

Report for: Cabinet 16th March 2021

Title: Canning Crescent Mental Health Centre: Development Update

Report authorised by: Charlotte Pomery, Assistant Director Commissioning

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Ward(s) affected: All

**Report for Key/
Non-Key Decision:** Information item only

1. Describe the issue under consideration

- 1.1 This report sets out how the Council, in partnership with the NHS and local voluntary sector, are improving support to our local population by bringing together a range of mental health services in a single approach at the Canning Crescent Centre. This proposal entails the full refurbishment of the building to create a number of self-contained short stay rooms for crisis and respite, a recovery college, a café and an evening and weekends crisis centre.
- 1.2 This report is a briefing note for information in advance of a Leader Signing planned for 30th March 2021 for the award of the Construction Contract as allowed under CSO 16.02 (*the Leader may take any such decision between meetings of the Cabinet, including decisions that have become urgent, and the Leader may also allocate any such decision whether urgent or not to the relevant Cabinet Member*). The signing will signal the start of onsite redevelopment and help us to meet the target opening date of April 2022.

2. Cabinet Member Introduction

- 2.1 I welcome this update on a key project for this administration's delivery of our manifesto commitment to improving health and wellbeing in Haringey. The model of recovery services has been co-produced with residents and frontline staff, as well as drawing on national and international best practice. Moving into onsite development is an important milestone in achieving our vision.
- 2.2 I also note the strength of partnership with the voluntary sector and NHS partners who work with us to create a new and better services at the centre when it opens next year. Moving to Canning Crescent and integrating with other services allows us to create more jobs and volunteering opportunities for residents living with mental illness and provide better and more accessible support.

2.3 Forecasts tell us that increases in mental illness are expected from the fall-out of the Covid 19 pandemic and its impacts on our lives and livelihoods. The services at the Canning Crescent Centre will be a cornerstone of our long-term response to this issue in Haringey.

2.4 Finally, this development offers a key contribution to the wider regeneration of Wood Green, bringing its benefits to residents who may be facing multiple challenges and demonstrating our commitment to their inclusion in the community of Haringey.

3. Recommendations

3.1 Cabinet are requested to note the progress of this scheme.

4. Reasons for decision

4.1 No decision required.

5. Alternative options considered

5.1 Not applicable

6. Background information

6.1 Prevalence rates for serious mental illness in Haringey are above both London and England averages and there is a recognition, both nationally and locally, that mental health services need to be transformed. People with serious mental illness want access to a range of community-based interventions to support them to live as independently as possible in the borough, an approach with financial benefit to both the Council and the NHS, both of which are funding high levels of residential and in-patient care.

6.2 There is growing evidence of the adverse impacts of the Covid-19 pandemic on residents with mental ill health. For many, the pandemic has exacerbated existing inequalities and ensuring access to effective community-based services remains a core commitment. In addition, the pandemic has highlighted the need for effective infection control mechanisms to be in place in care and support settings and for building designs to reflect the importance of good infection management. These considerations have been included in the brief and will be reflected throughout the delivery phase.

6.3 The Canning Crescent Centre is a former mental health centre in Wood Green. The Council purchased the freehold with vacant possession in February 2019, from Barnet, Enfield and Haringey Mental Health Trust (BEHMHT), following a Cabinet decision in October 2018. The building was acquired through the Strategic Acquisitions budget (a self-financing budget). The additional estimated capital expenditure required for the conversion works was incorporated into the approved capital programme as part of the 2019/20 budget setting process on the basis that the resultant scheme would generate savings once the cost of the capital financing charges had been paid for.

- 6.4 The services planned here focus on those residents living with mental health conditions that affect daily life. They are designed to be inclusive of those already using statutory services from the Council or NHS who may be living with severe and ongoing mental health conditions, or those who may have new experiences of distress or illness and want to access support or help to manage their crisis and life with a mental health condition. The Centre will focus on work with adults who have ‘functional’ mental health conditions, like psychosis, depression or bipolar disorder, rather than “organic” conditions like dementia where people get support from our existing services such as The Haynes Dementia Hub.
- 6.5 The proposed service offer in the building, and the options appraisal process, have all been developed through engagement with residents who use mental health services, front line staff in both the Council and the NHS, Members and partners in the statutory and voluntary and community sectors. The focus on engagement and co-design will continue throughout the scheme’s development and establishment to ensure that the voice of a range of stakeholders, and notably users of these services, continues to influence their delivery.
- 6.6 There are three current services in Haringey which are coming together into the Canning Crescent development:
- 6.6.1 Clarendon Recovery College is a Council-run service that provides a college style programme focused on health, wellbeing, recovery and living with mental illness for local residents. Approximately 300 people are enrolled in the college and have taken up courses to meet identified needs and interests. The new recovery college will be open seven days a week – it will serve 40 people per day during the daytime, with space for 10 staff for teaching and support, and 10-14 people each evening.
- 6.6.2 Fortis Green Recovery House, a BEHMHT commissioned short stay accommodation service, mainly used by people stepping down from Hospital. It is housed in a Council-owned, 7 bedroom property leased to BEHMHT.
- 6.6.2 Safe Haven, a new service provided by Mind in Haringey and offering non-clinical support to people in crisis during evenings and weekends, which has opened during the pandemic and operated as a virtual service so far. Virtual Safe Haven service is currently available between 5-8pm 7 days a week and is used by approximately 10 callers per week. As the service provides short term interventions, it links callers with other offers via the Haringey Wellbeing Network and Clarendon. We are planning to expand opening hours to 10pm and as part of the Crisis Café we would expect the service to support approximately 15-20 people per day
- 6.7 The development at Canning Crescent also supports the Council’s regeneration of Haringey. Relocating Clarendon Recovery College enables vacant possession of the West Indian Cultural Centre site, which is to be used to support the long-term sustainable programme of council house building (1,000 council homes are to be delivered by 2022). Furthermore, the Fortis Green site currently used by the Recovery House will become available to the Council for re-use.

- 6.8 Revenue for the support services are already provided for within the Council and NHS budgets. By bringing the services together into an integrated delivery on-site, we are able to make savings from increasing efficiencies from working together. Most importantly, by coming together to offer a flagship community service in Haringey, we will be able to support more people to get the support that people tell us they want – peer-led, accessible and inclusive of both crisis and community support.
- 6.9 As part of a wider transformation of community mental health services being led by the NHS with partners in the Council and voluntary and community sector, we are building an infrastructure rooted in the community which supports more people to get through crisis periods and prevent escalation into hospital care or from home circumstances breaking down to the extent that people need to move into social care funded housing and support.

7. Development Programme

- 7.1 Following the acquisition of the site, a Feasibility Study was undertaken which considered 9 options. One of the main options regarded extending and adding an additional storey to include a long-term residential provision and housing. This option proved too expensive and it was agreed at Cabinet in February 2020 to focus on improving the existing building with minimal demolition of original features.
- 7.2 Subsequently, the 9 options were reviewed and Option 9 was developed. The selection of Option 9 was in response to stakeholder engagement, to work to ensure the design best met needs, to affordability considerations and to a desire to retain the integrity of the building, which is of architectural merit. A Multi-Disciplinary Design Team and a Cost consultant were appointed and a Royal Institute of British Architects (RIBA) Plan of Works Stage 2 Concept design was completed by October 2020. The following surveys were carried out within this stage, Mechanical and Electrical, Structural Investigations, Building Condition Survey and an Asbestos Refurbishment and Development Survey.
- 7.3 Following approval of the Concept Design the RIBA 3 Outline Design was completed in 6 weeks. The design is considered to have architectural merit both from an external elevation and internally. The sympathetic use of wood and light in the interior design of the building are conducive to the therapeutic uses to be offered at the site, which reflected the purposes for which the building was initially designed and built. There has therefore been careful attention to the scope of changes to the building, both externally and internally, in order to maintain the integrity of the building and to ensure that the changes do not adversely affect the therapeutic potential of the spaces.
- 7.4 Given the drivers for an expedited programme, the Planning Application was submitted (end of RIBA Stage 3 design not concluded) on 13th November 2020. The risk of this approach was assessed as low as the planning application decision was based on a change of use as opposed to significant design changes to the external and internal facades.
- 7.5 The planning consultation period expired on 23rd December 2020 and no planning related objections have been received. The decision to grant planning

permission was referred to the Planning Committee as the building is a council owned asset. The Chair subsequently confirmed that an officer decision under delegated authority could be made. Planning Permission was granted 17th February 2021. The Building Regulation application was submitted on 13th December with a decision expected by the end of March 2021. RIBA stage 4 Technical design was completed in January 2021.

- 7.4 To meet the Council's sustainability requirements to deliver a carbon zero building the following have been incorporated as part of the designs:
1. Use of passive ventilation
 2. Replacement of the curtain walling
 3. Use of air source heat pumps for heating and hot water
 4. Use of solar panels to generate site based energy
 5. Use of LED light fittings

An application was submitted for SALIX funding for the replacement of items 2,3, & 4 on 11th January for the sum of £261k. A decision on SALIX Funding was expected by the end of January 2021 but we are still awaiting a response from SALIX. It should be noted the related works need to be completed by the end of September 2021.

- 7.5 The London Construction Programme (LCP) Major Works Framework has been selected to procure the works and 6 expressions of interest from contractors have been received via the LCP framework. A compliant procurement process is being undertaken and led by Strategic Procurement. Tenders are now due at the end of February 2021 as a week's extension to the tender return timetable was allowed, as a result of delays in obtaining costs from the contractor supply chain due to Covid 19. The tender returns will be evaluated in accordance with the Council's price and quality matrix. Following the moderation meeting a recommendation will be made as to which contractor should be appointed for the construction works.
- 7.6 A Leader decision on 30th March to award the construction contract will assist the Council in meeting the timing constraint on the programme of ensuring occupation can take place in April 2022.

8. Service Development

- 8.1 The initial development of the model came from engagement sessions held by commissioners with users of mental health crisis services and carers of people who experienced severe mental ill health at Mind in Haringey. They clearly articulated the need for more accessible, personalised, crisis support with peer support as a feature but which included clinical care.
- 8.2 BEHMHT used a co-production process to review and redesign their Recovery Houses. The Council and BEHMHT brought together their programmes to work together on the proposal at Canning Crescent, keeping the voice and lived experience of people who had used these services instrumental in shaping the building and the planned services within them.
- 8.3 Our intention is to develop an exceptionally high quality of service provision at Canning Crescent, bringing together Council, NHS and local voluntary sector

teams to support residents living with mental illness. People with lived experience have been involved in co-designing the building design, the layout, the furniture and the style of the future provision and sit on the Canning Crescent project group. The service has held various co-production workshops attended by over 150 people on the Safe Haven (Crisis Café Model). To inform this work, the project team undertook visits to other Safe Havens/Crisis Cafes to inform the Haringey service development.

8.4 A service development group with key staff from the Council's Clarendon Recovery College team, BEHMHT, Mind in Haringey and the borough Joint Commissioning team are working together to:

- Implement and further develop the Safe Haven service referred to in section 6 above
- Plan the development and implementation of the Crisis House model within BEHMHT
- Review and develop the model of the Recovery College in preparation for the transition to Canning Crescent
- Design and agree the operational integration of the three parts of the service into a co-ordinated and seamless service offer which will maximise efficiency and maximise the opportunities and benefits to residents from accessing the service.

8.5 The common principles, features and approaches in the services include:

- a commitment to integrated working together
- an emphasis on a peer support led, coproduced approach to crisis and recovery support, complimenting the clinical and professional support from the Council and NHS statutory services
- a compassionate, supportive and safe space for people to access

8.6 All partners are working to the timetable of moving on site in April 2022.

9. Contribution to strategic outcomes

9.1 This project will be a flagship partnership service for mental health that will deliver against many objectives in the Borough Plan 2019 - 2023, including: -

- People will be supported to live independently at home for longer
- Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach
- Caring and cohesive communities which can offer support

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

10.1 Finance

10.1.1 The scheme is self-financing from within the General Fund. The funding currently available includes £1.02m capital from the Department of Health, the object of a successful bid by Haringey. The financial benefits arising from the scheme support the costs of the capital repayment over the lifetime of the service.

10.1.3 There are no financial implications arising from this report.

10.2 Procurement

10.2.1 There are no procurement implications arising from this report.

10.3 Legal

10.3.1 There are no legal implications arising from this report.

10.4 Equality

10.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

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

10.4.3 The proposed decision is to agree to the redevelopment of the Canning Crescent site as an integrated, mixed use adult mental health recovery centre including the Clarendon Recovery college, crisis support service, and crisis/respite. The strategic objective of the proposed decision is to improve outcomes for Haringey residents with mental health needs through the provision of an integrated recovery service.

10.4.4 Residents with mental health conditions are protected under the Equality Act as sharing the protected characteristic of 'disability'. Moreover, we know that BAME residents in Haringey are more likely to experience mental health issues. It is therefore reasonable to anticipate that this decision will have a beneficial impact for a higher number of residents with these protected characteristics.

10.4.5 The proposed service offer has been developed through engagement with residents who use mental health services, front line staff, Members and partners in the statutory and voluntary and community sectors. Engagement and co-design will continue throughout the scheme's development and establishment, and this approach provides a means of ensuring that the service is inclusive and that it meets the needs of service users who share the protected characteristics.

11. Appendices

11.1 None

12. Local Government (Access to Information) Act 1985

Background documents:

- The acquisition of the freehold of Canning Crescent Health Centre, Haringey Cabinet, 9th October 2018;
<https://www.minutes.haringey.gov.uk/mgAi.aspx?ID=58304>
- Haringey's Health and Wellbeing Strategy, 2015-18
https://www.haringey.gov.uk/sites/haringeygovuk/files/final_-_health_and_wellbeing_strategy_2015-18_0.pdf