

Adults

Mosaic System Implementation. This bid is to upgrade the current adult social care system to enhance its functionality and to future proof the system either through enhancing the existing system or implementing a new one. This will enable clients and providers of care to engage with each other directly through the system cutting down on manual processes. It will also enable mobile working by providing an interface between care providers and the system thus having real time access to information and real time updating. Currently the council is in a procurement process for a new system. If the current supplier is chosen, then it is estimated that the upgrade cost will be c£650k. However, if a new supplier is chosen then it is estimated that a budget of £2.5m will be required to implement the new system. The budget profile is £650k in 2021/22 should the current supplier be chosen. If a new supplier is chosen, then the budget profile would be £1.25m in 2021/22 and £1.25m in 2022/23.

Children's Services

Schools Capital Estate Maintenance. This bid has been developed after extensive surveys have been undertaken to determine the condition of the estate. These reviews have identified a works requirement of £227m. The majority of costs are in envelope (roof, windows), mechanical and electrical services, and fire related works and if not done could pose health and safety or closure risks at schools or education facilities. The surveys undertaken, on which the data above is based, were non-invasive for structural elements. There is a risk that structural work could add to project costs. Some allowance is included in the £227m above for intrusive surveys and associated works including structural surveys, damp surveys, roof surveys. A budget of £227m would resolve all the condition and suitability issues in the school estate (note, this sum excludes Pendarren and the Alternative Provision Strategy funding request). Based on the data received to date, we have the following condition backlog costs:

- Primary estate condition backlog cost: £146m
- Secondary estate condition backlog cost: £76m
- Children's Centres & Other condition backlog cost: £4.9m

The bid is for £33m and profiled as £6m in each of the years 2021/22 to 2024/25 and £9m in 2025/26.

The programme proposed would allocate a further £33m to the programme which, when combined with existing allocations, provides a budget of over £119m.

Alternative Provision Strategy. The option being proposed is for the establishment of an Alternative Provision Capital Programme within the MTFs. The programme will support the delivery of a comprehensive transformation plan for alternative provision and SEND in Haringey and contribute to the achievement of a deficit recovery plan for the Dedicated Schools Grant. It is suggested that a robust capital investment plan for alternative education provision, over a programme number of years, will deliver significant cost benefits and realise more sustainable, long term savings. In March 2020, Cabinet agreed to the implementation of a strategic change plan, Model for Change, 2020-2023 for the delivery of alternative provision in Haringey. Alternative Provision is 'Education arranged by Local Authorities for pupils who, because of exclusion, illness or other reasons would not otherwise receive suitable education: education arranged by schools for pupils on a fixed term exclusion and pupils being directed by schools to offer off-site provision to improve their behaviour'.

Local authorities are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who, because of illness or other reasons, would not receive suitable education without such provision. This applies to all children of compulsory school age resident in the local authority's area whether they are on the roll of a school or not, and whatever type of school they attend. The Model for Change, 2020-2023 document sets out key areas for transformational change with a view to reshaping how schools, partner organisations, parents, young people and the Council work together to deliver positive changes in the outcomes for some of our most vulnerable, and at risk, children and young people.

Our strategy for alternative provision aligns with the ambitions set out in the Borough Plan, 2019-2023, to improve outcomes for children, young people and their families. Our aims and objectives for the future of alternative provision delivery in the borough, also contribute to achieving the outcomes set out in the Council's Young People at Risk Strategy, 2019 – 2029, the emerging Early Help Strategy, BAME Attainment Strategy and the refreshed SEND Strategy. The case for change in alternative provision, is not only located in the substantial evidence pointing to poor, lifelong outcomes for children excluded from school and the significant number of young people excluded from school becoming vulnerable to, or involved, in the criminal justice system. We are also clear about the prevalence of children and young people with Special Educational Needs and Disabilities (SEND) facing barriers within mainstream education, ending up at risk of exclusion or being excluded requires some targeted attention.

Our strategy for alternative provision is located within a local and national context of increasing numbers of children and young people with identified SEND and also significant pressures on Council budgets to meet these needs. As is the case for local authorities across the country, in Haringey, Alternative Provision and the wider education offer for SEND is funded, in the main, through the High Needs Block (HNB) within the wider Dedicated Schools Grant (DSG). Projections indicate the numbers of pupils with additional needs are on an upward trajectory and becoming increasingly complex, particularly in respect of Social, Emotional and Mental Health (SEMH). For Haringey, we face challenges from: rising demand, lack of a strong early intervention tier of support, lack of appropriate targeted and specialist provision in the borough.

The overall strategic drive is to slow, and where possible, reverse the upward trajectory in demand and costs. In addition to this, a major strategic drive on inclusion is likely to be shaped around three broad tenets: Inclusive Practice, Inclusive Schools and Inclusive Neighbourhoods. The Inclusive Schools element considers how school buildings and environment can contribute to how we are able to tackle current challenges and those we anticipate arising in future years.

Proposals within the alternative provision strategy recognise these issues and set out plans that seek to address:

- Prevention and Early Intervention - creating the culture and environment within Haringey's mainstream education landscape to reduce school exclusions and the risk of school exclusion.
- Increase and improve local access - develop more local, targeted and specialist provision to improve access to support. Contribute to MTFS and DSG long term savings.
- Develop and increase in borough place capacity to reduce demand for high cost, out of borough placements and transport.

The bid is for £12m and is profiled as £1.3m 2021/22, £2.5m 2022/23, £3.5m, 2023/24, £3.5m 2024/25 and £1.2m for 2025/26.

Pendarren Outdoor Centre. A Condition and Suitability Survey was undertaken at the Pendarren Outdoor Education Centre in May 2019, which identified approximately £5.6 million of remedial works to bring the Centre back to fit for purpose condition. A budget allocation of £2m was made to address urgent condition and compliance issues in the main house as well as works to the Annexe to facilitate two schools using the Centre simultaneously. Based on the original condition survey and taking into account H&S items already being addressed (£1.7m) and adding inflation, fees and on costs, there are remaining condition costs from 2021/22 to 24/25 of £4.56m which would address residual fabric mechanical electrical and external condition issues. The surveys undertaken, on which the data above is based, were non-invasive for structural elements. There is a risk that structural work could add to project costs.

The budgeted profile of the additional budget is £0.745m in 2021/22, £2.243m in 2022/23, £1.495m in 2023/24 and £0.07m in 2024/25.

Economy

The Good Economy Recovery Plan. The plan was published in August 2020 and includes a set of subsidiary strategies. The High Streets Recovery Action Plan was published alongside and includes a list of both funded and unfunded projects. Of the unfunded projects, some can be capitalised. Officers have produced outline costings for these activities, which this bid seeks to cover. Costs that can be capitalised include:

- Making High Streets Fit for purpose - £500k (building on short-term Reopening High Streets Safely interventions and targeting high streets not covered by that grant)
- Meanwhile...in Haringey - £400k (capital works to bring vacant shops into use, new signage treatment, fit out and occupation with Haringey SMEs/creatives/producers - focus on Council premises but with investigations for private vacant buildings, to be match funded in return)
- Shutter Gallery - £250k build on pilot project, circa £30k per parade for 10 creative murals/treatments
- Market trading investment - £30k capital investment for TGM, £30k for Crouch End / other Town Centres
- 'Welcome Back' to town centres - signage/commissions at key gateways
- Shopfront improvement schemes - £550k for schemes in 4 town centres, circa 20 businesses
- Unallocated - £240k

It is intended that this is a borough-wide allocation, which would concentrate activities on areas with highest concentrations of businesses to maximise impact. This would address existing area gaps (no capital funding currently for Crouch End or any other businesses outside Wood Green and Tottenham) and gaps in uncommitted spend (existing allocations of capital for Tottenham and Wood Green are project-specific and do not include allocations for the above projects). This allocation would deliver against the Place and Economy priorities of the Borough Plan and would be pivotal in allowing the Council to meaningfully respond to the pressures created by the Covid-19 pandemic.

An allocation from the approved capital programme contingency has been made for 2020/21 of £0.25m. The balance of funding for the scheme is £1.4m in 2021/22, £0.5m in 2022/23 and £0.1m in 2023/24.

The 551b High Road. This bid is to expand the existing proposal for a mixed-use development. The current scheme at the site is not viable and initial studies indicate that a larger project would be viable. The project sits within the 'Enterprising Tottenham High Road' scheme. The bid is seeking to cover the costs of delivering a larger building, with increased outputs. The project has been included as part of the Council's Future High Streets Fund bid which seeks a contribution of £2m of grant funding from MHCLG, with the result announced in the Autumn. As it is unclear whether the bid will be successful, this new Capital Bid is intended to allow the larger project to continue if the MHCLG funding is not secured. The project is high priority within the repair and renewal plans for the following reasons:

- A viability appraisal has concluded that the larger option is viable if let at market rents
- The project is supported by contractually committed external match funding
- It is part of a wider programme (Enterprising Tottenham High Road) and forms evidence to support a current bid to Future High Streets Fund
- The building is a Council owned asset, and so further investment will allow the Council to extract social value through new employment opportunities
- The project delivery is in line with Community Wealth Building principles, targeting a locally orientated multi-disciplinary design team and maximising opportunities for paid local commissioning
- The project's ambitious sustainability targets align with the Council's target to become a Carbon Neutral Borough by 2041
- The project supports the GERP's top priorities, including helping businesses into work/training through offering work experience/apprenticeships and delivering new, high quality workspace
- The project represents significant investment into the physical environment of the High Street (Tottenham High Road) through delivery of publicly accessible yard space and a new F&B facility. If the Council is successful with FHSF in the autumn the capital bid would be reviewed in consultation with lead and ward members.

The funding for the scheme is £0.750m in 2021/22, £1.250m in 2022/23.

Stoneleigh Walk Car Park. This project covers a range of schemes to develop mixed use housing and employment space on several council owned car parks. The car parks involved are:

Stoneleigh Rd Car Park C:
Stoneleigh Rd Car Park B
Stoneleigh Rd Car Park A
Tottenham Green Workshop Car Park
Somerset Rd Car Park

The scheme is part of the Future High Streets Fund bid. Should the bid be successful then this bid will not be required. Should it not be successful then it will be funded through existing resources. This is

a new bid for a capital scheme covering the mixed use development of 7 Council owned car park sites supporting employment uses, housing delivery (c. 82 homes) and placemaking. This bid is for the non housing costs only. The housing related costs will be contained within the HRA capital programme.

The project is included as part of the Council's Future High Streets Fund bid which seeks a contribution of £2.39m of grant funding from MHCLG, with the result announced in the Autumn. As it is unclear whether the bid will be successful, this new Capital Bid is intended to allow the project to continue if the MHCLG funding is not secured.

The bid cost includes:

Design team fees for masterplanning and development of the employment elements of the scheme to RIBA 4 (tender). The housing elements of the project will be separated at the commencement of RIBA Stage 2 and will be delivered and funded by the Housing Delivery Team.

- Masterplanning design fees to assist with early viability appraisals and brief development - £100k
- Design fees for employment uses from RIBA 0-4 - £450k
- Surveys and due diligence - £100k
- QS fees - £50k
- Planning fees (Pre app and QRP) - £20k
- Legal fees - £15k
- Procurement/DPS fees - £15k
- Delivery costs for 1 workspace element - £1m
- Total - £1.75m

Currently the early stages of the project are being funded through the existing capital programme. The proposed allocation for future years is £0.4m in 2021/22, £1.0m in 2022/23.

HALS Improvement. The HALS bid is to remodel their existing accommodation to facilitate new models of service delivery as well as investment in ICT to improve the online learning experience for learners and the wider Haringey workforce. This bid provides for deploying a multi-modal learning solution, that will allow HALS to offer a hybrid approach to delivering courses, supporting learners at its Wood Green Facility, online in their homes, and out in the community. It includes a project to procure and deploy a corporate Learning Management Solution, taking advantage of an opportunity to combine the requirements of HR Workforce to replace the Fuse Learning Solution, with HALS need for a VLE and learning delivery needs from services across the council. The proposal will increase HALS capacity and reach, improve the quality of their facilities and online delivery, increasing their engagement with the community and opportunities to secure future funding. While the corporate LMS solution will provide a more compliant workforce, delivering better knowledge retention, and improved rates of training completion, while streamlining administration and course management contributing to improved opportunities and outcomes for learners. The risks in not progressing with this piece of work are, a severely degraded learner experience, an inability to meet the learning needs of our community in light of the Covid-19 restriction to the operating model, and an increasing risk of critical failure of HALS infrastructure. The Fuse contract would also have to be extended beyond Aug-21, and/or alternative service specific LMS solutions procured, at greater council wide expense. The combined cost of these solutions is £300k over the next two financial years (through to Dec-21). The 2020/21 cost of £175k will be met from the existing IT Capital Budget and this bid is to fund the additional expenditure of £125k.

Cloud Based ICT for planning and building control. The planning and building control service have identified a need to move to a cloud based online system that will reduce risks and costs and improve the service offer. The project will commence and complete in 2021 so the spend profile will be £652k in 2021/22

Housing

Expansion of CPO budget. In response to the growing number of empty homes in the borough, Cabinet agreed a refreshed version of the Council's existing empty homes policy in July 2020 - the Policy's overarching aim is to bring all empty homes back into use. Building on the work already carried out to manage empty homes, the refreshed Policy offers a variety of tools and balances support and advice for landlords and an enforcement approach when efforts to work with the owner fails. The strengthened enforcement approach requires an increase in capital funding and Cabinet agreed at its meeting in July to - Note that a capital bid of £5m will be made to increase the CPO budget to £6m as part of the 2021/22 budget setting process. The increase in capital will meet the increase in CPO action and the introduction of Empty Dwelling Management Orders.

Compulsory Purchase Orders (CPO). Where it can be proven that no other means is available to the Council which will result in the property being returned to use, the Council can seek to use Compulsory Purchase Orders (CPO). The Council's CPO powers are used as a final option and are governed by legislation and must be in accordance with Government guidance. In pursuing a CPO the Council must show that all necessary funding is likely to be available to bring this property back into use as housing accommodation, failure to do so is likely to result in the Secretary of State refusing the application. Capital funding is currently available for the purchase of empty homes, however the current market value of homes in the borough often allows for only one or two purchases to be made at any one time.

Empty Dwelling Management Orders (EDMOs). Cabinet agreed to extend enforcement powers to include EDMOs. EDMOs bridge the gap between voluntary measures and CPOs. The process is complex, resource-intensive, and requires two stages, an interim and final stage, at the end of which the council can let and renovate the property and then recover the costs of that process through rental income.

The bid is for £5m in 2021/22.

Place

The Parkland Walks Bridges. This scheme is already within the approved capital programme. This bid is to seek additional funding to complete works to three of the seven Parkland Walk Bridges that the Parks Service is responsible for. Of the agreed 2020/21 capital budget, £300k was redirected to the Covid reserve. Further review has identified additional scheme costs of a further £280k. Therefore, the total additional bid is for £0.581, which is profiled £0.496m in 2022/23 and £0.085m in 2023/24. The additional £280k costs relate work required to investigate and prepare design solutions for the three additional bridges (St James Lane Viaduct, MP Villas and Northwood Road). The additional cost also includes an allowance for temporary works in the period between now and when the full works can take place. At the end of this phase works will have been completed on the bridges at Upper Tollington, Vicarage Road and Stanhope Road. Design solutions and tender packages will have been prepared for Stapleton Hall Road, St James Lane, MP Villas and Northwood Road. The works on these bridges will be subject to a separate capital bid which is expected to be made in 2023/24.

Principal Road Maintenance. This bid covers the planned maintenance for the Principal Road Network (PRN). These roads are the most important borough managed transport routes and carry the highest volumes of vehicles including buses, cyclists, and pedestrians. Funding for maintenance of the PRN has historically come from Transport for London via an annual settlement as part of the Annual Spending Submission (ASS) through the Local Implementation Plan process. TfL initially suspended funding for maintenance of the PRN for 2 years in 2018/19 due to financial difficulties. This has now extended into a 3rd year. In 2019/20 and 2020/21 due to the deteriorating network and level of member and public concern a one-off allocation has been made to undertake essential maintenance of the PRN. With the full suspension of all TfL ASS programmes due to financial difficulties and a redirection of emergency DfT funding for TfL to social distancing, it is unclear whether any principal road maintenance (PRM) funding will be made available in 2021/22. We are unclear when TfL will be able to provide further clarity on the matter which is likely to be dependent on future DfT funding. This bid level takes into account the continued deterioration of the highways network represents the minimum level required to be able to maintain the operation of PRN during 2021/22 at which point it is hoped that TfL will reinstate funding of the programme, or at least provided clarity for future arrangements. Failure to secure this level of funding is likely to result in the need to divert essential funding from other programmes and may well impact on the ability to meet walking and cycling aspirations. Should TfL decide to restart mainstream funding for PRM within 2021/22 via the ASS, or alternative mechanisms, then that funding will replace this requirement through the council's capital programme. The budget is proposed for 2021/22 and is for £0.5.

Investing In Pavements. There is the legal obligation on any authority to maintain its highways and they must provide for a safe and expedient movement to, from and around our borough. Decisions on the way the Council manages its highways have economic, social, and environmental impacts and need to be made carefully. Like many other boroughs in London and across the country, Haringey has historically underinvested in its highway maintenance, and the condition of the highway network in Haringey has been declining. This underinvestment was confirmed in recent condition surveys indicating that the borough's highway assets were in a relatively poor condition. Assessments forming part of a recent review of the Council's Highway Asset Management Strategy established that some 16% of the Council's unclassified roads (carriageway) network was in need of maintenance and that some 59% of footways required treatment. Having regard for the generally poor condition of the highway infrastructure, the review also sought to establish the level of funding needed for a combination of reactive and planned maintenance using benchmarking across London. It was concluded that reactive maintenance funding needed to be increased by £1.1m per annum, and that funding for planned footway maintenance would need to be increased from £1.9m to £3.5m per annum. The budget proposal is for £0.896m in 2022/23, £2.171m 2023/24, £3.051m 2024/25 and £3.051m in 2025/26.

Borough Parking Plan. The funding requested here is to be able to respond to requests for new CPZ's and any changes to existing CPZ's arising from consultation. The new Tottenham Hotspur Stadium has prompted an increase in parking complaints. The stadium complex hosts many more events and employs many more staff; thereby adding to parking congestion in the area. The wider area development plan includes high-density housing, much of which may be designated car free. It also includes a hotel, a museum, a community health centre and other sports and leisure facilities. All of these will result in increased activity in the area with even greater parking pressure on local roads. Other developments, including increased rail services and several railway station upgrades in the local area together with a major new housing regeneration to be located at the northern boundary of the borough, are likely to see a marked increase in demand for parking by commuters

using the improved transport connections. The regeneration project will also see a significant increase in the population of the local area, again adding to parking demand. Our current and future programmes will prioritise CPZ areas that have not been recently reviewed providing an opportunity for the council to establish how effective the operational times and days are and if they continue to provide a good use of kerb space. The planned schemes listed in the table are to address the following issues:

- Parking in Finsbury Park during events that has been addressed using temporary measures, however this is proving to be unnecessarily costly and it is the Council's intention to consider a more permanent solution.
- Parking changes in the areas around the Tottenham Hotspur Stadium (Tottenham North) are now out of date with the new stadium and its changes in use. As these zones have not been reviewed it is necessary that a more tailored approach is needed to ensure that events are properly catered for in the interests of residents, businesses and visitors.
- Interzonal commuting has been reported between Wood Green inner and Wood Green outer zones. As with the Tottenham North zone these zones are overdue for a review and issues of congestion and intra zonal parking have been raised by residents. The need to address vehicle displacement is a regular theme and is the case for Hornsey North and Bruce Castle, with Hornsey North being the result of a successful smaller zone and Bruce Castle being a consequence of new neighbouring zones. Following an agreed review of feedback from residents White Hart Lane will be assessed to see if changes to the operational days and hours best meet the needs of residents and businesses.

The profile of investment is £0.321m in each of the years 2021/22 through to and including 2025/26.

CCTV Monitoring. This is a new capital scheme to purchase 14 mobile cameras to further enhance and expand the moving traffic enforcement initiative. These cameras will support virtual road closures and the low traffic neighbourhood initiative. They will also support the delivery of MTFS savings of £500k and will contribute towards the transport strategy and clean air policy. CCTV. A complete desktop survey is required to identify correct camera location, lamp column and commando socket. Surveys will need to be commissioned from contractors to ensure sites are sound and suitable for installation. Further surveys will need to be commissioned to identify contraventions captured for new potential sites. Order, complete structural testing, install and configure cameras. Full implementation is expected to be complete by 31st March 2024. Following implementation there will be on-going revenue costs estimated at £50k to support back office activities; software licence charges, warranty (after one year) maintenance & repair, and processing costs. Successful implementation will be measured by capturing contraventions. Likely Performance Indicator will be how many contraventions captured. The cost of this bid is estimated £0.35m in 2023/24.

Parks Depot Reconfiguration. There is an opportunity to dispose of the Parks Depot at Keston road for sale as a development site. However, in order to release the site other parks depots will have to be improved to accommodate the staff welfare facilities, materials and equipment storage and secure vehicle parking that will be displaced. The capital funding will be used to reconfigure other parks depots as part of a wider Building Asset Management plan and carbon reduction programme already agreed in parks. The sale is expected generate a further £0.4k in a capital receipt for the council as part of the council's cross cutting property workstream and the achievement of the MTFS.

The reconfiguration will also support the provision of improved welfare conditions for Parks staff. The profile of the spend is £0.4m in 2021/22.

Waste Containment. This proposal is to enable delivery of proposed MTFs saving PL20-14 on Commercial Waste. PL20-14 seeks to deliver net savings of £0.110m by increasing income from commercial waste. Delivery of the saving will be achieved by investing in waste containment infrastructure and bin storage capacity in areas of time banded collections. The profile of expenditure is £0.2m in 2021/22 and £0.2m in 2022/23.

Streetspace Plan. Projects to support active travel and reducing carbon emissions in line with the Borough Plan, Transport Strategy, Climate Change Action Plan and Air Quality Action Plan. The interventions also support social distancing during Covid19, the local economy, employment, businesses, and high streets, and are referenced in the Good Economy Recovery Plan. A range of projects were submitted to TfL/DfT for funding bids totalling around £7m. £1.1m was secured in Summer 2020. The remaining bids not yet funded externally are around £5.7m. We expect up to approximately £0.6m to be confirmed by TfL/DfT in December 2020 but this is not guaranteed. If confirmed, this would leave around £5.1m to be funded. There may be future TfL/DfT funding tranches announced but this is not confirmed and highly unlikely to cover the whole cost of the projects. These walking and cycling projects are eligible for funding from Strategic Community Infrastructure Levy (SCIL). The budget proposed is £5.1m for 2021/22.

Your Council

Civic Centre Refurbishment. Additional funding to enable the refurbishment and improvement works at the Civic Centre. The project will provide modern, fit-for-purpose Civic and office accommodation, supporting a variety of strategic aims in the Borough Plan objective Your Council. It will renew a Listed Building in a Conservation Area, providing improved amenity value for the community. The project will address environmental issues with the existing building, supporting the Council's Zero Carbon objectives, reducing energy costs, and improving liveability for building users. The project will deal with a variety of H&S compliance issues. The effect of not proceeding would be to have a significant heritage building remaining vacant. The budget profile for the additional expenditure is £4m in 2022/23, £4m in 2023/24, £5m in 2024/25, and £1.25m in 2025/26.

Approved Capital Programme Contingency. It is prudent for a capital programme of Haringey's size that a contingency is included. The contingency will enable the Council to respond to pressures that the capital programme may experience. The budget allowance is £4.0m in 2021/22.

Responsiveness Fund. The proposed budget will enable the Council to respond to in year requests for match funding from external bodies. It is anticipated that the Government will respond to the Covid-19 pandemic with economic stimulus. An effective route is through capital spending. This budget would enable the Council to respond to such requests. Failure to have such a budget may risk opportunities for inward investment in the borough. The proposed budget is £2m in 2021/22.