

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

## **1. Describe the issue under consideration**

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

## **2. Cabinet Member Introduction**

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

## **3. Recommendations**

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

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

#### **4. Reasons for decisions**

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

#### **5. Alternative options considered**

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

#### **6. Background information**

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

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

### **The impact of Covid-19 to date**

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



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

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

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

### **Update on the Council housing delivery programme**

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



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

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

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

### **Finance**

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



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

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



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

## **Land**

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

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



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

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

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

### **New sites proposed for inclusion into the housing programme**

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

### **Capacity**

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



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

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

#### **Key Risks to the programme**

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

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

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

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



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

### **Contribution to strategic outcomes**

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

## **7. Statutory officer comments**

### **Finance**

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



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

### **Legal**

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

### **Procurement**

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

### **Equalities**

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

## **8. Use of appendices**

Appendix 1 – Red Line boundaries of new sites

Links to Cabinet papers referred to in the report:

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

**9. Local Government (Access to Information) Act 1985**

None