivery terms and quality standards for older and disabled residents in need of care and support. The arrangement will achieve improved service quality as staff retention within the provider will be promoted and their ongoing learning and development will be supported; this will facilitate acceptance of more complex referrals.

The proposed arrangement will also yield efficiencies when applying the LLW requirement in commissioning costs by securing a reduced purchasing rate per placement through a block contract as compared to the existing contractual arrangements. As part of the proposed block contract arrangement, the move to the LLW rates will take place in a phased approach and will be reflected in the current pricing structure. It will include voids and bad debts allowances at all three extra care schemes as well as the application of care staff enhancements which will form part of the provider's Care Staff Benefits recruitment and retention initiative.

Commissioners have negotiated a favourable rate for core services for the Extra Care provision which is in accordance with the costings for other home care and home care related services and within the context of the Council and OHG's shared commitment to paying LLW and anticipated inflationary pressures. The proposed block contract marks a significant shift from current contractual arrangements and offers an increased level of certainty for both the Provider and Haringey residents.

Through the introduction of LLW to the pricing structure of the three extra care schemes, the Provider will continue to attract and retain more experienced, skilled employees and the proposed rates will match those of other extra care schemes (both delivered by the Provider and other organisations delivering extra care sheltered housing) in neighbouring Boroughs which are already paying LWW. This is critically important in the wider strategic context of retaining staff skilled in enabling people to continue to live in community settings, with the requisite support to lead healthy and fulfilling lives.

Alternative options considered

The alternative options available to the Council were to 'do nothing', to conduct an open tender arrangement, to commission a new block arrangement for the Extra Care provisions with OHG, to decommission or to deliver in-house. These options were considered but not taken forward for the following reasons:

The first option, to 'do nothing', would mean the Council would continue to pay spot contract rates for the provision of extra care, including full void premiums instead of negotiating an improved void management strategy and minimal payments thereof and posing a risk to payment of LLW. The non-payment of LLW pay rates adversely has an impact on the Provider's ability to attract and retain good quality, trained and motivated care staff as they would compete with neighbouring boroughs for staff which pay more competitive rates. Moreover, the payment of LLW is in line with the Council's commitment through the Ethical Care Charter to LLW in the care sector where care workers are often poorly remunerated.

The second option was for the Council to establish a new block contract for the Extra Care provision via an open tender process. This has not been pursued because there is a limited market for Extra Care services locally and there are no provisions of a similar size in Haringey or sub-regionally capable of meeting the requirement to support all current service users in services. Importantly, residents who live in extra care housing have assured shorthold tenancies. It would not be desirable for the Council to require service users to give up their rights of tenure in order to tender and then decant them to another provision if it existed. Even if there was capacity in the market to meet the need for Extra Care services, moving current service users to alternative provision would prove very disruptive to residents, contrary to the wishes of relatives and families and would also run counter to the principles in the Care Act (2014) to offer choice and control to residents. . Moreover, the accommodation, as well as, the care and support is provided by One Housing Group which is the only basis on which they have agreed service provision, an alternative care provider therefore is not a viable option.

Another option considered was decommissioning the service, which was not considered a valid option as this model of care and support is a progressive way to offer vulnerable people care and support whilst maintaining their community links and independence and the residents within the schemes would still require care and support. There is a paucity of this provision generally and the only alternative would be residential care, which is not suitable for those residents who can and do want to remain and independent as possible in their communities. Moreover, the cost of residential care would be higher and place strains on an already challenged budget for adult social care.

The final option considered was developing an in-house provision to support service users. This, however, was discounted at this time as the delivery of care and support are integral to the provision of accommodation and the Council does not have the property portfolio adapted to deliver this service.

208. EXTENSION OF INFORMATION, ADVICE AND GUIDANCE CONTRACT

The Cabinet Member for Adults and Health introduced this report which sought approval to vary and extend the Council's contract for the provision of Information, Advice and Guidance services, held by Haringey Citizens Advice Bureaux, for up to 23 months from 2nd April 2020 to 1st April 2022.

The Cabinet Member noted the Council was committed to supporting people with a mental health diagnosis, who needed accommodation to help their recovery. Housing Related Support supported a wide range of people to develop independent living skills to aid recovery and enable them to move on to live independently.

The Cabinet Member was pleased to support the approach proposed which would see short term extensions to the current arrangements to ensure that the service continues whilst a new model is co-designed with stakeholders before commissioning gets underway for the future.

RESOLVED

1. To approve in accordance with Contract Standing Order (CSO) 10.02.1(b), the variation and extension of the Information, Advice and Guidance (IAG) Contract with the Haringey Citizens Advice Bureaux by extending the life of the Contract for a further period of up to 15 months with effect from 2nd April 2020.
2. That the total cost for extending the Contract across all four geographic lots for the period 2nd April 2020 to 1st April 2021 is £816,000. That approval is granted for extension for up to a further 3 months if required, from 2nd April 2021 to 30th June 2021, at a total of £204,000. The value over the full 15 months, if used, would therefore be £1,020,000.

The underwriting of a £55,000 contribution made to the IAG contract by the Better Care Fund, which as yet remains unconfirmed, due to administrative delays beyond the Council's control. This contingency is recommended to ensure the contract extension is promptly completed and service delivery is maintained, however it has been strongly indicated that this funding will continue into the next year of the contract. If necessary, the contribution will be secured from within the Council's Housing Related Support budgets.

Reasons for decision

The provision of high quality and widely accessible information, advice and guidance for local residents, across a range of topic areas and with direct benefit to local communities, is of primary importance to the Council. It is therefore in the Council's overall interest to agree to an extension of the current contract whilst redesign and commissioning of a new service are completed, which will continue to deliver beneficial outcomes for those residents who need additional support and information.

It is proposed that in order to continue to provide the best service for Haringey residents, the extension period will be used to develop and commission a new model of IAG delivery with service users and stakeholders. Whilst performance of the existing service is good, it is recognised that there is always room for adaptations particularly in light of a number of other developments across the borough including the implementation of the Council's Community Wealth Building Policy and Welcome Strategy, the expected roll-out of Universal Credit and the impact of Brexit for Haringey. In addition, there is work to build upon and incorporate relevant aligned projects, including that of Connected Communities, the developing network of navigation services and further integration of health and community services. Remodelling will also be able to provide for a shift in service delivery, to ensure a variety of routes of access and modes of advice delivery, and a service which works to support and improve the broader Information, Advice & Guidance offer across the borough.

Performance has been evaluated as good throughout the contract period. Performance returns are completed and submitted on time and targets are met. There is a demonstrable need for IAG in Haringey and the service is evidently delivering positive outcomes for residents.

Alternative options considered

In-house provision was considered and was found not to be suitable for full delivery of this service, as there is a need for an independent advice offer for residents. IAG services frequently provide support to residents in ensuring that statutory decisions are robust and holding statutory authorities to account, and therefore an independent offer is required.

Procurement of new contracts was considered, however this would not allow enough time to conduct a sufficient redesign and remodelling of the service, or the necessary market engagement, to deliver best value and practice.

Ceasing the current contracts was considered, however this was deemed not to be in the best interests of Haringey residents or the Council. The decision to extend will ensure continuity of Information, Advice and Guidance provision in Haringey whilst remodelling of the service takes place. This IAG provision contributes to the delivery of the Council's statutory responsibilities under a range of legislation.

209. EXTENSION OF HOUSING RELATED SUPPORT CONTRACTS-MENTAL HEALTH-PATHWAY OF SHORT TERM SUPPORTED HOUSING

The Cabinet Member for Adults and Health introduced this report which sought approval to vary and extend the Council's contract for the provision of Information, Advice and Guidance services, held by Haringey Citizens Advice Bureaux, for up to 23 months from 2nd April 2020 to 1st April 2022.

The Cabinet Member noted the Council was committed to supporting people with a mental health diagnosis, who needed accommodation to help their recovery. Housing Related Support supported a wide range of people to develop independent living skills to aid recovery and enable them to move on to live independently.

The Cabinet Member was pleased to support the approach proposed which would see short term extensions to the current arrangements to ensure that the service continues whilst a new model is co-designed with stakeholders before commissioning gets underway for the future.

RESOLVED

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

1. Extend Sanctuary Housing Association accommodation with forensic provision contract for one year from 1 April 2020 to 31 March 2021, and vary the contract to provide an annual uplift of £50,000 on the original contract value. The total annual cost of the extension for Sanctuary Housing Association will be £365,934, to include the £50,000 uplift. The total contract cost over the life of the contract will be £1,629,670.
2. Extend St Mungo's accommodation with 24 hour support and visiting support (Mental Health West) contract for 1 year from 1 April 2020 to 31 March 2021, and vary the contract to provide an annual uplift of £50,000 on the original

contract value. The total annual cost of the extension for St Mungo's will be £531, 631, to include £50,000 uplift. The total contract cost over the life of the contract will be £2,458,155.

Reasons for decision

Mental Health supported housing is an important element of the accommodation pathway for people with mental health needs. It is felt to be in the Council's overall interest to agree an extension for the two contracts as this will enable a review of the existing services and a planned redesign of the whole mental health accommodation pathway to be completed. The mental health accommodation pathway offers a range of options including 24 hour support, forensic, medium support and lower support services offering visiting support as well as the contracts identified here and it is important that services work together to ensure a range of needs can be met. The contracts were awarded from 1 April 2016 for a period of 4 years with the option to extend for a period of 1 year + 1 year.

In light of the contribution made by these services to the health and wellbeing of local residents, there is a need to continue to provide a Housing Related Support Service for Haringey residents aged 18 years and over without a break. This will continue to help both to prevent homelessness and to sustain tenancies for vulnerable adults, by supporting them to develop and strengthen the skills and knowledge required to live independently. There is a continued high demand for mental health supported housing, and residents are referred both from Barnet, Haringey and Enfield Mental Health Trust (BEHMHT) and through the housing route through Homes for Haringey.

In addition, enabling people to move into supported housing where this meets their needs reduces social care costs and is also a cost effective means to support people who may then not need a social care intervention.

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

An uplift to the current contract price has been recommended to reflect inflation and staffing cost increases over the 4 year course of the contract.

Alternative options considered

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

Go out to tender – It would be possible to go out to tender to seek a new and refreshed service, which could result in a new delivery provider. However, given the need for redesign and for changes to the existing model, it was felt to be preferable to

set in place a contract for one year only to enable further information to be collected to inform commissioning from 1 April 2021.

Deliver the services in house – Both providers are using their own accommodation to support this service, as well as agreements and leases with other landlords, and for the Council to establish appropriate accommodation from which to deliver the service in-house would not be possible in the time frames available. However, the planned redesign of the mental health accommodation pathway does offer scope to consider further an in-house model for this or for other elements of the pathway.

210. EXTENSION AND VARIATION OF THE CONTRACT FOR CHILDREN, YOUNG PEOPLE AND FAMILIES SUBSTANCE MISUSE SERVICE

The Cabinet Member for Adults and Health introduced the report which sought agreement to the extension and variation of the contract held by Humankind for the Children, Young People and Families Substance Misuse to enable a one year extension of the contract to 31st March 2021. The provider has provided a valuable service with good outcomes for families with substance misuse issues.

Cabinet noted the current service Insight Platform plays a central role in identifying substance misuse problems early. For those identified with a problem it provides a whole family service. Its universal level outreach service going into schools, colleges and youth services, last year reached over eight hundred children and young people and four hundred and forty-one parents and families. Its targeted work links into alternative education, early help and the criminal justice youth service. Each year the number of children and young people needing structured help is increasing, last year the service saw two hundred and thirteen young people under 18 years. Outcomes were impressive with 92% leaving the service in a planned way.

RESOLVED

To agree to the extension and variation of the contract with Humankind Charity for the provision of Children, Young People and Families Substance Misuse services - as allowed under Contract Standing Orders 10.2.1 (b) for a period of up to 1 year from 31st March 2020 to 1st April 2021 at a maximum value of £285,000. The total cost over the life of the contract is therefore, £570,000.

Reasons for decision

In Haringey, since 2010, Humankind has successfully bid for and run Insight Platform Children, Young People and Families Substance Misuse Service. In 2014, Cabinet awarded a contract to Humankind post an open tender process. Contract performance has been highly satisfactory. It is proposed that Cabinet vary and extend the current contract to enable a further year. An extension and variation would allow Haringey to align this contract with the March 2021 ensuing of the externally funded Innovation Fund Children of Alcohol Dependent Parents project (CADP), which is delivered by Humankind alongside this contract. Alignment would prevent potential disruption to the CADP were Humankind not successful in bidding for the main service. As the

CAPD's grant funding is dependent on delivery of key performance indicators the Council would wish to avoid disruption.

There is in place a timetable for the retendering of this contract during the extension period to allow for the award of a new contract from 1st April 2021.

Alternative options considered

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

The Council could extend the contract for the initial 6 months placed as allowed under the contract in order to out to market. However, a tender process at this time could be disruptive to CADP, as the current provider might be distracted from the project or could be unsuccessful in securing the new contract potentially setting back CADP delivery timeframes. The impact on the Council of any failure to reach the key performance indicators of the Innovation Grant Agreement, could lead to the withdrawal of funding.

211. CONSULTATION TO CONSIDER FINSBURY PARK AREA PUBLIC SERVICE PROTECTION ORDER

The Leader informed that Cabinet had asked the Cabinet Member and Officers to explore with neighbouring boroughs a clearer shared position on the development of PSPOs in Finsbury Park. Pending upon those discussions having taken place and there being an agreed shared position, Cabinet agreed to withdraw this report.

212. RENEWAL OF ALCOHOL & DOG CONTROL PSPOS

The Cabinet Member for Communities and Equalities introduced the report which sought approval to consult on the extension of the PSPO for the control of alcohol in the Woodside Ward. The proposal was to extend the boundary to include Lordship Lane, Chapmans Green Park and the roads on the periphery of the park to deal with nuisance or problems in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area, which apply to everyone.

Cabinet noted that extending the PSPOs ensured that the Police and the Council have powers under this legislation to deal with anti-social behaviour. These Orders complemented existing powers used to protect and develop a safe clean environment for residents, visitors and businesses.

RESOLVED

1. To authorise consultation on extending the 11 PSPOs for the control of alcohol until October 2023
2. To authorise consultation on varying the boundary of the Woodside alcohol PSPO to include Lordship Lane, Chapmans Green Park and the roads directly surrounding Chapmans Green Park
3. To authorise consultation on extending the dog control PSPO until October 2023
4. To authorise consultation on varying the dog control PSPO to impose a new requirement that dog owners produce a device or other means for removing dog faeces when requested by an officer.
5. To note that following the consultation a further report will be submitted to Cabinet for a decision on extending and varying the PSPOs.

Reasons for decision

Not having valid PSPOs in place will have an impact on the Police and Council officers ability to enforce drinking and dog-related nuisance across the borough. This may have a detrimental effect on the reputation of the Council by:

- An increase in dog fouling;
- Dogs being walked off the lead for example on highways and in cemeteries;
- Any number of dogs being walked by one person;
- No way to control dogs causing nuisance, (i.e. requirement to place a dog on a lead);
- Dogs entering children's play areas, sports areas and marked pitches; and
- People drinking alcohol and engaging in behaviour likely to cause nuisance in restricted areas.

Alternative options considered

Not to consult or renew the PSPOs. This option is not recommended for the reasons highlighted in 4.1. Allowing the PSPOs to lapse without extending them will result in a recurrence of the activities that are detrimental to the quality of life of people who live, visit or work in the areas where the PSPOs can be enforced.

213. MARSH LANE - RELOCATION OF ASHLEY ROAD DEPOT TO THE NEW FACILITIES AT MARSH LANE

The Cabinet Member for Neighbourhoods introduced this report which sought an approval to appoint a main contractor to develop Marsh Lane site.

The Cabinet Member noted that in 2014, Haringey Council's Cabinet made a decision to relocate its current waste management depot from Ashley Road, London N17 9AZ to 85 Marsh Lane, London, N17 0XB. The Council acquired the Marsh Lane site in 2008.

The Cabinet Member outlined that not proceeding with the contract would be more expensive than proceeding with the contract. Moving the waste management depot to March Lane allowed the Council the opportunity to develop the Ashley Road site for Council homes. The Ashley Road site was identified as one of a number of Council-owned sites that would enter the Housing Delivery Programme. The programme was supported by a successful GLA Building Homes for Londoners funding bid. The Ashley Road site was named in the bid and allocated funding of £8,800,000. The Cabinet Member considered it would be morally shameful to waste such an opportunity for Ashley Road and noted staff would also benefit from the relocation.

In response to a question from the Cabinet Member for Finance and Strategic Regeneration on the speed of delivery of the relocation, this was as fast as the Council was able to do.

Further to considering the exempt information at item 40,

RESOLVED

1. To appoint Contractor A as a main contractor to develop Marsh Lane site as allowed under Council's Contract Standing Order (CSO) 7.01 b) (selecting one or more contractors from a Framework) and 9.07.1d (all contracts valued at £500k or more may only be awarded by Cabinet) to the contract sum as set out in Part B.
2. To authorise the Council's Legal Department to issue a Letter of Intent prior to the formal contract signature for 10% of the total contract amount as set out in Part B to allow work to start as soon as possible.
3. To vire the amount set out in Part B of this report from the approved capital programme contingency to the Marsh Lane project.
4. To approve the delegation of the Contingency budget stated in Part B of this report to the Director of Environment & Neighbourhoods after consultation with the Cabinet Member with the Cabinet Member for Neighbourhoods.

Reasons for decision

The decision is required in order to conclude the relocation of the services at Ashley Road depot as previously agreed and to release the Ashley Road site for housing development. Additional info is set out in Part B of the report.

Alternative options considered

An option not to proceed was considered but rejected on the grounds that the current depot configuration and operation (a split site solution with partial operation at Ashley Road and partial operation from Mash Lane) were only contemplated as being temporary. If the depot is not fully relocated the services being operated there will continue to be more expensive than being located together. Also, the current configuration will not be able to respond to the Climate Emergency due to the inability to reduce carbon emissions and install more environmentally friendly energy sources. In addition, the current configuration will not be able to address the emerging service delivery transformation agenda. Finally, there is a pressing need for the Ashley Rd site to be made available for much-needed housing development.

Other options discussed in Part B of the report.

214. THE AWARD OF HIGHWAYS CONTRACT ARRANGEMENTS

The Cabinet Member for Neighbourhoods introduced the report which sought approval to award a Highway Maintenance and Minor Improvement Works Contract, in accordance with CSO 9.07.01(d) for an initial term of five years, with an option for a two year extension period; thereby the maximum term of the contract being seven years. The maximum value of the contract was proposed to be £84 million, if the contract remained in existence for the maximum seven-year term.

Cabinet noted that maintaining and improving the road network played a key role in enabling the achievement of wider economic aspirations for the borough. The contract has been drafted in a flexible way which allowed integration of a potential in-house maintenance service or other alternative arrangement arising out of operational changes, throughout the contract period without penalty.

In response to questions from Cllr Ogiehor,

- With regards to quality assurance queries, the Cabinet Member was happy to receive details of perceived issues with contracted works and would raise these through the quality assurance process.
- It was reiterated that this contract was for a maximum price of £84m but this did not mean that the Council would spend up to this amount. This figure was included to deter the need to go back to Cabinet should a maximum price be reached.

Further to considering exempt information at item 41,

RESOLVED

1. To approve pursuant to Contract Standing Order 9.07.01(d) the award of a contract for Highway Maintenance and Minor Improvement Works to Bidder H1 (identified in the exempt part of the report), for an initial five (5) year term, commencing no later than 1st July 2020 with an option to extend (at the

Council's absolute discretion as contained with the terms and conditions of the Contract) for a further two years.

2. To note that further work is being carried out to ascertain the level of future funding for highways maintenance and footways improvement works.
3. To note the development of a business cases to support the expansion of the maintenance programme and to consider the establishment of a Direct Services Organisation to provide part or all of the maintenance works in order to build resilience and increase responsiveness of the delivery.

Reasons for decision

Officers have undertaken a competitive tendering exercise, in accordance with the Public Contract Regulations 2015, in relation to Highway Maintenance and Minor Improvement Works Contract. Through this process Bidder H1 submitted the Most Economically Advantageous Tender, and therefore, in compliance with the Public Contract Regulations 2015, can be awarded the Highway Maintenance and Minor Improvement Works Contract.

The delivery of Highway Maintenance and Minor Improvement Works, both planned and reactive, contribute to the delivery of a number of Council priorities, as well as supporting the Council in complying with its statutory duties arising out of the Highways Act 1980 and Traffic Management Act 2004.

Alternative options considered

Haringey must continue to carry out its statutory duty to maintain the highway network so that they remain safe for road users whilst this review takes place. The tendered contract has been drafted in a flexible fashion which allows integration of a potential in-house maintenance service or other alternative arrangement arising out of operational changes, throughout the contract period without penalty

215. MINUTES OF OTHER BODIES

None

216. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated actions taken by directors in January and February 2020.

217. NEW ITEMS OF URGENT BUSINESS

None

218. 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.

219. AWARD OF CONTRACT FOR HOME SUPPORT & REABLEMENT BUNDLED HOURS

As per item 191.

220. AWARD OF A BLOCK CONTRACT FOR THE EXTRA CARE PROVISIONS

As per item 207.

221. MARSH LANE - RELOCATION OF ASHLEY ROAD DEPOT TO THE NEW FACILITIES AT MARSH LANE

As per item 213.

222. THE AWARD OF HIGHWAYS CONTRACT ARRANGEMENTS

As per item 214.

223. EXEMPT MINUTES

RESOLVED

To approve the exempt cabinet minutes for the meeting held on the 11th of February 2020.

224. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Joseph Ejiofor

Signed by Chair

Date

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