

NOTICE OF MEETING

CABINET

Tuesday, 13th September, 2016, 6.30 pm - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Joe Goldberg, Alan Strickland, Bernice Vanier and Elin Weston

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making depositions, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below. New items of exempt business will be dealt with at Item 18 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

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

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at **Item [16] : Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 18)

To confirm and sign the minutes of the meeting held on the 12th of July 2016 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

None

9. FINANCIAL (BUDGET) MONITORING – QUARTER 1 (PAGES 19 - 30)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Finance and Health.] Cabinet to consider the 2016/17 Quarter 1 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

10. PARTNERSHIP LOCAL AGREEMENT BETWEEN THE COUNCIL AND CCG (PAGES 31 - 140)

[Report of the Assistant Director for Commissioning . To be introduced by the Cabinet Member for Finance and Health.] Cabinet to consider an agreement between the Council and CCG, which as drafted at appendix 1, will act as a framework partnership agreement and set out shared outcomes and objectives, and contain detailed schedules enabling:

- i. Lead commissioning for specified care groups
- ii. Pooled budgets for specified care groups

11. RESPONSE TO THE HARINGEY STEM COMMISSION (PAGES 141 - 198)

[Report of the Deputy Chief Executive. To be introduced by the Leader of the Council.] This report sets out the Council's initial response to the Haringey STEM Commission recommendations.

12. HOUSING ZONE PHASE 2 (PAGES 199 - 238)

[Report of the Director for Planning, Regeneration and Development. To be Introduced by the Cabinet Member for Housing, Regeneration and Planning.] The report sets out the key elements of the Housing Zone Phase 2 funding package which has been allocated by the Greater London Authority ("GLA") to facilitate regeneration in North Tottenham and seeks approval to agree and enter into an Overarching Borough Agreement ("OBA") (and all Borough Intervention Agreements ("BIA") flowing from the OBA) with the GLA.

13. MINUTES OF OTHER BODIES (PAGES 239 - 248)

To note the minutes of the following:

Cabinet Member Signing – 4th July 2016

Cabinet member Signing – 12th July 2016

Cabinet Member Signing - 15th July 2016

Leader of the Council Signing – 22th August 2016

14. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 249 - 266)

To note the significant and delegated actions taken by Directors in July and August 2016.

15. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

16. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services &Scrutiny Manager

Items 17 and 18 allow for the consideration of exempt information in relation to items,12 and 3 respectively.

RESOLVED:

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

17. HOUSING ZONE PHASE 2 (PAGES 267 - 268)

As per item 12.

18. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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Published Monday 5th of September 2016

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 12TH JULY, 2016, 6.30pm

PRESENT:

**Councillors: Peray Ahmet, Jason Arthur, Ali Demirci, Alan Strickland,
Bernice Vanier and Elin Weston**

In attendance – Councillor Gideon Bull, Councillor Kirsten Hearn

37. FILMING AT MEETINGS

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

38. APOLOGIES

Apologies for absence were received from Councillor Claire Kober, Leader of the Council and Councillor Joe Goldberg. Apologies for lateness were later received from Cllr Ayisi.

39. URGENT BUSINESS

There were no items of urgent business considered.

40. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

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

There were no representations received.

42. MINUTES

The minutes of the Cabinet meeting held on the 14th of June 2016 were agreed as a correct record of the meeting.

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

The Deputy Leader invited Councillor Hearn, Chair of the Children and Young People's Scrutiny Panel to introduce the Scrutiny Review on Youth Transition.

Councillor Hearn started by speaking briefly about young people that have successes in their lives and the difference made by having a support network of: parents, family members, teacher, and mentors. The review had focused on examining the key areas of support that can help young people in Haringey make a success of their lives. It was important to consider that going to university was not the only option to achieving success in life and there was a need to promote the many ways for young people to achieve goals in life, for example through apprenticeships.

The Panel had understood the importance of schools helping prevent exclusions and stopping young people from becoming NEET [Not in School, Education, Employment and Training]. The Panel noted that often schools had a good internal knowledge of the young people most at risk of leaving school without skills and educational aspirations. Schools were doing some good individual work with these pupils and achieving successes in this area, in turn, making a difference to the young person's future prospects

During the review, the Panel recognised that, sadly, equality and diversity issues still had an effect on outcomes for young people and these were caused by wider external issues out of the control of the Council and schools.

Cllr Hearn was further interested in finding out why three of the recommendations were partially agreed instead of fully agreed.

The Deputy Leader thanked Councillor Hearn for her presentation and in Councillor Goldberg's absence, responded to the review recommendations.

The Deputy Leader agreed that the review provided a powerful set of evidence and a steer for how Haringey Council and its partners can enhance and develop the range of services they provide, or facilitate, for young people. The life chances of young people would be greatly affected by the choices they make while at school and the influences around them. The recommendations of this scrutiny review helped to set out a way of supporting young people to make effective choices and so improve their lives. The Deputy Leader continued to highlight some key positive changes already being achieved to support these choices:

- Every Post 16 school and college has a good or outstanding rating with results now the highest they have ever been.
- Residents taught in Haringey make more progress than those taught out of borough
- A level exam results are significantly above the national average.
- The STEM commission will also publish its findings soon and the Council anticipate this will help Haringey to improve further by proving clear recommendations for targeting those areas vital for the area and country's growth and for young people's opportunities.

The Deputy Leader thanked the Scrutiny Panel and all those who participated in the review for their hard work.

RESOLVED

That the Scrutiny Review be noted and the responses to the review recommendations as outlined in Appendix 2 of the report be agreed.

Reasons for Decision

The evidence supporting the Panel's recommendations was outlined in the main body of the report [Appendix 1]

Alternative Options Considered

The evidence supporting the Panel's recommendations was outlined in the main body of the report [Appendix 1]. The Cabinet could have chosen to not accept the recommended response by officers to them, as outlined at Appendix 2. The potential implications of alternative courses of action were referred to within this as appropriate.

44. DEPUTATIONS/PETITIONS/QUESTIONS

There were no deputations, petitions or questions put forward.

45. ESTATE RENEWAL RE-HOUSING AND PAYMENTS POLICY - FINAL POLICY TO BE ADOPTED

The Cabinet Member for Housing, Regeneration and Planning introduced the policy which brought together the Council's commitment to estate renewal and rehousing and set out the approach to be taken forward.

The policy endeavoured to meet the expectation of residents who maybe required to be re-housed in the estate renewal process and brought together all the advice and support currently listed in a range of different documents on rehousing, housing allocations and compensation payments, into one accessible document. Through this policy, residents would be able to access and understand the Council's position on rehousing and compensation payments for moving from their homes when the estate renewals take place in the future.

The Cabinet Member highlighted that whenever the Council talk to tenants and leaseholders about estate renewal and rehousing situations in the future, they will be at the centre of this process. The policy also makes clear that these residents will be fully consulted in this process with support through independent advice. There will be full package of support and compensation where re housing does happen. The Council were committed to providing right of return to properties, where it can, but this will be subject to individual schemes and viability.

The Cabinet Member concluded that the policy was clear on what residents can expect in a consultation process when an estate is being renewed and rehousing is required. He further reiterated that residents will be fully supported and helped through the process of rehousing.

RESOLVED

1. That the responses to the consultation with tenants, leaseholders and freeholders on the proposed Estate Renewal Rehousing and Payments Policy be noted.
2. That the immediate adoption the Estate Renewal, Rehousing and Payments Policy set out in appendix 2, as amended in the light of consultation and having considered the Equalities Impact Assessment be approved.
3. That delegated authority be provided to the Director of Regeneration, Planning and Development to make any minor changes to the Policy that may be required as a result of legislative change.

Reasons for decision

A decision to adopt the Estate Renewal, Rehousing and Payments Policy was required to ensure that the Council applies a consistent policy across the whole borough for all estate renewal schemes. This will ensure that tenants and leaseholders will have a clear understanding of what they may expect if an estate renewal scheme is proposed for their estate and also ensure that tenants and leaseholders are treated fairly and consistently, wherever they live and whenever the scheme starts.

A delegation to the Director of Regeneration, Planning & Development to make minor amendments to the policy is required. The policy includes statutory provisions that will need to be maintained in line with any legislative changes, which may include matters arising from the Housing and Planning Act.

Alternative options considered

The alternative options of developing an estate renewal rehousing policy only or a set of procedures for staff covering the issues in appendix 2 were considered. It was concluded that it was important to bring together all the policies relevant to rehousing and compensating residents in one document, rather than just cover rehousing matters. Also, a set of procedures would not best represent a statement by the Council of its commitments to affected residents, which is an important objective of the proposed policy.

In developing the proposed policy, alternative approaches to how the policy should be applied to individual estate renewal schemes were considered. Broadly, 3 approaches were considered:

- (a) Apply the statutory entitlements and relevant existing policy commitments across all schemes;
- (b) Consider the rehousing and payment commitments to residents on a scheme by scheme basis;
- (c) Apply (a) above, but consider additional discretionary entitlements on a scheme by scheme basis.

The approach set out in paragraph 5.2(a) above had been broadly adopted within the policy at appendix 2, as this provides consistency across different schemes and amongst residents from different areas. It also provides a better balance between meeting the rehousing needs of residents affected by estate renewal and other households on the Housing Register. It should be noted that the proposed policy provides consistency in key areas, such as rehousing and compensation for tenants. However, the proposed policy does provide for flexibility on a scheme by scheme basis, when dealing with the right of residents to return to the same estate, options for leaseholders and the provision when appropriate of local lettings plans.

Option (b) was rejected, because it was felt that it was important to ensure that as far as possible residents everywhere were treated consistently. Option (c) was rejected, because additional discretionary housing and payments would have a detrimental effect on remaining tenants who are not subject to estate renewal.

46. SEND HASLEMERE ROAD

The Cabinet Member for Children and Families introduced the report which provided options for future care at Haslemere Respite Centre, a current specialist unit providing respite accommodation and day services for children with disabilities or other special additional needs.

The Cabinet Member highlighted the consultation undertaken with parents and carers of current service users where Option 2[outlined at appendix 1] was favoured as this ensured local provision continued and would enable more consistent stable standards of service provision.

RESOLVED

1. To approve option 2, as set out at appendix 1, allowing the Council to commission Haslemere Road Respite Centre either under a block contract with a specialist provider, or by renting out the Centre to a specialist provider from whom the Council and parents can spot purchase beds.
2. To provide the Assistant Director of Commissioning, after consultation with the relevant Cabinet Member, with delegated authority to make the decision on whether to commission the Centre under a block contract or by renting out the Centre.

Reasons for decision

The Council had gone through a robust Commissioning Review of Haslemere Road Respite Centre, through which three options have been appraised (more details can be found in Appendix 1).

By commissioning the Centre (Option 2), the Council would ensure that:

The Centre would be commissioned to a single specialised provider, which would provide the packages of respite we need under a block contract.

Or

The Centre would be commissioned to a single specialised provider through a rental agreement of the premises, which provider would provide the packages of respite we need on a spot purchasing basis.

This option would offer the possibility of fully utilising the centre on Mondays, and Tuesdays and during the day on Wednesdays, Thursdays and Fridays.

By commissioning the centre, service users would get better Value for Money (VfM), both in terms of Quality (all the suppliers we engaged have Good or Outstanding Ofsted Ratings) and Price.

Through commissioning the Centre, the Council would keep its service local to the community, thus keeping transport costs down and families happy.

Through block-contracting, the Council would continue to be able to manage the prioritisation of cases and the acceptance criteria for the Centre's use.

Through renting out the Centre to a specialist provider the Council would:

- Have more flexibility in reviewing this provision in the future.
- Offer the supplier the possibility of having a more sustainable model, as they can develop a business model that fully utilises the asset, without relying on the Council for full funding
- Offer the possibility for other Boroughs to use the centre through spot purchasing (with the possibility of the Council receiving preferential rates from the supplier)
- Be receiving rent for the building (currently estimated at £71k per annum).
- Transferring Ofsted accountability to the new provider.

Through commissioning the Centre, the Council has the potential to address the overspend and come back to budget, in time even be able to have a surplus of cc £50k-£121k.

Under this option, the 14 staff assigned to the Centre would most likely transfer to the new provider under the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). Terms and conditions would be protected at the point of transfer. If following the TUPE transfer the new provider sought to change the contracts of the transferring staff, and the sole or main reason for its seeking to make those changes was the transfer, then unless the contracts allowed the new provider to make the changes, then :-

- the staff would need to agree to the changes; and
- The new provider would need to have an ETO reason for the changes.

- An ETO' reason is an 'economic, technical or organisational reason entailing changes in the workforce"

The maintenance of the building will remain the Council's responsibility, unless it is differently stipulated in the Contract or Rental Agreement with the supplier.

This option also offers the opportunity for the Council to plan and review the location of the Centre in the future, in line with our Regeneration objectives and the proximity to young people's homes (most being in Tottenham and Wood Green).

An Equality Impact Assessment (Appendix 5) has been carried out for the service users group and staff. It has found that the changes proposed would have a positive impact on the service user groups and little to no impact on staff.

Alternative options considered

Option 1 – Keep the Centre In-House

- By keeping the Centre in-house we would maintain the resource locally, however we would be still held to account by Ofsted on the service provision.
- Moreover, based on current costs, the Centre would be forecast to have a yearly overspend of £150k.
- The Centre would continue to be underutilised by keeping it closed Monday-Tuesday, and during the day Wednesday-Friday.
- This option cannot be recommended, as it does not change the status quo and does not improve the outcomes we seek for our children and young people with SEND.

Option 3 – Sell the Centre to a Specialised Provider at Market Value

- In this option, the Council would be selling off the building (at market value) to a private provider and would have spot purchasing packages with that provider or with other providers.
- The provider that expressed interest in buying the Centre said that they would not be using it solely for short breaks but also residential, with a 10%-90% split. As a result, we would have to spot purchase most of the beds we require from other providers.
- At the 17th of May 2016, nearby providers had only 20 beds available for the rest of the year, if we were to spot purchase from other providers. Thus, for the remaining 24 of our current service users there would be no service provision in the proximity of Haringey. Moreover, transport costs to out-of-borough providers would increase.

- Through selling the Centre, children, young people and parents would be losing a local resource to which they have become attached to.
- However, through this option, the Council could gain around £2.9m worth of capital receipts by selling the building.
- This option cannot be recommended, despite the gain in capital funding, as it would not be in the best interests of children and young people with SEND.

47. SMOKE & CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 - FIXED PENALTY SANCTION

The Cabinet Member for Environment introduced the report which set out the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 which imposed obligations on the Council to inspect premises and enforce the requirements for landlords to provide tenants with smoke detectors and carbon monoxide alarms in their premises.

It was noted that this fire protection related regulation already applied to HMO's and was now applied, through the new legislation, to all rented accommodation, including family dwellings, of which, there were a significant number in the borough.

Enforcement of this new policy would have huge resource implications for the Council. Therefore there would be a sound communications strategy to alert landlords, letting agents and tenants of the statement of principles and penalty charges process for related to these mandatory regulations. During the early stages of the communications strategy, the Cabinet Member was recommending there be limited use of the penalty fines to allow landlords and letting agents the opportunity to be informed of the new legislation and to conform to the new requirements.

The report was also recommending a sliding scale of charges applied, reflecting the type of properties in the occupancies in rental sector.

RESOLVED

1. To adopt the policy statement set out at Appendix 1.
2. To agree that Penalty Charges Notices (PCN) administered follow the Statement of Principles as set out in Appendix 3.

Reasons for decision

A penalty charge of up to £5000 can be imposed for failure to comply with a Remedial Notice served under these regulations. However, as per Appendix 3 and the guidance provided by the legislation, officers were recommending a sanction which is based on a sliding scale and an early discount for not progressing to the review and appeal stage.

In keeping with this it was recommended that each landlord should be charged accordingly based on each individual offence, thus averting any challenges by landlords or variations following First Tier Tribunal hearings.

Any penalty charge should be set at a level which is proportionate to the risk posed by non-compliance with the requirements of the legislation and which will deter non-compliance. It should also cover the costs incurred by the Council in administering and implementing the legislation. The authority has no other means of recovering the cost of remedial action than by imposition of a penalty charge.

Fire and Carbon Monoxide are two of the 29 hazards prescribed by the Housing Health and Safety Rating System and can result in death and serious injury. In the case of fire, the absence of working smoke alarms in residential premises is a significant factor in producing worse outcomes.

As previously stated, the provision of smoke detectors and carbon monoxide alarms does not place an excessive burden on a landlord. The cost of the alarms is low and in many cases they can be self-installed without the need for a professional contractor. The impact on occupiers, damage to property and financial costs resulting from a fire or Carbon Monoxide poisoning event are far out of proportion to the cost of installing alarms.

For these reasons, an effective incentive to comply with these Regulations must be set, as the enforcement of these regulations and the attributed penalty charge is the deterrent in these cases. It is understood that the imposition of the maximum potential fixed penalty charge, that being £5,000 under the regulations or the penalty proposed under our sliding scale, can present an excessive financial burden in relation to the low cost of the works. This is however balanced against the risk and the fact that all reasonable opportunity will have been given to landlords to comply with the regulations prior to any penalty charge being levied. A recipient of a fixed penalty charge has a right of appeal.

Having an effective penalty charge to act as a deterrent in these cases is being sought. It is however hoped that with an effective communications strategy in place the need to use these regulations, certainly the issuing of a Fixed Penalty Notice for failing to comply should be substantially reduced.

It is proposed that a successful communications program that targets both landlords, letting agents and tenants will reduce if not eliminate the need for Council intervention under these regulations. Informing landlords and agents of their duty and through promoting the Fire Authorities free smoke detectors we hope landlords will proactively respond to such a campaign and ensure that detectors are in place and that existing detection works.

It was also essential that the communications programme is designed in such a way that it educates tenants on their rights at the same time as empowering them to also be responsible for their own safety, to take action for themselves, to check that these measures are in place, especially at the beginning of new tenancies and to confront agents and landlords who have failed in their duty themselves before involving the local authority.

Alternative options considered

The Regulations oblige the Council to enforce them, and to publish a statement of the principles upon which it will calculate penalty charges. It is not therefore open to the authority to opt-out.

The issuing of a civil penalty is what the Regulations provide as a sanction for non-compliance. The alternative option to be considered would be to charge the maximum sanction on each occasion non compliance takes place.

The £5000 figure is specified within the regulations as the upper figure for the penalty sanction.

This is not considered appropriate; the structure of the Regulations assumes that the amount of the penalty charge will be determined by the application of stated principles, and the landlord affected is entitled to appeal to the First Tier Tribunal on the ground that the penalty charge imposed is unreasonable.

If it had been intended that a local authority should have power to impose the maximum penalty for any and every breach of the Regulations, then the First Tier Tribunal would not have been given power to reduce a charge as “unreasonable”.

The requirement to publish a statement of principles on the basis of which the charge will be calculated would be unnecessary if there were no requirement to take the circumstances of each case into account in calculation of the charge.

Furthermore, breaches of Housing legislation punishable as offences rarely attract, on conviction, a fine of the maximum available. The punishment is tailored to fit the crime. By analogy, so must the penalty charge.

48. NEW COUNCIL HOMES PHASE 1

The Cabinet Member for Housing, Regeneration and Planning was pleased to inform Cabinet that the first phase of new rented Council homes, included in the Council's new build programme, were nearing completion and would be available for social letting in September 2016. In order for the homes to be let, the Cabinet would need to agree rent levels to be applied which the report set out.

Cabinet were asked to note planned changes to the unit mix and tenure type since the programme had started, two years ago. This was due to significant changes in the housing landscape, including: decreased housing funding and income for local authorities, a 30% increase in construction inflation. This meant that the cost of this first phase of housing had increased. However instead of selling these units, the Council were keen to keep these units in their much needed housing stock .

Therefore, the rents were proposed to be set in accordance with the guidance in draft Housing strategy; for example the maximum rent levels of 70 % of market rent value for 1 bedroom accommodation instead of 80% of market value would be applied. While the rents were higher than envisaged, the levels were still in the affordability range of residents on benefits who would still be able to afford the rents.

RESOLVED

1. To approve the setting of rent levels for the Council's Phase 1 new homes in accordance with the affordable rents guidance set out in the draft Housing Strategy, as set out in paragraphs 6.13 - 6.14.
2. That the revised unit type and tenure mix as described in paragraph 6.11 and detailed in table 3 in appendix B be noted.

Reasons for decision

The Council's Phase 1 new homes were anticipated to be available in phases between September 2016 and March 2017. The Council needs to set rent levels on the properties for rent prior to their completion and availability in order to advertise the properties to prospective bidders.

Changes affecting the programme since it was originally approved mean that it will not pay back over thirty years as planned. Approval of the proposals will contribute to improving the financial viability of this phase of the Council's new build housing programme.

Alternative options considered

The option of proceeding without any changes to the planned tenure mix, unit sizes and rent levels was considered. This is not favoured because it would not increase the number of units, or improve the bedroom size mix, or make any contribution to reducing the current financial deficit on the programme.

Outright market sale of some units was considered. This option would reduce the supply of much-needed affordable homes and in addition to this, the Council has already drawn down monies from the GLA through the grant funding agreement with a commitment to deliver these affordable dwellings. Changing to outright sale is thus not considered a viable approach.

49. TOTTENHAM HALE: STRATEGIC DEVELOPMENT PARTNERSHIP

The Cabinet Member for Housing, Regeneration and Planning outlined the work to date on the Tottenham Hale Housing Zone which had involved important consultation with residents and having the underpinning Council plans in place bring forward this important regeneration .

The report was confirming a strategic development partnership with Argent Related Limited, a renowned regeneration partner that had previously worked on the Kings Cross regeneration and the regeneration of Central Manchester and Central Birmingham. They would in partnership, with the Council, take forward comprehensive delivery of a new District Centre at the heart of Tottenham Hale and a significant part of the first phase of the Tottenham Housing Zone. This was a new exciting phase for Tottenham Hale and would ensure that the areas fragmented by rail, water and roads would become connected into a single neighbourhood.

The Cabinet Member for Housing, Regeneration and Planning continued to thank the Regeneration team for their efforts in bringing forward these recommendations and further thanked the Chief Executive for his leadership in bringing this important project to fruition.

RESOLVED

1. That the Council enter into a Strategic Development Partnership Agreement with Argent Related based on the draft Heads of Terms attached in the exempt part of this report and to grant delegated authority to the Director for Regeneration, Planning and Development in consultation with the Chief Operating Officer, the AD Corporate Property and Major Projects and the Assistant Director of Corporate Governance [after consultation with the Lead Member for Housing, Regeneration and Planning and the Lead Member for Finance and Health] to agree the final Heads of Terms and the final contract.
2. That the following Council owned freehold sites shown edged in red on the plan ("Plan") in Appendix 1A be declared surplus to requirements and subject to title investigations be disposed of and for the considerations as set out in the draft Heads of Terms (attached in the exempt part of this report) Argent Related:
 1. Welbourne Centre Site
 2. 4 Ashley Road
 3. 5 Ashley Road
 4. Land to rear of 4/5 Ashley Road, along Monument Way
 5. Land at the corner of Station Road and Hale Road
 6. Tottenham Hale Bus Station, Bus Stand lands
 7. Land at corner of The Hale and Hale Road
 8. Land fronting Watermead Way to the east of Ashley Road
 9. Land to the south of Station Road, along Ferry Lane/The Hale
 10. BP Garage Site, Hale Road, Ashley Road
3. That the disposal of the Welbourne Centre site referred to in recommendation 3.2[Minute item 49 resolution 2] shall comprise both of a cash consideration and a long lease back (terms to be agreed as per recommendation 3.1 – [Minute item 49 resolution 1) to the Council of the health centre to be constructed on the site (to shell and core) and that a further report be brought back to Cabinet at a later date once an agreement has been reached with NHS England on the financial and operational arrangements for the health centre.

4. That the sales receipts from the disposals set out in recommendation 3.2[Minute item 49 resolution 2] above be used by the Council to support the provision of affordable housing within the Tottenham Housing Zone and capital projects in the Tottenham Hale DCF.

Reasons for decision

The proposed new Tottenham Hale District Centre is the first phase of the Tottenham Housing Zone and will be key to achieving long term sustainable change in the area. The aim is to provide a new mixed use development at the heart of the District Centre, along with the necessary infrastructure through a new north/south street, and to provide a new health facility.

The sites within the Strategic Development Partnership Area (see figure at section 4.3) and which will be the subject of the Strategic Development Partnership Agreement are critical to the delivery of the Tottenham Hale District Centre. The sites are held in a small number of ownerships including some owned or about to be acquired by the Council. However, in order to ensure co-ordinated and comprehensive delivery the land ownerships must be pulled together in a cohesive fashion.

Figure 1 below shows the key landowning parties, who either control or are in advanced negotiation to control, key sites.

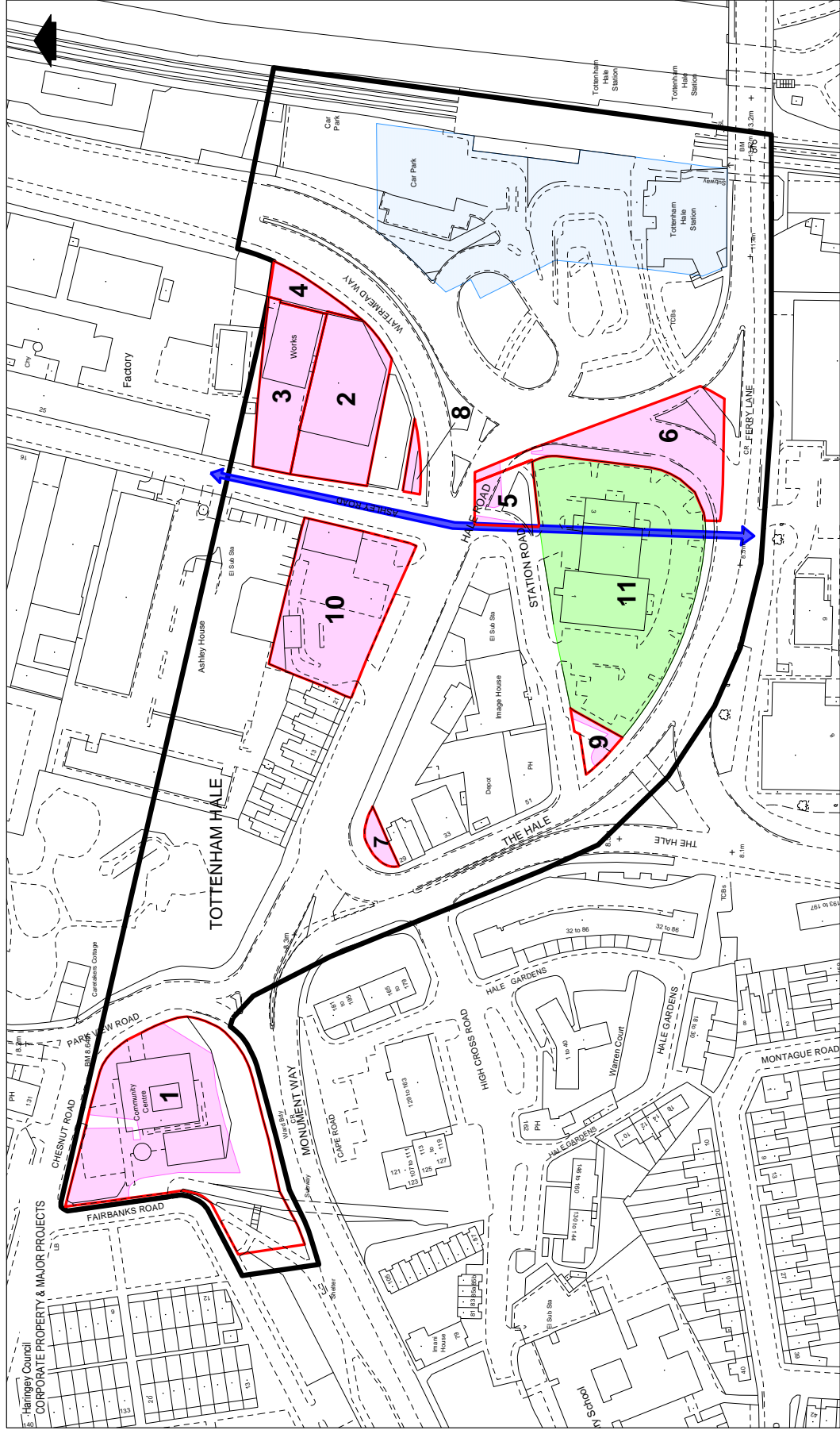
A key part of the SDP Area is the Ferry Island Retail Park (site 11) has been acquired by Argent Related. Given the significant extent of the Argent Related controlled land, it has become clear that it would not be possible to deliver on the Council's policy position (as set out in the Tottenham Area Action Plan) for a comprehensive redevelopment of this District Centre without entering into a partnership with this landowner.

In particular, it is only by entering into a partnership with Argent Related that the Council can deliver the new north-south link that will connect the Ashley Road area, through the centre of the District Centre and ultimately onwards into the Retail Park.

These two points form the core of the Council's Exclusive Right's rationale for treating solely with and entering into the Strategic Development Partnership Agreement with Argent Related.

Figure 1:[below] map of the Tottenham Hale Strategic Development Partnership Area

APPENDIX 1



APPENDIX 1

Strategic Development Partnership Area & Key Sites

- Thick black verging - Strategic Development Partnership Area
- Pink shading - Haringey Council ownership
- Blue shading - TfL ownership
- Green shading - Private ownership
- Blue arrow - DfC North-South Link

1. Former Welbourne Centre 3816m²
2. Site 4 Ashley Road 1383m²
3. Site 5 Ashley Road 958m²
4. Land rear of sites 4 & 5 Ashley Road 241m²
5. Land on SE side of junction Station Road & Hale Road 383m²
6. Tottenham Hale Bus Station, Bus stands land 1372m²
7. Land on S side of junction Hale Road & The Hale 111m²
8. Land fronting Watermead Way (E of Ashley Rd) 92m²
9. Land on SE side of junction Station Road & The Hale 173m²
10. BP garage 1877m²
11. Ferry Island Retail Park 4079m²

Scale 0 8 16 24 32 40 m

Scale 1:1250 @ A3
Overlay - Regen JAD
Plan produced by Janice Dabnelt on 20/06/2016
BVES Drawing No. A3 0379c Revision 2

It is recommended therefore that the Council enters into a Strategic Development Partnership Agreement with Argent Related as one of the key means of delivering on the vision for the comprehensive development of a Tottenham Hale District Centre as set out in the Tottenham Area Action Plan and as a key element of the Tottenham Housing Zone.

It should be noted that this would include the disposal of the Council and assets (referred to in recommendations 3.2) with the land being drawn down by Argent Related subject to specific conditions precedents being met.

In seeking to progress the development of a new District Centre at Tottenham Hale a number of options were considered (see section 5). The preferred option is to enter into a contractual partnership with Argent Related for the reasons set out in this report.

In addition, given the proximity and importance of the Over Station Development site, the Council will work with Transport for London to understand how best the site can be brought into the same or similar arrangement in due course. This will take some time, due to uncertainties generated by the emerging Crossrail 2 proposals.

Alternative options considered

The Council has long been committed to the regeneration of Tottenham Hale and it has for some time been earmarked as a Growth Area (Haringey Local Plan: Strategic Policies, Tottenham Hale Urban Centre Masterplan SPD, Strategic Regeneration Framework, and Physical Development Framework). These plans include the development of a new mixed-use urban centre, or district centre.

In deciding whether or not to enter into a Strategic Development Partnership with Argent Related, the following other options were considered:

Option 1: Minimal intervention In this option, the Council would have relied solely on the planning system to steer and control development. This option would have seen the Council disposing of its sites on the open market.

This option was discounted on the basis that it would have resulted in fragmented land ownership, an uncertain and risky outcome and would not have resulted in comprehensive, well managed development of the District Centre. In addition, this option would have not allowed for development of the substantial land interest held by Argent Related. Non-development of these areas would substantially hinder the Council's ability to deliver on the Tottenham Area Action Plan. Furthermore, this option would have resulted in a number of small parcels of land being impossible to develop.

Option 2: Council build

This option would have seen the Council taking forward direct development on each of the sites which it owns.

This option was discounted as the scale of development envisaged is substantially greater than the Council's capacity to deliver. In addition the Council lacks the expertise to deliver a complicated mixed use District Centre of this type. This option would also have resulted in the same issues identified for option 1.

Option 3: Secure a development partner for the Council sites by procurement

A third option would have seen Council (and possibly other public sector) lands put out to tender either through an OJEU procurement procedure, or through a developer framework, such as the London Development Panel.

The Council undertook soft market testing of the London Development Panel and participants. Residential developers, in particular, were interested in taking forward some sites at Tottenham Hale. While this option would have had some benefits, in particular gaining a variety of expressions of interest from the market, there were also significant shortcomings connected with this approach.

The primary reasons for discounting this option are the same as for option 1 in that the Council does not control the majority of land at the core of the District Centre and so any developer working with Council owned assets would not be able to deliver a comprehensive redevelopment of the District Centre, unless the Council were to exercise its compulsory purchase powers. Given the proportion of land owned by the Council and the presence of landowners with their own development aspirations, the CPO case was far from clear. As a result, there would have been a significant risk that this option would not help to pull in other lands into a comprehensive development and management structure and so would fail in terms of delivering a new approach to the delivery and long term management of the District Centre.

Option 4: Comprehensive approach – a Strategic Development Partnership

This approach is the preferred option and is described in greater detail in this report. The option is based on the principle of working in partnership with a key significant landowner and developer within the core of the District Centre ("SDP Area").

The land at Ferry Island Retail Park, site 11 on the Plan has been identified as key to the delivery of a comprehensive development of the District Centre (in particular the N-S link) and was acquired on 8th June 2016 by two subsidiary companies which are holding the site in trust for a subsidiary of Argent Related. As a result, the partnership arrangement has been negotiated directly with Argent Related (as the holding company) on the basis that the Exclusive Rights exemption applies in this case.

This exemption relies on the characteristics of Argent Related's land ownership within the SDP Area and its importance to delivering the comprehensive approach envisaged by the Tottenham AAP. Working with the Council, Argent Related will be in a position to deliver on the Council's ambitions to bring forth both the comprehensive delivery described in the Tottenham Area Action Plan, but also the long-term and coordinated approach to maintenance and management envisaged by Hale District Centre Framework. Neither other land owner, nor any of the other options considered above will ensure the delivery of the comprehensive redevelopment required.

50. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following meetings:

- Corporate Parenting Advisory Committee - 4th April 2016
- Cabinet Member Signing on the 21st of June 2016

51. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note the significant and delegated decisions taken by directors in June 2016.

52. NEW ITEMS OF URGENT BUSINESS

There were no items of urgent business to consider.

53. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under Schedule 12, Paragraph 3 and 5 of the Local Government Act 1972.

54. TOTTENHAM HALE STRATEGIC DEVELOPMENT PARTNERSHIP

As per item 49.

55. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR:

Signed by Chair

Date

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Report for: Cabinet 13th September

Item number: 9

Title: 2016/17 Quarter 1 (to June 2016) Financial Report

Report

Authorised by: Tracie Evans – Chief Operating Officer

Lead Officer: Anna D'Alessandro, Interim Deputy CFO

1. Describe the issue under consideration

- 1.1. This report sets out the 2016/17 Quarter 1 financial position; including Revenue, Capital, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG).

2. Cabinet Member Introduction

- 2.1. This report provides an update on the projected financial position of the Council for 2016/17 as at Quarter 1 (April-June 2016). It covers significant operating and capital revenue variances and has been compiled on a forecast full-year basis.
- 2.2. Overall, at Quarter 1 the Council is projecting a **full-year deficit/overspend** of c£28m for 2016/17.
- 2.3. Of this c£28m overspend, a significant proportion (£25.7m) resides in the areas which continue to face significant demand pressures: Adults (£12.2m), Children's (£6.1m) and Temporary Accommodation (£7.4m).
- 2.4. The significant increase in demand and therefore the cost for the Council's acute services is outstripping actions being taken to manage costs down and income up. Managing to reduce budget levels is essential to produce a balanced financial position at the end of the year and prevent a worsening position for next year. This position has been aggravated by legislative changes in the welfare and housing and reductions in the healthcare funding across Local Authorities and the NHS. The worsening of the budget forecast through the first months of the financial year continues to be an increasing risk and concerted action is being taken to manage this.
- 2.5. We anticipated that we would have significant financial pressures over the period of the corporate plan and have put into place in-year mechanisms to manage the risks arising. We have also built a reserves position that will allow us to cushion the impact of these risks over the next financial period.
- 2.6. In order to manage the in year risks, targeted action is being taken to address the overspend. This includes a number of spend reduction mechanisms which are being overseen by The Leader, myself as cabinet member for Finance, the Chief Executive and the Chief Operating Officer (COO).
- 2.7. It is important to ensure that our planned programmes of transformation approved as part of the Corporate Plan in 2015-2018 continue to be implemented so that we are able to deliver on the ambitious outcomes for our

residents. Without these, the increases in demand that we are seeing will require further budget reductions. The Council has built solid reserves and these will need to be promptly applied to see us through a challenging year.

3. Recommendations

That Cabinet:-

- 3.1. Consider the report and the Council's 2016/17 Quarter 1 financial position in respect of revenue and capital expenditure;
- 3.2. Note the risks and mitigating actions identified in this report in the context of the Council's on-going budget management responsibilities;
- 3.3. Endorse the measures in place to reduce the overspend in service areas; and
- 3.4. Approve the virements over £250k in Table 1 - **Appendix 1** and note other virements; and

4. Reasons for decision

- 4.1. 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.

5. Alternative options considered

- 5.1. This is the 2016/17 Quarter 1 Financial Report as such there are no alternative options.

6. Background information

- 6.1. This is the first Financial Report to Cabinet for the 2016/17 financial year covering both Revenue and Capital. This is a quarterly report covering the period April to June 2016.

2016/2017 Quarter 1 - Key Messages

- 6.2. Overall, at Quarter 1 the Council is projecting a full-year deficit/overspend of c£28m for 2016/17 in its revenue position. This presents a significant risk to the Council's financial position.
- 6.3. Of this c£28m overspend, £25.7m resides in demand-led areas including; Adult Social Services (£12.2m), Children's Services (£6.1m) and Temporary Accommodation (£7.4m). These areas represent the Council's most acute services and where demand for these services is outstripping the Council's ability to reduce spend or increase income at a fast enough pace to deliver a balanced budget. The risk of significant overspend at the end of the year places additional pressures on our reducing budget in the next two financial years and impacts on our ability to cover future pressures from reserves.

Table 1 below identifies the Quarter 1 (to June 2016) revenue financial position and variance to budget. This is supported by detailed variance analysis and mitigating actions.

Table 1: Forecast Outturn Variance as at Quarter 1 (June 2016)

	2016/17 Revised Budget	Forecast Outturn at Quarter 1	Forecast Variance Quarter 1
	£'000	£'000	£'000
Leader and Chief Executive	2,835	2,835	0
Deputy Chief Executive			
Adult Social Services	73,267	85,441	12,174
Children and Young People	47,039	53,123	6,084
Public Health, Commissioning & Other	18,578	18,667	89
Deputy Chief Executive Total	138,885	157,232	18,347
Chief Operating Officer			
Housing General Fund	5,251	12,644	7,393
Commercial & Operation Services	36,569	37,534	965
Other (SSC, Customer Services etc)	13,555	13,922	367
Chief Operating Officer Total	55,376	64,101	8,725
Regeneration, Planning & Development	18,280	18,107	(173)
Total for Service Areas	215,376	242,275	26,899
Non Service Revenue	18,973	18,973	0
Contract Procurement Savings		1,060	1,060
TOTAL	234,349	262,308	27,959

6.4 Work to manage costs in the demand-led areas continues to progress at pace. These focus on the acceleration of transformation activities which will help manage demand and reduce costs in an attempt to significantly reduce the overspend along with a number of in year corporate cost reduction mechanisms which includes;

- Further reduction in agency and interim staff
- Increased pace on restructures
- Periods of enforced agency and interim staff leave
- Not filling vacant posts
- Further reduction in agency and interim staff
- Blocking purchasing categories on the system to prevent purchases of non-essential items
- Asst Directors signing off all purchases

6.5 At Quarter 1, the Capital programme is forecasting an underspend of £24m, against a budget of £191m. There was a technical budget adjustment in Quarter 1 to reduce the approved budget of £198 to £191m as a result of scheme re-profiling.

The profile adjustments of £7.3m to the 2016/17 programme reflect the approved programme expenditure that is now expected to take place in future years. The adjustments made are; aids and adaptations budget £1.3m; enabling budgets for Business Improvement and ICT investment £4m; and High Road West leaseholder budget £2m.

Appendix 1 sets out a virements table showing movements to approved budgets.

6.6 Analysis of Pressures

6.6.1 Leader and Chief Executive (balanced budget)

Whilst these budgets are balanced, the in year spend reduction mechanisms are being applied.

6.6.2 Deputy Chief Executive (c£18m overspend)

Adults (£12.2m overspend)

Overall, the Adults Social Care budget is projecting an overspend position of £12.2m.

This is an area of corporate focus and there are a number of pieces of work being delivered to help manage spend in this area notwithstanding the implementation of corporate spend reduction mechanisms. Adults is currently prioritising transformation work which will focus on reducing demand at the front door, working more effectively with Health and accelerating reviews of existing clients. At present most of the savings measures in place, while being at a level consistent with MTFs savings targets, are simply offsetting continued demand in the service, and hence the service is continuing to show an overspend. Work is on-going however to identify further areas of cost reduction.

The areas of pressure are:

- Care Purchasing (£10.5m overspend)** – The care purchasing spend is based on actual open cases at 1st April 2016, forecast new cases during the year at 2015/16 levels of activity, less the natural rate of closed packages during 2015/16. The forecast cost of this has taken into account the expected impact of all the transformation projects in 2016/17 to produce a variance of £10.5m.
 These forecasts already factor in a fair assessment of the likely impact of existing savings measures.
- Learning Disabilities (£1.3m overspend)** - There has been slippage in delivering savings in the reconfiguration of Day Opportunities for Learning Disabilities clients. These have been complex projects involving closures of establishments, redesign of remaining services and case-by-case consideration of how the needs of clients will be met within the new service. The new arrangements are now planned to be in place by the final quarter of 2016/17.
- Osbourne Grove (£0.4m overspend)** - There is slippage of £0.2m from 2016/17 to 2017/18, in addition to budget pressures of £0.2m on this service, which is on a worsening trajectory.

Children and Young People (£6.1m overspend)

Overall, the Children's Services budget is projecting an overspend of £6.1m at Quarter 1. This area continues to implement its programme of transformation and is engaging in the Council's spend reduction mechanisms. The overspend is accounted for as follows:

- **Social Care Placements (£2.2m overspend).** Savings targets set for this budget have not been met with spending running at £1.2m higher than the budget. The social care placements model has reflected a further worsening by £0.9m in the forecast position because of the continuing increases in new Looked After Children and their cost profile. While the placements model is working on the basis of an average of 13.5 new LAC per month, the average in first quarter of 2016/17 has been 18.3 and overall numbers of LAC have risen from their low of 406 on 1st April 2016 to 424 on 1st July 2016.
- **Social Care Workforce (£2.1m overspend).** Savings of £2m have been allocated so far, with a further £1.6m savings to be allocated in 2017/18. Plans for workforce restructuring have slipped from 2015/16 and they are £0.2m behind schedule, with a new structure expected to be in place by Autumn 2016. Efforts are being channelled currently into managing the immediate workforce restructuring, and consideration is being given to reducing case numbers and delivering further savings in this area.
- **Social Care - Other non-staffing (£0.4m overspend).** For No Recourse to Public Funding (NRPF), numbers of families being supported have recently reached 50. Work continues with the dedicated Home Office support worker to review cases and progress to a conclusion in order to manage this number down.
- **SEND (£0.5m overspend).** The Special Educational Needs (SEN) transport budget is showing an overspend of £0.2m and respite services for disabled children are predicted to overspend by £0.3m. Management action is being developed to address both of these issues.
- **Other Children and Young People Service (£0.9m overspend).** There is a technical overspend on the DSG budget which has been an issue for a number of years resulting in an impact on the General Fund of £0.9m.

Further Action

Children's have a number of demand management and spend reduction activities in place to manage the deficit position. Cabinet will be updated at the next meeting on proposals.

6.6.3 Chief Operating Officer (£8.7m overspend)

Housing General Fund (£7.4m overspend)

The Housing General Fund budget is projecting an overspend of £7.4m. This is the result of pressures on the Temporary Accommodation (TA) budget and the supply of suitable and affordable accommodation with an increased reliance on emergency accommodation although demand has also increased. Both

demand for TA and the cost of provision are expected to continue rise in 2016/17. The housing market conditions in London make mitigating actions particularly difficult however a number of mitigating actions have been identified and are being implemented through the delivery of a recovery action plan from Homes for Haringey which is being monitored by the Priority 5 Board.

Commercial and Operations (c£1m overspend)

The Commercial and Operations budget is forecasting c£1m overspend, largely due to the non-achievement of planned savings relating to the disposal of corporate property. There are savings of £0.7m in Traffic Management relating to new ways of delivering Parking Enforcement, and Street Lighting LED will also not be achieved. It is expected, however that in year mitigations will be found to offset this overspend and that this forecast will reduce in the next period.

Other (Total c£0.3m overspend -Customer Services)

Customer Services is projecting a £0.3m overspend to year-end due to slippages in the restructure from an estimated start date of April 2016 to November 2016. There are options to mitigate this overspend being considered by the COO.

6.6.4 Director of Regeneration and Planning (£0.2m underspend)

This Service is currently forecasting a £0.2m underspend mainly in the Planning Service exceeding it's income profile for 2016/17.

6.6.5 Contract Procurement Savings (£1.1.M under-achievement)

Within the Medium-Term Financial Strategy there is an expected c£1.9m savings in contract costs over 2015/16 and 2016/17. Projections at Quarter 1 show savings of £0.84m being achieved and therefore a forecast position at year-end of £1.1m. However, it is expected that the savings will ramp up in 2017/18 as the benefits of the implementation of the Dynamic Purchasing System (DPS) are felt. There is also an opportunity to trade the DPS tool/service to other boroughs, which have not yet been costed or forecast, but we are currently speaking to other authorities to gain interest.

The main contributing factors to the achievement of the £0.84m are:

- Good progress towards the implementation of the DPS for Adults Social Care and Temporary Accommodation of £0.6m; and
- Progress on the implementation of the new operating model for temporary and permanent recruitment, £0.2m.

6.6.6 Housing Revenue Account (HRA)

At present the HRA is forecast to break even at Quarter 1.

6.6.7 Dedicated Schools Grant (DSG) Table 2 below, sets out the overview of the net expenditure and DSG plans and forecasts for 2016/17, as at Quarter 1. There is a variance of £0.9m arising from overspends in the budget. Beyond that, the DSG budgets for Children and Young People with Additional Needs is showing a projected overspend of £1.4m in the areas related to children with high needs. Much of the action necessary to identify compensating under-

spends is being pursued through a sub-group of the Schools Forum. In the medium to long term alternative provision will be developed which will result in a phased transition to cheaper, better, and more local provision.

Table 2: Statement of DSG Income and Expenditure Quarter 1, 2016/17

	Budget			Forecast			Variance		
	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net	Net Expenditure (excluding DSG)	DSG Income	Net
Service	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools and Learning	152,514	-152,514	0	152,514	-152,514	0	0	0	0
Children Services	24,679	-25,558	-878	26,060	-26,060	0	1,381	-502	878
Commissioning	10,279	-10,279	0	10,279	-10,279	0	0	0	0
Total	187,473	-188,351	-878	188,854	-188,853	0	1,381	-502	878

Quarter 1 Capital Expenditure Position

6.7.1 At Quarter 1, the capital programme is forecasting an underspend of £24m, shown in Table 3 below.

Table 3: Capital Expenditure Projection – June 2016 (Quarter 1)

Priority	Revised Budget £'000	Forecast as at Quarter 1 £'000	Projected Variance £'000
Priority 1 - Childrens	15,132	11,889	(3,243)
Priority 2 - Adults	3,784	3,784	0
Priority 3 - Safe & Sustainable Places	15,949	17,189	1,239
Priority 4 - Growth & Employment	63,464	47,943	(15,521)
Priority 5 - Homes & Communities	26,673	24,493	(2,180)
Priority 6 - Enabling	6,914	2,697	(4,217)
Total General Fund	131,917	107,995	(23,922)
HRA	59,549	59,549	0
Total Capital Programme	191,466	167,544	(23,922)

6.7.2 At Quarter 1, there was a budget adjustment of £7.3m against the approved budget bringing the total budget to £191m in 2016/17.

The risk assessed Quarter 1 challenge has identified a number of schemes where the full budget for 2016/17 is unlikely to be required because programmes are still at an early stage of development and the exact profile of expenditure has not been agreed. This initial challenge has therefore been used to adjust budgets where significant in year underspends were already showing. These profile adjustments reflect approved programme expenditure that is now expected to take place in future years and constitute £7.3m of the 2016/17 programme. The main adjustments that have been made are: aids and adaptations budget £1.3m, enabling budgets for Business Improvement and ICT investment £4m and High Road West leaseholder budget £2m

6.7.3 Other major variances within each Priority are as follows:

- **Priority 1** – The Schools Capital Programme is currently projecting an underspend of £3.2m. A budget set aside to fund emergency temporary expansions is not likely to be required in the current year as sufficient primary school places currently exist within Haringey.
- **Priority 3** - - TfL funded schemes are currently over budget by £3.3m, once TfL grant allocations have been confirmed, expenditure is expected to be on budget. CCTV Control room refurbishment, £2.1m underspend which is unlikely to be required until 2017/18, because of delays in the delivery of the depot relocation to Marsh Lane.
- **Priority 4** – Overall underspend is c£15m. The Wards Corner compulsory purchase order is expected later than anticipated. Most of the acquisitions are now likely to take place in 2017/18 (£8m). White Hart Lane public realm, main works expected to commence 2017/18 (£1.9m), Ashley Road/Marsh Lane Depot relocation, £5.1m underspend due to slippage of 9 months on the programme.
- **Priority 5** – CPO's underspend £0.5m as there are unlikely to be any this financial year. Housing In Fill £1.7m underspend as scheme is scheduled to be completed in 2017/18.
- **Resources Priority** – An overall underspend of £4.2m, comprising IT (£1.2m) pending the approval of new projects at Resources Board, Customer Services (£0.7m) due to reduced team and hardware/software costs, IT Infrastructure Programme (£0.6m) as projects are currently being scoped and BIP (£1.7m).

6.7.4 Five-Year MTFS and Budget Setting Process

The impact of Public Sector Reform and on-going funding reduction on the financial stability of the Council will be considerable. The Council, as predicted, is already seeing the strain of increased demand impacting on overall budget positions and the implementation of business rates devolution will impact further. It is vital therefore that the Council reviews its financial forecasting over the next five years taking into consideration demand trends but also predictions on expected growth.

To this end, work has begun to analyse all inputs into the five year MTFS process for both the income and expenditure side, including modelling of demand/growth pressures and income including business rates and council tax through the month of August.

It is expected that a 2017- 2022 MTFS will be presented for approval to Cabinet and consultation in December followed by Scrutiny Committee consideration during January with a final MTFS being presented to Council in February 2017.

7. Contribution to strategic outcomes

Adherence to strong and effective financial management will enable the Council to deliver all of its stated objectives and priorities.

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

8.1 Finance

The whole report concerns the Council's financial position.

There is a significant risk of overspend that has been identified in this report and the COO, as part of the Leadership Team, has implemented a number of processes to reduce the organisational expenditure. The cost reduction measures will be monitored to ensure that they are having the desired impact on reducing expenditure. It is important also to ensure that the impact of the cost reductions on service delivery are minimised and these will be subject to monitoring by Corporate Priority Board.

8.2 Legal

Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its expenditure and income against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation. This could include, as set out in the report, action to reduce spending in the rest of the year.

The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.

8.3 Equalities

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- 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.

This report provides an update on the current position in relation to planned MTFS savings and mitigating actions to address current overspends. Given the impact on services of savings targets, all MTFS savings were subject to equalities impact assessment as reported to Full Council on 23rd February 2015.

Any planned mitigating actions that may have an impact beyond that identified within the MTFS impact assessment process will be subject to new equalities impact assessment.

9 Use of Appendices

Appendix 1 – Virements Tables

10 Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

- Periods 1-3 Monthly Financial Report

For access to the background papers or any further information please contact Anna D'Alessandro – Lead Finance Officer.

Virements Tables

Table 1 - Proposed virements for Cabinet Approval (over £250k)

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
2	GOV / RPD	Rev	252	252	Budget Transfer	Transfer of Local Land Charges from Legal Services to Planning
5	Electoral Services	Rev	752		16/17 Electoral Service Budget	Setting up the 16/17 Grants & Exp Budgets for Electoral Services
5	COO/OPS	Rev	781		Reflect approved MOPAC budget allocation onto SAP	MOPAC -Allocation of 5 MOPAC project budgets and grant. Drug intervention £321K, integrated gangs £245k, Targetted support £24k, Offenders £88k, domestic violence £103k
5	COO/OPS	Cap	(2,617)		Reverse provisional TfL budget allocation	Reversal of TfL provisional allocation Capital and Revenue schemes in order to post the revised budget allocations for 16/17
5	COO/OPS	Cap	3,150		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Bridges capital programmes - Station Road £100k and Wightman Road bridges £3,050k allocation.
5	COO/OPS	Cap	1,635		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Corridors/ Neighbourhoods capital programme - Tottenham Hale, Hornsey Park, Cycling and Walking schemes, Local Safety Schemes, Traffic Calming and Management & Bus Stop Accessibility.
5	COO/OPS	Rev	490		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Corridors/ Neighbourhoods revenue programme - Freight strategy initiatives, Cycle training, Smarter Travel.
5	COO/OPS	Cap	444		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Principal Roads capital programme - Turnpike Lane N8, Tottenham Lane N8 and Priory Road N8.
5	COO/OPS	Cap	264		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Major Scheme (capital) - White Hart Lane N17.
5	AH	Rev	500		Allocate 2015/16 Care Act funding	Allocation of Care Act Funding 2015/16 to care purchasing
5	AH	Rev	820		Part of £1.2m added to central inflation provision to be allocated for identified pressures	Care Act Funding 2016-17
5	AH	Rev	1,710		Additional yield of £1.7m from the proposed 2% Adult Social Care precept would be added to the Adult Social Care budget	Allocation of Social Care Precept 2016-17
5	AH	Rev	1,023		Re-align salary structure	Adults Salary Structure Rebase
5	AH	Rev	1,796		Better Care Fund 1617	Allocation of Better Care Fund 1617 to appropriate cost centres
5	CY	Rev	680		Allocation Troubled Families Attachment fee	Allocation of 16/17 troubled families Attachment fee

Table 2 - Virements for Noting (Technical Virements)

Virements						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
1	ALL	Rev	44,061		Corporate Overheads Budget	2016/17 Corporate Overheads Upload
3	ALL	Rev	99	99	Centralisation of budget	Learning & Development Budget Centralisation 2016-17
4	ECS / PRTY	Rev	968		Corporate Overheads Realignment	Corporate Overheads Realignment from ECS to PRTY
4	ALL	Rev	4,552	4,552	Internal Budget Upload	Realignment of 15/16 Internal Legal Budget (done as a one-off in 15/16 instead of permanent)
4	ALL	Rev	4,158	4,158	Internal Budget Upload	Realignment of 16/17 Internal Legal Budget
5	COO/OPS	Rev	100		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Borough Cycle Programme revenue schemes - Cycle Training, Safer Lorries and Vans, Safer Urban Driving, Cycle Grant for Schools, staffing costs
5	COO/OPS	Cap	80		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Local Transport Funding - Car Club Infrastructure, Electric Vehicle Charging and Green Lanes Traffic Mgt Review
5	COO/OPS	Cap	55		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Mayor's Air Quality programmes
5	COO/OPS	Cap	45		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - Borough Cycle Programme capital works - Cycle parking
5	COO/OPS	Rev	20		Reflect approved current TfL budget allocation onto SAP	TfL ALLOCATION - LTF - Haringey Community Transport
5	COO/OPS	Rev	3	3	Realign legal budget in Coroners	Realignment of non ringfenced legal budget in Coroners Service
5	HR	Rev	95	157	Re-align salary structure in HR	Realignment journal for HR
5	PH	Rev	21,278	21,278	Move PH Grant to Core Grants	Move PH Grant out of the PH service and into Core Grants
5	HR	Rev	1015	1015	Budget Allocation of HfH Staffing and HR support staffing costs	Allocation of funding for HfH staff transferred into the SSC and HR support staff

Table 3 - Transfers from Reserves (Cabinet approved Transfers To/From in June)

Reserves						
Period	Service/AD Area	Rev/ Cap	Amount current year (£'000)	Full year Amount (£'000)	Reason for budget changes	Description
4	HR	Rev	722		Transformation Budget	Modern Reward Programme & Transformation
5	Electoral Services	Rev	51		15/16 Carry forward	Transfer from Reserves, IER Unspent Grant
5	PMO / BIP	Rev	274		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (BIP)
5	PMO / Corporate Prog	Rev	65		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (Corporate Programme)
5	P2P	Rev	97		15/16 Carry forward	Transfer from Reserves, Unspent Transformation budget (P2P)
5	SSC/ Benefits	Rev	9		15/16 Carry forward	DWP HB Backate Grant 1516 Drawdown
5	SSC/ Benefits	Rev	130		15/16 Carry forward	DWP FERIS GRANT 1617 Drawdown
5	SSC/ Benefits	Rev	21		15/16 Carry forward	DWP RTI GRANT 1617 Drawdown
5	SSC/ Benefits	Rev	12		15/16 Carry forward	DWP RTI GRANT 1516 Drawdown
5	CUS	Rev	149		15/16 Carry forward	CSTP 15/16 c/f Reserve Drawdown
5	CUS	Rev	101		Drawdown of Capital allocation	CSTP 16/17 Reserve Drawdown Capital Alloc
5	CM	Rev	71		15/16 Carry forward	Cultural Strategy
5	CY	Rev	128		15/16 Carry forward	PBR Troubled Families
5	HR	Rev	233		15/16 Carry forward	WF Plan c/f from 15/16
5	HR	Rev	92		15/16 Carry forward	MRP c/f from 15/16
5	HR	Rev	31		15/16 Carry forward	Tier 3 Support Bid c/f from 15/16

Other Financial Accountabilities
Virements – Revenue and Capital

- 5.27. The Council controls approved budgets and transfers of budgetary provision (i.e. virements) giving consideration to gross expenditure and income, net expenditure and service area cash limits.
- 5.28. The **Section 151 Officer** may authorise virements between service areas for technical reasons, e.g. central support cost allocation, capital charges such as depreciation, FRS17 adjustments. Such adjustments will be reported in the budget monitoring reports to **Cabinet**.
- 5.29. **Directors** must submit appropriately completed virement pro-formas to Corporate Finance for formal ratification and subsequent adjustment of approved cash limits.
- 5.30. All virements must be recorded on the Council's main accounting system.

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PART 4 – RULES OF PROCEDURE
Section I – Financial Regulations

Virements – Revenue

- 5.31. All changes in gross expenditure and/or income budgets, between or within service areas are to be approved as a virement in accordance with the below thresholds:
- (a) Up to £100,000 by the relevant **Director(s)**, and reported to the relevant **Head of Finance**;
 - (b) £100,000 up to £250,000 by the **Section 151 Officer** following referral from the relevant **Director(s)** and where it has been determined by the **Section 151 Officer** that there is no change to Council policy;
 - (c) £100,000 and above involving a policy change; or any other virement of £250,000 and above, by the **Cabinet**.

Virements – Capital

- 5.32. All changes in gross expenditure and/or income budgets within service areas, including additions, are to be approved as a virement in accordance with the below thresholds:
- (a) Up to £250,000 by the **Section 151 Officer** following referral from the relevant **Director(s)**;
 - (b) £250,000 and above, by the **Cabinet**
- 5.32A Any changes between service areas are to be approved by Cabinet and are a Key Decision in accordance with Part 5 Section C of the Constitution

Treatment of year-end balances

- 5.33. The **Section 151 Officer** will consider requests to carry forward underspends at year-end before approval by the **Cabinet**. The **Section 151 Officer** will also consider whether any overspends at the year-end on service budgets should be carried forward before approval by the **Cabinet**.

Report for: Cabinet

Item number:

Title: S.75 Partnership Agreement between Haringey Council and Haringey Clinical Commissioning Group

Report

authorised by : Zina Etheridge, Deputy Chief Executive

Lead Officer: Charlotte Pomery, Assistant Director - Commissioning

Ward(s) affected: All

Report for Key/

Non Key Decision: Key decision

1. Describe the issue under consideration

1.1 Haringey Council (the Council) and Haringey Clinical Commissioning Group (the CCG) are proposing to implement a model of commissioning and pooled budgets supported by a partnership agreement under S.75 of the National Health Services Act 2006. The partnership agreement sets out shared outcomes and objectives, and contains detailed schedules enabling:

- i. Lead commissioning for specified care groups
- ii. Pooled budgets for specified care groups

1.2 Whilst the initial focus is predominantly adult services, the partnership agreement will act as a framework and is designed to enable schedules to be added for other care groups, including children's services, as required.

2. Cabinet Member Introduction

2.1 I welcome the development of this partnership agreement which will underpin the increasingly strong joint working arrangements between the CCG and the Council.

2.2 Residents have told us on a number of occasions that joined up health and care matter to them and can improve their experience and outcomes. We are under no illusions locally about the significant challenges faced across our health and care economy – it is by working together that the Council and the CCG can best ensure that we optimise the use of our shared resources and deliver the most impact.

2.3 I am fully supportive of the approach being adopted which sets out the nature of the strategic partnership and takes a phased approach to implementation to best enable local residents to benefit.

3. Recommendations

3.1 Cabinet is asked to:

3.1.1 Approve the S. 75 Partnership Agreement between the Council and the CCG which provides for:

- a) Lead commissioning and the establishment and maintenance of pooled fund for the commissioning of learning disability services for eligible adults resident in Haringey;
- b) Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of mental health services for eligible adults resident in Haringey;
- c) Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of older people's services, including those services identified in the Better Care Fund 2016/17, for eligible adults resident;
- d) Joint commissioning and the establishment and maintenance of a pooled fund for the commissioning of children and adolescent mental health services for the residents of the London Borough of Haringey;
- e) Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of the Independent Domestic Violence Advocacy Service and the Identification and Referral to Increase Safety Service for eligible adults resident in Haringey.

3.1.2 Delegate to the Deputy Chief Executive, in consultation with the Chief Operating Officer and the Cabinet Member for Finance and Health, the authority to finalise and agree the draft S.75 Partnership Agreement between the Council and the CCG which is attached as Appendix 1.

4. Reasons for decision

4.1 There has been previous work on developing joint commissioning across the CCG and the Council and recently there has been an appetite for working up proposals for greater integration at pace and scale. To this end, the Council and the CCG are now proposing to implement strategic plans for more integrated commissioning through the establishment of a partnership agreement, under s. 75 of the National Health Services Act 2006.

4.2 The proposals support a shared vision for integration of the commissioning activities of the CCG and the Council through a transformational approach which enables the shared strategic objectives of a shift towards community based provision; greater involvement of residents in their care and treatment; a focus on enablement and person centred provision; and the active promotion of independence to be achieved within an efficient, value for money framework.

4.3 Local residents have frequently called for greater integration of health and care arrangements locally to support a better experience and to improve outcomes. The proposals set out in this report and draft partnership agreement are designed to improve services to local residents but focus on arrangements for pooling funding and integrating commissioning. Whilst these arrangements will create greater efficiencies and a more joined up approach, they will not directly

affect or change models of service delivery and consultation has not been undertaken on the detail of the s. 75 partnership agreement at this time.

- 4.4 Alongside the work to develop more fully integrated partnership arrangements in Haringey, the wider health and care landscape has been undergoing significant reshaping in light of the development of the NHS led Sustainability and Transformation Plan for North Central London (a footprint covering Barnet, Enfield, Haringey, Camden and Islington). The Plan requires planning and transformation of the health and care landscape across the five borough area but also requires articulation of integrated models locally to ensure that arrangements for commissioning and budgets meet local need, based on local requirements and existing local plans. The draft s. 75 Partnership Agreement supports this approach.
- 4.5 By implementing the partnership agreement in a phased way, focusing on different care groups, the CCG and the Council together will have the flexibility to respond to changing need and to focus on areas of greatest need, demand and pressure.

5. Alternative options considered

- 5.1 Consideration was given by officers to containing the joint working between the CCG and the Council within the scope of the current arrangements for joint working, which are concentrated around the Better Care Fund. This approach, however, fails to respond to the changes in the wider health and care landscape and restricts fully joined up working to areas of provision largely for older people.
- 5.2 Consideration was also given to immediate implementation of the approach across all adults services but this was felt to leave both the CCG and the Council open to uncertainty and some level of risk.

6. Background information

- 6.1 The s. 75 Partnership Agreement presented for approval offers the opportunity for the CCG and the Council to work together in a more joined up way – commissioning on behalf of each other as appropriate from fully pooled budgets which can be deployed to meet local resident need. By implementing the partnership agreement, the CCG and the Council will be using their resources in a truly joined up way to address local need, to shape local provision and to manage local demand. This is a significant development, setting out an ambitious approach, across considerable areas of commissioning activity and spend with high levels of impact for local residents and provision.
- 6.2 There is a high degree of synergy between the outcomes and objectives sought by the Council and the CCG for local residents, as demonstrated in the Corporate Plan and the CCG Operational Plan. In addition, both organisations are facing significant financial and demand pressures, both now and for the foreseeable future, which it is agreed cannot be addressed by continuing current activities or delivering a slight reduction in current activity. Both organisations have already committed to working together in a genuinely

integrated way to achieve better outcomes for residents and to achieve cost efficiencies in our approach.

Proposed partnership arrangements – vision and outcomes

- 6.3 This partnership agreement in the first instance sets out the nature of the partnership between the Council and the CCG and the shared vision and key outcomes for integration which the partners, on a number of occasions, have attempted to articulate. These outcomes include the following key strategic areas:
- 6.3.1 Improved health and care outcomes for local residents: the aims are to increase healthy life expectancy for all residents; help to maintain independence for longer; improve wellbeing and quality of life; establish prevention and early intervention; deliver re-ablement; implement an enablement approach
- 6.3.2 Improved health and care experience for local residents: the aims are to enable everyone to have more control over the health and social care they receive, for it to be centred on their needs, more joined up and delivered closer to home wherever possible, with high quality continuity of care
- 6.3.3 Optimal impact of joined up resources: the aims are to align spending to ensure funding is sustainable and focused on the things which have greatest impact; plan effectively; commission for outcomes; achieve economies of scale; reduce duplication and increase efficiency; share intelligence; focus on delivery
- 6.3.4 Market shaped to deliver for Haringey residents: the aims are to stimulate and shape the local health and care economy to deliver the best outcomes for local residents; increase leverage; maximise influence; embed quality assurance; benefit from economies of scale
- 6.3.5 Increased local accountability: the aims are to ensure that services are accountable to local residents and that desired outcomes are met through local interventions
- 6.3.6 Strengthened local health and care economy: the aims are to build stability; focus on excellence; develop a commissioning culture
- 6.3.7 Effective and efficient use of joint corporate resources to improve outcomes: the aims are to enable a healthier society with healthier choices, where all aspects of civic life contribute to health and wellbeing outcomes, through prevention and early intervention and strong partnerships with primary care

Proposed partnership arrangements – commissioning

- 6.4 Within this context and in response to the support from stakeholders the Council and the CCG have worked together to develop the overall model. This is based on integrated commissioners working to the shared objectives of the CCG and the Council, each supported by a pooled budget. Whilst the plans initially cover learning disabilities, adult mental health, CAMHS, elements of domestic violence and the work contained within the scope of the Better Care Fund, it is envisaged that other areas of commissioning activity across the

Council and the CCG will be covered by the partnership agreement in future, such as elements of children's services.

6.5 Whilst integrated commissioners could either be lead or joint commissioners, lead commissioning has been identified as the preferred model. Lead commissioners will be employed and managed by either the Council or the CCG but act on behalf of both the CCG and the Council and be accountable to both at Board level. The s. 75 agreement as drafted allows for the CCG to lead commission on behalf of the Council or for the Council to lead commission on behalf of the CCG with appropriate governance. In effect, one organisation delegates the exercise of its responsibilities (not those responsibilities themselves) to the other organisation. Each organisation will take a lead role on behalf of the other in specific areas. This is to ensure shared strategic commissioning and specifications, best use of stretched commissioning resources and ownership of integrated working across the whole system.

6.6 The proposed plan for the first tranche of integration is as follows:

6.6.1 Learning Disabilities: the lead commissioning role will lie with the Council in line with Valuing People.

6.6.2 Mental Health: the lead commissioning role will lie with the CCG given the significantly higher spend of the CCG as compared with the Council in this area.

6.6.3 Long Term Conditions and Older People (incorporating the existing Better Care Fund): the lead commissioning role will have yet to be agreed, subject to further discussion about the impact of recent changes for the configuration of the CCGs locally.

6.6.4 Violence Against Women and Girls: the lead commissioning role for domestic violence will lie with the Council in line with the strategic lead for this area.

6.6.5 Child and Adolescent Mental Health Services (CAMHS): the proposal is to continue this as a joint commissioning role as currently set up as it is integrated with the local approach to children with special educational needs and disabilities.

6.7 At a high level, the roles of the integrated commissioners will be to:

6.7.1 Understand and respond to the need and demand in the local health and care economy

6.7.2 Lead on the development of the strategic commissioning intentions of the Council and the CCG, reflecting these in all service specifications.

6.7.3 Ensure the sufficiency and quality of market provisions to meet need.

6.7.4 Contribute to the transformation and re-design of services in line with the agreed strategic commissioning intentions.

6.7.5 As pooled fund manager, manage the pooled budget to support and enable the strategic commissioning intentions.

6.7.6 Deliver savings as set out in the Council's MTFs and the CCG's QIPP Plans

Proposed partnership arrangements - pooled budgets

- 6.8 To enable lead commissioners to act in a fully integrated way, it is proposed that pooled budgets are established for specified care groups as set out in the partnership agreement. These budgets are to be pooled to allow flexibility of spend across health and care in response to assessed need and will not act solely as a ring fence for aligned budgets. The specific budgets to be pooled (at the values currently held) are set out in schedules to the partnership agreement – these can be added to as required should different care group budgets be identified as areas for pooling.
- 6.9 The pooled budgets will be significant as they will include all areas of spend whether currently in blocks with secondary care providers, in care purchasing budgets or in the voluntary sector and whether currently held by the CCG or by the Council. The scope of the pooled budget will be all spend in the area whether preventative and community based or secondary and acute based, whether for public health, social care or continuing health care. It is acknowledged that this is the aspiration and a phased approach is being deployed to achieve the assurances which will be required by the Council and the CCG. However, rather than gradually pooling different elements of budget, it has been agreed that all spend on a particular care group is included in a pooled budget and that ring fences and aligned budgets continue to exist within the overall pool until it is possible to lift the ring fences and to create genuinely pooled budgets with fluid spend on health, public health and social care interventions as required by need and demand.
- 6.10 Pooled budgets will go beyond aligning budgets within a ring fence and will be genuine pools with flexibility of spend across public health, health and social care in response to need, but with clear lines of accounting and accountability back to the funding authority – that is, either the Council or the CCG. The Lead Commissioner would in this regard act as the Pooled Fund Manager and under the terms of the partnership agreement would be required to act in the best interests of both organisations flagging any conflicts of interest – whether financial or otherwise – to senior managers through the Joint Executive Team in the event that these arise.
- 6.11 From the pooled budget, the lead commissioners would commission all providers using a single specification which would share the same set of high level outcomes and objectives, with specification of particular outputs and outcomes for particular services added in to this framework to ensure that all providers are working to a shared set of outcomes and objectives, within the wider strategic frameworks of the Council and the CCG's partnership agreement.
- 6.12 The aim is for the relevant elements of the pooled budget (that is, not the totality of the pooled budget) to transfer also to the provider as a pool. The elements transferred would be linked directly to the lead commissioner's specification. This allows the provider to operate as a lead provider taking decisions about

how to direct resources in a joined up way to meet the outcomes set out in the specification from the pool. This would enable providers to create integrated teams with new roles, with mixed management of teams and with an emphasis on professional specialism rather than organisational role.

- 6.13 To ensure that understanding of the implications of the approach to pooling budgets is articulated robustly, a risk share agreement has been worked through between the CCG and the Council, reflecting the levels of pressure and risk in the wider financial landscape. The risk shared agreement forms part of the body of the s. 75 Partnership Agreement and covers how the CCG and the Council will deal with both over and under spends and specify how any savings or cost efficiencies will be achieved. The pooled budgets will be transparently managed with clear accounting and accountability lines back to each funding organisation enabling each to follow the money and their contribution.

Proposed partnership arrangements – financial implications

- 6.14 The proposed partnership agreement provides for pooling of Council and CCG budgets for specified care groups. The Schedules in Part 2 of the agreement set out the budgets which have been identified to be aligned and then pooled in the first stage but the partnership agreement also acts as a framework and allows for other budgets to be aligned and pooled as agreed, within the principles and approach of the overall agreement.
- 6.15 In the first stage, as set out in the Schedules currently included within the Partnership Agreement, the aligning and then pooling of budgets will cover all elements of spend across the CCG and the Council for adults with learning disabilities, adults with mental health needs, children and adolescents with mental health needs and adults with long term conditions and older people including the Better Care Fund. This will include block contracts with fixed contract values and demand led budgets which demonstrate considerable volatility and respond to changing individual needs, across both the CCG and the Council.
- 6.16 Whilst pooling budgets between the CCG and the Council enables greater flexibility in meeting health and care needs in a joined up way, it also reduces the scope for the CCG and the Council to manage their own budgets autonomously as risks are mitigated and action is taken to reduce spend within the partnership and any savings generated are applied first to the pooled budget arrangements.
- 6.17 As the partnership agreement represents a fundamentally different approach from that currently followed, and to manage the level of uncertainty generated by moving immediately to fully pooled budgets, it is proposed that the implementation of the pooled budget element of the partnership agreement is phased.
- 6.17.1 In the first phase, from September 2016 to April 2017, all budgets which have been identified for pooling will be aligned bringing them into a ringfence for the specified care group they support. This will give greater transparency over spend and demand pressures and enable both the CCG and the Council to contribute in a meaningful way to each other's budget setting processes. The

baseline for the pooled budgets will be agreed, in line with the partnership agreement, by December for the following financial year, based on a clear and accurate understanding of activity, performance, costs and demand over the previous period.

- 6.17.2 In the second phase, from April 2017, aligned budgets will be fully pooled allowing the CCG and the Council to deliver the ambition of the partnership agreement to deliver joined up care to local residents to meet need and achieve outcomes; to be more efficient in service delivery; to manage demand and the market in a streamlined and effective way.

Proposed partnership arrangements - governance

- 6.18 The proposed partnership agreement will fundamentally strengthen and reshape the partnership between the CCG and the Council with regard to health and care. It has been recognised that existing arrangements for oversight of joint working between the CCG and the Council are not adequate to ensure the proposed new arrangements are robust and offer the level of assurance required by both the CCG and the Council. The proposed partnership agreement does not affect the decision making powers of the Cabinet or of the CCG's Governing Body.
- 6.19 In order to provide adequate governance at an officer level to the lead commissioning and pooled budget arrangements, the Health and Care Integration Board has been reviewed and replaced by a Joint Executive Team. This comprises senior managers from the Council and CCG who will have the operational responsibility for holding lead commissioners and pooled fund managers, and therefore each organisation, to account for their decisions and actions and to ensure strategic and operational coherence to the arrangements. It meets monthly and is jointly chaired by the Chief Officer of the CCG and the Deputy Chief Executive of the Council. The Joint Executive Team has the following overarching aims:
- 6.19.1 To set the strategic direction to achieve the joint objectives of the two organisations
- 6.19.2 To oversee the implementation of the s. 75 Partnership Agreement and to hold to account the lead commissioners and pooled fund managers
- 6.19.3 To review performance against key joint performance indicators
- 6.19.4 To review and manage activity, escalating response to excess demand
- 6.19.5 To jointly review the financial position of the two organisations, taking joint remedial action where necessary
- 6.19.6 To set the strategic direction for further integration of the organisations, including further areas where integrated commissioning and pooled budgets will be implemented within the terms of the s. 75 partnership agreement

- 6.20 The Joint Executive Team will be supported by a monthly Joint Finance and Commissioning Group which will operate at lead commissioner and pooled fund manager level to operationalise the partnership arrangements.
- 6.21 At a member and non-executive level, governance of the lead commissioning and pooled budget arrangements set out in the s. 75 partnership agreement will be through the Haringey Finance and Performance Partnership Board, to be attended both by Governing Body Executive and Non Executive Members and by Council Members and Officers. Similarly to the Joint Executive Team, the role of the Haringey Finance and Performance Partnership Board will be to exercise oversight of the lead commissioning and pooled budget arrangements set out in the s. 75 Partnership Agreement, holding officers to account and ensuring that the focus of the Joint Executive Team is adequately robust.
- 6.22 The Health and Wellbeing Board will maintain its statutory role and have strategic oversight of the integration and partnership arrangements delivered through the s. 75 Partnership Agreement. The Health and Wellbeing Board will consider the Agreement at its meeting on 12th September.
- 6.23 The scope of decision making of the Council's Cabinet and the CCG's Governing Body is not affected by these proposals as decisions made in the joint executive team meeting are made within the delegated powers of the roles of the individuals attending the meeting.

7. Contribution to strategic outcomes

- 7.1 These proposals support Priorities 1 and 2 in Haringey Council's Corporate Plan 2015-18.
- 7.2 They also enable and support the four core priorities in Haringey CCG's Strategy 2014/15 – 2018/19:
- Explore and commission alternative models of care
 - More partnership working and integration as well as a greater range of providers
 - Engaging communities in new and more innovative ways to build capacity for populations to enhance their own health and wellbeing
 - A re-defined model for primary care providing proactive and holistic services for local communities supporting healthier Haringey as a whole

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

8.1 Chief Finance Officer

- 8.1.1 This is a financial agreement where the Authority is contributing funding it would normally have managed itself to a pooled budget, together with contributions from the CCG, administered by a Lead Commissioner and managed according the governance arrangements set out in the proposed Section 75 Agreement.

- 8.1.2 The financial management arrangements for the pooled budgets are set out in sections 10 and 11 of the proposed agreement in the Appendix. They would require the Authority to agree their contribution to the pooled budget(s) before the start of the financial year jointly with the CCG on the basis of the prevailing and expected level of activity and the planned levels of efficiencies and synergies that are possible, all in the context of what was affordable.
- 8.1.3 Illustrative financial details of the services that would comprise the proposed agreement are set out in the schedules to Part 2 of the Appendix. A particular issue for the Authority is that the Adults Social Care budget is currently forecast to overspend by £12m in 2016/17, including within budgets affected by these pooled arrangements. Full pooled budgets would require sufficient funding to be included broadly to cover existing and expected commitments, less any planned efficiencies. This may require some virements if pooled budgets are to be introduced during 2016/17 and/ or it will require some rebalancing of budgets from 2017/18. Without that, budgets would continue to be aligned.
- 8.1.4 The recommendations of this report recognise that there are some final details to the Section 75 Agreement that will need to be agreed by officers before implementation. This will include finalising financial contributions (ie resolving the adequacy issue of existing funding levels from both partners), confirming which Authority would act as lead commissioner (ie which body would administer the funding) for each element of the pooled budget and determining the appropriate financial reporting and accounting arrangements for pooled monies.
- 8.1.5 The desired impact of the pooling of budgets is to secure efficiencies and synergies in the management of resources that could not be achieved if budgets were managed separately. It is important, however, to bear in mind the acute financial circumstances which each of the partner organisations is currently experiencing. A possible constraint that pooled budgets could have may be to limit the scope of either partner to directly manage their own resources if circumstances require it. The financial management arrangements have been written with this in mind and they acknowledge the need to work jointly and to recognise the importance of affordability in the management of the pool.
- 8.1.6 The section 75 Partnership agreement with lead commissioning responsibilities is a model for improved service delivery and increased market development.
- 8.1.7 Each lead partner for any procurement projects must ensure that the other partner is named in any opportunities that are advertised to ensure compliance and mitigate any Risk.

8.2 *Assistant Director for Corporate Governance*

- 8.2.1 Section 75 of the NHS Act 2006 (arrangements between NHS bodies and local authorities) and the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (as amended) permits the Council and the CCG to pool their resources, delegate functions, integrate service provision and transfer resources from one party to another. The provisions provides for:
- a) Pooled fund arrangements: A pooled fund arrangement provides an

opportunity for the partners to bring money together, in a discrete fund, to pay for the services that are an agreed part of the pooled fund arrangement for the client group who are to benefit from one or all of the services; b) Delegation of functions – lead commissioning: where health and local authorities delegate functions to one another and there is a lead commissioner locally. Lead Commissioning provides an opportunity to commission, at a strategic level, a range of services for a client group from a single point and therefore provide a level of co-ordination which improves services for users, and provides an effective and efficient means of commissioning. In effect, one partner takes on the function of commissioning of services which are delegated to them; c) Delegation of functions – integrated provisions: this consist of the provision of health and social care services from a single managed provider. The arrangement can be used in conjunction with lead commissioning and pooled fund arrangements.

8.2.2 The partnership arrangement must lead to an improvement in the exercise of the CCG functions and the Council health related functions. The arrangements do not affect the liability of CCG for the exercise of any of their functions, the liability of the Council for the exercise of any of their functions, or any power or duty to recover charges in respect of services provided in the exercise of any Council functions.

8.2.3 Where the partners have decided to enter into pooled fund arrangements the agreement must be in writing and must specify— a) the agreed aims and outcomes of the pooled fund arrangements; b) the contributions to be made to the pooled fund by each of the partners and how those contributions may be varied; c) both the NHS functions and the health-related functions the exercise of which are the subject of the arrangements; d) the persons in respect of whom and the kinds of services in respect of which the functions referred to may be exercised; e) the staff, goods, services or accommodation to be provided by the partners in connection with the arrangements; f) the duration of the arrangements and provision for the review or variation or termination of the arrangements; and g) how the pooled fund is to be managed and monitored including which body or authority is to be the host partner. The partners shall agree that one of them (“the host partner”) will be responsible for the accounts and audit of the pooled fund arrangements and the host partner shall appoint an officer of theirs (“the pool manager”) to be responsible for managing the pooled fund on their behalf; and submitting to the partners quarterly reports, and an annual return, about the income of, and expenditure from, the pooled fund and other information by which the partners can monitor the effectiveness of the pooled fund arrangements. There are similar prescribed requirements for delegation of functions and lead commissioning arrangements.

8.3 Equalities

8.3.1 As part of its decision making process, the Council must have “due regard” to its equalities duties. Under Section 149 Equality Act 2010, the Council in exercise of its functions, must have “due regard” to the need to eliminate unlawful discrimination, advance equality of opportunity between persons who share a protected characteristic and those who do not, foster good relations between persons who share a relevant protected characteristic and persons who do not share it in order to tackle prejudice and promote understanding. The

protected characteristics are age, gender reassignment, disability, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council is required to give serious, substantive and advance consideration of what (if any) the proposals would have on the protected groups and what mitigating factors can be put in place.

8.3.2 The report makes recommendations on a proposed model for joint commissioning and pooled budgets across the CCG and Council, affecting the commissioning of services for specialised care groups. The services within scope are delivered to meet the needs of some of the most vulnerable residents within our communities, including victims of domestic violence and those with learning disabilities, many of whom share characteristics protected under the Equality Act.

8.3.3 The proposed partnership agreement and the implementation of pooled budgets is intended to deliver more flexible use of resources which should better meet identified need and demand and is therefore expected to have a positive impact in relation to the Public Sector Equality Duty. Future commissioning decisions which fall under the partnership agreement will continue to be subject to assessment for their equalities impact and reported to the relevant decision-making body.

9. Use of Appendices

9.1 Appendix 1 contains the draft s. 75 partnership agreement.

10. Local Government (Access to Information) Act 1985

DATED

2016

BETWEEN

THE LONDON BOROUGH OF HARINGEY

AND

HARINGEY CLINICAL COMMISSIONING GROUP

FOR THE COMMISSIONING OF LEARNING DISABILITY SERVICES, ADULT MENTAL HEALTH SERVICES, CHILDREN AND ADOLESCENT MENTAL HEALTH SERVICES, INDEPENDENT DOMESTIC VIOLENCE ADVOCACY AND THE IDENTIFICATION AND REFERRAL TO INCREASE SAFETY SERVICES AND BETTER CARE FUND SERVICES AND OTHER AGREED SERVICES

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**SECTION 75 OF THE NATIONAL HEALTH SERVICE ACT 2006
PARTNERSHIP AGREEMENT**

between

LONDON BOROUGH OF HARINGEY

and

HARINGEY CLINICAL COMMISSIONING GROUP

Commencing 1 2016

PART 1

Preamble

THIS IS AN AGREEMENT BETWEEN

- (1) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HARINGEY** of River Park House, 225 High Road, Wood Green, London N22 8HQ (referred to herein as “the Council”)

and

- (2) **THE HARINGEY CLINICAL COMMISSIONING GROUP** (known as Haringey CCG) of River Park House, 225 High Road, Wood Green, London N22 8HQ (referred to herein as “the CCG”)

BACKGROUND

- (A) *The Council* is a Local Authority and by virtue of section 2 of the Local Authority Social Services Act 1970 the Council is responsible for the provision of social care services for adults and children who are ordinarily resident in its area.
- (B) *The CCG* is established under the Health and Social Care act 2012 and is responsible for commissioning services to meet the health needs of persons who are patients of the providers of primary medical services in the area of the CCG.
- (C) Section 82 of the National Health Service Act 2006 requires Local Authorities including *the Council* and NHS bodies including the CCG, when exercising their respective functions, to co-operate to secure and advance the health and welfare of people of England and Wales.
- (D) The Council and the CCG (“Partners”) have agreed, pursuant to Section 75 of the National Health Service Act 2006 and NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 to enter into this overarching Partnership Agreement which currently provides for:
- i) The Partners to establish and maintain a pooled fund and lead commissioning arrangements for the commissioning of learning disability services for adults who are resident in the London Borough of Haringey (described in Part 2 Schedule 1 of this Partnership Agreement);

- ii) The Partners to establish and maintain a pooled fund and lead commissioning arrangements for the commissioning of adult mental health services for resident in the London Borough of Haringey (described in Part 2 Schedule 2 of this Partnership Agreement);
 - iii) The Partners to establish and maintain a pooled fund and lead commissioning arrangements for the commissioning of long term conditions and older people's services, including those identified in the Better Care Fund Plan dated June 2016, for adults who are resident in the London Borough of Haringey (described in Part 2 Schedule 3 of this Partnership Agreement);
 - iv) The Partners to establish and maintain a pooled fund and joint commissioning for the commissioning of child and adolescent mental health services for the residents of the London Borough of Haringey (described in Part 2 Schedule 4 of this Partnership Agreement); and
 - v) The Partners to establish and maintain lead commissioning arrangements for the commissioning of the Independent Domestic Violence Advocacy Service and the Identification and Referral to Increase Safety Service for the residents of the London Borough of Haringey (described in Part 2 Schedule 5 of this Partnership Agreement).
- (E) The Services that the Partners have agreed to be delivered under this Section 75 Partnership Agreement are set out in the Schedules in Part 2 of this Agreement. As the Partners develop further partnership arrangements, the Schedules may be varied or supplemented to include other services which the Partners consider would be better provided through the partnership arrangements under this Agreement.
- (F) *The Partners* are satisfied that the Partnership Arrangements are likely to lead to an improvement in the way in which their functions are exercised in relation to the provision for and meeting care and support needs and health services and the management of associated funds.

- (G) *The Partners* are satisfied that the Partnership Arrangements are likely to further the shared objectives of reducing health inequalities and improving health and wellbeing and that these arrangements contribute to fulfilment of objectives set out in the Health and Wellbeing Strategy and Out of Hospital Strategies.
- (H) The Partners have consulted such persons and/or bodies as appear to them to be affected by the Partnership Arrangements and in accordance with Regulation 4(2) of the Regulations.
- (I) The Partnership Arrangements do not affect the liability of *the Council* or *the CCG* for the exercise of their respective functions, or any power or duty to recover charges for the provision of any services in the exercise of any Local Authority function.
- (J) The Council is responsible for the resident population of Haringey and the CCG is responsible for the population who are registered with a General Medical Practitioner approved to operate within the boundaries of Haringey, and who are constituted members of the CCG. Appendix 2 lists the approved General Medical Practitioners who are constituted members of the CCG for the purposes of this Agreement.
- (K) The provision of the Individual Services secured by the Pooled Fund, within the powers of the Council and the CCG, shall be limited to Eligible Service Users.
- (L) The Council and the CCG have approved the terms and conditions of this Agreement.

SIGNATURES

THE SIGNATURES BELOW indicate complete and unconditional acceptance of all the above terms and conditions in Parts 2 and 3 of this Agreement by both *the Council* and the *CCG*.

Signed on behalf of

The Lord Mayor and Burgesses of the London borough of Haringey of, River Park House, 225 High Road, Wood Green, London N22 8HQ

by:

Name:

Authorised Officer Signature..... London Borough of Haringey

on

Signed on behalf of

NHS Haringey Clinical Commissioning Group (Haringey CCG) of River Park House, 225 High Road, Wood Green, London N22 8HQ

by:

Sarah Price

Chief Officer, Haringey Clinical Commissioning Group

on

IT IS AGREED AS FOLLOWS:

1 Definition and Interpretation**Definition****1.1. In this Agreement the following expressions will have the following meanings:**

"the 2006 Act"	means the National Health Service Act 2006
"Agreement"	means this Agreement between the Council and the CCG comprising these terms and conditions, together with all Schedules and Appendices attached hereto
"Aims and Objectives"	has the meaning ascribed to it in Clause 4.3
"Aligned Fund"	means those monies available for the pooled budget in respect of an Individual Service, as specified in the relevant Schedule of Part 2, which are made up of separate Contributions by the Partners and out of which payments may be made by the Lead Commissioner towards expenditure incurred in the exercise of <i>the Lead Commissioner Functions in respect of that Individual Service</i>
"Aligned Fund Arrangements"	means the establishment and maintenance of Aligned Funds as described in Clause 6 (Aligned Fund Arrangements), Clause 10 (Financial Contributions), Clause 11 (Overspends and underspends) and Part 2
"Best Value Duty"	means the duty imposed on the Council by Section 3 of the Local Government Act 1999 in relation to, inter alia, any one (1) or more of the Services
"Budget"	means the statement of total approved funds required to operate the Partnership Arrangements in any one Financial Year
"Clinical Commissioning Group"	means a clinical commissioning group established as a corporate body pursuant to Chapter A2 of Part 2 of the 2006 Act
"Commencement"	means 2016

Date”	
“Social Care Functions”	means the Council's health related functions specified in Regulation 6 of the Regulations in relation to the provision of, or making arrangements for the provision of, the Services, but excluding the Excluded Functions
“Contributions”	means the respective financial contributions of the Partners in accordance with Clause 5 (Pooled Fund Arrangements), Clause 10 (Financial Contributions) and Part 2, for use by the Lead Commissioner in connection with the Lead Commissioning of the Services in fulfilment of the Lead Commissioner Functions and in accordance with the terms of this Agreement
“Eligibility Criteria”	means the joint eligibility and assessment procedure criteria for an Individual Service as set out in Part 2
“Eligible Service Users”	means those residents of Haringey for whom the Council or CCG are responsible and who require the needs of an Individual Service(s) and who otherwise meet the Eligibility Criteria
“Excluded Functions”	means any exclusions set out in the Regulations
“Finance and Performance Partnership Board”	means the accountable body established by the Partners pursuant to Clause 12, being the group responsible for the Partnership Arrangements
“Financial Year”	means 1 April to 31 March
“Guidance”	means the guidance on partnership arrangements under section 75 of the 2006 Act published by the Department of Health
“Individual Service”	means one of the constituent services set out in Part 2 which is allocated an Aligned Fund or Pooled Fund by the Partners and which together comprise the Services
“Individual Service Budget”	means the budget allocated by <i>the Partners</i> to an Individual Service
“Initial Term”	means the period of five (5) years commencing on the Commencement Date

“Joint Executive Team”	means the senior officers group established by the Partners pursuant to Clause 12, being the group responsible for overseeing the Partnership Arrangements
“Joint Finance and Commissioning Management Group”	means the lead commissioner and pooled fund manager group established by the Partners pursuant to Clause 12, being the group responsible for implementing the Partnership Arrangements
“Lead Commissioner”	means the Partner carrying out Lead Commissioning in respect of an Individual Service, as set out in Part 2, and, where a Pooled Fund is to be entered into in respect of such Individual Service (as identified in Part 2), the Partner who is responsible for the accounts and audit of such Pooled Fund (as described in Regulation 7(4) of the Regulations)
“Lead Commissioning”	means the mechanism by which the Lead Commissioner commissions the Services for both the Council and the CCG as further detailed in Part 2
“Lead Commissioner Functions”	means the Community Care Functions and the NHS Functions in relation to the provision of, or making arrangements for the provision of, the Services to meet the needs of the Eligible Service Users, but excluding the Excluded Functions
“Lead Commissioning Arrangements”	means the Lead Commissioning arrangements set out in this Agreement and more particularly described at Clause 7 (Lead Commissioner Arrangements) and Part 2
“Legislation”	means a statute, statutory provision or subordinate legislation
“NHS Functions”	means those functions of the CCG specified in Regulation 5 of <i>the Regulations as are exercised in the provision of, or making arrangements for the provision of, the Services, excluding the Excluded Functions</i>
“Nominated	means the individual responsible for

Commissioning Manager"	overseeing specific service programmes as set out in Part 2 in relation to the Partnership Arrangements, having been delegated this function by the Nominated Director
"Nominated Director"	means the individual referred to in Clause 12.1.3 being an officer of <i>the Lead Commissioner</i> responsible for managing <i>the Pooled Fund(s)</i> and Non Pooled Fund(s) on behalf of <i>the Partners</i> and submitting to <i>the Partners</i> quarterly reports and annual returns and other information, who may in turn delegate this function to the relevant Commissioning Manager for the Individual Service(s)
"Part 2"	means the Schedules of Part 2 of this Agreement which detail the Individual Services
"Partners"	means <i>the Council</i> and the CCG and "Partner" means either <i>the Council</i> or <i>the CCG</i> ; the term includes the organisation(s), their employees, agents and sub-contractors
"Partnership Arrangements"	has the meaning ascribed to it in Clause 4.2
"Performance Measures"	means those performance measures in respect of the Partnership Arrangements, as set out in Part 2 or as otherwise agreed in writing by the Partners
"Pooled Fund"	means the pooled fund in respect of an Individual Service as set out in the relevant Schedule of Part 2, which is made up of Contributions by <i>the Partners</i> and out of which payments may be made by the Lead Commissioner towards expenditure incurred in the exercise of <i>the Lead Commissioner Functions in respect of that Individual Service</i>
"Pooled Fund Arrangements"	means the establishment and maintenance of Pooled Funds as described in Clause 5 (Pooled Fund Arrangements), Clause 10 (Financial Contributions), Clause 11 (Overspends and underspends) and Part 2
"Pooled Fund	shall have the meaning ascribed to it in Clause

Manager”	5.14
“Regulations”	means the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (Statutory Instrument 2000 No. 617) and any amendments thereto and subsequent re-enactments thereof
“Services”	means the Individual Services together

Interpretation

1.2 In this Agreement (except where the context otherwise requires):

- 1.2.1 Any reference to this Agreement includes Parts 2 and 3 of this Agreement and the Schedules of, or to, this Agreement which form part of this Agreement and will have effect as if set out in full in the body of this Agreement but not including the table of contents which is provided for convenience of reference only and will not be construed as part of this Agreement. For the avoidance of doubt, Part 1 (Joint Policy Statement) is included solely for information purposes and is not intended to be legally binding and does not form part of this Agreement;
- 1.2.2 Any reference to a Schedule or an Appendix is to a Schedule or an Appendix of or to this Agreement;
- 1.2.3 Any reference to a clause is to a provision of this Agreement that is uniquely identifiable by a preceding number and clauses may be nested so that a clause may contain subordinate clauses each uniquely identifiable by a subordinate preceding number and any reference to a clause includes all other clauses nested within that clause;
- 1.2.4 Any reference to a paragraph is to a paragraph of a Schedule or an Appendix to this Agreement (as appropriate);

- 1.2.5 Any reference to Legislation will be construed as referring to such *Legislation* as amended and in force from time to time and to any *Legislation* which re-enacts or consolidates (with or without modification) any such *Legislation* provided that, unless *the Partners* agree otherwise, as between *the Partners*, no such amendment or modification will apply for the purposes of this Agreement to the extent that it would impose any new or extended obligation, liability or restriction on, or otherwise adversely affect the rights of, any *Partner*;
- 1.2.6 Any reference to a person or body will not be restricted to natural persons and will include natural persons, firms, partnerships, companies, corporations, associations, organisations, governments, states, foundations and trusts (in each case whether or not having separate legal personality);
- 1.2.7 Clause headings of all kinds including those that stand above, run into or appear to the side of clauses are provided for convenience of reference only and will not be construed as part of this Agreement or deemed to indicate the meaning of the clauses to which they relate or in any other way affect the interpretation of this Agreement or include the unique identifying numbers that precede every clause;
- 1.2.8 Where any conflict may arise between the provisions contained in this Agreement and any Schedules or other documents referred to herein, the provisions of this Agreement will prevail, except for any Legislation or other law or regulation which will prevail over the provisions of this Agreement;
- 1.2.9 Use of the singular will include the plural and use of the plural will include the singular;

- 1.2.10 Use of any gender will include the other genders;
- 1.2.11 Any phrase introduced by the terms “including”, “include”, “in particular” or any similar expression will be construed as illustrative and will not limit the sense of the words preceding those terms; and
- 1.2.12 References to a Partner, or any other person, includes a reference to that Partner's or person's successor and permitted assigns.

2. Duration of Agreement

- 2.1 This Agreement shall come into force on the Commencement Date and shall continue for the Initial Term (and such further period(s) as may be agreed by the Partners pursuant to Clause 3 (Extension of Partnership Agreement), unless terminated earlier in accordance with the terms of this Agreement.

3. Extension of Partnership Agreement

- 3.1 Subject to this being permissible under the then regime relating to public procurement in force in England and Wales, with effect from the end of the Initial Term of the Agreement, the Partners may extend the period of this Agreement in accordance with this Clause 3 for further period(s) of two (2) years provided that the aggregate of all such extensions does not exceed four (4) years.

Notice of Extension

- 3.2 Where a Partner wishes to extend the period of this Agreement pursuant to Clause 3.1, it shall serve not less than twelve (12) months' notice in writing (prior to the date this Agreement is due to expire) to this effect on the other Partner and that other Partner shall respond in writing within thirty (30) days of the date such notice is served as to whether it wishes to agree to such extension.

- 3.3 Where the Partner on whom the notice was served pursuant to Clause 3.2 agrees to the proposed extension, this Agreement shall continue on the same terms as existed on the day before the Agreement would otherwise have expired but for such extension.
- 3.4 Where the Partner on whom the notice was served pursuant to Clause 3.2 declines the proposed extension or fails to give a written response within thirty (30) days of the date the notice is served, this Agreement shall not be extended and shall expire at the end of the Agreement period then current, unless terminated earlier in accordance with the terms of this Agreement.
- 3.5 Extension notices pursuant to Clause 3.2 shall be served on:
 - 3.5.1 The CCG: Chief Officer of NHS Haringey Clinical Commissioning Group.
 - 3.5.2 The Council: Deputy Chief Executive

4. The Partnership Arrangements

- 4.1 The Partners wish to ensure that services for people with health, wellbeing and social care needs are planned, commissioned and provided in an integrated manner. The primary aim of this Agreement is to ensure the most cost-effective use of the combined resources of the Partners to address the health and care needs of people who are their responsibility.
- 4.2 The Partners have agreed that, with effect from the Commencement Date, the partnership arrangements are to comprise:
 - 4.2.1 Lead commissioning and the establishment and maintenance of pooled fund for the commissioning of learning disability services for eligible adults resident in Haringey as set out in Part 2 Schedule 3 and in accordance with the terms of this Agreement;
 - 4.2.2 Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of

mental health services for eligible adults resident in Haringey as set out in Part 2 Schedule 4 and in accordance with the terms of this Agreement;

4.2.3 Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of long term conditions and older people's services, including those services identified in the Better Care Fund 2016/17, for eligible adults resident in Haringey as set out in Part 2 Schedule 5 and in accordance with the terms of this Agreement

4.2.4 Joint commissioning and the establishment and maintenance of a pooled fund for the commissioning of child and adolescent mental health services for the residents of the London Borough of Haringey (described in Part 2 Schedule 6 of this Partnership Agreement);

4.2.5 Lead commissioning and the establishment and maintenance of a pooled fund for the commissioning of the Independent Domestic Violence Advocacy Service and the Identification and Referral to Increase Safety Service for eligible adults resident in Haringey as set out in Part 2 Schedule 7 and in accordance with the terms of this Agreement.

AIMS AND OBJECTIVES

4.3 The Partners' agreed aims and objectives of the commissioning arrangements (including for the purposes of Regulation 7(3) (a) of the Regulations) are to ensure that:

4.3.1 the commissioning of the Services is based on an agreed picture of needs rather than historical service configurations;

4.3.2 the commissioned Services present good value for money and best value;

- 4.3.3 the Services seek to promote emotional and physical good health and work to overcome social exclusion;
 - 4.3.4 the Services are culturally competent in meeting the needs of people from black and minority ethnic communities;
 - 4.3.5 a whole systems approach is taken to the commissioning and provision of the Services by preventing duplication of such services and to make more effective use of the current resources (e.g. integrated care pathways);
 - 4.3.6 robust arrangements to collect performance management information are established and maintained and that the information is used to evaluate performance against targets, monitoring both the effectiveness of the commissioning process and the commissioned Services, as more particularly described in Part 2 (the "**Aims and Objectives**").
- 4.4 Nothing in this Agreement shall affect the liabilities of the Partners to any third parties for the exercise of their respective functions and performance of their respective obligations.
 - 4.5 On entering into this Agreement, the Partners shall jointly give notification of this Agreement to the Health and Social Care Joint Unit of the Department of Health. The notification shall be in the form annexed hereto as Appendix 3 (Form of Notification to the Department of Health), subject to such amendments as may be agreed in writing between the Partners. The Partners shall arrange for such notification to be updated on an annual basis, so as to reflect any variations to this Agreement.
 - 4.6 The Partners may agree to enter into arrangements for the joint commissioning of system-wide initiatives. The terms of any such agreement will be set out in writing by way of a variation to this Agreement, or in a separate written agreement between the Partners.

5 Pooled Fund Arrangements

- 5.1 The Partners agree that this Clause 5 shall apply where Pooled Funds are to be used in respect of an Individual Service as allowed for in Part 2.
- 5.2 The Partners acknowledge that they are entering into the Pooled Fund Arrangements pursuant to section 75(2)(a) of the 2006 Act and Regulation 7 of the Regulations. The Partners hereby agree that with effect from the Commencement Date they shall establish and thereafter during the period of this Agreement maintain a Pooled Fund for revenue expenditure in respect of the relevant Individual Service (the "**Pooled Fund Functions**") in accordance with the terms of this Agreement, the Partners being satisfied that the Pooled Fund Functions are a combination of NHS Functions and Social Care Functions.
- 5.3 The Partners agree to develop an annual Joint Strategy and Savings Plan. to ensure that there is transparency over the budgets, investments and savings in respect of the relevant pooled and aligned funds.

Partner Contributions

- 5.4 The Partners shall make Contributions annually to each Pooled Fund. The Contribution to each Pooled Fund of each Partner shall, for the first Financial Year of the Partnership Arrangements be as set out in the relevant Schedule of Part 2, and thereafter shall be determined in accordance with Clause 10 (Financial Contributions) of this Agreement and the relevant Schedule of Part 2. The Partners may agree in writing that further services become included in the Pooled Fund Functions for meeting the needs of Eligible Service Users where the additional services meet the Aims and Objectives.
- 5.1The persons in respect of which the Pooled Fund Functions may be exercised shall be the Eligible Service Users.
- 5.2The agreed aims and outcomes of the Pooled Fund Arrangements shall be the Aims and the Objectives respectively.

Host Partner Responsibilities

- 5.3 The “host partner” for the purposes of the Regulations for each Pooled Fund shall be the Lead Commissioner. The Lead Commissioner will comply in all respects with the Regulations, the Guidance and any other relevant laws, regulations or guidance in the exercise of its functions as “host partner”.
- 5.4 The obligations of the Lead Commissioner as “host partner” pursuant to the Regulations shall be deemed to have been fulfilled if such reports, returns and information as are referred to therein are submitted to the Joint Executive Team (or successor body) by the Nominated Director or Nominated Commissioning Manager in accordance with the timings set out in the Regulations.
- 5.5 The standing orders and standing financial instructions of the Lead Commissioner as notified to the other Partner from time to time shall apply to the management of the Pooled Fund.
- 5.6 The Lead Commissioner shall be responsible for establishing the necessary financial and administrative support to enable the effective efficient management and effective monitoring and audit of the Pooled Fund.
- 5.7 The Lead Commissioner shall also be responsible for establishing appropriate accounting arrangements for any Contributions transferred by the other Partner to enable effective monitoring and audit, and to comply with all relevant NHS or local authority guidance, including without limitation those relating to controls assurance. These arrangements shall comply with the relevant partner’s standing orders and rule so as to be within vires of that partner’s Constitution.
- 5.8 The Lead Commissioner shall provide such information as deemed necessary by the Partners and the Joint Executive Team to enable such effective monitoring and reporting.
- 5.9 The Lead Commissioner shall provide the other Partner with the necessary information it requires to meet the other Partner's controls assurance requirements.

Pooled Fund Manager’s Responsibilities

5.10 The Lead Commissioner shall appoint the Nominated Commissioning Manager as the "pooled fund manager" for the purposes of the 7(4) of the Regulations for each of the Pooled Funds in respect of each Individual Service (the "**Pooled Fund Manager**") and the Pooled Fund Manager will be responsible for:

5.10.1effectively and efficiently managing the Pooled Fund on behalf of the Partners;

5.10.2authorising payments from the Pooled Fund in accordance with the Pooled Fund Functions and description of the Individual Services, as set out in the Schedules at Part 2;

5.10.3submitting quarterly reports and annual returns on the relevant Pooled Fund in accordance with the Guidance and the Regulations and setting out in detail the income and expenditure from the Pooled Fund and other information by which the Joint Executive Team can monitor the use and effectiveness of the Pooled Fund;

5.10.4ensuring that actions taken in respect of the relevant Pooled Fund are in line with the annual Joint Strategy and Savings Plan

5.10.5ensuring that management arrangements and reporting for the Pooled Fund comply with audit requirements.

5.11 The Pooled Fund Manager shall be responsible for managing the Budget of the Pooled Fund and forecasting and reporting to the Joint Executive Team upon the targets and information in accordance with the relevant Schedule of Part 2 and any Performance Measures or further targets which the Partners may agree from time to time. Reporting will include progress against the agreed Services objectives plus information on actual or likely overspends and underspends, this to include monthly reporting in the case of any variances of or in excess of plus or minus 1% of an agreed Budget.

- 5.12 Where the Partners agree in writing, and in accordance with the terms of this Agreement, the Partners shall be jointly responsible (in the proportions of their respective Contributions to the Pooled Fund for the current Financial Year) for any costs, claims, expenses or liabilities in excess of the Pooled Fund at any time incurred.
- 5.13 The Partners will provide whatever information is deemed necessary to enable effective auditing of the Pooled Fund. The Lead Commissioner will arrange for the audit of the accounts of the Pooled Fund Arrangements each year and will require the Audit Commission (or successor body) to make arrangements to certify an annual return of those accounts under section 28(1) (d) of the Audit Commission Act 1998.

Use of Pooled Funds

- 5.14 The monies in the Pooled Funds:
- 5.14.1 may be expended on the Functions in such proportions as the Partners shall agree is necessary to undertake the Lead Commissioner Functions and to procure or otherwise provide the Services;
- 5.14.2 shall be spent in accordance with any restrictions agreed in writing between the Partners from time to time; and
- 5.14.3 are specific to the Partnership Arrangements and shall not be used for any other purpose.

6. Aligned Fund Arrangements

- 6.1 The Partners agree that this Clause 6 shall apply where Aligned Funds are to be used in respect of an Individual Service as identified in Part 2.

- 6.2 The Partners hereby agree that with effect from the Commencement Date they shall establish and thereafter during the period of this Agreement maintain an Aligned Fund for revenue expenditure incurred in the exercise of the Lead Commissioner Functions in respect of the relevant Individual Service (the "**Aligned Fund Functions**") in accordance with the terms of this Agreement, the Partners being satisfied that the Aligned Fund Functions are a combination of NHS Functions and Social Care Functions.

Partner Contributions

- 6.3 The Partners shall make Contributions annually to each Aligned Fund. The Contribution to each Aligned Fund of each Partner shall, for the first Financial Year of the Partnership Arrangements be as set out in the relevant Schedule of Part 2, and thereafter shall be determined in accordance with Clause 10 (Financial Contributions) of this Agreement and the relevant Schedule of Part 2. The Partners may agree in writing that further services become included in the Aligned Fund Functions for meeting the needs of Eligible Service Users where the additional services meet the Aims and Objectives.
- 6.4 The persons in respect of which the Aligned Fund Functions may be exercised shall be the Eligible Service Users.
- 6.5 The agreed aims and outcomes of the Aligned Fund Arrangements shall be the Aims and the Objectives respectively.
- 6.6 The standing orders and standing financial instructions of the Lead Commissioner as notified to the other Partner from time to time shall apply to the management of the Aligned Fund.

Lead Commissioner Responsibilities

- 6.7 The Lead Commissioner shall be responsible for establishing the necessary financial and administrative support to enable the effective efficient management and effective monitoring and audit of the Aligned Fund.

- 6.8 The Lead Commissioner shall also be responsible for establishing appropriate accounting arrangements for any Contributions transferred by the other Partner to enable effective monitoring and audit, and to comply with all relevant NHS or local authority guidance, including without limitation those relating to controls assurance. These arrangements shall comply with the relevant partner's standing orders and rule so as to be within vires of that partners Constitution.
- 6.9 The Lead Commissioner shall provide such information as deemed necessary by the Partners and the Joint Executive Team (or successor body) to enable such effective monitoring and reporting.
- 6.10 The Lead Commissioner shall provide the other Partner with the necessary information it requires to meet the other Partner's controls assurance requirements.

Nominated Commissioning Manager Responsibilities

- 6.11 The Lead Commissioner shall appoint the Nominated Commissioning Manager as the manager for each of the Aligned Funds in respect of each Individual Service Manager will be responsible for:
- 6.11.1effectively and efficiently managing the Aligned Fund on behalf of the Partners;
- 6.11.2ensuring that actions taken in respect of the relevant Aligned Fund are in line with the annual Joint Strategy and Savings Plan
- 6.11.3authorising payments from the Aligned Fund in accordance with the Aligned Fund Functions and description of the Individual Services, as set out in the Schedules at Part 2;
- 6.11.4setting out in detail the income and expenditure from the Aligned Fund and other information by which the Joint Executive Team can monitor the use and effectiveness of the Aligned Fund;

- 6.11.5 ensuring that management arrangements and reporting for the Aligned Fund comply with audit requirements.
- 6.12 The Nominated Commissioning Manager shall be responsible for managing the Budget of the Aligned Fund and forecasting and reporting to the Joint Executive Team upon the targets and information in accordance with the relevant Schedule of Part 2 and any Performance Measures or further targets which the Partners may agree from time to time. Reporting will include progress against the agreed Services objectives plus information on actual or likely overspends and underspends, this to include monthly reporting in the case of any variances of or in excess of plus or minus 1% of an agreed Budget.
- 6.13 Where the Partners agree in writing, and in accordance with the terms of this Agreement, the Partners shall be jointly responsible (in the proportions of their respective Contributions to the Aligned Fund for the current Financial Year) for any costs, claims, expenses or liabilities in excess of the Aligned Fund at any time incurred.

7. Lead Commissioner Arrangements

- 7.1 The Partners agree that with effect from the Commencement Date the Partners shall enter into Lead Commissioning Arrangements, as set out in Part 2, in accordance with this Agreement, the Regulations and the Guidance. For each Individual Service, the Partner which shall be the Lead Commissioner and shall exercise the NHS Functions in conjunction with the Social Care Functions will be identified in the relevant Schedule of Part 2.
- 7.2 The persons in respect of whom the Lead Commissioner may carry out Lead Commissioning shall be the Eligible Service Users.
- 7.3 The agreed aims and outcomes of the Lead Commissioner Arrangements shall be the Aims and the Objectives.

- 7.4 The Lead Commissioner shall in performing the Lead Commissioner Functions comply with the requirements of this Agreement, the Regulations, the Guidance and any other relevant laws, regulations or other governmental guidance.
- 7.5 Excluding any of the Services which are commissioned from a Pooled Fund, the Lead Commissioner may only commission Services under the NHS Function from the CCG's Contributions for the relevant Individual Service and under the Community Care Function from the Council's Contributions for the relevant Individual Service.
- 7.6 The Lead Commissioner shall, subject to the provisions relating to overspends and underspends in Clause 11 below, only commission Individual Services using funds from the corresponding Individual Service Budget.
- 7.7 The Nominated Commissioning Manager for each Individual Service or her delegated representative shall be the person responsible for tendering contracts for that Individual Service with any appropriate providers on behalf of the Partners. All contracts or service level agreements for jointly commissioned services will be entered into in the name of and executed by the Lead Commissioner.
- 7.8 Where the Council is the Lead Commissioner, it shall ensure that all contracts that include provision to commission the Services under the NHS Functions shall include a provision that those parts of contracts which relate to the commissioning of the Services under the NHS Function shall upon expiry or termination of this Agreement either expire or terminate or, at the sole option of the CCG, be assigned from the Council to the CCG upon the same terms mutatis mutandis as the original contract.

- 7.9 Where the CCG is the Lead Commissioner, it shall ensure that all contracts that include provision to commission the Services under the Community Care Function shall include a provision that those parts of contracts which relate to the commissioning of the Services under the Local Authority Function shall upon expiry or termination of this Agreement either expire or terminate or, at the sole option of the Council, be assigned from the CCG to the Council upon the same terms mutatis mutandis as the original contract.

8. Staffing Arrangements

- 8.1 The Lead Commissioning Functions will be carried out by a variety of staff within the partner's organisations. The partnership arrangements were already in place between the Council and the CCG and therefore no staff will transfer from one party to another on commencement of the new Agreement.
- 8.2 In the event that upon termination or expiry of this Agreement, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (the "**Regulations**") is deemed to apply, then the Partners will be entitled to rely upon the following indemnities:

Indemnities in favour of the Transferee

- 8.2.1 The Partner from whom employees will transfer pursuant to the Regulations (the "**Transferor**") shall indemnify and hold harmless the Partner to whom employees will transfer pursuant to the Regulations (the "**Transferee**") against any claims that the Transferee incurs or suffers from relating to:

- 8.2.1.1 a determination or allegation that the employment of any of the Transferor's employees transfers to the Transferee pursuant to the Regulations in connection with the operation of this Agreement; and
- 8.2.1.2 any act, fault or omission (or any alleged act, fault or omission) of the Transferor in relation to any employee or former employee of the

Transferor whether arising prior to or after the transfer date (including, without limitation, any unfair dismissal liabilities);

Indemnities in favour of the Transferor

- 8.2.2 The Transferee shall indemnify and hold harmless the Transferor against any claims that the Transferor incurs or suffers from or relating to, but without limitation, any proposed changes to the terms and conditions of employment of the Transferor's employees, imposed by the Transferee.
- 8.3 For the avoidance of doubt, there is intended to be no double recovery under the indemnities set out in Clause 8.2
- 8.4 The Partners may agree to the secondment of staff to carry out the Lead Commissioner Functions. The terms of any such agreement will be set out in writing by way of a variation to this Agreement, or in a separate written agreement between the Partners.
- 8.5 The Partners may agree to jointly appoint staff to carry out the Lead Commissioner Functions. The terms of any such agreement will be set out in writing by way of a variation to this Agreement, or in a separate written agreement between the Partners

9. Charging

- 9.1 The Council retains the power to charge Eligible Service Users for certain of its functions and it is agreed that in accordance with the Guidance the income therefrom shall be paid to the Council, and the Council shall not account for such income in calculating its contribution to the Pooled Funds, which shall be paid by the Council gross. The Partners shall establish and maintain a charging policy and protocol to ensure that the delivery of health care through the performance of any NHS Functions pursuant to this Agreement shall remain free at the point of delivery whilst ensuring that effective procedures exist to facilitate the exercise by the Council of its charging function.

- 9.2 The Partners acknowledge that there may be occasions where an adjustment to the Pooled Funds is required to reflect the relationship between income (held outside of the Pooled Funds) and expenditure (within the Pooled Funds) where, for example, there are significant reductions or increases in activity leading to variations in income and expenditure.
- 9.3 Where a package of NHS Functions commissioned services and Social Care Functions commissioned services are being provided to an Eligible Service User and the Social Care Functions commissioned services are being charged, the care management team responsible for the care of the said Eligible Service User will ensure that it is explained to the Eligible Service User as early as practically possible that the NHS Functions commissioned services continue to be provided free to avoid any misunderstanding that the NHS Function commissioned services are being charged for.

10. Financial Contributions

- 10.1 The Partners shall no later than 1st April of each Financial Year during the period of this Agreement confirm their respective Contributions to each Pooled Fund for that Financial Year.
- 10.2 The Partners shall use their reasonable endeavours in each Financial Year during the period of this Agreement to agree draft Budgets by each 1st February for the following Financial Year.
- 10.3 The Contributions by the Council and by the CCG to the Pooled Funds and the Aligned Funds for the period from the Commencement Date to the end of the first Financial Year are set out in Part 2.
- 10.4 When determining the Partners' Contributions to the Pooled Funds and the Aligned Funds in Financial Years subsequent to the first Financial Year, it is the intention of the Partners, in normal circumstances, to apply the following principles of joint business planning to provide assurance about the adequacy of resources:

- 10.4.1 Identifying prevailing levels of activity and cost drivers for the services to be provided;
 - 10.4.2 Identifying trends and other financial and non-financial factors likely to influence costs of the services;
 - 10.4.3 Identifying the scope for securing efficiencies and synergies in the delivery of services; and
 - 10.4.4 Considering the affordability of Partner Contributions in the context of the Joint Strategy and Savings Plan, overall available resources and their prioritisation.
- 10.5 In determining the required budget for the year and the relevant Partner Contributions, the Partners shall negotiate and jointly agree appropriate changes in the Individual Services, including the identification of efficiencies and management actions so that expenditure will be covered by the Partners' Contributions for the new Financial Year. These changes will be reported as part of the formal reporting process.

11. Overspends and underspends

- 11.1 Where in the course of a Financial Year it appears that an overspend of any Individual Service Budget is likely at the end of the said Financial Year and the Partners have recognised that overspend, the Joint Executive Team will manage the Individual Service Budget by, in sequential order:
- 11.1.1 taking action to reduce expenditure;
 - 11.1.2 identifying underspends that can be vired; and
 - 11.1.3 asking for greater Contributions from *the Partners*;
- 11.2 Anticipated overspends of Individual Service Budgets that are part of a Pooled Fund will be apportioned in accordance with the percentage Contribution of each Partner to the Individual Service

Budget unless the Partners agree in writing to an alternative approach.

- 11.3 Anticipated overspends of Individual Service Budgets that are part of an Aligned Fund will be apportioned on a case by case basis following joint agreement between the Partners.
- 11.4 Where in the course of a Financial Year it appears that an underspend of any Individual Service Budget is likely at the end of the said Financial Year, the Joint Executive Team will manage the Individual Service Budget by, in sequential order:
 - 11.3.1 viring to rectify overspends
 - 11.3.2 returning their respective Contributions to the Partners proportionate to their respective Contributions, in order to meet individual cost pressures;
 - 11.3.3 agreeing improvements to the Services; and
 - 11.3.4 carrying forward for use against any previously agreed objectives for future Financial Years
- 11.5 The Partners shall not make any reductions to their respective funding levels until it has been agreed through the Clinical Commissioning Group's Governing Body for the Clinical Commissioning Group's investment level and the Council's Cabinet or relevant Cabinet Member for the Council's funding level. Neither Partner will reduce their Contribution without giving the other Partner not less than six (6) months' written notice of their intention to do so, and each party should have regard to any representations or observations made by the other party.
- 11.6 Should exceptional circumstances require significant unilateral change to funding levels during a financial year, outwith the agreed Joint Strategy and Savings Plan, the financial implications of any contractual commitments or other unavoidable financial impact to a partner will be met by the organisation making the unilateral funding reduction.

- 11.7 Where one Partner provides to the other Partner a taxable supply, the Partner providing that taxable supply will provide the other Partner with a Value Added Tax invoice for that taxable supply. The Partners confirm that the Partnership Arrangements have not been designed to avoid tax in any way. These arrangements may with the agreement of the Partners be amended from time to time in accordance with any advice and options for local protocols offered from HM Customs and Excise under guidance affecting partnership arrangements.

12. Capital Purchases

- 12.1 This Agreement does not provide any mechanism for making capital purchases. If the Partners decide at any time throughout the duration of this Agreement that it is necessary to make capital purchases then the Partners will agree this separately in writing.

13. Governance arrangements

- 13.1 Oversight of the Partnership Arrangements will be carried out by the Finance and Performance Partnership Board which will meet at least quarterly, in February, May, August and December. The Board will be co-chaired by a GP Governing Body Member and by a Member of the Council. The membership will comprise the following:

From the CCG:

- GP Governing Body Member (the "Co-Chair")
- Lay Member of the Governing Body who shall be qualified for membership due to holding qualifications, expertise or experience such as to enable him or her to express informed views about financial management and audit matters and who shall lead on audit, remuneration and conflict of interests matters (the "Deputy Chair")
- Accountable Officer
- Chief Finance Officer
- Director of Commissioning

From the Council:

- the Lead Member for Adults and Health
- Deputy Chief Executive
- Assistant Director of Commissioning
- Director of Adult Services
- Assistant Director of Finance

13.1.1 The quorum for the Partnership Board is at least three members from the CCG including a GP or Lay GB member and one CCG officer) and three members from Haringey Council (including the lead Member for Adults and Health and one Council officer).

13.1.2 The Finance and Performance Partnership Board will have delegated approval from the CCG Governing Body to make financial allocation decisions relating to the Section 75 Pooled Budgets to an agreed level.

13.1.3 The Finance and Performance Partnership Board will have delegated approval from the Council by the delegated budgetary authority vested in the council members of the committee to make financial allocation decisions relating to the Section 75 Pooled Budgets.

For financial issues outwith the delegated authority of the Board, the Board will make recommendations to the CCG Governing Body and the Council's Cabinet.

13.2 Reporting to the Finance and Performance Partnership Board will be the Joint Executive Team, which is the officer group with oversight of the Partnership Arrangements. The Team will be co-chaired by the Deputy Chief Executive of the Council and the Chief Officer of the CCG. In addition to the co-chairs, the membership of the Joint Executive Team will include senior officers of the CCG and the Council.

13.2.1 The Lead Commissioners will report to the Joint Executive Team for both their pooled fund manager and lead commissioner functions and report on their areas of responsibility as required.

13.2.3A Joint Finance and Commissioning Group will meet at least every two months to monitor expenditure and performance of the Partnership Arrangements and prepare reports to the Joint Executive Team.

13.2.4Monthly monitoring of activity and expenditure will be undertaken by the Lead Commissioner so that early warning can be given and action taken to address any concerns arising.

13.2.5An annual report on the implementation of this Agreement shall be provided to the Health and Wellbeing Board.

13.2.6Individual Services may also wish to report annually to the service specific partnership boards on the delivery of the Aims and Objectives through the mechanism of this Agreement.

13.2.7The role of the Deputy Chief Executive of the Council and of the Chief Officer of the CCG shall be to:

13.2.7.1 resolve jointly any actual or potential conflicts of interest relating to this Agreement;

13.2.7.2 address sub-standard performance as described in Clause 13 (Standards of Service and Monitoring);

13.2.7.3 agree strategies for media contact;

13.2.7.4 receive notices served on *their respective Partner Organisation*; and

13.2.7.5 take part in the first stage of the dispute resolution procedure set out in Clause 14 (Governing Law and Dispute Resolution);

14. Standards of Service and Monitoring

- 14.1 In the event that either Partner shall have any concerns about the operation of the Partnership Arrangements or the standards achieved in connection with the carrying out of the Partnership Arrangements it may convene a review with the other Partner with a view to agreeing a course of action to resolve such concerns.

Performance measures

- 14.2 *The Partners* will be accountable for the efficiency and effectiveness of the commissioning process and for Services commissioned under this Agreement by reference to Performance Measures. The Partners will monitor the effectiveness of the Partnership Arrangements and use measures of performance to develop their work. The Performance Measures will demonstrate:
- 14.2.1 how far the aims of the Partnership Arrangements are being achieved;
 - 14.2.2 the extent to which the outputs including timescales and milestones are being met;
 - 14.2.3 the extent to which agreed Aims and Objectives are being fulfilled, and targets met;
 - 14.2.4 the financial inputs and outputs;
 - 14.2.5 the extent to which the exercise of the flexibilities in Section 75 of the 2006 Act is the reason for improved performance, or a reduction in the performance of the Services;

- 14.2.6 how the Partnership Arrangements compare with the previous arrangements, and other approaches to providing the Services.
- 14.3 The Partners shall each exercise the required degree of care, skill and diligence in accordance with best practice in relation to performance of their duties under this Agreement, and will meet their obligations under this Agreement in accordance with the relevant laws, regulations and guidance.
- 14.4 The Partners shall review the operation of the Partnership Arrangements and all or any procedures or requirements of this Agreement on the coming into force of any relevant statutory or other Legislation or guidance affecting the Partnership Arrangements so as to ensure that the Partnership Arrangements comply with such Legislation.

Best value duty

- 14.5 The Council is subject to the Best Value Duty. The Social Care Functions will be subject at all times to compliance with the Best Value Duty.
- 14.6 The CCG shall ensure that any requirements which the Council reasonably requires to meet its Best Value Duty are incorporated and reflected in its delivery and performance of the Social Care Functions. This is only insofar as this is subject to the Council's Contributions being sufficient to cover any increased costs. For the avoidance of doubt, this may include efficiency savings or reconfiguration of the Services and the Partners shall undertake any appropriate consultation prior to implementation.

Clinical governance duty

- 14.7 The Council shall ensure that any of the Services commissioned through this Agreement comply with expected requirements for clinical governance and controls assurance to which the CCG is subject. The CCG is subject to a duty of clinical governance, which (for the purposes of this Agreement) shall be defined as a framework through which it is accountable for assuring the quality of services commissioned and to promote a continuous improvement and innovation with respect to safety of services, clinical effectiveness and patient experience. The Council acknowledges that clinical governance (as described above) applies to the treatment of NHS patients. Such patients are entitled to expect to receive services which are part of a clinical governance system irrespective of where they are treated. The Partnership Arrangements will therefore be subject to ensuring that there are clinical governance obligations included in contracts commissioned by the Lead Commissioner where relevant to the particular services commissioned. The Council shall use reasonable endeavours to co-operate with all reasonable requests from the CCG, which the CCG considers necessary in order to fulfil its clinical governance obligations.
- 14.8 Where the Council, acting as Lead Commissioner, is undertaking procurement and contracting on behalf of the CCG, the form of contract and performance requirements therein will be developed with regard to the requirements of NHS contracts and of the CCG.
- 14.9 For the avoidance of doubt, this Agreement in no way releases either Partner from any requirement to comply with the general law or any internal standing order, by-law, policy, financial procedure or decision of the Council or the CCG which is inconsistent with this Agreement.

14.10 Each Partner shall be entitled to make representations and recommendations to the other Partner relating to the other Partner's performance of its obligations under this Agreement. Each Partner will in good faith give due regard to the other Partner's representations and recommendations, and shall promptly respond, in writing, giving reasons why such representations and/or recommendations were or were not followed.

14.11 Sub-standard performance will in the first instance be addressed through the Joint Executive Team and thereafter referred as indicated in Clause 15 below.

15. Governing Law and Dispute Resolution

15.1 This Agreement, and any dispute or claim arising out of or in connection with it or its subject matter, shall be governed and construed in accordance with English Law and subject to the exhaustion by the Partners of the dispute resolution procedure set out in this Clause 15, the Partners hereby submit to the exclusive jurisdiction of the English courts.

15.2 Any dispute concerning this Agreement shall be first referred in writing to the Deputy Chief Executive for the Council and the Chief Officer for the CCG who shall enter into good faith negotiations to resolve the matter.

15.3 In the event that the dispute remains unresolved on the expiry of twenty eight (28) days from the date of the referral under Clause 14.2, or such longer period as the Partners may agree, the dispute shall be referred to the Cabinet Member for Adult Social Care and Health, or for Children's Services (as appropriate), and the Chair of the CCG who shall enter into good faith negotiations to resolve the matter.

15.4 In the event that the dispute remains unresolved on the expiry of twenty eight (28) days from the date of the referral under Clause 14.2, or such longer period as the Partners may agree, the Partners shall jointly refer the dispute to a mediator appointed by the Centre for Effective Dispute Resolution ("CEDR").

15.5 The mediator shall determine the rules and procedures by which the mediation shall be conducted save that:

15.5.1 each Partner shall be entitled to make a written statement of its case to the mediator prior to the commencement of the mediation, provided that such statement shall be provided to the mediator not less than fourteen (14) days or such other period as may be agreed by the mediator before the mediation is to commence; and

15.5.2 within fourteen (14) days of the conclusion of the mediation the mediator shall provide a written report to the Partners which report shall set out the nature of the dispute and the nature of its resolution if any.

15.6 The mediator shall be entitled to be paid their reasonable fee, which the Partners shall pay in equal shares.

15.7 Neither Partner may commence court proceedings in relation to any dispute concerning this Agreement until fourteen (14) days after mediation in accordance with Clause 14.5 has failed to resolve the dispute, provided that either Partner's right to issue proceedings is not prejudiced by a delay and nothing in this Clause 14 shall prevent either Partner applying to the court for injunctive or other interim or equitable relief.

16. Complaints

16.1 As soon as reasonably practicable following the Commencement Date, the Partners will agree and operate a joint complaints system relating to the Lead Commissioner Functions. The application of such a joint complaints system will be without prejudice to a complainant's right to use either of the Partners' statutory complaints procedures where applicable.

16.2 Prior to the Partners agreeing a joint complaints system or if the Partners agree to cease operating any such joint complaints

system (without agreeing a replacement system), the following will apply:

- 16.2.1 where a complaint wholly relates to one or more of the Council's Social Care Functions it shall be dealt with in accordance with the statutory complaints procedure of the Council;
 - 16.2.2 where a complaint wholly relates to one or more of the CCG's NHS Functions, it shall be dealt with in accordance with the statutory complaints procedure of the CCG;
 - 16.2.3 where a complaint relates partly to one or more of the Council's Social Care Functions and partly to one or more of the CCG's NHS Functions then a joint response will be made to the complaint by the Council and the CCG, in line with local joint protocol;
 - 16.2.4 where a complaint cannot be handled in any way described above or relates to the operation of the Partnership Arrangements by the Joint Executive Team or the content of this Agreement, then the Joint Executive Team will set up a complaints subgroup to examine the complaint and recommend remedies.
- 16.3 All complaints relating to the Lead Commissioner Functions shall be reported by the Partners to the Joint Executive Team and on to the Finance and Performance Partnership Board as appropriate. .

17. Regulation and Inspection

- 17.1 The Partners shall cooperate with any investigation undertaken by the Care Quality Commission, the Health Service Commissioner and/or the Local Government Commissioner for England or any regulatory authority/body.

- 17.2 The Partners shall cooperate with any audit undertaken by the Audit Commission (or any successor body), the Department of Health, the NHS Commissioning Board and/or any local government audits.

18. Information Sharing

- 18.1 Both Partners shall follow and ensure that the Partnership Arrangements comply with all Legislation, regulations and guidance on information sharing produced by the Government.
- 18.2 The Partners shall establish and keep operational and ensure that there are kept operational:
- 18.2.1 procedures (including forms) for handling Eligible Service User access and consent;
 - 18.2.2 documentation for Eligible Service Users which explains their rights of access, the relevance of their consent, rules and limits on confidentiality, and how information about them is treated; and
 - 18.2.3 such additional policies procedures and documentation as shall be necessary in order to meet the purposes, guidance and requirements of Government and of all relevant data protection Legislation as they apply to the Partners and the Partnership Arrangements.
- 18.3 The Partners shall in the performance of their obligations under this Agreement comply with the Information Sharing Agreements in place between the council and CCG.

19. Serious and Untoward Incidents

Adults

- 19.1 Both Partners acknowledge that the Safeguarding Vulnerable Groups Act 2006 and Multi-Agency Policy and Procedures to Protect Vulnerable Adults from Abuse shall apply to the Services.

The Partners agree that any clinical governance incidents shall be investigated by the CCG.

- 19.2 The Partners acknowledge that serious and untoward incidents may occur in relation to the Services. In the case that the allegation relates to:
- 19.2.1 the Services, then the allegation shall be handled in accordance with the relevant Partner's serious and untoward incident policy;
 - 19.2.2 if the allegation refers to a Partner itself then the allegation shall be handled in accordance with the Council's serious and untoward incident policy.
- 19.3 Any incidents being investigated by a Partner shall be notified as soon as reasonably practical by that Partner to the Joint Executive Team, who shall be kept informed of all stages of the investigations.
- 19.4 The Partner leading the investigation shall make the Council's and CCG's Press Office (or equivalent) aware of any situations that may have an impact on the Council or CCG.

Children

- 19.5 Both Partners acknowledge that the Children Acts 1989 and 2004 apply to the Services. All Services shall adhere to the current statutory framework (Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children, HM Government, March 2015) and London Child Protection Procedures.
- 19.6 Any serious incidents regarding children that involve Individual Services shall be investigated in accordance with Legislation, London Child Protection Procedures and the relevant Partner's serious and untoward incident policy.
- 19.7 Where an allegation relates to a member of staff from one of the Partners itself, then the case shall be referred to the Local

Authority Designated Officer for Allegations against staff working with children.

- 19.8 Any serious incidents involving children or the death of a child known to Individual Services shall be reported to the Designated Nurse for Safeguarding Children for the CCG and the Head of Children Safeguarding for the Council.
- 19.9 In the event of a death or serious injury of a child, the Local Safeguarding Children Board shall consider whether a serious case review is required in accordance with Legislation. Both Partners shall ensure that full cooperation is given to the review. The CCG shall lead the review on behalf of health organisations within the terms of reference set by the Local Safeguarding Children Board.

Assistance

- 19.10 Each Partner shall provide to the other, all reasonable assistance required in relation to the investigation of any serious and untoward incident in relation to the Services.

20. Termination

- 20.1 Either Partner may:

- 20.1.1 terminate this Agreement; or
- 20.1.2 terminate this Agreement solely in so far as it relates to an Individual Service or Individual Services (in which case the provisions of this Agreement as to termination shall mutatis mutandis apply),

by giving not less than twelve (12) months' written notice to the other Partner.

- 20.2 Either Partner (the "First Partner") may terminate this Agreement by giving not less than three (3) months' notice in writing to the other Partner if:

- 20.2.1 the Partners cannot agree the Budget for any

subsequent Financial Years;

- 20.2.2 the other Partner commits a material breach of a provision of this Agreement and (where such breach is capable of remedy) fails to remedy such breach within two calendar months of a written notice being given which requires such breach to be remedied and which states that it is the intention of the notifying Partner to terminate this Agreement forthwith if the breach is not so remedied;
- 20.2.3 the other Partner commits a material breach of a provision of this Agreement which is not capable of remedy;
- 20.2.4 the Services persistently fail to meet the Performance Measures or any standards required by law or guidance or which have been agreed by the Partners;
- 20.2.5 the other Partner suffers an Event of Force Majeure (as defined in Clause 21.16.1) and such Event of Force Majeure persists for more than thirty (30) days following the service of the notice referred to at Clause 21.16.4.2;
- 20.2.6 the First Partner's fulfilment of its obligations under this Agreement would be in contravention of any guidance from any Secretary of State issued after the date hereof;
- 20.2.7 the fulfilment of the Partnership Arrangements would be ultra vires; or
- 20.2.8 the Partners are unable to agree a variation to this Agreement in accordance with Clause 21.3 (Entire Agreement, Variations and Change Control) so as to enable either/both Partners to fulfil its/their obligations in accordance with law and guidance.

- 20.3 Where this Agreement is terminated by a Partner under either Clause 20.1 or 20.2 (Termination) on the other Partner, each Partner shall (unless the Partners agree in writing otherwise) continue to perform its obligations under this Agreement throughout the relevant termination notice period.
- 20.4 Upon termination or expiry of this Agreement howsoever occurring, the Partners will be entitled to a proportion of any monies held by the Lead Commissioner with regard to any of the Individual Services included in Part 2. The entitlement with regard to each Pooled Fund will be in proportion to each Partner's contribution to that Pooled Fund and the Lead Commissioner(s) will pay such amount to the other Partner within thirty (30) days of the date that this Agreement terminates or expires, subject always to the terms in relation to the continuing liabilities set out at Clause 19.5 below.
- 20.5 Upon expiry or termination of this Agreement for any reason whatsoever the following shall apply:
- 20.5.1 The Council and the CCG shall continue to be liable to purchase the various Individual Services set out in Part 2 in accordance with the terms of this Agreement to fulfil all existing obligations to third parties;
- 20.5.2 The Partners shall remain liable to operate the Pooled Fund and joint commissioning arrangements in accordance with the terms of this Agreement so far as is necessary to ensure fulfilment of their obligations;
- 20.5.3 Each Partner shall remain liable to contribute that proportion of the cost of each Individual Service which either is its proportionate Contribution in the current or most recent Financial Year. If such Contribution has not at the date of notice of termination yet been confirmed, the Partners' liability will be based on their respective contributions in the immediately preceding Financial Year;

- 20.5.4 the Partners agree that they will work together and co-operate to ensure that the winding down and disaggregation of the integrated and joint activities to the separate responsibilities of the Partners is carried out smoothly and with as little disruption as possible to Eligible Service Users, employees, the Partners and third parties;
- 20.5.5 Any assets purchased from any of the Pooled Fund will be disposed of by the relevant Lead Commissioner for the purposes of meeting any of the costs of winding up the Services or where this is not practicable such assets will be shared proportionately between the Council and the CCG according to the level of past contributions to the Pooled Fund;
- 20.5.6 upon expiry or termination of this Agreement, monies in the Pooled Fund shall continue, notwithstanding termination, to be used by the Pooled Fund Manager to pay for any of the Services delivered by third parties under contracts approved by the Joint Executive Team. Thereafter any underspend (including any interest) shall be returned to the Partners pro rata to their Contribution. Any overspend shall be borne by the Partners pro rata to their Contributions provided that where and to the extent any overspend is caused or contributed to by either Partner acting in breach of the terms of this Agreement, such Partner shall be fully responsible for such element of the overspend;
- 20.5.7 the Joint Executive Team shall continue to operate for the purposes of functions associated with this Agreement for the remainder of any contracts and commitments relating to this Agreement; and
- 20.5.8 expiry or termination of this Agreement shall have no effect on the liability of any rights or remedies of either Partner already accrued, prior to the date upon which such expiry or termination takes effect.

- 20.6 Where a Partner is entitled to terminate this Agreement pursuant to Clause 19.2 and the circumstances giving rise to such right relate to a particular Individual Service or Individual Services, the Partner may at its sole option choose to terminate this Agreement solely in so far as it relates to such Individual Service or Individual Services and the provisions of this Agreement as to termination shall mutatis mutandis apply.

21. Indemnity and Limitation of Liability

- 21.1 Each Partner (the "Indemnifying Partner") will fully indemnify the other and its staff, officers and agents (the "Indemnified Partner") against all losses, costs, expenses, damages, liabilities, actions, claims or proceedings at common law or under Legislation which arise as a result of or in connection with any act, default, negligence, breach of contract or breach of statutory duty on the part of the Indemnifier, its staff, officers or agents, except and to the extent that such losses, costs, expenses, damages, liabilities, actions, claims or proceedings arise out of the act, default, negligence, breach of contract or breach of statutory duty on the part of the Indemnified Partner.
- 21.2 Neither Partner excludes or limits its liability for death or personal injury caused by negligence, or fraudulent misrepresentation.
- 21.3 Subject to Clause 21.2, neither Partner will be liable for any indirect losses suffered by the other Partner whether such losses or the potential for such losses were made known to the Partner or not and the limit of each Partner's aggregate liability to the other under this Agreement in any twelve month period shall not exceed one million pounds (£1,000,000). For the purposes of this Clause 21.3, twelve month periods shall be measured from the Commencement Date and anniversaries thereof.
- 21.4 If any third party makes a claim or intimates an intention to make a claim against either Partner, which may reasonably be considered as likely to give rise to an indemnity under Clause 20.1, the Indemnified Partner that may claim against the Indemnifying Partner will:

- 21.4.1 as soon as reasonably practicable give written notice of that matter to the Indemnifying Partner specifying in reasonable detail the nature of the relevant claim;
 - 21.4.2 not make any admission of liability, agreement or compromise in relation to the relevant claim without the prior written consent of the Indemnifying Partner (such consent not to be unreasonably conditioned, withheld or delayed);
 - 21.4.3 give the Indemnifying Partner and its professional advisers reasonable access to its premises and personnel and to any relevant assets, accounts, documents and records within its power or control so as to enable the Indemnifying Partner and its professional advisers to examine such premises, assets, accounts, documents and records and to take copies at their own expense for the purpose of assessing the merits of, and if necessary defending, the relevant claim.
- 21.5 For the avoidance of doubt, the Indemnified Partner shall be under a duty to mitigate any loss in accordance with the principles of common law and the indemnity given at Clause 21.1 above shall not extend to losses, costs, expenses, damages, liabilities, actions, claims or proceedings incurred by reason of or in consequence of any negligent act or omission, misconduct or breach of this Agreement committed by the Indemnified Partner.
- 21.5 Each Partner shall ensure that they maintain appropriate insurance arrangements in respect of employers' liability, liability to third parties and other insurance or risk pooling arrangements to cover their liability under this Agreement.

22. Other provisions

22.1 Confidentiality

- 22.1.1 Except as required by law and specifically pursuant to Clause 22.9 (Freedom of Information Act 2000), each Partner agrees at all times during the continuance of this Agreement and after its termination to keep confidential any and all information, data and material of any nature which either Partner may receive or otherwise obtain in connection with the operation of this Agreement or otherwise relating in any way to the business, operations and activities of the other Partner, its employees, agents and/or any other person with whom it has dealings including any client, patient or Eligible Service User of either Partner. For the avoidance of doubt this clause shall not affect the rights of any workers under Section 43 A-L of the Employment Rights Act 1996.
- 22.1.2 The Partners agree to provide or make available to each other sufficient information concerning their own operations and actions and concerning client, patient and Eligible Service User information (including material affected by the Data Protection Act in force at the relevant time) to enable efficient operation of the Partnership Arrangements (which include the Services).
- 22.1.3 The Partners will ensure that the provision of the Services complies with all relevant data protection legislation regulations and guidance and that the rights of access by Eligible Service Users to their data are observed.

22.2 Public Relations

The Partners will co-operate and consult with each other in respect of matters involving public relations in so far as reasonably practicable having regard to the nature and urgency of the issue involved. The parties may agree Protocols of the handling of public relations from time to time.

22.3 Entire Agreement, Variations and Change Control

- 22.3.1 The terms herein contained together with the contents of the Schedules under Part 2 constitute the complete agreement between the Partners with respect to the subject matter hereof and supersede all previous communications representations understandings and agreement and any representation promise or condition not incorporated herein shall not be binding on either Partner.
- 22.3.2 No agreement or understanding varying or extending any of the terms or provisions of this Agreement shall be binding upon either Partner unless in writing and signed by a duly authorised officer or representative of the Partners.
- 22.3.3 If at any time during the Term of this Agreement:
 - (a) the Council or CCG requests in writing any change to the Services described or the manner in which the Services are commissioned; or
 - (b) if a change to the manner in which an Individual Service is or the Services are commissioned is required by operation of NHS or local government law through statutes, orders, regulations, instruments and directions made by a Secretary of State in relation to the NHS Functions or the Social Care Functions

respectively or others duly authorised pursuant to statute or other changes in the law which relate to powers, duties and responsibilities of the Partners and which have to be complied with, implemented or otherwise observed by the Partners in connection with their functions then, the Partners will investigate the likely impact of any such change on an Individual Service, the Services or any other aspects of this Agreement and shall prepare a report in writing within a reasonable period of time of receipt of a change request;

22.3.4 Any report prepared by the Partners pursuant to Clause 22.3.3(b) shall include:

- (a) a statement of whether the change will result in an increase or decrease in Contributions to the relevant Pooled Fund or Aligned Fund by reference to the relevant component elements of the Individual Service(s) the subject of the change;
- (b) a statement of the individual responsibilities of the Partners for any implementation of the change;
- (c) a timetable for the implementation of the change;
- (d) a statement of any impact on and any changes required to the Individual Service or Services;
- (e) details of any proposed staff and employment implications; and
- (f) the date for the validation or expiry of the report.

- 22.3.5 Where the Partners are unable to agree on the terms of the report then the dispute resolution provisions set out at Clause 14 (Governing Law and Dispute Resolution) in this Agreement shall apply.
- 22.3.6 If agreement in principle to the change(s) is reached, the Partners shall confirm in writing their decision to proceed with the change(s) referred to in the said report and shall agree a formal variation of this Agreement in accordance with Clause 21.3.2 (Entire Agreement, Variations and Change Control) of this Agreement.
- 22.3.7 The Partners shall comply with their respective duties to consult on any change in, or addition to, the Services in accordance with the Regulations.

22.4 No Partnership

- 22.4.1 Nothing in this Agreement shall create or be deemed to create a partnership under the Partnership Act 1890 or the Limited Partnership Act 1907, a joint venture or the relationship of employer and employee between the Partners or render either Partner directly liable to any third party for the debts, liabilities or obligations of the other.
- 22.4.2 Except as expressly provided otherwise in this Agreement, neither Partner will have authority to, or hold itself out as having authority to:
 - 22.4.2.1 act as an agent of the other;
 - 22.4.2.2 make any representations or give any warranties to third parties on behalf of or in respect of the other; or
 - 22.4.2.3 bind the other in any way.

22.5 Contracts (Rights of Third Parties) Act 1999

The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement and accordingly the Partners to this Agreement do not intend that any third party should have any rights in respect of this Agreement by virtue of that Act.

22.6 Notices

- 22.6.1 Any notice of communication hereunder shall be in writing.
- 22.6.2 Any notice or communication to the Council hereunder shall be deemed effectively served if sent by registered post or delivered by hand to the Council at the address set out above and marked for the Chief Executive of the Council or to such other addressee and address notified from time to time to the CCG for service on the Council.
- 22.6.3 Any notice or communication to the CCG hereunder shall be deemed effectively served if sent by registered post or delivered by hand to the address set out above and marked for the attention of the Managing Director of the CCG or to such other addressee and address notified from time to time to the Council for service on the CCG.
- 22.6.4 Any notice served by hand delivery shall be deemed to have been served on the date it is delivered to the addressee. Where notice is posted it shall be sufficient to prove that the notice was properly addressed and posted and the addressee shall be deemed to have been served with the notice forty eight (48) hours after the time it was posted.

22.7 Data Protection

- 22.7.1 The Partners acknowledge their respective duties under the Data Protection Act 1998 (the “DPA”) and shall give all reasonable assistance to each other where appropriate or necessary to comply with such duties.
- 22.7.2 To the extent that the Lead Commissioner is acting as a Data Processor (as such term is defined in the DPA) on behalf of the other Partner, the Lead Commissioner shall, in particular, but without limitation:
 - 22.7.2.1 only process such Personal Data (as such term is defined in the DPA) as is necessary to perform its obligations under this Agreement, and only in accordance with any instruction given by the other Partner under this Agreement;
 - 22.7.2.2 put in place appropriate technical and organisational measures against any unauthorised or unlawful processing of such Personal Data, and against the accidental loss or destruction of or damage to such Personal Data having regard to the state of technical development and the level of damages that may be suffered by a Data Subject (as such term is defined in the DPA) whose Personal Data is affected by such unauthorised or unlawful processing or by its loss, damage or destruction;
 - 22.7.2.3 take reasonable steps to ensure the reliability of employees who will have access to such Personal Data; and
 - 22.7.2.4 not cause or allow such Personal Data to be transferred outside the European Economic Area without the prior consent of the other Partner.

22.8 Freedom of Information Act 2000

- 22.8.1 Each Partner acknowledges that the other Partner is subject to the requirements of the Freedom of Information Act 2000 (the "FOIA") and the Environmental Information Regulations (the "EIR") and each Partner shall assist and cooperate with the other (at their own expense) to enable the other Partner to comply with these information disclosure obligations.
- 22.8.2 Where a Partner receives a "request for information" under either the FOIA or EIR (as defined under those Acts) in relation to information which it is holding on behalf of the other Partner, it shall (and shall procure that its sub-contractors shall):
- (a) transfer the request for information to the other Partner as soon as practicable after receipt and in any event within two (2) Working Days of receiving a request for information;
 - (b) provide the other Partner with a copy of all information in its possession or power in the form that the other Partner requires within five (5) Working Days (or such other period as may be agreed) of the other Partner requesting that information; an
 - (c) provide all necessary assistance as reasonably requested to enable the other Partner to respond to a request for information within the time for compliance set out in the EIR or section 10 of the FOIA, as relevant.
- 22.8.3 Where a Partner receives a request for information which relates to the Agreement, it shall inform the

other Partner of the request for information as soon as practicable after receipt and in any event within two (2) Working Days of receiving a request for information.

22.8.4 If either Partner determines that information must be disclosed pursuant to Clause 21.8.6 it shall notify the other Partner of that decision at least two (2) Working Days before disclosure.

22.8.5 Each Partner shall be responsible for determining at its absolute discretion whether the relevant information is exempt from disclosure or is to be disclosed in response to a request for information.

22.8.6 Each Partner acknowledges that the other Partner may be obliged under the FOIA to disclose Information:

- (a) without consulting with the other Partner, or
- (b) following consultation with the other Partner and having taken its views into account.

22.9 Severability

If any term, condition or provision contained in this Agreement shall be held to be invalid, unlawful or unenforceable to any extent, such term, condition or provision shall not affect the validity, legality or enforceability of the remaining parts of this Agreement.

22.10 Changes in Legislation

Partners may review the operation of the Agreement and all or any procedures or requirements of this Agreement on the coming into force of any Legislation or guidance affecting the provision of the Services so that the commissioning of the Services under this Agreement complies with such Legislation or guidance.

22.11 Assignment or Transfer

This Agreement and any rights and conditions contained in it may not be assigned or transferred by either Partner without the prior written consent of the other Partner except to any statutory successor to the relevant function.

22.12 Waivers

22.12.1 The failure of any Partner to enforce at any time to or for any period of time any of the provisions of this Agreement shall not be construed to be a waiver of any such provision and shall in no matter affect the right of that Partner thereafter to enforce such provision.

22.12.2 No waiver in any one or more instance of a breach of any provision hereof shall be deemed to be a further or continuing waiver if such provision in other instances.

22.13 Costs

Each Partner shall be liable for their own respective costs in relation to this Agreement.

22.14 Further acts

The Partners agree to do or procure to be done all such further acts and things and execute or procure the execution of all such other documents as either Partner may from time to time reasonably require for the purpose of giving full effect to the provisions of this Agreement and the intentions of the Partners as expressed in this Agreement, and the Partners will at all times act and deal in good faith towards each other in respect of all matters the subject of this Agreement.

22.15 Force majeure

22.15.1 Where a Partner is affected by an event or circumstance which is beyond the reasonable control of the Partner, including without limitation war, civil war, armed conflict or

terrorism, strikes or lock outs, riot, fire, flood or earthquake, and which directly causes that Partner to be unable to comply with all or a material part of its obligations under this Agreement (an “Event of Force Majeure”), it shall take all reasonable steps to mitigate the consequences of it, resume performance of its obligations as soon as practicable and use all reasonable efforts to remedy its failure to perform.

- 22.15.2 Subject to Clause 22.15.1, the Partner claiming relief shall be relieved from liability under this Agreement to the extent that because of the Event of Force Majeure it is not able to perform its obligations under this Agreement.
- 22.15.3 The Partner claiming relief shall serve initial written notice on the other Partner immediately it becomes aware of the Event of Force Majeure. This initial notice shall give sufficient details to identify the particular event.
- 22.15.4 The Partner claiming relief shall then either:
 - 22.15.4.1 serve a detailed written notice within a further seven (7) days. This detailed notice shall contain all relevant available information relating to the failure to perform as is available, including the effect of the Event of Force Majeure, the mitigating action being taken and an estimate of the period of time required to overcome it; or
 - 22.15.4.2 in the event it reasonably believes that the effects of the Event of Force Majeure will make it impossible for the Partnership Arrangements to continue, serve notice of this to the other Partner and either Partner may then terminate this Agreement in accordance with Clause 21.2.5 of this Agreement.

APPENDIX 1

JOINT INFORMATION SHARING PROTOCOL

TO BE INSERTED

APPENDIX 2

NHS HARINGEY CCG MEMBER PRACTICES

The following General Medical Practitioners are members of the Haringey CCG and are approved to operate within the boundaries of Haringey.

[illegible]

APPENDIX 3**FORM OF NOTIFICATION TO THE DEPARTMENT OF HEALTH****ROCR/OR/0226****Licence Expiry Date:**

The use of this collection has been approved by the Review of Central Returns Steering Committee – ROCR.

This is a Mandatory collection from clinical commissioning groups and NHS Trusts. Monitor, Independent Regulator of Foundation Trusts, has provided approval for a voluntary collection.

**NOTIFICATION FORM
SECTION 75 PARTNERSHIP ARRANGEMENTS**

To be completed for each partnership arrangement and updated annually for amendment of a partnership arrangement.

This form below should be sent to the Health and Social Care Joint Unit, c/o CSIP ICN, Department of Health, Room 304 Wellington House, Waterloo Road, London SE1 8UJ.

Email: MB-HSD-SCJU@dh.gsi.gov.uk

1. NAMES OF THE STATUTORY PARTNERS (Officers & Organisations)	
2. DATE OF AGREEMENT	
3. DATE WHEN PARTNERSHIP IS INTENDED TO START OR DATE OF ANNUAL UPDATE FOR DH IF THIS HAS BEEN PREVIOUSLY NOTIFIED	
4. TITLE OF OFFICER RESPONSIBLE FOR THE PARTNERSHIP	

5. CONTACT NAME	
6. CONTACT TEL. NO.	
7. WHICH FLEXIBILITIES ARE BEING USED? <ul style="list-style-type: none"> • LEAD COMMISSIONING (LC) • POOLED FUNDS (PF) • INTEGRATED PROVISION (IP) 	

8. WHICH CARE GROUP OR CATEGORY DOES THE PARTNERSHIP SERVE?	
9. SUMMARY OF KEY OBJECTIVES (DO NOT COMPLETE AGAIN IF PREVIOUSLY NOTIFIED AND THESE REMAIN UNCHANGED AT THE TIME OF ANY ANNUAL UPDATE)	
10. CONTRIBUTIONS IDENTIFY THE FINANCIAL CONTRIBUTION OF EACH PARTNER <u>SEPARATELY</u> <u>(To be updated by notification annually)</u>	

**OVERARCHING SECTION 75 NATIONAL HEALTH SERVICE ACT 2006
HEALTH AND SOCIAL CARE PARTNERSHIP AGREEMENT**

between

LONDON BOROUGH OF HARINGEY

and

NHS HARINGEY CLINICAL COMMISSIONING GROUP

Commencement Date: 2016

FOR THE COMMISSIONING OF LEARNING DISABILITY SERVICES, ADULT MENTAL HEALTH SERVICES, CHILDREN AND ADOLESCENT MENTAL HEALTH SERVICES, INDEPENDENT DOMESTIC VIOLENCE ADVOCACY AND THE IDENTIFICATION AND REFERRAL TO INCREASE SAFETY SERVICES AND BETTER CARE FUND SERVICES

PART 2

SCHEDULE OF INDIVIDUAL AGREED SERVICES

The Schedule of Agreed Services is agreed on an annual basis and should be read in conjunction with PART 1 of this Agreement

PART 2
SCHEDULE 1

LEARNING DISABILITIES SERVICES

SCHEDULE OF AGREED SERVICES 2016-17	
Name of Service	Community Learning Disabilities Service
Type of agreements (e.g. section 75, 76 or 256)	Section 75
Type of Service (e.g. Lead Commissioning, Pooled Budget)	Council Lead Commissioning with Pooled Budget (containing pooled and aligned funds)
Delegated Function	Health Function – The commissioning of Learning Disabilities Services on behalf of Haringey Clinical Commissioning Group
The Services	Haringey Council will commission on behalf of itself and Haringey CCG a Community Learning Disabilities Team. Haringey Council will manage a pooled budget to fund the commissioning of the staffing in this service and additional placements and packages required to meet the needs of users of the service. The specification for the service is set out as an addendum.
Aim of Service(s)	The aim of the service is to support people with learning disabilities by commissioning services that seek to build resilience, promote independence, support balanced risk taking in the context of being safe, are innovative in approach and reduce the need for statutory services over time.
Outcome of Service(s)	Outcomes are set out in full in the specification and include: <ul style="list-style-type: none"> • Reduced inpatient activity by 50% • Reduced average length of stay for all admissions • No use of residential care except where no other option is available • Support planning that helps users of the service to achieve their outcomes and goals, promotes independence and control and involves them at all stages • Access to positive behaviour support for all patients of all ages with challenging behaviour • Reduction in the use of out of area placements and increased support for care closer to home

	<ul style="list-style-type: none"> • Increased use of Personal Integrated Care Budgets and Direct Payments • Elimination of/reduction in existing health inequalities • Transformation of care and culture working towards a life course approach with local services built around the individual and integrated approaches as the norm • Increased employment, education and vocational activity for people with learning disabilities • Effective engagement with users and carers to inform service delivery and improvement • Increases in numbers of people with a learning disability with a Health Action Plan
Strategy/Framework Documents (if applicable)	<ul style="list-style-type: none"> • Building the Right Support • The Care Act, 2014 • The Mental Health Act, 1983 • The Mental Capacity Act, 2005
Eligibility and Assessment Procedures	As set out in the addendum.
Key Performance Indicators	For each of the services commissioned we will develop an agreed set of local KPIs in addition to any existing national indicators.
Resources for managing the partnership	
	<p>No staff or other resources are transferred or seconded between the partners as a result of this agreement.</p> <p>The partners will make available staffing resources and capacity to enable the operation of the agreement from their existing establishments.</p> <p>Any alterations to those establishments which may impair the operation of the partnership will be notified to the other partner in sufficient time to allow mitigations to be agreed.</p>
Pooled Budgets	<ul style="list-style-type: none"> • LD (Haringey Learning Disability Partnership Staff): £3,161,227 • LD (Packages of Care): £22,800,000 • Haringey CCG (Packages of Care): £9,000,000

ADDENDUM

OUTLINE SPECIFICATION

HARINGEY COMMUNITY LEARNING DISABILITY TEAM (CLDT) SERVICE

1. Strategic vision

- 1.1 Haringey Clinical Commissioning Group (the CCG) and London Borough of Haringey (the Council) wish to commission a Community Learning Disability Team (CLDT) service which supports our strategic vision for adults and transitioning children with learning disabilities for whom they have they a responsibility.
- 1.2 Our aim is support people with learning disabilities by commissioning services that seek to build resilience, promote independence, support balanced risk taking in the context of being safe, are innovative in approach and reduce the need for statutory services over time. We will do this in partnership and as part of a whole-system transformation to improve care for all people with learning disabilities.
- 1.3 We expect the CLDT to work closely and in full partnership with service users and carers to identify the goals and outcomes which are important to them and which promote their independence, enable them to live in the community and support them to lead ordinary lives. As a partnership, we expect the provider of the service to adopt an integrated approach which ensures seamless delivery of health and social care to people accessing the service and minimises barriers to delivering joined up care and support. To enable this, the specification is supported by a pooled budget which will enable the service to work in creative and innovative ways to deliver outcomes for users that matter to them, engage them in wider civic life and keep within the budget allocated.
- 1.4 As Transforming Care is implemented locally and across North Central London we expect the CLDT to be engaged in and responsive to the programme of change in partnership with commissioners.
- 1.5 This specification will be supported by a Delivery Plan which details how the provider will offer an integrated approach will delivers against the requirements of this specification, drives changes in workforce culture and operates within the budget available.

2. Principles

- 2.1 We wish to commission services based on the principles set out in the national guidance, Building the Right Support. These principles are as follows:

- 2.2 People should be supported to be independent and to have a **good and meaningful everyday life** - through access to activities and services such as early years services, education, employment, social and sports/leisure; and support to develop and maintain good relationships.
- 2.3 Care and support should be **person-centred, planned, proactive and coordinated** – with early intervention and preventative support based on sophisticated risk stratification of the local population, person-centred care and support plans, and local care and support navigators/keyworkers to coordinate services set out in the care and support plan.
- 2.4 People should have **choice and control** over how their health and care needs are met – with information about care and support in formats people can understand, the expansion of personal budgets, personal health budgets and integrated personal budgets, and strong independent advocacy.
- 2.5 People with a learning disability and/or autism should be supported to live in the community with **support from and for their families/carers as well as paid support and care staff** – with training made available for families/carers, support and respite for families/carers, alternative short term accommodation for people to use briefly in a time of crisis, and paid care and support staff trained and experienced in supporting people who display behaviour that challenges.
- 2.6 People should have a choice about where and with whom they live – with a choice of **housing** including small-scale supported living, and the offer of settled accommodation.
- 2.7 People should get good care and support from **mainstream NHS services**, using NICE guidelines and quality standards – with Annual Health Checks for all those over the age of 14, Health Action Plans, Hospital Passports where appropriate, liaison workers in universal services to help them meet the needs of patients with a learning disability and/or autism, and schemes to ensure universal services are meeting the needs of people with a learning disability and/or autism (such as quality checker schemes and use of the Green Light Toolkit).
- 2.8 People with a learning disability and/or autism should be able to access **specialist health and social care support in the community** – via integrated specialist multi-disciplinary health and social care teams, with that support available on an intensive 24/7 basis when necessary.
- 2.9 When necessary, people should be able to get **support to stay out of trouble** – with reasonable adjustments made to universal services aimed at reducing or preventing anti-social or ‘offending’ behaviour, liaison and diversion schemes in the criminal justice system, and a community forensic health and

care function to support people who may pose a risk to others in the community.

- 2.10 When necessary, when their health needs cannot be met in the community, they should be able to access high-quality assessment and treatment in a **hospital** setting, staying no longer than they need to, with pre-admission checks to ensure hospital care is the right solution and discharge planning starting from the point of admission or before.
- 2.11 In addition, people should receive care closer to home which promotes their independence.

3. Outcomes for users

3.1 Outcome 1: Promoting independence

- I want to live at home and as independently as possible
- I want to do as much for myself as I can including managing my own health and wellbeing needs
- I want to be as active and as healthy as I can
- I want to set my goals and outcomes and work to achieve them with support where necessary
- I want my friends and family to be involved in my care and to make new friends and relationships
- I want to be able to go outside my home to lead an ordinary life including employment, education, leisure and social relationships

3.2 Outcome 2: Help in a crisis

- I want short term help when I am in a crisis to enable me to do the things I could do before the crisis
- I want to be independent and return home as quickly as possible

3.3 Outcome 3: Safeguarding

- I want to be free from abuse
- I want to feel safe

3.4 Outcome 4: Quality when services are necessary

- I want a responsive service, with consistency of care
- I want a service delivered by people who care
- I want a service delivered by people trained to support my condition
- I want to be involved in decisions about my care package

4. Service Outcomes supported

4.1 The expected outcomes that the service will support are as follows:

- Reduced inpatient activity by 50%
- Reduced average length of stay for all admissions
- No use of residential care except where no other option is available
- Support planning helps users of the service to achieve their outcomes and goals, promotes independence and control and involves them at all stages
- Access to positive behaviour support for all patients of all ages with challenging behaviour
- Reduction in the use of out of area placements and increased support for care closer to home
- Increased use of Personal Integrated Care Budgets and Direct Payments
- Elimination of/reduction in existing health inequalities
- Transformation of care and culture working towards a life course approach with local services built around the individual and integrated approaches as the norm
- Increased employment, education and vocational activity for people with learning disabilities
- Annual reviews as a minimum – target 100%
- Multi-disciplinary assessments and reviews
- Effective engagement with users and carers to inform service delivery and improvement
- Increases in numbers of people with a learning disability with a Health Action Plan

5. Eligibility

i) Eligibility by residence, registration and statutory duty:

Individuals resident in Haringey and/or registered with a Haringey GP (or otherwise usually resident as defined in the Responsible Commissioning guidance) are eligible for this service. For avoidance of doubt, individuals for whom the council or CCG has responsibility under the Care Act, Section 117 of the Mental Health Act or who are Continuing Health Care are also eligible for this service. This may include individuals placed in or out of the borough and those being discharged from forensic units.

ii) Eligibility by need:

The specific cohorts of individuals whom can access the service are:

- a) **People aged 18 and over who have a global learning disability (GLD) in community, acute, acute mental health and learning disability hospital settings.**

- b) **Individuals with a GLD in any of those settings who have another formal diagnosis** – for example autism, mental health or substance misuse – the CLDT will be expected to provide services to that individual in collaboration with other relevant agencies. On a case by case basis, dependent on clinical need, the CLDT may also act as the lead agency with care co-ordination responsibility for that individual.
- c) **Individuals in any of those settings who have an unclear or disputed GLD diagnosis**, the CLDT is expected to offer support and advice to other relevant agencies and to provide services to the individual if professionals agree this to be of clinical benefit. This will need to be agreed on a case by case basis between professionals involved in the patient's care.
- d) **Under-eighteens in the community and residential schools transitioning to the CLDT service from children's teams** - the CLDT should offer advice support and take an active part in transition planning for these individuals including leading the Transition Team

6. Services offered

- 6.1 The following services will be offered in a way consistent with the principles set out in Building the Right Support. In a person centred, multi-disciplinary, and integrated way and in accordance with all guidance and clinical guidelines associated with the council and CCG's statutory duties and the relevant professional bodies, the service will provide the following:
- a) Assessment of health and social care needs.
 - b) Integrated pathways for service users with multiple and complex needs and challenging behaviour, including those with physical health needs.
 - c) The development of care and support plans to meet those needs which specify expected outcomes and timescales for progress towards achieving these.
 - d) Referral to Haringey's Brokerage Team which will design and broker packages of care which meet the identified health, care and support needs.
 - e) Regular multi-disciplinary review and revision as necessary of those care plans at least annually.
 - f) Care co-ordination which is proactive and part of an multi-disciplinary approach.
 - g) Provision of learning disability specialist treatment and care which meets the needs of those using the service, including nursing, social

work, psychology, positive behaviour support, occupational therapy, speech and language therapy and psychiatry.

- h) Support to individuals to ensure that they access employment or meaningful activity, have secure income and accommodation and positive social networks.
- i) Preventing and responding to crises, including maintaining a register of people at risk of hospital admission.
- j) Support to service users to access mainstream health and care services, including for their physical health.
- k) Liaison and support to families and carers as part of a person centred care planning process.

7. Recommendations to the Council and CCG in relation to specific statutory duties

7.1 The CLDT will deliver services to ensure that the council and CCG are compliant with their statutory duties under all relevant legislation. These are:

- a) Acceptance or discharge of a S117 duty
- b) Application for a Deprivation of Liberty order

In both these cases, it is expected that the CLDT will make full clinical recommendations to the CCG and council to enable these bodies to make the necessary approvals and decisions in relation to these duties. The CLDT is expected to take full responsibility for organising assessments and reports and preparing documentation in relation to these duties as necessary.

Continuing Healthcare (CHC)

7.2 The CLDT will undertake CHC assessments and reviews in full accordance with national guidance and make recommendations to the CCG as regards eligibility or otherwise for individuals who have met the threshold. The CLDT will present the outcome of assessments and reviews to Haringey's Eligibility Panel in accordance with the agreed terms of reference.

8. Budget

8.1 The CLDT will manage a pooled budget, allocated by the Lead Commissioner. The aim of the pooled budget is to enable the CLDT to offer an integrated approach which ensures joined up delivery of health and social care and better outcomes for service users. It is expected that each of the salary and care purchasing elements of the budget will be considered as a pool to enable an integrated workforce to be developed and care and support

planning which meets needs rather than follows separate health or social care requirements.

- 8.2 The CLDT will ensure that the pooled budget is managed effectively and will report monthly to the Lead Commissioner for Learning Disabilities on the budget, including identifying any risk of over or under spends arising.
- 8.3 The CLDT will report to the Lead Commissioner in the format required which meets the requirements of both the Council and the CCG.

9. Monitoring and delivery

- 9.1 The Lead Commissioner for Learning Disabilities will meet at least monthly with the CLDT to monitor delivery against the requirements of this specification and to ensure the targets and outcomes are on track for achievement.
- 9.2 The CLDT will develop a Delivery Plan to share with the Lead Commissioner which shows how it will meet the service requirements set out here, including how the workforce will be shaped to reflect the requirements for an integrated approach set out in this specification.
- 9.3 During this meeting, the Lead Commissioner will review progress on managing within the budget, savings targets, projected activity and performance levels and person centred outcomes. Any variance will be reported in a timely manner at these monthly monitoring meetings to enable mitigating action to be taken.

10. Quality assurance

- 10.1 The CLDT will be expected to deliver high quality services in accordance with all relevant standards of care. The CLDT will have an internal quality assurance framework which complies with relevant guidance and includes as a minimum clinical governance structures, clinical audit, policies for serious untoward incidents, safeguarding and complaints, monitoring of service user and workforce experience and satisfaction, risk management and workforce development.

11. Liaison and interface with other services

- 11.1 The CLDT is expected to act as a source of expertise in relation to people with learning disabilities. It will act as a point of advice and support to other agencies in making reasonable adjustments to their services including primary care services, acute and mental health inpatient provision, mental health and general community services and council services.

12. Supporting CCG and council returns

- 12.1 The council and CCG are expected to make returns to NHS England, the Department of Health and Department of Communities and Local

Government. These include the monthly submission to NHSE about progress in relation to the discharge of inpatients and the annual Learning Disabilities and Autism Self Assessments. The CLDT is expected to provide accurate and full information that is held by the service in a timely way in accordance with the requirements of the returns and to offer support and advice to commissioners as necessary. The CLDT may be requested to join meetings with these government departments as required.

13. Purchase of packages of care

13.1 The CLDT will be responsible for approving spend on packages of care within the allocated budget to meet health and social care needs identified through the assessment and care planning process. To give assurance of quality and cost effectiveness of these packages, the CLDT will work directly with Haringey's Brokerage Team, with appropriate senior management oversight. The Brokerage Team will:

- a) Identify potential providers/cost benchmarking
- b) Set up packages of care as appropriate to meet user need and in line with the principles and outcomes set out in this specification.
- c) Quality check providers' proposed care plans – to include, compliance with person centred principles and positive behaviour support approaches, least restrictive options, appropriate risk management, goals which maximise independence, clear interventions to address needs, clear outcomes for the service user in relation to these needs and clear timescales for progress and review.
- d) Have in place clear processes for raising quality concerns found as a result of the review or in between reviews and issues associated with safeguarding, incidents and CQC inspections.

13.2 In addition, the CLDT will carry out:

- a) Robust review processes including a forward plan of annual reviews, an internal assurance process for ensuring the quality of the review and that the review has robustly considered how independence can be maximised and least restrictive options for the service user.
- b) Robust financial monitoring and reporting on year to date and forecast spend.
- c) Systems for identifying risks of overspend and developing clear recovery plans to bring the budget in line with allocation.

14. National legislation, Guidance and Good Practice

- 14.1 It will remain the responsibility of the service provider to be aware of current and changing legislation governing and informing the delivery of services, and will remain the responsibility of the service provider to ensure that it complies with all and any changes to national legislation and published guidance on good practice

PART 2
SCHEDULE 2

ADULT MENTAL HEALTH SERVICES

Name of Service	Adult Mental Health Services
Type of agreements (e.g. section 75, 76 or 256)	Section 75
Type of Service (e.g. Lead Commissioning, Pooled Budget)	CCG Lead Commissioning with a pooled budget (containing pooled and aligned funds)
Delegated Function	Local Authority Function –The commissioning of adult mental health services on behalf of the London Borough of Haringey
The Services and Functions	<p>Haringey CCG will commission on behalf of itself and Haringey CCG a range of services and pathways which enable the implementation of priorities 1, 3 and 4 of the Haringey Mental Health and Well Being Framework (the framework).* Haringey CCG will manage a pooled budget to support this. An addendum to this schedule summarises what the CCG will commission on behalf of itself and the council.</p> <p>*These are the priorities relating to adults, there is a separate schedule under this section 75 agreement for CAMHS which sits under Priority 2 of the framework.</p>
Aim of Service(s)	<p>The overall aim is that all residents in Haringey are able to fulfil their mental health and wellbeing potential which includes ensuring the following:</p> <ul style="list-style-type: none"> • A prevention and early help offer based on working with communities to build emotional resilience, to tackle root causes of mental illness such as unemployment, low levels of education and reduce social isolation, stigma and discrimination; • Effective, evidence based primary care mental health services - models focusing on multidisciplinary teams based in communities and arranged as ‘hubs’. • Secondary and specialist services that are commissioned based on the outcomes, with co-ordinated single point of entry with information about services, waiting times and support to access services readily available to service

	<p>users, carers and professionals.</p> <ul style="list-style-type: none"> • A whole system approach to integration and enablement
Outcome of Service(s)	<ul style="list-style-type: none"> • Improved resilience and self-confidence <ul style="list-style-type: none"> ○ Access to appropriate settled accommodation ○ Engaged in paid and sustained employment and/or other meaningful activity ○ More people with mental health problems will have good physical health • More people will have good mental health <ul style="list-style-type: none"> ○ Strong social networks and reduced isolation ○ Fewer people will suffer avoidable harm and die by suicide ○ Fewer people will experience stigma and discrimination • Increased activity in low intensity, lower cost resources <ul style="list-style-type: none"> ○ There is a choice of readily accessible resources available that meets a range of needs and preferences ○ Pathways to (including access standards) and availability of resources understood by all stakeholders ○ Reduced activity in intensive, high cost resources
Statutory Guidance / Strategy / Framework Documents (if applicable)	<p>The Care Act, 2014</p> <p>The Mental Health Act, 1983</p> <p>The Mental Capacity Act, 2005</p> <p>Haringey Joint Mental Health and Wellbeing Framework</p>
Eligibility and Assessment Procedures	Various dependent on specific service.
Key Performance Indicators	For each of the services commissioned we will develop an agreed set of local KPIs in addition to any existing national indicators.
Resources for managing the partnership	
	<p>Mental Health Enablement Lead – Jointly funded post</p> <p>Council contribution: £39k</p> <p>CCG contribution: £39k</p>

	<p>Other than this, no staff are transferred or seconded between the partners as a result of this agreement.</p> <p>The partners will make available staffing resources and capacity to enable the operation of the agreement from their existing establishments.</p> <p>Any alterations to those establishments which may impair the operation of the partnership will be notified to the other partner in sufficient time to allow mitigations to be agreed.</p>
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Pooled Budgets

Mental Health Adults and Dementia Budgets - Haringey Council and CCG based on 2015/16 - to be updated / confirmed

Budget	Council	CCG	Sub total	Comments
	£'000s	£'000s	£'000s	
Mental Health				
Care Purchasing 18-64 with MH	6,378	700	7,078	
Care Purchasing 65+ with MH	1,030		1,030	
Joint funded with MH		877	877	incl all joint funded
CMHT seconded to BEH	1,285	40	1,325	CCG £ paid via S255
Clarendon Centre	-24	580	556	CCG £ paid via S256
			10,866	
Voluntary Sector				
Catch 22 (svc also for LD)	28		28	
North London Samaritans	4		4	
Twining Enterprise	-5	55	50	CCG £ paid via S256
The Brandon Centre	114		114	
MIND		65	65	
NAFSIYAT		47	47	
MH Carers		86	86	
ACL Pyramid		20	20	
Embrace		10	10	
Mental Health Education Project		10	10	

CAB		101	101		
			535		
BEH MH Trust					
BEH Adults community		13,898	13,898		
BEH Adults inpatient		9,046	9,046		
BEH OP community		2,832	2,832		
BEH OP inpatients		2188	2,188		
BEH other		154	154	BEH total contr is	
BEH total excl CAMHS (£2.436), RAID (£646)				28,118	
Other NHS Trusts					
Camden and Islington FT		715	715		
East London FT		446	446		
S London and Maudsley FT		52	52	check CAMHS %	
Tavistock and Portman (excl CAMHS)		113	113	CAMHS excluded	
NCA activity		297	297		
RAID at North Middlesex (paid to BEH)		646	646	paid to BEH	
RAID at Whittington (paid to WH)		200	200		
IAPT (incl in WH contract)		2100	2,100	assumption	
Big White Wall - via PH c£30k				remains of 14/15	
			4,569		
Dementia					
Care Purchasing 18-64 with dementia	10		10		
Care Purchasing 65+ with dementia	4209	1137	5,346		
Care Mgmt & Assess SW Team	274		274		
Day services - The Grange	64.5	237.5	302	CCG £ paid via S256	
Day services - The Haynes	94.5	237.5	332	CCG £ paid via S256	
			6,264		
Public Health MH Promotion	205		205		
		13,667	36,890	50,557	
Budget Manager (NHS)					
Cost Centre					
Budget Manager (LA)					
Cost Centre					

ADDENDUM

OUTLINE SPECIFICATION ADULT MENTAL HEALTH SERVICE ARRANGEMENTS FOR LEAD COMMISSIONING TO IMPLEMENT THE HARINGEY MENTAL HEALTH AND WELL BEING FRAMEWORK

1. Context

1.1 The Haringey Mental Health and Wellbeing Framework (the Framework)¹ and the completion of the CAMHS Review and Transformation Plan have set out the strategic vision, priorities and outcomes for mental health in the borough for children and adults. To implement the framework, the CCG and the Council will build wider partnerships and relationships with relevant stakeholders including service users and carers, voluntary sector partners, Mental Health NHS Trusts, GPs, acute NHS Trusts, emergency services and criminal justice agencies.

1.2 The development of the framework has highlighted the synergy of approach between the CCG and the Council towards improving mental health and wellbeing for all, with a strong emphasis on approaches and services which deliver prevention and early intervention, enablement and high quality.

1.3 To implement the framework, the Council and CCG have agreed to establish CCG lead commissioning and pooled budget arrangements. This addendum specifies what the CCG will commission on behalf of itself and the council to deliver the framework with the available pooled budget which is set out in the attached schedule.

2. Principles on which services and pathways will be commissioned

2.1 The principles on which the CCG as lead will commission services and associated pathways are as follows:

- Working together in partnership to co-design services with residents and patients.
- Offering person-centred services based on outcomes for the individual within an enablement approach.

¹

http://www.haringey.gov.uk/sites/haringeygovuk/files/mental_health_and_wellbeing_framework_document_pdf_2803kb_0.pdf

- Promote an asset based approach that builds individual, family and community strengths and avoids the need for more intensive and high cost services.
- Strive for quality and ensure timely access to appropriate services.
- Commission and deliver efficient and effective services based on robust evidence.
- Develop integrated services to ensure that those with mental ill health, their families and carers feel enabled and supported.

3. Priorities

3.1 To support implementation of the Framework, the CCG is expected to lead on a number of work streams within the identified priorities. These are:

Priority 1: Promoting mental health and wellbeing and preventing mental ill health across all ages

Priority 2: Improving the mental health outcomes of children and young people by commissioning and delivering effective, integrated interventions and treatments and by focusing on transition into adulthood

Priority 3: Improving mental health outcomes of adults and older people by focusing on the three main areas: meeting the needs of those most at risk; improving care for people in mental health crisis; improving the physical health of those with mental-ill health and vice versa

Priority 4: Commissioning and delivering an integrated enablement model which uses individuals, families and communities' assets as an approach to support those living with mental illness to lead fulfilling lives

3.2 The CCG is expected to refine, develop and lead these work streams throughout the lifetime of the agreement and report against agreed milestones within the overall governance structure of the S75.

4. Supporting CCG and Council returns

4.1 The CCG will ensure that statutory data collection requirements as set out in national Outcomes Frameworks are collected in an accurate and timely way by all relevant suppliers.

4.2 The lead commissioner will prepare, provide information for, or assist with the co-ordination of, returns to NHS England, the Department of Health and the Department of Local Government and Communities, or others as required.

5. Pooled fund development

Through these arrangements the council intends to delegate its care purchasing responsibilities through a pooled fund. Whilst care purchasing budgets will be aligned from the start of this agreement it is acknowledged that full pooling will take further work and the CCG as lead commissioner will propose a delivery plan to be agreed through the governance arrangements of the S75.

PART 2

SCHEDULE 3

LONG TERM CONDITIONS AND OLDER PEOPLE'S SERVICES, INCLUDING BETTER CARE FUND

Name of Service	
Type of agreements (e.g. section 75, 76 or 256)	Section 75
Type of Service (e.g. Lead Commissioning, Pooled Budget)	CCG Lead Commissioning with a pooled budget (containing pooled and aligned funds)
Delegated Function	Haringey Council delegates commissioning responsibility for the Better Care Fund to Haringey CCG.
The Service	The Better Care Fund
Aim of Service(s)	<p>The Haringey Better Care Fund (BCF) is developing a health & social care system in which all adults are supported to live healthy, long and fulfilling lives. Haringey Clinical Commissioning Group (CCG) and the London Borough of Haringey (LBH) want everyone to have more control over the health and social care they receive, for it to be centred on their needs, supporting their independence and provided locally wherever possible.</p> <p>This will be achieved by a reorientation of health and social care provision from reactive and fragmented care (mainly provided in acute and institutional settings) to proactive and integrated care (mainly provided in people's homes and by primary, community and social care). The Haringey BCF will not define people by their disabilities, but by their abilities, their potential and what they can do for themselves, with and without support.</p>
Outcome of Service(s)	<p>The BCF is measured against six outcome measures:</p> <ul style="list-style-type: none"> • Reduction in Non-Elective Admissions (NELs) • Reduction in the number of delayed transfers of care (DTC, delayed days) • Reduction in the number of non-elective admissions for falls

	<p>related injuries</p> <ul style="list-style-type: none"> • Reduction in rate of permanent admissions (65+) into residential and nursing care • Increase in proportion of patients discharged into reablement/ rehabilitation services still at home 91 days following discharge • Increase in the proportion of patients who felt that they have received enough support to manage their long term health conditions
Strategy/Framework Documents (if applicable)	<ul style="list-style-type: none"> • Haringey Better Care Fund (BCF) Narrative Plan 2016-17 • Haringey BCF 2014-16 (http://www.haringeyccg.nhs.uk/about-us/better-care-fund.htm)
Eligibility and Assessment Procedures	<ul style="list-style-type: none"> • Governed by the Care Act 2014.
Key Performance Indicators	<ul style="list-style-type: none"> • 2.6% reduction in Non-Elective Admissions (NELs) • 8% reduction in the number of delayed transfers of care (DTC, delayed days) • 3.9% reduction in the number of non-elective admissions for falls related injuries • 7% reduction in rate of permanent admissions (65+) into residential and nursing care • 1.8% increase in proportion of patients discharged into reablement/ rehabilitation services still at home 91 days following discharge • 2.2% increase in the proportion of patients who felt that they have received enough support to manage their long term health conditions
Resources (Staffing)	
	<p>A joint commissioning post (Commissioning Lead – Better Care Fund) will oversee the programme management of the Better Care Fund and be the lead commissioner. This post is line managed and employed by Haringey CCG and reporting to Haringey CCG and Haringey Council.</p> <p>A Commissioning Project Officer – Better Care Fund will report to the Commissioning Lead – Better Care Fund.</p> <p>A joint commissioning Data Analyst Post shall be managed and employed by Haringey Council.</p>

	The Better Care Fund shall meet the agreed salary costs of all three Joint Posts; the budget for which is as indicated in Scheme 4 (BCF Programme).		
Resources (Financial)			
Service	LBH	NHS HCCG	TOTAL
Social Care Team (LBH)		£252,000	£252,000
Whittington ICTT/ Nursing		£6,771,095	£6,771,095
Locality Team		£1,041,253	£1,041,253
MDT		£89,000	£89,000
Overnight District Nursing Service		£150,000	£150,000
Dementia Day Opportunities		£475,000	£475,000
Whittington falls service		£58,000	£58,000
Palliative Care		£300,000	£300,000
Rapid Response		£250,000	£250,000
Reablement		£3,042,905	£3,042,905
Step down		£625,000	£625,000
Home from Hospital		£150,000	£150,000
MH Navigator		£40,000	£40,000
7 Day Social Worker		£146,067	£146,067
Cavell Ward		£1,254,233	£1,254,233
Neighbourhoods Connect		£160,000	£160,000
Information, Advice and Guidance (IAG)		£55,000	£55,000
Self-Management Support		£116,600	£116,600
Interoperable IT		£22,095	£22,095
BCF Programme		£175,000	£175,000
Principal Social Worker		£60,000	£60,000
VBC IPU Support		£69,496	£69,496
Disabled facilities grant	£1,818,000		£1,818,000
Carers		£1,067,000	£1,067,000
Contingency		£1,332,740	£1,332,740
TOTAL	£1,818,000	£17,702,484	£19,520,484
Budget Manager (NHS) Cost Centre	Marco Inzani, Commissioning Lead – Better Care Fund Scheme 1 – Admission Avoidance: 162726 Scheme 2 – Effective Hospital Discharge: 162731 Scheme 3 – Promoting Independence: 162736 Scheme 4 – Integration Enablers: 162741		
Budget Manager (LA) Cost Centre			

PART 2

SCHEDULE 4

CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

Name of Service	Child and Adolescent Mental Health Services
Type of agreements (e.g. section 75, 76 or 256)	Section 75
Type of Service (e.g. Lead Commissioning, Pooled Budget)	Joint Commissioning with Pooled Budget (containing pooled and aligned funds)
Delegated Function	Local Authority Function – The commissioning of Child and Adolescent Mental Health Services on behalf of the London Borough of Haringey
The Services	<p>Haringey CCG will commission on behalf of itself and Haringey CCG a range of services and pathways which enable the implementation of priority 2* of the Haringey Mental Health and Well Being Framework (the framework). Haringey CCG will manage a pooled budget to support this. An addendum to this schedule summarises what the CCG will commission on behalf of itself and the council.</p> <p>*This is the priority relating to CAMHS, there is a separate schedule under this section 75 agreement for adult mental health which sits under Priorities 1, 3 and 4 of the framework.</p>
Aim of Service(s)	<ul style="list-style-type: none"> To provide appropriate mental health support for children and young people, delivering the right service at the right time To meet and deliver the outcomes outlined in Haringey's CAMHS Transformation Plan
Outcome of Service(s)	<p>The CAMHS Transformation Plan identifies the following outcomes:</p> <ol style="list-style-type: none"> 1. Integrated and comprehensive commissioning under an agreed local framework for all provision, delivering transparency, accountability and value 2. An early intervention approach that provides access to non-stigmatised triage and signposting with a focus on community support which avoids over-medicalising children and young people and that builds a system of support in natural contexts such as school and home. 3. A coordinated preventative approach for children and young people, parents/carers and families through systems around the child working

	<p>well together to support emotional wellbeing across the children's workforce.</p> <p>4. Improved access to the right service at the right time with better support for vulnerable children and young people to access appropriate support</p> <p>5. Flexible services that meet the preferences and developmental needs of children and young people</p> <p>6. Child and Adolescent Mental Health Services with the tools to provide an efficient and up-to-date response to the population with a well-trained and competent workforce for delivery</p> <p>7. Better inter-agency working and improved communication with referrers and better discharge planning</p> <p>8. More focused work that reduces dependency and promotes resilience and enablement</p> <p>9. Improved crisis planning and pathways that provide timely support and robust follow up</p> <p>10. Clear protocols for cross-boundary issues and working between child and adult services</p> <p>11. Better engagement with under-represented communities/groups</p>
Strategy/Framework Documents (if applicable)	<ul style="list-style-type: none"> • Future in mind: Promoting, protecting and improving our children and young people's mental health and wellbeing (DH) • Haringey CAMHS Transformation Plan
Eligibility and Assessment Procedures	Various dependent on specific service
Key Performance Indicators	<ul style="list-style-type: none"> • For each of the services commissioned we will develop an agreed set of local KPIs in addition to any existing national indicators.
Resources for managing the partnership	
	<p>Children and Young People's Vulnerable Children's Joint Commissioning Manager, funded jointly by the Council and the CCG.</p> <p>Other than this, no staff are transferred or seconded between the partners as a result of this agreement.</p> <p>The partners will make available staffing resources and capacity to enable the operation of the agreement from their existing establishments.</p> <p>Any alterations to those establishments which may impair the operation of the partnership will be notified to the other partner in</p>

	sufficient time to allow mitigations to be agreed.		
Pooled budgets			
Service	LBH	NHS HCCG	TOTAL
Barnet, Enfield and Haringey Mental Health Trust (Specialist CAMHS- Generic, AOT)	£0	£2,436,203*	
Tavistock and Portman Specialist Child & Adolescent Services	£0	£412,930*	
Extra-Contractual Referrals/Non-Contracted Activity	£0	£31,166	
Primary Care CAMHS/CAMHS in GP Surgeries	£0	T	
Royal Free (Eating Disorders & Generic)	£0	£256,280 ED £25,000 Gen***	
SLAM (CIPP)	£0	£25,000***	
Whittington Paediatric Mental Health Liaison Team	£0	**	
North Mid University Hospital Child and Adolescent Paediatric Liaison Team	£0	**	
CAMHS Transformation Projects- Various Providers	£0	£515,302	
Commissioning Budgets			
Tavistock and Portman First Step (LAC)	£362,921	T	
Barnet, Enfield & Haringey Mental Health Trust (CAMHS LD, Youth Offending)	£172,000	T	
Multi-Systemic Therapy	£114,000	£0	
Open Door	£46,500	£123,991 + T	
CYPS Budgets			
Barnet, Enfield and Haringey Mental Health Trust (Edge of Care)	£38,800	£0	
Public Health Budgets			
Young Minds	£21,200	£0	
Whittington PIPs	£69,000	£235,000*	

*: Reference costs/estimations only as part of block contracts.

** : Within Acute Tariff

***: Cost/Volume (Estimated)

T: CAMHS Transformation Funding 16/17 allocation - included in line' **CAMHS Transformation Projects- Various Providers'**

Budget Manager (NHS)
Cost Centre

Budget Manager (LA)
Cost Centre

PART 2

SCHEDULE 5

INDEPENDENT DOMESTIC VIOLENCE ADVOCACY AND THE IDENTIFICATION AND
REFERRAL TO INCREASE SAFETY SERVICES

SCHEDULE OF AGREED SERVICES 2016-17	
Name of Service	Independent Domestic Violence Advocacy (IDVA) and the Identification and Referral to Increase Services (IRIS)
Type of agreements (e.g. section 75, 76 or 256)	Section 75
Type of Service (e.g. Lead Commissioning, Pooled Budget)	Council Lead Commissioning
Delegated Function	Health Function – The commissioning of the IRIS on behalf of Haringey Clinical Commissioning Group
The Services	Haringey Council will commission on behalf of itself and Haringey CCG a joint IDVA and IRIS function. Haringey Council will manage a pooled budget to fund the commissioning of the staffing and interventions in this service and additional placements and packages required to meet the needs of users of the service. The specification for the service is set out as an addendum.
Aim of Service(s)	The aim of the service is to support people affected by domestic violence by commissioning services that seek to build resilience, promote independence and support a balanced risk approach.
Outcome of Service(s)	Outcomes are set out in full in the specification and include: <ul style="list-style-type: none"> A. Improved access to justice and experience of the criminal justice system for all victims/survivors/clients of DV/A who report to the police – including reducing case attrition and providing support at the Specialist DV Court B. Victims/survivors/clients are satisfied with the service C. Victims/survivors/clients experience a reduction in risk and have increased feelings of safety D. Reduced harm to victim/survivor/client (and their children) E. Incidents of repeat victimisation identified and responded to

	<p>F. Male victims appropriately screened/identified and able to access as required specialist national and Pan London services</p> <p>G. Victims/survivors/clients/service user supported to increase their (and their children's) safety and control over their lives, by working with them to develop appropriate safety plans and providing practical safety measures</p> <p>H. Improved emotional, mental and physical health of victims/survivors/clients and support to access resources to maintain their health and wellbeing</p> <p>I. Victims/survivors/clients/service user supported to regain autonomy and control of their lives</p>
Strategy/Framework Documents (if applicable)	<ul style="list-style-type: none"> • VAWG Strategy (in development) • Communities Strategy • National Strategy
Eligibility and Assessment Procedures	As set out in the specification, contained within the contract.
Key Performance Indicators	For the IDVA/IRIS service there is an established set of local KPIs and national indicators set out in the contract.
Resources for managing the partnership	
	<p>No staff or other resources are transferred or seconded between the partners as a result of this agreement.</p> <p>The partners will make available staffing resources and capacity to enable the operation of the agreement from their existing establishments.</p> <p>Any alterations to those establishments which may impair the operation of the partnership will be notified to the other partner in sufficient time to allow mitigations to be agreed.</p>
Pooled Budgets	N/A

Addendum
Aims and Objectives
As set out in the contract and specification

A key element of delivering the revised Domestic Violence Pathway for Haringey, as endorsed by the Haringey Violence Against Women and Girls Strategy Group, is to ensure sufficient and focused capacity for independent domestic violence advocacy across the borough. The key aim of this Partnership Agreement is to support delivery of enhanced and joined up capacity across the borough to respond to the needs of women affected by domestic violence through the joint commissioning of Identification and Referral to Improve Safety (IRIS) and IDVA provision in Haringey. This Agreement enables the Council to act as lead commissioner of a joined up IRIS and IDVA service to strengthen the response to women affected by domestic violence and support a joint approach across the borough. A single commission which ensures that future provision across the IDVA and IRIS service is delivered jointly will ensure a more joined up experience for women using the service. This will in turn increase effectiveness and efficiency, reduce duplication and decrease the amount of fragmentation in the system.

An Independent Domestic Violence Advisor (IDVA) is a specialist domestic violence professional who supports victims at the highest risk of murder or serious injury. Their job is to make the victim and their family as safe as possible. They stand alongside victims and make sure they get whatever help they need.

Experts in high risk domestic violence, IDVAs provide vital emotional and practical support to victims. They deal with everything from getting an injunction to sorting out money to having the locks changed. Their job is to make sure the victim is safe – and they do whatever it takes.

The main purpose of Independent Domestic Violence Advisors (IDVA) is to address the safety of victims at high risk of harm from intimate partners, ex-partners or family members to secure their safety and the safety of their children. Serving as a victim's primary point of contact, IDVAs normally work with their clients from the point of crisis to assess the level of risk, discuss the range of suitable options and develop safety plans. They are pro-active in implementing the plans, which address immediate safety, including practical steps to protect themselves and their children, as well as longer-term solutions. These plans will include actions from the MARAC as well as sanctions and remedies available through the criminal and civil courts, housing options and services available through other organisations. IDVAs support and work over the short- to medium-term to put them on the path to long-term

safety. They receive specialist accredited training and hold a nationally recognised qualification.

Since they work with the highest risk cases, IDVAs are most effective as part of an IDVAs service and within a multi-agency framework. The IDVA's role in all multi-agency settings is to keep the client's perspective and safety at the centre of proceedings. Studies have shown that when high risk clients engage with an IDVA, there are clear and measurable improvements in safety, including a reduction in the escalation and severity of abuse and a reduction or even cessation in repeat incidents of abuse.

The IRIS project provides resources in general practice so that staff at all levels can be trained in identifying those who are at risk of or may be experiencing domestic violence. The project is successful as an Advocate Educator (AE) will be recruited to provide training to practice staff and will be integrated into the wider IDVA services.

The AE will raise awareness of VAWG issues, provide training so the practice staff can effectively use the HARKS software, and will support victims of domestic violence by referring them into the IDVA service as appropriate. The AE will be integrated into the provider organisation, ensuring continuity of service, while at the same time having a distinct role within the pathway.

The specification for this single, unified service is contained in the contract for the service which reflects the aims and objectives set out above.

The NHS and the Council's Functions and Responsibilities

Introduction

1. This schedule sets out the Functions of both the CCG and the Council relevant to the provision of the Services. It also sets out the scope of delegation of functions to the Designated Body required to enable it to ensure the provision of the Services.

The Council's Functions:

2. The Council's Functions relevant to the provision of the Services are:

To agree to the arrangements so that the provision of a joint IRIS and IDVA service for women affected by domestic violence is embedded as an essential component of the revised domestic violence pathway approved by the Haringey Violence Against Women and Girls Strategy Group.

To act as the Designated Body and commissioning Lead.

To discuss and agree the service requirements annually with the nominated CCG Officer/s.

To embed the service requirements into the main contracts with the designated and appropriate providers.

To ensure delivery of the service requirements and standards as part of the regular contract performance meetings; raising any issues or concerns about the Service from the CCG with the provider/s and feeding back issues from the providers to the nominated CCG Officer/s. The Council should invite the CCG officers to contract performance meetings if appropriate or necessary.

To forward agreed monitoring data in the agreed format from the provider to the nominated CCG Officer/s.

To make payments for the Service to the provider at the level agreed with the CCG as part of the regular contract payments.

To invoice the CCG at the agreed rates and for the appropriate volume of activity undertaken by the provider on a quarterly basis.

The CCG's Functions:

4. The CCG's Functions relevant to the provision of the Services are:

To set out the service requirements and service and staff standards and requirements annually for discussion and agreement with the Council.

To ensure identified GPs work effectively with the commissioned IRIS IDVA service, providing the Advisors with the requests and relevant information for the activity.

To liaise directly with the advisors and advocate educators on operational and quality matters for specific cases and panels, raising any general concerns with the Council to be addressed via contract performance meetings.

To scrutinise monitoring return from the providers and confirm to the Council that they reflect and meet the requests made directly to the providers by the CCG.

To provide and/or authorise appropriate training for the providers.

To pay the invoices received from the Council.

Scope of Delegation to the Designated Body

5. The following functions are delegated to the Designated Body by the CCG:

To commission the providers best placed to deliver the service

To embed the service requirements into the main contracts

To performance manage the providers

To pay the providers

To provide appropriate service and financial reporting to the Council

To invoice quarterly at the agreed rates for the Council's contribution

Report for: Cabinet 13th September 2016

Item number: 11

Title: Cabinet Response to the Haringey STEM Commission

Report

authorised by: Zina Etheridge – Deputy Chief Executive

Lead Officer: Erica Ballmann – Assistant Director, Strategy & Partnerships

Ward(s) affected: All

Report for Key/

Non Key Decision: Non Key Decision

1. Describe the issue under consideration

- 1.1. Haringey's Outstanding for All Commission in 2012/13 set out to accelerate the rate of improvement in our schools. Good progress has been made with all secondary schools and the overwhelming majority of primary schools being Ofsted rated as 'good' or 'outstanding'.
- 1.2. The Haringey STEM (Science Technology Engineering Maths) Commission was established in late 2015 in order to challenge us to take the next step and to make some recommendations about how Haringey can put itself at the forefront of science, technology, engineering and maths education.
- 1.3. Chaired by Baroness Morgan of Huyton, the independent panel included experts from Government, relevant industries and the education sector.
- 1.4. The Commission's recommendations offer practical ideas to provide excellent teaching, a rigorous curriculum, inspirational extracurricular activities and better partnerships with employers and experts.
- 1.5. This report sets out the Council's initial response to the Haringey STEM Commission recommendations.

2. Cabinet Member Introduction

- 2.1. Giving Haringey's young people the best possible opportunities is one of the Council's central priorities. With the regeneration of Tottenham, Wood Green and potential development of Crossrail 2, Haringey is a place of new growth and new opportunity.
- 2.2. We know, though, that not everyone growing up in our borough is able to take advantage of these opportunities. It is our aspiration that every young person has the same life changes as their peers anywhere else in the capital. In particular, they must have the education and training opportunities that will allow them to access jobs that the London economy has to offer.

- 2.3.** There are huge opportunities in Haringey to engage with business, third sector organisations, and professionals in STEM fields and, of course, to further develop our strong partnership with schools, teachers and education professionals.
- 2.4.** The recommendations in the report are challenging, but are local in scope and if met, we believe can make a tangible difference. There are also ideas and learning for other local authorities and organisations. The Mayor of London, Sadiq Khan, has made skills a key part of his policy programme and pledged to conduct his own London-wide STEM Commission. I hope this work will provide a good starting point.

3. Recommendations

Cabinet is asked to:

- a) Welcome the Haringey STEM Commission's Report and their recommendations, which is attached as Appendix B;
- b) Agree the Commission's recommendations and the Council's Action Plan in response set out in Appendix A;
- c) Agree the internal governance arrangement as set out in paragraphs 6.12 and 6.13 of this report to monitor progress with delivery against the recommendations; and
- d) Agree that there be a further report to Cabinet in September 2017, setting out progress against the Action Plan.

4. Reasons for decision

- 4.1.** The recommendations of the Haringey STEM Commission set out how a modern, ambitious local authority should support and lead our education system by strengthening schools' leadership and teaching, building partnerships that can drive improvement, and acting as a champion for parents and children.
- 4.2.** This is a challenge that the Council must respond to. In order to do so, this report sets out an action plan at Appendix A detailing how we will respond to each of the Commission's recommendations. This includes working closely with schools and other education providers. In order to achieve the desired outcomes, school leaders will also need to prioritise STEM in their strategic and financial planning.

5. Alternative options considered

- 5.1.** The alternative option in this scenario would be not to bring a report to Cabinet. However, given the level of stakeholder engagement and partnership that has been involved in the work of the Commission itself – and that will be required to deliver on the actions – it was felt that the Council should be transparent and open, setting out publicly how the Council can play a leading role in implementing the recommendations.

6. Background and summary information

- 6.1. The Haringey STEM Commission was established by the Leader of the Council in September 2015. It was an independent Commission chaired by Baroness Morgan of Huyton who is the chair of the House of Lords Select Committee on Digital Skills.
- 6.2. Baroness Morgan was joined on the panel by:
 - Andrew Harrison – Chief Strategy Officer of Manchester Airport Group
 - Michael McKenzie – Headteacher of Alexandra Park School in Haringey
 - Maggie Philbin – CEO and Founder of TeenTech
 - Robert Peston – Political Editor of ITV News
- 6.3. Sam Elliot, Project Manager for the Haringey STEM Commission and author of the final report, joined Haringey Council on secondment from Lewisham Council for the duration of the project.
- 6.4. Haringey's Outstanding for All Commission in 2012/13 set out to accelerate the rate of improvement in our schools. Good progress has been made with all secondary schools, all special schools and 94% of primary schools being Ofsted rated as 'good' or 'outstanding'.
- 6.5. The Haringey STEM Commission was established in order to challenge us to take the next step and make some recommendations about how Haringey can put itself at the forefront of science, technology, engineering and maths education.
- 6.6. Rapid technological innovation is changing our lives. The economy and workplace are evolving and the jobs we have today will look very different even five years into the future.
- 6.7. Now that Google has arrived in Kings Cross, there are more tech jobs in London than there are in Silicon Valley and it is consistently reported that these are hard to fill. The full impact on how we teach and train our young people is yet to be fully understood, but meeting the challenge of these recommendations will be a good starting point.
- 6.8. It is as yet unclear how the economy will respond to Brexit, and what that might mean on a local level. However, everything currently indicates that the STEM industries will continue to grow and we need to ensure that young people from Haringey are equipped to take up these new opportunities.
- 6.9. The detailed report from Commission, which can be found [here](#) (and attached separately as Appendix B) sets out the wide range of evidence provided to the panel and provided the evidence base for the recommendations.
- 6.10. On page 14, the statistic from research by Deloitte and University of Oxford that by 2030, 30% of jobs could be done by machines, is set against the view from the UK Commission for Employment and Skills that tells us 43% of STEM vacancies are hard to fill due to a shortage of skills (page 13 in the report).
- 6.11. These statistics – and all the evidence in the report – set out the challenge in no uncertain terms. There are plenty of career opportunities, but without a focus on

developing the right skills and creating the right routes to work, many young people may face an uncertain future and are unlikely to reach their potential.

Response to recommendations and governance arrangements

- 6.12 In response to the STEM Commission recommendations, a working group led by the Deputy Chief Executive was established. This included senior officers from across the Council. The working group has considered each of the recommendations and agreed a series of initial actions, which are outlined in the Action Plan table in Appendix A. The table also lists who within the Council will be responsible for driving forward initial work under each recommendation, and the partners and other key stakeholders who will be involved. The working group will be meeting again in mid-September 2016, where these initial actions will be discussed and further steps agreed.
- 6.13 In addition to the working group, more formal governance arrangements have been put in place for monitoring progress in delivering on each of these recommendations. This has been established as a formal project under 'Priority 1' – the Council's corporate governance mechanism for projects and programmes relating to the first priority in the Council's Corporate Plan: *Enabling every child and young person to have the best start in life, with high quality education*. A project manager has been appointed to oversee the project, and monthly progress reports will be discussed at the Priority 1 Board. A review of progress will also take place over the summer of 2017, with a further report to Cabinet in September 2017.
- 6.14 There are enormous opportunities for the borough and the challenge now is for everyone with a stake in young people's education to come together and ensure the vision set out by the Haringey STEM Commission becomes a reality.

7. Contribution to strategic outcomes

- 7.1. The work to deliver on the recommendations of the Haringey STEM Commission links to the following corporate priorities:
- Our approach – to encourage investment and create opportunities for all to share in;
 - Priority 1 – ensure that every child has the best start in life, with high quality education;
 - Priority 4 – drive growth and employment from which everyone can benefit

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

Finance and Procurement

- 8.1. The Chief Finance Officer is informed that all expenditure will be contained within existing budgets or through partnership arrangements.
- 8.2. Funding for STEM is predominantly delegated to school governing bodies. Substantial changes are planned in school funding over the next few years that will put Haringey school budgets and the centrally retained Dedicated Schools Grant under increasing pressure. To achieve the desired outcomes school leaders will need to prioritise STEM in their strategic financial planning.

Legal

- 8.3 The STEM Commission Report and recommendations and the Action Plan in response will help to meet the Council's statutory duty under Section 13A of the Education Act 1996 to promote high standards and the fulfilment of learning potential in the exercise of its relevant education and training functions. Also, they will promote the educational excellence for children and young people as referred to in the Statutory Guidance, published by the Department for Education in April 2013, on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children Services: *"25 Working with headteachers, school governors and academy sponsors and principals, local authorities should promote educational excellence for all children and young people and be ambitious in tackling underperformance."*

Equality

- 8.4 The Council is subject to the Public Sector Equality Duty set out in section 149 of the Equality Act 2010 which obliges public bodies to have due regard, in the exercise of their functions, to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics for the purposes of the Duty are: age; sex; race; sexual orientation; disability; religion or belief; pregnancy and maternity and gender reassignment.

The Haringey STEM Commission's recommendations encourage more opportunities rather than less, and focus on how barriers that exist may be tackled. With that in mind, an impact assessment has not been undertaken at this point but equality of opportunity will be taken into consideration as the action plan is implemented.

9. Use of Appendices

Appendix A - Action Plan in response to Recommendations from the Haringey STEM Commission.

Appendix B – Report of the Haringey STEM Commission

Action Plan in response to Recommendations from the Haringey STEM Commission

Recommendation	Detail	Delivery		Initial actions
		Council	Partners	
① Haringey Diploma	<ul style="list-style-type: none"> • Convene a panel of expert employers, business leaders and experts to develop and accredit a Haringey Diploma • To include a framework of skills that young people should have when leaving education • Supported with extracurricular activities and experiences 	Policy and Strategy Team Economic Development Service	Expert employers and business leaders	Initial scoping work to consider routes to developing a diploma or similar accreditation, including exploring products that already exist and are used by schools. This work would also look at next steps for convening an expert panel and possible candidates.
② Science and mathematics promoted in schools	<ul style="list-style-type: none"> • Schools to promote students studying some form of maths for as long as possible, including post-16 • Schools to consider new qualifications, such as Core Maths • Schools to develop additional provision such as Saturday schools to supplement studies • All young people should study all three sciences to at least 16 	Schools and Learning Service	Primary and Secondary Heads Forums	Commitment from schools is vital in taking forward this recommendation. Council officers will meet with the chairs of Primary and Secondary forums to discuss how this recommendation might be implemented, and agree on next steps.

③ Two centres of STEM teaching excellence	<ul style="list-style-type: none"> Establishing two centres of STEM teaching excellence to act as hubs for improvement, support and professional development A centre in the west of the borough to be based through the New River Teaching School Alliance A centre in the east of the borough at new London Academy of Excellence Tottenham They should work with existing alliances, and broker new relationships with employers and universities 	Deputy Chief Executive Schools and Learning Service	Primary and Secondary Heads Forums	
④ STEM Outstanding for All award	<ul style="list-style-type: none"> The Outstanding for All Awards should specifically recognise innovation, best practice and high achievement through a specific STEM-related award 	Communications Service	Stem Coordinator (when established)	This recommendation has been implemented. There will be a STEM award at the next Outstanding for All awards in December 2016.
⑤ STEM Coordinator	<ul style="list-style-type: none"> Haringey schools to jointly appoint a Haringey STEM coordinator, funded by Network Learning Communities To open up access to and coordinate STEM extracurricular provision across the borough Should support the diploma, teacher professional development and annual an STEM festival 	Schools and Learning Service	Primary and Secondary Heads Forums	Commitment from schools is vital in taking forward this recommendation. Council officers will meet with the chairs of Primary and Secondary forums to discuss how this recommendation might be implemented, and agree on next steps.
⑥ STEM Partner Organisation	<ul style="list-style-type: none"> Identification of a partner organisation to build relationships between businesses and local education providers To support extracurricular activities and offer career advice and professional development for teachers There should be a clear path for STEM professionals to volunteer in Haringey schools 	Economic Development Service	Businesses	Initial scoping work to understand whether the Council should seek an external provider to support this, or whether this could be provided through existing council resources. This scoping work would also seek to clarify how ongoing process of finding and working with a partner organisation would be funded.

⑦ Improved post-16 offer	<ul style="list-style-type: none"> • Council, schools and colleges to work together to build a post-16 sector that provides a strong academic and vocational offer across borough • All post-16 institutions to work with the teaching schools alliances, STEM coordinator and business brokerage partner to develop teaching, build relationships with employers and collaborate. 	Post 16 Strategic Lead Economic Development Service	Post 16 providers Businesses STEM Coordinator	There is already a clear programme of work around improving post-16 provision in the borough, supported by the Council. We are in the process of establishing a post-16 Forum, and it is the expectation that this forum would lead on driving progress with this recommendation.
⑧ Annual Haringey Education Report	<ul style="list-style-type: none"> • Council to develop and publish its own Annual Haringey Education report to monitor and drive improvement 	Schools and Learning Service	Schools	Rather than produce an annual 'report' specifically around STEM, the Council will commit to regularly publishing performance data and statistics on our website to monitor and drive improvement. A mock-up of this will be ready by the end of the Autumn term.
⑨ Improved information and advice to parents	<ul style="list-style-type: none"> • Develop a strategy for improving information and advice to parents about post-14 and post-16 choices 	Post 16 Strategic Lead	Post 16 providers	Work is underway to bring together careers 'leads' in schools, who will play an important part in delivering on this recommendation. This will be supported by activity such as regular Haringey careers fairs.
⑩ Every school to have a link Governor for STEM	<ul style="list-style-type: none"> • Every school in the borough should have a link governor for STEM, ideally drawn from industry • Governors to be recruited through the business brokerage partner, who should identify local residents who work in STEM industries 	Schools and Learning Service	Schools and Governors	There should be a single 'lead' governor identified, who can work with our Schools and Learning Service to identify other governors in individual schools and help shape a programme. Initial work will look at identifying and scoping the role of this lead governor.

⑪ Standing expert reference panel	<ul style="list-style-type: none"> • The council should appoint a standing expert panel, drawn from local residents active at a senior level in STEM industries • The panel should continue some work of the Commission providing guidance and contacts. • An 'Innovator in Residence' should be recruited – a STEM professional to work with schools and colleges 	Policy and Strategy Team	Expert employers and business leaders	Initial scoping work to better understand how such a panel would work in practice, and whether any of our current partnership could support this. The Economic Development Service has links with London-based academic institutions which will be explored.
⑫ STEM Leaders Programme	<ul style="list-style-type: none"> • Pilot a local STEM leaders programme, using young people who were involved in the STEM Commission • They should champion STEM in schools, and provide insights of young people into future work 	Schools and Learning Service	Schools TeenTech and similar organisations	Senior officers will explore how best to utilise the cohort of young people who were involved in the STEM Commission through organisations such as TeenTech, and how this can be built on further to create a more comprehensive local programme.
Partnerships	<ul style="list-style-type: none"> • In addition to the 12 recommendations from the Commission, emphasis must be given to partnership working. • Without strong partnerships with schools, FE colleges and other stakeholders like new businesses and STEM experts, we will not be able to deliver the vision for change and improvement set out at the beginning of this process. 	Strategy and Partnerships	All partners	A number of firm and helpful partnerships were established during the work of the Commission, which the Assistant Director for Strategy and Partnerships will look to maintain and grow. Further work will also look at other partners that will need to be involved as part of the implementation process. We will also commit to maintaining the STEM Commission website and share information and progress with those involved or interested in the Commission.

THE REPORT OF THE HARINGEY STEM COMMISSION

STEM
commission



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FOREWORD

Giving Haringey's young people the best possible opportunities is one of the council's central priorities. With the regeneration of Tottenham, Wood Green and the development of Crossrail 2, Haringey is a place of new growth and new opportunity. We know, though, that not everyone growing up in our borough is able to take advantage of those opportunities. It is our aspiration that every Haringey young person has the same life chances as their peers anywhere else in the capital. In particular, they must have the education and training opportunities to access the new jobs that the new economy has to offer.



Cllr Claire Kober
Leader of Haringey Council

Our Outstanding for All Commission in 2012/13 set out to accelerate the rate of improvement in our schools, and some progress has been made, with all secondary schools being now rated good or outstanding. As this report indicates, however, there is still more work to do. We need to be more ambitious again, not only ensuring that basics are done well, but developing a modern, sophisticated education system that matches the innovation and change we see all around us.

I established the Haringey STEM Commission late last year to challenge us to take that next step and make some recommendations about how we can put Haringey at the forefront of science, technology and maths education. Chaired by Baroness Morgan of Huyton, the independent panel has featured expertise from the world of Government, industry and education, and I would like to thank all the Commissioners for giving us their time and insight. Their Call for Evidence has seen them gather ideas from an impressive range of witnesses, from international business leaders and national experts, to local teachers, parents and young people.

The recommendations they have made offer practical ideas to provide excellent teaching, a rigorous curriculum, inspirational extracurricular activities and better partnerships with employers and experts. They also show how a modern, ambitious local authority should support and lead our local education system, by strengthening schools' leadership and teaching, building partnerships that can drive improvement, and acting as a champion for parents and children. This is the challenge we must rise to, working together as a community to get the best outcomes for all our young people.



This is the challenge we must rise to, working together as a community to get the best outcomes for all our young people.

CHAIR'S INTRODUCTION

Rapid technological innovation is changing our lives in ways we do not fully understand. The economy and the workplace are evolving rapidly. The jobs we have today may look very different even five years in the future, the way we operate as citizens and consumers of goods and services is changing too, and the full impact of this on how we teach and train our young people is not clear. It is an exciting time – there are potentially unprecedented opportunities for the next generation – but it one of great risk as well. If the education system does not adapt quickly then we face losing out in what is a global race. We will be denying our young people the opportunities they seek and deserve.



Baroness Morgan of Huyton
Chair, Haringey
STEM Commission

I was delighted to be asked to chair the Haringey STEM Commission to really look at what we could do on the ground to make our education system fit for the modern economy. We wanted to look at the range of skills young people will need to have access to the best career opportunities, and how we could support them through the curriculum, extracurricular activities and work-related learning. We wanted to inspire and inform young people about science, technology, engineering and maths and the exciting careers they can lead to. And we wanted to raise the aspiration for Haringey's education system, not letting the social barriers that young people face, particularly in the east of the borough, be an excuse for educational underachievement.

The Commission issued an open Call for Evidence and held evidence sessions with businesses, experts, teachers, school leaders and governors. The Commission received submissions and contributions from a huge range of organisations and individuals. Maggie Philbin's organisation TeenTech convened a Haringey Young STEM Commission, a brilliant group of young people from Haringey's schools and colleges who conducted research with their peers and came together at an event in Parliament to share their ideas. Over 600 young people gave us their views in an online survey. Our deliberations were also supported by a review of the extensive secondary literature in this area, as well as research and data provided the local authority and their partners.

We were struck by the huge opportunities there are for Haringey to engage with businesses, third sector organisations and professional group in STEM fields, and by the energy and enthusiasm of many teachers. But we also saw how school and college performance in Haringey is patchy and fragile. We have made some practical proposals to support its improvement – two new centres of excellence for teaching, a STEM Coordinator to



We want the council to be the champion of educational excellence in the borough, publishing performance data and providing continuing expertise and challenge

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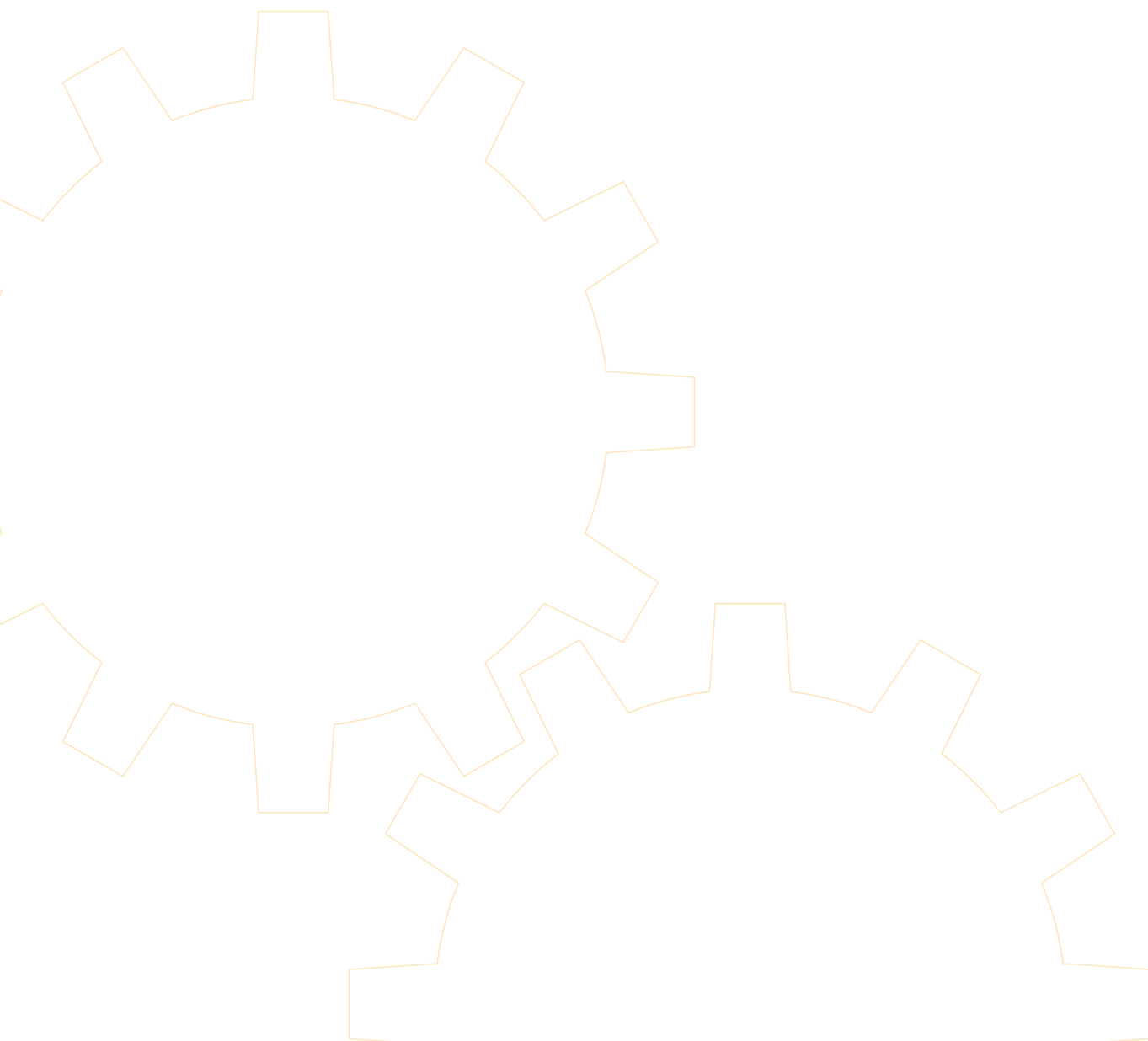
broker and coordinate the best extracurricular experiences, and a new partner to promote partnerships between schools and businesses. We also want to see a renewed focus on providing the best post 16 education, with high-quality vocational training, especially in the east of the borough. And we want the council to be the champion of educational excellence in the borough, publishing performance data and providing continuing expertise and challenge.

The recommendations we make are local in scope and can start to make a tangible difference from day one. They also hold lessons for other local authorities and public bodies. The new Mayor of London, Sadiq Khan, has made skills a key part of his policy programme, and has pledged to conduct his own London-wide STEM Commission. I hope our work provides a good starting point.

I'd like to thank all those who contributed to our work. There are enormous opportunities for the borough – the challenge now is for everyone with a stake in its young peoples' education to come together to make our vision a reality.



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ABOUT THE COMMISSION



Baroness Morgan of Huyton (chair)
Chaired House of Lords
select committee on
Digital Skills



Andrew Harrison
is Chief Strategy
Officer of Manchester
Airport Group.



Michael McKenzie
is Headteacher of
Alexandra Park School,
Haringey.



Robert Peston
is Political Editor for
ITV News.



Maggie Philbin
is CEO and Founder
of TeenTech.

This report was researched and written by
Sam Elliot, Project Manager for the Haringey
STEM Commission.

EXECUTIVE SUMMARY – THE COMMISSION'S VISION FOR STEM IN HARINGEY

A new economy means new opportunities for Haringey and its young people. These new industries demand new skills, and while we have seen some inspiring examples of teaching and learning in the borough, attainment and participation in relevant subjects is not high enough. The skewed perceptions of students, teachers and parents mean that young people may not be developing the skills necessary to take advantage of the opportunities that are out there.

Many young people do not know where they should be going to get the right advice and guidance about careers and subject choices. Parental expectations and cultural reactions in schools mean that many vocational routes, including apprenticeships, are discouraged. TeenTech research shows that parents and teachers are the main influencers for young people. Inspiring and informing parents and teachers, as well as young people themselves, about the range of career and training choices available should therefore be a priority.

Our vision:

Every student in Haringey should leave education equipped with both the educational achievements and employability skills to adapt and thrive in the modern economy, and have the chance to have those skills acknowledged through an accredited "Haringey Diploma".

Schools should teach a balanced and broad curriculum, with mathematics and science at its heart, keeping pace with technology and innovation and providing opportunities for young people to develop their technical skills, creativity and confidence.

To support this, Haringey needs to be the best place in the country to be a science, technology or mathematics teacher, with two centres of teaching excellence supporting outstanding continuous professional development and strong professional networks. The borough should also consider what incentives it can offer to attract the best teaching talent.

Young people should have access to exciting and innovative extracurricular activities, visits and experiences, linked to the curriculum and to the world of work, complementing outstanding work-related learning from industry partners,

and relationships with inspiring role models. This should be supported and enabled by a new Haringey STEM Coordinator.

Haringey should forge new partnerships between educators and employers to support the curriculum, extracurricular activities, and careers advice and guidance, working with a partner organisation that can provide contacts and expertise.

Haringey needs better options for post 16 and further education study and training, especially in the east of the borough. This must include both strong academic provision and high-quality specialised vocational courses with a clear career outcome.

The local authority should continue to champion the interests of young people and their families, providing transparent and rigorous data about school performance, strengthening school leadership and facilitating continuing expertise and challenge from experts, businesses and professional organisations, as well as involving young people in the improvement of their education.

The Commission believes that, working together, the local authority, schools, colleges, businesses, parents and young people in Haringey need to forge a new vision for science, technology, engineering and maths education. The education system in Haringey needs to not only ensure every child receives the best possible teaching and has access to excellent training or employment opportunities, but also to extend its ambition, opening up new opportunities to engage with industry, experts and inspirational classroom and extracurricular experiences.

In particular it should ensure that everyone across the whole borough can benefit from these opportunities, including those traditionally under-represented in STEM careers, like young women and girls, students from black and minority ethnic backgrounds, and those who live in areas of disadvantage. It needs to overcome the legacy of educational inequalities that have resulted in an 'east-west divide' in the borough, striving for excellence in all schools.

This report makes practical recommendations that we believe can transform the provision of STEM education in Haringey.

Our Recommendations

1 *Haringey should convene a panel of employers, business leaders and experts to help develop and accredit a "Haringey Diploma", a framework of skills and experiences that young people should have when leaving education, supported by a programme of extracurricular activities and experiences.*

This should be based on, but not limited to, STEM subjects, and incorporate communication and presentation skills, problem solving, project working, creativity and entrepreneurship.

2 *The Commission strongly encourages Haringey schools to promote the study of mathematics and science. As many students as possible in Haringey should study some form of mathematics after the age of 16. Haringey schools and colleges should consider the use of new*

qualifications like Core Maths to provide additional mathematical education.

Haringey should develop good quality additional provision focussed specifically on mathematics. This might include working with higher education and industry partners to establish a Saturday School, for example. New provision could provide additional support for those who need to improve their basic skills, supplement students' existing studies, and act as a link between Haringey and prospective university and employment routes.

The Government's forthcoming review into the extension of mathematics should consider what additional resources schools and colleges might need to provide mathematical education beyond the age of 16. It should recommend ways to recruit additional teachers to support this expansion, and look at how accountability measures and league tables need to be adjusted to incentivise take-up and provision.

All young people should study elements of all three sciences at least to the age of 16. As many young people as possible and where it is appropriate should study separate Science GCSEs or follow a strong double award science course.

3 *Haringey schools, working with the local authority, should establish two centres of STEM teaching excellence, one in the east and one in the west of the borough, based through the New River Teaching Alliance and the new London Academy of Excellence Tottenham. Both should act as hubs for improvement, support and professional development.*

They should work with existing alliances such as the Networked Learning Communities and broker new partnerships with employers, CPD providers and universities. They should also consider how best to promote collaboration between teachers, establishing subject specific teacher networks where appropriate, and consider the use of online tools to share ideas, resources and contacts.

4

Haringey's Outstanding for All awards should explicitly recognise innovation, best practice and high achievement in STEM by both teachers and pupils through a dedicated STEM award.

Haringey should explore offering practical support that might attract new teaching talent to the borough. This could include bursaries funded by corporate sponsorship; or accommodation for teachers identified as part of new developments.

5

Haringey schools should jointly appoint a Haringey STEM Coordinator funded by the Networked Learning Communities to open up access to and coordinate STEM extracurricular provision across Haringey.

The Coordinator, working with expert partners, should identify, evaluate and broker partnerships with the best providers of STEM education and experiences.

The post should support the delivery of the Haringey Diploma, work closely with the new Teaching School Alliances to support teacher professional development, and lead the development of an annual Haringey STEM Festival.

A specific duty for the Haringey STEM Coordinator should also be to put in place a programme focussed on inspiring and informing school leaders, teachers and pupils in Haringey's primary schools.

6

Haringey should identify a partner organisation who can help build sustainable relationships between businesses and the local education system in order to support extracurricular activities, professional development for teachers and careers advice. This partner should work closely with the Haringey STEM Coordinator and the Teaching School Alliances.

Haringey should create a clear pathway for STEM professionals to volunteer in Haringey schools to support enrichment activities such as after school clubs, mentoring and careers advice, and proactively work with businesses, universities and professional organisations to recruit volunteers. Schools should track the educational and career destinations of their students in order to identify role models, ambassadors and supporters for their extracurricular activity and work-related learning.

7

The local authority, schools and colleges should work together to build a post 16 sector in Haringey that provides an improved academic and vocational offer across the whole borough that meets the needs of all young people.

The Commission welcomes the establishment of an academic sixth form in the east of the borough and its ambition to support teaching and learning in other schools in the area. CONEL and Haringey Sixth Form Centre should provide other elements of a strong academic and vocational offer for young people of all abilities, along with specialist provision at Ada College and the Fashion Academy.

It is essential that Haringey Sixth Form College continues to improve and it should develop a strategic partnership with a strong further education college to support it in doing so. CONEL should develop high-quality, industry-focussed provision within specialist units, building on their emerging partnerships with employers like Siemens, alongside the provision of level one and two courses aimed at those lacking basic skills.

All Post 16 institutions should work with the Teaching School Alliances, Haringey STEM Coordinator, and business brokerage partner to develop their teaching, build relationships with employers and collaborate.

8 Haringey should develop and publish its own annual Haringey Education Report, to inform parents and to monitor and drive improvement.

9 Haringey should develop a strategy for improving the information and advice parents receive about post-14 and post-16 choices and future careers. This should include:

- publishing clear information about the range of subject options, student attainment, and educational and employment destinations;
- schools opening up extracurricular and enrichment activities to parents as much as possible;
- aiming Haringey's new Careers Fair at both parents and young people;
- ensuring the proposed Haringey STEM Festival includes at least one event aimed at parents – e.g. a Haringey Annual Lecture.

10 Every school in Haringey should have a link governor for STEM, drawn from a relevant industry. Haringey should use its business brokerage partner to identify and recruit local residents who work in the STEM industries. Each governing body should set specific STEM-related objectives that reflect the borough's overall ambitions to improve STEM performance.

11 Haringey should appoint a standing expert reference panel, drawn from local residents active at a senior level in STEM industries, to provide continuing advice, guidance and contacts.

Haringey should also recruit an "Innovator In Residence" able to work with schools and colleges to support enrichment activities and curriculum delivery, as well as provide advice and support to the council in continuing to develop work in this area.

12 The borough should pilot a local STEM Leaders Programme, using those young people already involved in the Haringey Young STEM Commission, to champion STEM in schools and provide the insights of young people into the future of STEM in the borough.

UNDERSTANDING THE CHALLENGE





Local leadership in education

The Haringey STEM Commission was established to look at how Haringey could position itself at the forefront of STEM education, raise attainment and participation in science, technology, engineering and mathematics, and open up career opportunities for the borough's young people. In this section we set out the context to our work, including the opportunities and challenges for the borough in education and the wider STEM economy.

It is a time of uncertainty for the education system in London and beyond. The recent Government White Paper 'Educational Excellence Everywhere' and the forthcoming Education For All Bill set a course for all schools – primary and secondary – to become academies by 2022. Alongside this, the proposed new national formula for school funding is likely to see significant reductions to funding for London schools, while a national review of the provision of further education is also underway.

Amidst this change and uncertainty, it is essential for local authorities and local school systems to focus on what really matters for children, young people and families, ensuring that every young person has access to a good education and the best possible career opportunities.

Haringey has been here before. The Outstanding for All Commission helped set the borough on the path to having all its secondary schools achieve good or outstanding OFSTED inspection results. Now this successor Commission intends to help the borough towards the next stage of its ambition.

What is STEM?

STEM is an acronym for science, technology, engineering and mathematics. In education, STEM encompasses a range of subjects and programmes, including biology, chemistry, physics, mathematics, computing, IT and ICT, and design and technology, as well as areas as diverse as agriculture, environmental science, interactive media, construction and accounting. It is also increasingly used as shorthand for an interdisciplinary approach that draws connections between these different areas to solve problems and innovate.

In early years settings children can expect to encounter basic mathematics and explore ways of understanding the world around

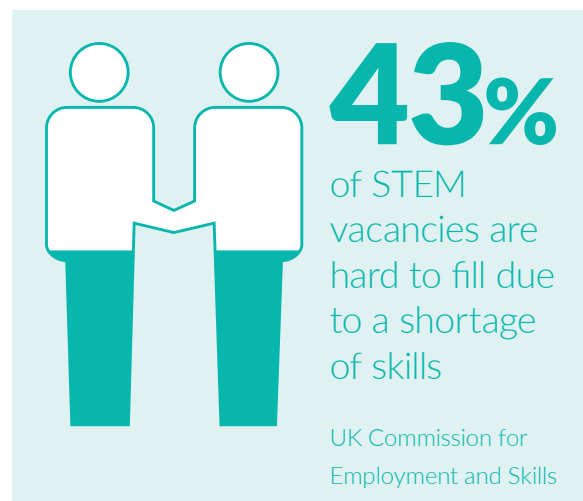
them through games and play. At primary level STEM subjects are taught in the context of the wider curriculum, while at secondary STEM subjects are taught individually by specialist teachers, with compulsory elements up to Key Stage 4. After the age of 16, students may take AS and A Levels in STEM subjects, while vocational STEM training is provided through further education colleges and apprenticeships.

The skills learned through STEM education, the understanding of scientific methods and principles, as well as numeracy, critical thinking and problem solving, are becoming more valuable to employers. The development of the information economy, increased digitalisation and the growth of niche manufacturing sectors mean digital, technical and engineering skills underpinned by scientific understanding and mathematical expertise are highly sought after.

Opportunity and growth inside and outside the borough

There is huge growth in scientific and technical industry. In 2014 there were 382,000 workers in London's technology and information sector, an increase of 11 percent since 2009¹, with the sector as a whole increasing by 15%. Technology and information is responsible for 30% of all job growth in the capital in that time. In their evidence to the Commission the Tech Partnership told us that a million new recruits will be needed in the technology sector by 2023.²

The life sciences in the UK – “covering medical devices, medical diagnostics and pharmaceuticals, through to synthetic and industrial biotechnology”³ – has an annual turnover of £52bn. The pharmaceutical industry in particular generates £29bn in annual turnover and employs over 70,000 people. There are more than 700 life sciences companies in London employing over 21,500 people.



The **London Stansted Cambridge Corridor** is a “life sciences corridor of global significance” which will see 14,000 additional jobs in life sciences by 2023. The **Harlow Enterprise Zone** alone will create a minimum of 2,500 jobs in medical technology, life sciences and ICT sectors within a twenty minute train journey from Tottenham Hale Station.

Haringey's **local economic development strategy** is “unashamedly pro-growth [and] pro-science”, committed to “exploiting the diversification of London's economy and expansion of sectors including science, the digital economy, tech-led design and manufacture and low-carbon industries” to attract investment and jobs to the borough.⁴

The regeneration of Tottenham, one of the Mayor of London's designated housing zones, will bring over £1 billion of public and private investment to the borough, including 5,000 new jobs by 2025, many of them in technical and manufacturing roles. The extension of Crossrail 2 will unlock further regeneration opportunities in Wood Green, and improve transport links to employment centres across London.

1. Mandel & Liebenau (2014)
2. The Tech Partnership (2015)
3. OLS (2011)
4. LBH (2015)

Skills shortages in STEM industries

Despite this growth, the Commission has heard evidence of acute skills shortages across the range of STEM sectors. The consequences are stark. In evidence given to the Commission, the Chief Economist of the Bank of England, Andy Haldane, told us that the United Kingdom's economic productivity was flattening for the first time in a century and a half. The skills of the workforce must be improved to address this.

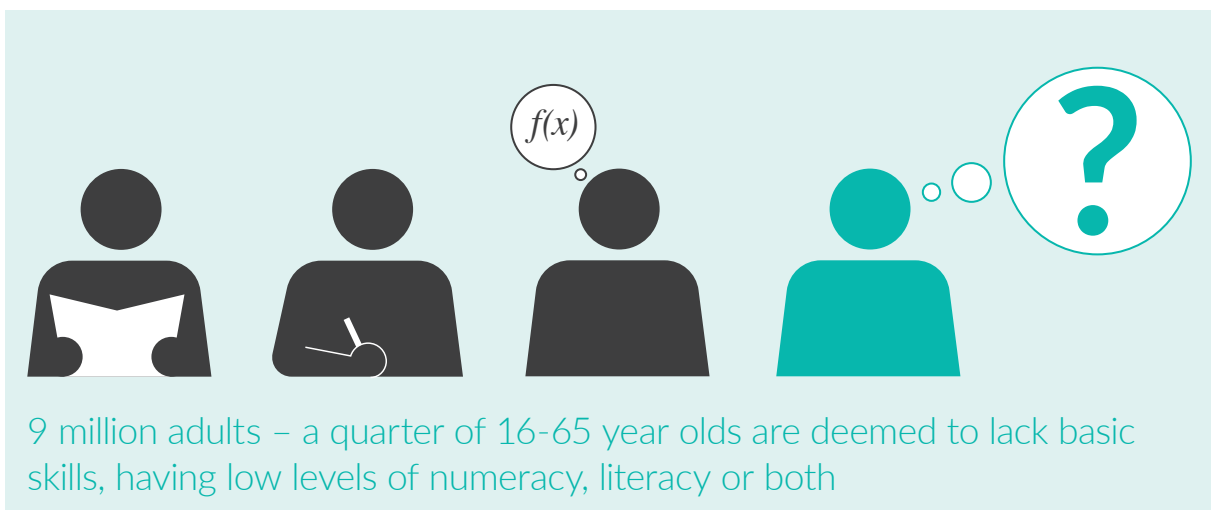
The largest skills deficit is in numeracy. Seventeen million adults have numeracy levels no better than a primary school child. **New research from the OECD** shows that England compares unfavourably to other developed nations.⁵ Nine million adults – a quarter of those aged 16–65 – are deemed to lack basic skills, having low levels of numeracy, literacy or both. While in most countries younger people have stronger basic skills than those approaching retirement, in England this trend is reversed.

Amongst those aged 16–19, one third are found to have low basic skills, particular in numeracy. The report finds that “even for those with GCSEs that include maths and English, the basic skills outcomes are weaker than for many upper

secondary qualifications obtained in other OECD countries.” The estimated cost of the skills deficit to the economy is approximately £20bn a year.

The **UK Commission for Employment and Skills** tell us that 43% of STEM vacancies are hard to fill due to a shortage of skills.⁶ Sarah Wood, the founder of tech start-up **Unruly** told **Robert Peston** that “finding the right people is our number one challenge” with a “chronic shortage of skills” in computer science, numeracy, problem and problem solving.⁷ The shortage of talent is “the biggest single challenge facing London's tech businesses”⁸ – with coders, software developers and data scientists most in demand – while the Tech Partnership gave evidence to the Commission showing “72% of large companies and 49% of SMEs are reporting skills gaps, with significant impacts on productivity”.⁹

Sir Roger Carr, the Chairman of BAE Systems, told the Commission that the engineering sector will need 1.9 million more recruits by 2020, which will mean doubling the number of engineering graduates. The **2015 CBI and Pearson Education and Skills Survey** suggests “manufacturing and construction firms are finding it increasingly difficult to find skilled workers and expect the situation to get worse”¹⁰, while almost



5. Kuczera, Field & Windisch (2016)

6. UKCES (2015)

7. Peston (2015)

8. GfK (2013)

9. The Tech Partnership (2015)

10. CBI/Pearson (2015)

three quarters of employers in engineering and construction manufacture expect to need more employees with higher level skills.

In the life sciences, the **Association of the British Pharmaceutical Industry** cites “major skills gaps in the mathematical and computational areas” in industry sectors such as “bioinformatics, statistics, data mining, health informatics, and health economics and outcomes”.¹¹ They also anticipate future shortages of skills in “device technology..., materials science, physiological modelling and physical chemistry.”

In health and social care, an increased focus on population-level healthcare and prevention and new roles such as data analysts, trainers and dieticians will require an evolving skills mix. Medical and technological innovations like telehealthcare, mobile health and healthcare analytics will also provide new skills challenges. The **first ‘fully digital’ hospital** has opened in Canada,¹² while the **Office of Life Sciences** has already identified emerging skills gaps in digital health including “a lack of commercialisation skills and shortages of IT and analytical capabilities”.¹³ The **UKCES Employer Skills Survey 2013** found that in the health and social work sector 22% of vacancies were due to skills shortage – an increase from 10% in 2011.¹⁴

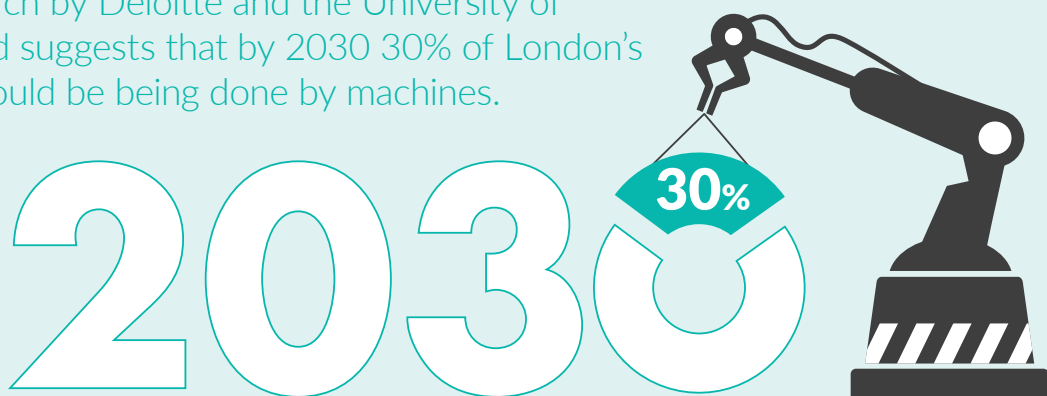
This is not simply about high level technical skills for those destined to specialise in STEM-focussed careers. Katie O'Donovan of Google UK told the Commission that the wider workforce will need greater digital and technological competence, while **O2** estimate that “Britain will need 2.287 million digitally skilled workers by 2020 to satisfy the UK’s digital potential”.¹⁵

Career opportunities – but an uncertain future

Of course, a shortage of skilled workers in growing industries means that there are good career opportunities for young people who do leave education with the right skills. There is an enormous range of jobs and many different pathways appropriate to all abilities – from academic routes through A Levels and Higher Education, to post 16 vocational qualifications, to apprenticeships at all levels.

It is not a straightforward picture, however. Employers told us how the world of work is changing in ways that we don’t fully understand. Many of the jobs that our young people will be doing in ten or twenty years do not exist yet. Research by **Deloitte and the University of Oxford** suggests that by 2030 30% of London’s jobs could be being done by machines.¹⁶ Importantly, they found that in this environment

Research by Deloitte and the University of Oxford suggests that by 2030 30% of London’s jobs could be being done by machines.



11. ABPI (2015)

12. Mangione (2015)

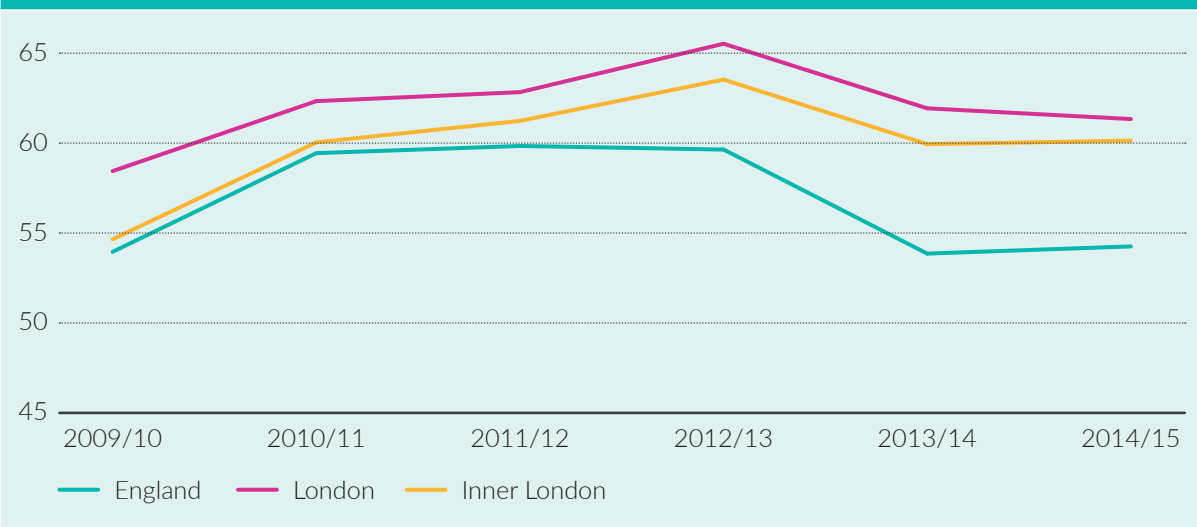
13. Deloitte (2015)

14. UKCES (2013)

15. Development Economics (2015)

16. Deloitte (2014)

GCSE and equivalent entries and achievements of pupils at the end of key stage 4 for each local authority and region



jobs that pay over £100K a year are eight times more secure than jobs that pay less than £30K.

The UK Commission on Employment and Skills report **'Careers of the Future'** gives us some idea of the kinds of jobs that are not only available but will grow and flourish in the modern economy – from mechanical engineers and physical scientists to programmers and software developers.¹⁷ Employers gave evidence that two classes of jobs in particular will continue to grow: occupations that require a blend of high-level technical and creative skills; and those requiring emotional intelligence, such as the medical and caring professions.

In our findings we will identify how Haringey can respond and adapt to this changing employability challenge. The jobs and career pathways are there for the taking for Haringey's young people – the task for the education system in Haringey is to ensure they can access them and thrive.

Education in Haringey

Achievement and participation in STEM subjects in Haringey are not of a high enough standard. Haringey has many schools and teachers with real strengths, but overall their performance is patchy and fragile, with a significant gap in

attainment and quality between the east and west of the borough.

It is clear that between 2010 and 2014 there was a significant improvement in Haringey's education system. All secondary schools achieved 'good' or 'outstanding' ratings by OFSTED, and Haringey had some of the most improved GCSE results in the country. More recently, however, there are indications that that improvement is slipping – the percentage of pupils achieving five or more A*-C grades at GCSE (including English and mathematics) has fallen from 59.1% in 2013/14 to 54.6% in 2014/15.¹⁸

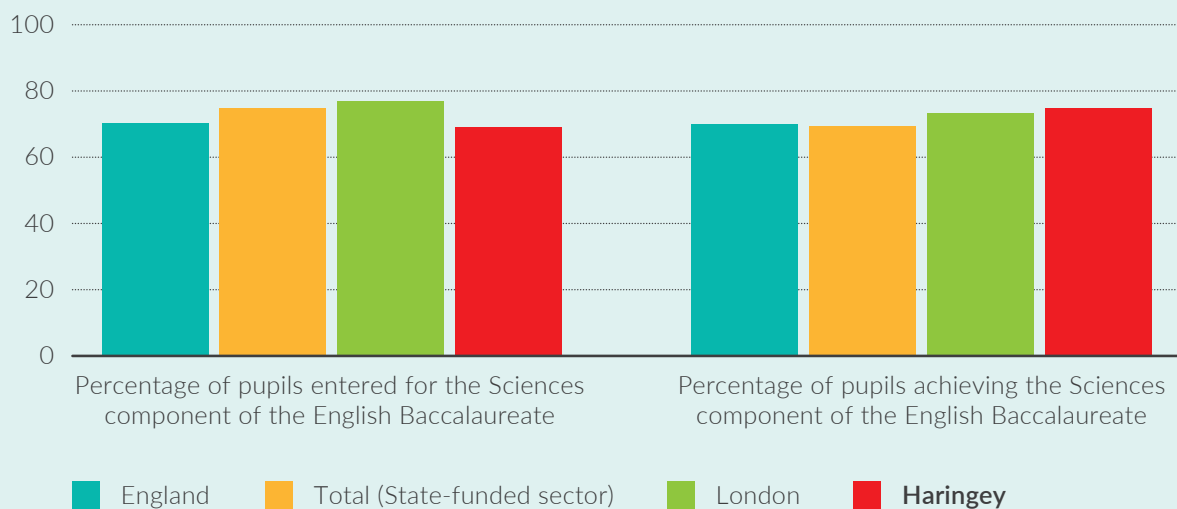
Attainment and participation in STEM subjects specifically are well below London and national benchmarks. The proportion of students studying more than the most basic level of science is well down on the London average. In 2015 68.9% of students were entered for the English Baccalaureate in Science – that is, they studied more than one science GCSE, either by taking core and additional science together, studying three single science GCSEs, or by being entered for the GCSE science double award. This is lower than both the national average of 74.9% and the London average of 76.5%. Indeed, it is the second lowest borough level in London.¹⁹

17. UKCES (2014)

18. DfE (2016a)

19. DfE (2016a)

Science participation

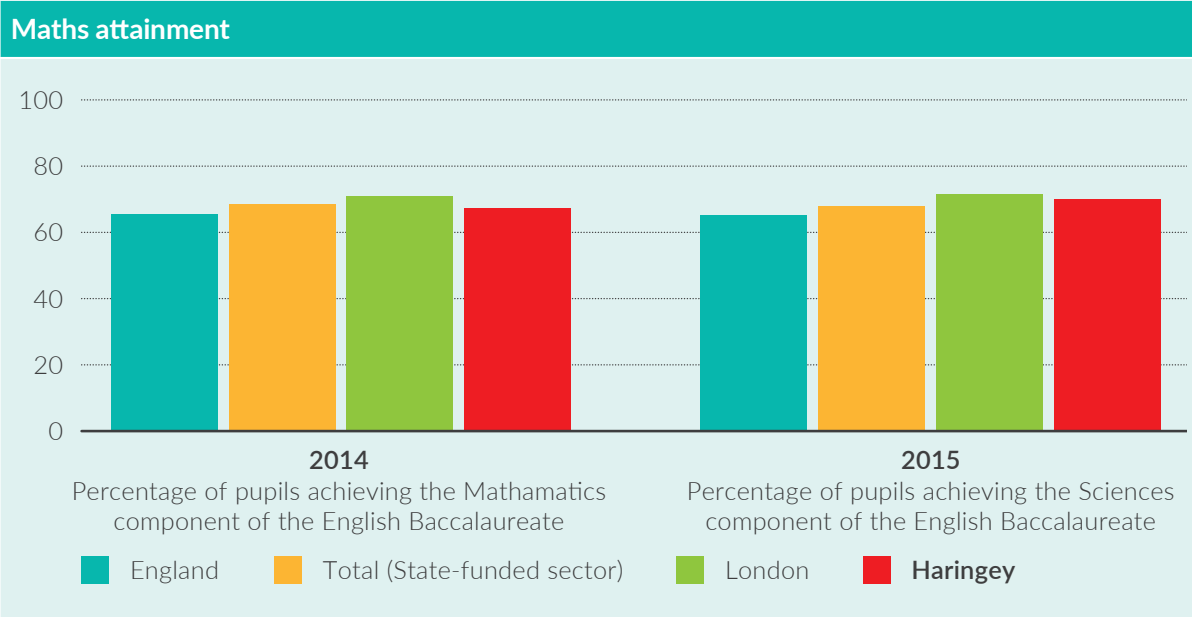


School breakdown Ebacc

	Science Ebacc		Maths
	% entered pupils achieving A*-C	%entered	% achieving A*-C
Alexandra Park School	97%	69%	84%
Fortismere School	96%	84%	83%
Gladesmore Community School	76%	60%	69%
Greig City Academy	57%	60%	56%
Heartlands High School	60%	91%	68%
Highgate Wood Secondary School	65%	83%	78%
Hornsey School for Girls	73%	82%	70%
Northumberland Park Community School	94%	36%	52%
Park View School	49%	71%	52%
St Thomas More Catholic School	55%	70%	71%
Woodside High School	94%	64%	58%

20. DfE (2016b)

21. DfE (2016a)



The proportion of those who did achieve an EBacc in science (i.e. gained an A*-C) in 2015 (74.6%) was higher than England (68.9%) and London (73.1%). It was, however, a fall from 76.4% in 2014 (72.3% for England; 75% for London). At an individual school level, most secondary schools were around the borough average, but there are significant outliers with both higher and lower levels of participation. In general, schools in the east of the borough were less likely to enter young people for EBacc science.²⁰

In 2015, 66.9% of all pupils in Haringey achieved the EBacc standards (A*-C) in Mathematics. This was below the average for England (68.1%) and London (70.4%). This was also a fall from 70% in 2014 (67.9% for England; 71.5% for London).²¹ The proportion of students entered for maths and science A Level also falls below the London average.²²

At primary level the picture is mixed. The majority of, but not all, schools are rated 'good' or 'outstanding'. Attainment at level 4 for reading, writing and maths can vary considerably, and

again, in general, results are better in the west of the borough than in the east.²³

The Commission has also identified particular weaknesses at in post 16 and further education. In Haringey the number of 19 year olds qualified to Level 2 with English and Maths remains lower than national, London and statistical neighbour averages,²⁴ and the number of apprenticeship starts has been declining.²⁵

More young people leave the borough to study at 16 than remain – despite those who study elsewhere achieving less well.²⁶ The further education destinations chosen by a majority of students are not meeting high enough standards, both those in the east of borough such as CONEL and the Haringey Sixth Form College, and those outside the borough like City and Islington.²⁷

The educational divide between east and west is reflected by numerous other social indicators – four of the wards in the west are among the richest 10% in the country, and four in the east are in the poorest 10%, while life expectancy is much higher in the west than in the east.²⁸

22. DfE (2016c)

23. DfE (2016d)

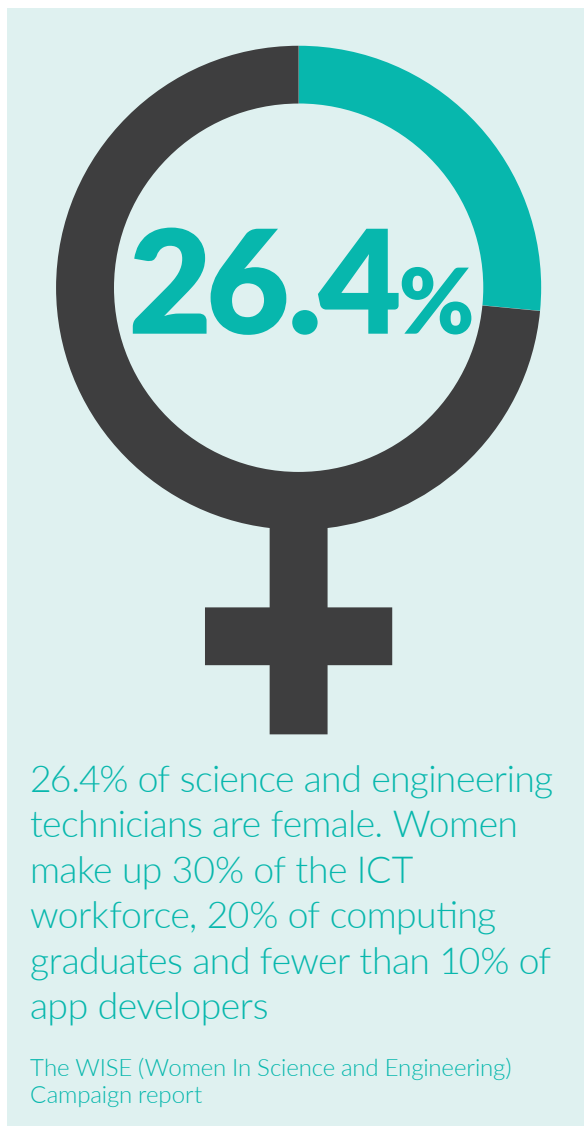
24. DfE (2016e)

25. BIS/SFA (2016)

26. LBH (2016)

27. DfE (2016f)

28. North & Donnelly (2014)



The Commission is clear that such factors, while challenging to overcome, can never be an excuse for educational failure. Haringey have made improving the life chances of young people in Tottenham an absolute priority, and the education system must support that.



You feel like there is not much to discover in life while you are stuck in a science lab or in a technology place of some sort.



I don't think I know enough to work in any of them [STEM industries] and I don't think I am smart enough.

Perceptions and attitudes

As well as attainment, the Commission wanted to understand the perceptions and attitudes of Haringey's young people towards STEM subjects and careers.

Our research suggests that primary pupils generally see few limits to their own ambition and to the prospects of people like them.²⁹ Career aspirations are diverse, imaginative and, crucially, not stereotyped – “I see myself being a lawyer and an artist”; “fashion designer or business woman or dancer” – “a scientist or a fashion designer or a tattoo designer or a programmer”. Almost 70% of primary school students told us they were very or fairly interested in working

in STEM industries. 73% thought it was very or fairly likely that the next big breakthrough in science or tech entrepreneur could come from their school.

There is, however, an enthusiasm gap between primary and secondary students, with only 62% of secondary students surveyed expressing an interest in working in STEM industries, a difference of 8%. The **Tough Choices** report produced by the Your Life campaign bears this out.³⁰ They report a “dramatic decline” in STEM engagement through secondary school. They say “most young people see STEM study as a dead end” and identify an “alarming” lack of awareness about career paths.

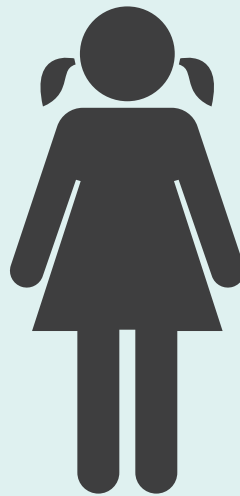
Maths and physics are seen as less practical and relevant than other subjects. The perception of STEM being only for the “ultra bright” is damaging, with teachers and parents – the number one influencers of a young person's choices – prioritising good grades and diverting less able young people into other subject areas.

²⁹. TeenTech (2016a)

³⁰. AT Kearney (2016)

60%

of girls aged 12 believe mathematics and science are “too difficult”



77%

of girls feel that the science and technology sector is lacking high profile female role models.

This has a particularly extreme effect on girls and on those from a disadvantaged background. The masculine image of many STEM careers presents a significant barrier to encouraging more participation amongst young women and girls. A survey by **Accenture** found that 60% of girls aged 12 believe mathematics and science are “too difficult”, with 77% of girls feeling that the science and technology sector is lacking high profile female role models.³¹ The **WISE (Women In Science and Engineering) Campaign** report just 26.4% of science and engineering technicians are female.³² Women make up 30% of the ICT workforce, 20% of computing graduates and fewer than 10% of app developers.

Evidence we received from the **ASPIRES** project at Kings College London supports this.³³ They have identified a correlation between a student’s level of “science capital” (the level of science understanding, knowledge, interest, qualifications and contacts in one’s family background) and the likelihood of students aspiring to science-related careers. They found a general lack of awareness of the range of science careers and the transferability of STEM skills. All factors discouraging science aspiration were found to be amplified in the case of black students. These findings resonate strongly with the picture in Haringey.



Aeronautical [engineering]... is amazing... We can make and create such amazing stuff which can actually float above the ground. The thought of travelling, exploring the globe is absolutely gob smacking

31. Accenture (2015)

32. The WISE Campaign (2015)

33. ASPIRES (2013)

FINDINGS AND RECOMMENDATIONS





The skills to thrive in a modern economy

The Commission's starting point was to examine the skills that every young person who leaves Haringey's education system needs to achieve their ambitions and to take advantage of the opportunities that the contemporary economy presents. Haringey's schools and colleges must be both pushing young people to achieve the best grades possible and setting them up for life in the world of work – which means giving them *employability* skills to complement academic or vocational achievement.

The Commission held a roundtable session in the Houses of Parliament in December 2015 which brought together major figures from the world of economics, business, technology and education. They looked at how the workforce was likely to change over the coming years and discussed what kinds of skills Haringey's young people will need to thrive. With increasing automation and new technologies, we were told how the workforce of the future needs transferable skills that will enable them to adapt and thrive. If future jobs are to be increasingly science and technology based or reliant on emotional intelligence, our young people need a balance of social and interpersonal skills as well as a grounding in STEM subjects to be best prepared for work. Peter Hyman, Head Teacher of School 21, felt education therefore had to balance the head, heart and hand – but that British schooling was “90% head”.³⁴

We also heard how young people, whilst often doing well at school or college, frequently leave education lacking employability skills. One parent and local youth worker told us how he had worked with young people who, although ostensibly well-qualified, did not know how to translate their academic qualifications and training into the workplace.³⁵

In evidence to the Commission, UK Power Networks told us that “reasonable aptitude” in mathematics and science was “advantageous” but “not essential”. Instead the key qualities they looked for were “a willingness to work hard to develop”, “aptitude and interest in problem solving” and “an ability to innovate and... to think creatively”.³⁶

³⁴. Haringey STEM Commission (2016)

³⁵. Campbell (2015)

³⁶. UK Power Networks (2015)

The **Centre for London** sums up this demanding and changing picture: “Many companies said they were looking not only for people with digital skills, but with broader entrepreneurial attitudes and business skills, especially at senior levels. Companies increasingly want creative, autonomous and flexible, ‘multi-layered Renaissance people’ – polymaths whose skills stretch beyond the purely technical”.³⁷

The best examples of STEM education we have heard about combine the teaching of technical skills and knowledge with the opportunity to solve problems, design and innovate. Apps for Good told us their classroom coding programme “teaches computing, while also developing skills in problem solving, communication, teamwork and critical thinking, key future work skills”.³⁸ Students we talked to reflected that when they do practical work in the classroom, the ‘experiments’ can often be predictable. They were keen to have the opportunity to do work which might offer them the chance to truly explore and experiment.

The Commission believes, therefore, that Haringey needs to provide a rich educational experience that combines a solid grounding in science, mathematics and technology with those future work skills.

We recommend that the borough develops its own high-status qualification that students can aspire to – what we will call for now a “Haringey Diploma”. This should be underpinned by a programme of activities, experiences and projects that will enable Haringey’s young people to develop a framework of transferable skills relevant to the world of work. This should include developing digital skills, communication, team work and problem solving, as well as opportunities for project working, independent study and work-related experiences.

The programme should be developed in conjunction with employers to ensure that the Haringey Diploma adds real value to a young person’s life chances and career outcomes. It must be challenging and rigorous enough to have meaning for higher education institutions and employers, and should carry explicit employer endorsement or accreditation.

We therefore recommend that the borough works with a panel of employers and experts to identify and endorse the framework of skills required and the kinds of activities and experiences that would support them. We intend that this Diploma should provide a focus for work-related learning and extracurricular programmes in the borough, and we will make further recommendations to support its implementation.



The best examples of STEM education we have heard about combine the teaching of technical skills and knowledge with the opportunity to solve problems, design and innovate.

37. Sims, Wilson & Tyrrell (2015)

38. Apps for Good (2015)

RECOMMENDATION

1

Haringey should convene a panel of employers, business leaders and experts to help develop and accredit a “Haringey Diploma”, a framework of skills and experiences that young people should have when leaving education, supported by a programme of extracurricular activities and experiences.

This should be based on, but not limited to, STEM subjects, and incorporate communication and presentation skills, problem solving, project working, creativity and entrepreneurship.

A curriculum with mathematics and science at its heart

To complement a strong focus on employability skills, Haringey must be delivering a balanced and broad curriculum including the best possible teaching and learning in mathematics and science throughout a young person’s educational journey.

Witnesses from all of the STEM sectors agreed that mathematics is fundamental – foundational to the scientific method, computing, engineering and design. It is directly linked to growing industries like data analytics, and provides the backdrop to a range of disciplines with clear application in the real world, including statistics, risk and mechanics. Our evidence tells us, however, that we are not doing well enough.

We have seen how Haringey’s performance in maths is weaker than the London and national average. One story from our evidence indicates the impact this can have. A parent told us about the case of his son who attended a Haringey school sixth form and achieved the A Level results he needed to go to Oxford to study Chemistry. Despite having studied A Level Maths, however, he found himself “behind the curve compared to his peers, notably in Maths”. His father urged the Commission that “if you want Haringey children to compete for, and flourish in, top universities studying demanding STEM subjects then you need to seriously up your game in delivering maths education”.³⁹

Evidence submitted to the Commission by the Royal Society suggests that “a strong scientific argument exists... for young people to maintain a broad curriculum to age 18, rather than specialise at an earlier age” and recommends that all students study mathematics and science up to the age of 18.⁴⁰ Likewise the OECD suggest that there is a pressing need for greater provision for studying mathematical skills beyond the age of 16.⁴¹ Research conducted by the Royal Society suggests mathematics skills learned at school can have a significant effect on future career earnings – “a premium of up to 10%”.⁴²

Given this, the Commission believes maths needs to be a particular area of focus. The Commission would strongly encourage Haringey’s schools to find opportunities for teaching numeracy across the whole curriculum, and to increase the amount of mathematics taught beyond the age of 16.

The Commission was concerned to hear how national accountability measures and other incentives can hamper this aspiration. Most schools now require students to achieve at least an A at GCSE in order to study maths at A Level. Professor Julia Higgins of the Royal Society was dismayed at this – “You do not *need* an A to do A Level maths”.⁴³ While all schools were likely to be supportive of expanding mathematics in principle there would need to be league table recognition to adequately incentivise schools, and the Commission encourages the forthcoming government review into the provision of mathematics to take this into account.

39. Edwards (2015)

40. The Royal Society (2015)

41. Kuczera, Field & Windisch (2016)

42. The Royal Society (2014)

43. Haringey STEM Commission (2016)

Post 16 mathematical study does not mean all young people should be taking Maths A Level. Sir John Holman of the Wellcome Trust told us that maths is “like a language” needing to be used and practiced consistently to develop fluency. This could be done through new qualifications like **Core Maths**, by studying individual modules or lower level courses like GCSE Statistics, for example, or through extracurricular enrichment activities. To support this, Haringey should look at ways of offering additional mathematics provision like a Saturday school in partnership with universities and other educational providers.

Alongside strong mathematics, science is an essential part of a balanced curriculum. We know that participation in more than the most basic level of science at GCSE is low in Haringey, and improving this should be a priority. We have heard evidence of how studying the separate sciences – biology, chemistry and physics – improves a young person’s options at A Level and beyond. Schools are already incentivised to improve this participation through forthcoming specification changes and the English Baccalaureate, but we would encourage them to ensure that their courses include elements of all three sciences.

As Sir Michael Wilshaw, the chief inspector of OFSTED, recently noted, the focus on literacy and numeracy at primary level, while essential, does restrict the ability of schools to lay the foundations for achievement at EBacc level in science.⁴⁴ Science has not been part of primary standardised assessments since 2010, and is rarely part of OFSTED inspections – a recent Wellcome Trust study of 770 primary school inspection reports found that 93% of them did not mention science at all.⁴⁵ Primary school teachers and governors have told us this often means the subject is squeezed for time and resources. Haringey needs to strengthen the ability of primary school teachers and subject leaders to deliver inspiring and innovative science education within these constraints. Teachers should be directed towards STEM resources which provide the opportunity for cross-curricular work where students can develop literacy and numeracy skills whilst simultaneously developing their knowledge of science and technology.



Science has not been part of primary standardised assessments since 2010, and is rarely part of OFSTED inspections – a recent Wellcome Trust study of 770 primary school inspection reports found that 93% of them did not mention science at all.

44. Wilshaw (2016)

45. The Wellcome Trust (2015)

RECOMMENDATION

2

The Commission strongly encourages Haringey schools to promote the study of mathematics and science. As many students as possible in Haringey should study some form of mathematics after the age of 16. Haringey schools and colleges should consider the use of new qualifications like Core Maths to provide additional mathematical education.

Haringey should develop good quality additional provision focussed specifically on mathematics. This might include working with higher education and industry partners to establish a Saturday School, for example. New provision could provide additional support for those who need to improve their basic skills, supplement students' existing studies, and act as a link between Haringey and prospective university and employment routes.

The Government's forthcoming review into the extension of mathematics should consider what additional resources schools and colleges might need to provide mathematical education beyond the age of 16. It should recommend ways to recruit additional teachers to support this expansion, and look at how accountability measures and league tables need to be adjusted to incentivise take-up and provision.

All young people should study elements of all three sciences at least to the age of 16. As many young people as possible and where it is appropriate should study separate Science GCSEs or follow a strong double award science course.

The best place in the country to be a science, maths or technology teacher

In order to deliver a stronger curriculum and broader employability skills, Haringey needs outstanding teachers. A major barrier to developing student's STEM skills is a lack of staff skill and expertise. Just 3% of primary school teachers in England hold a specialist mathematics degree, while only 5% have a degree in science.⁴⁶ At secondary level, more than 20% of maths and chemistry teachers, a third of physics teachers and more than half of ICT teachers have no relevant post-A Level qualification.⁴⁷ Meanwhile, UCAS figures show a fall in applications to train as a teacher across all specialisms.⁴⁸

In the face of these national shortages Haringey needs to aspire to be the best place in the country to be a science, technology or maths teacher in order to attract and retain the best teaching talent. The Commission has spoken to teachers from schools across Haringey about the

barriers they face, and we want to give them a strong package of support.

Professor John Perkins's **Review of Engineering Skills** emphasised the importance of industry-focussed continuing professional development for teachers to enable them "to inspire and inform their students about engineering".⁴⁹ The Commission believes this applies equally across all the STEM subjects. Many schools and teachers are unfamiliar with emerging digital areas, for example, and need support to develop understanding of the changing landscape.

STEM Learning told us that teachers who attend their professional development courses produce better results and are more confident in engaging students and delivering STEM related careers advice. Their evidence shows that providing professional development opportunities helps with the recruitment and retention of STEM teachers.⁵⁰ They also host a significant amount of resources that schools could draw on. However, it was not always clear whether teachers know about these opportunities or are able to take best advantage of them.

46. The Royal Society (2014)

47. DfE (2015)

48. Boffey (2015)

49. Perkins (2013)

50. STEM Learning (2016)

Not all CPD courses are right for every teacher in every setting. UKIE, the trade body for the video games industry, told the Commission about the importance of personalising their educational support – providing courses at different times and on different days, setting up video conferences with experts, and building in professional development to school trips, for example.⁵¹

The Commission also heard of many high-quality training and development opportunities being provided by employers like Barclays, who work with teachers to provide continuous professional development focussed on expanding and developing their capacity to deliver the computing curriculum, or the Dot Everyone project which offers ‘digital dunks’, short courses for school leaders to expose them to the scope and potential of the digital field.⁵²

There is some excellent work already going on in Haringey. The Commission heard from St Aidan’s Primary School, who have hired a computer programming specialist to support the delivery of the computing curriculum, spending one day a week working with teachers. Alexandra Park School work with the Ogden Trust to support the delivery of physics in their own school and to support other schools in the borough. Teachers themselves told us that the most helpful thing for them would be the opportunity to meet with their peers, discuss their challenges and share their ideas.⁵³

To further drive improvement, to open up access to the best professional development opportunities, and to share the best ideas across the borough, the Commission believes schools in Haringey need to work together to break down the barriers of cost, time and communication that prevent teachers from improving their practice.

The New River Teaching Alliance, based at Alexandra Park School, already works with schools, primarily in the west of the borough, to recruit and train high-calibre student teachers, provide training programmes for serving teachers and provide leadership and management training. They use Specialist Leaders in Education to

provide targeted support for departments who need to improve results.

The London Academy of Excellence Tottenham, a new sixth form opening in Tottenham in 2017 and supported by Highgate School and Tottenham Hotspur Football Club, has made supporting teaching and learning in other schools in the east of the borough a priority. This new entrant into the education system provides a fantastic opportunity for Tottenham schools to benefit from a similar level of mutual support and collaboration that exists in the west.

The local authority should therefore work with schools to establish the New River Teaching Alliance and LAE Tottenham as twin centres of teaching excellence, with an express focus on improving teaching in STEM subjects across the borough. They should support the establishment of a Teaching School Alliance in the east of the borough based at LAE Tottenham, and identify what support NRTSA might need to refocus its work.

Both centres should work with existing networks such as the Networked Learning Communities and use our emerging partnerships with employers, universities and professional organisations to access the best industry-focussed professional development opportunities. These centres must be owned and led by the schools themselves, but in order to tackle the challenges we have identified, we would expect them to provide opportunities for teachers to collaborate, develop ways of delivering mathematics throughout the curriculum and provide a specific programme to support primary school teachers in delivering science.

As well as sharing good teaching practice and professional development, we believe that by collaborating in a much more structured way, Haringey’s schools can find solutions to other challenges, such as accessing extracurricular activities, working together on post 16 transitions, and publicising and advising on the most appropriate courses for students, whatever the institution. Subsequent recommendations in this report will support that.

51. Haringey STEM Commission (2016)

52. Haringey STEM Commission (2016)

53. Haringey STEM Commission (2016)

RECOMMENDATION

3

Haringey schools, working with the local authority, should establish two centres of STEM teaching excellence, one in the east and one in the west of the borough, based through the New River Teaching Alliance and the new London Academy of Excellence Tottenham. Both should act as hubs for improvement, support and professional development.

They should work with existing alliances such as the Networked Learning Communities and broker new partnerships with employers, CPD providers and universities.

They should also consider how best to promote collaboration between teachers, establishing subject specific teacher networks where appropriate, and consider the use of online tools to share ideas, resources and contacts.

Along with giving teachers as much support as we can, the Commission considered what practical things could be done to attract more teachers to work in the borough. Haringey should celebrate its teachers, recognising outstanding teaching practice in STEM through the council's Outstanding for All education awards. It should consider how else it might use its partnerships and influence to offset the costs of teaching in London, by identifying funding sources for bursaries or by using planning powers to negotiate accommodation for teachers in new developments.

“

Haringey should celebrate its teachers, recognising outstanding teaching practice in STEM through the council's Outstanding for All education awards.

RECOMMENDATION

4

Haringey's Outstanding for All awards should explicitly recognise innovation, best practice and high achievement in STEM by both teachers and pupils through a dedicated STEM award.

Haringey should explore offering practical support that might attract new teaching talent to the borough. This could include bursaries funded by corporate sponsorship, or accommodation for teachers identified as part of new developments.

Inspiring extracurricular activities

To really inspire students, especially at primary level, witnesses urged the Commission to recommend more extracurricular space for STEM, including after school clubs, visits and other inspirational experiences. One witness told us “It is 100% about making the subjects interesting, engaging and bringing them to life. If young people can see how the theory applies to real life it instantly increases their interest”.⁵⁴

“

I am not a massive fan of science when it comes to learning and remembering things off by heart, however I do enjoy doing physical and practical work.

54. UK Power Networks (2015)

There is also a growing evidence base that extracurricular activities can have a tangible impact on student participation and attainment, especially for those from more disadvantaged backgrounds.

STEMNET, a national programme providing access to ambassadors, STEM clubs and informal advice and support for schools, gave evidence of the significant impact their interventions have on student interest, enthusiasm and knowledge. 93% of teachers who had used STEMNET schemes and resources said that they had seen an increase in understanding from their students, while “seven out of 10 pupils (71%) who had taken part in STEMNET’s programmes said they were more interested in studying science compared to four out of ten pupils (44%) who had not”.⁵⁵

An independent evaluation of the British Science Association’s **Silver CREST Award** scheme showed that participants achieved half a grade more on their best science GCSE and were more likely to continue studying STEM subjects when compared to a statistically matched control group. Students eligible for Free School Meals saw larger grade increases (up to two thirds of a grade) when compared to a similar group on Free School Meals.⁵⁶

The young people from Haringey’s primary schools that we spoke to loved to experiment, test and explore scientific concepts, computer coding and design by themselves. We heard about the huge number of lunchtime and after school activities the borough’s schools host – coding clubs, maths clubs, science and STEAM clubs, even robotics and Minecraft. We heard about visits to the **Science Museum**, the **Royal Institution**, technology companies, the **Big Bang Fair**, and the **Brilliant Club**. We heard about schools holding their own STEM or science weeks, a STEM Family Challenge, a Christmas Lecture, and schools joining forces to host workshops, competitions and events.



What makes a lesson boring? Only sitting around and listening for ages so you get bored and try to find something else to do so what you are learning doesn't go into your head properly. Writing so much it makes your hand ache.

The scale of the “STEM Third Sector”, with organisations like **Code Club**, **Apps for Good**, **Stemettes**, **TeenTech**, and initiatives from professional bodies like **Tomorrow’s Engineers**, mean there are significant opportunities. Stemettes told us how they work with corporate sponsors to provide half or full day workshops for girls to work with women in STEM and STEM companies, as well providing more in-depth experiences such as weeklong placements and longer term mentoring. Locally, the Commission has heard from the **Markfield Beam Engine and Museum**, which is working with Thames Water to develop a proposed STEM education centre on their site.

As the Centre for London notes in its own survey of ‘digital learning programmes’, projects like this are born out of the science and technology culture.⁵⁷ They are entrepreneurial and innovative, close to the relevant industries and excellent at building partnerships with professionals. They understand the different careers available, have up to the minute understanding of the latest advances and technologies, and can even be a ‘trusted recruitment source’.

Extracurricular activities like this should support the other recommendations in this report – promoting mathematics, inspiring young people about science, and improving their employability skills. Programmes like **Mathletics**, the **British Mathematical Olympiad** and the **NRICH Hands On Maths Roadshow** are ideal for developing numeracy and deepening mathematical understanding. In establishing the Haringey Diploma, we expect the borough to develop a

55. Straw & Macleod (2015)

56. Stock Jones, Annable, Billingham & MacDonald (2016)

57. Sims, Wilson & Tyrrell (2015)

programme of activities and experiences that will allow young people to demonstrate and improve their communication, problem solving and teamwork skills. This should also include extracurricular project work that can offer opportunities for self-directed learning, giving the sciences a real world focus.



One of my favourite lessons was when we were learning about how animals in the Arctic insulate themselves. We used vegetable shortening as a substitute for blubber. First we put our bare hand in the ice cold water, then we put it in the 'blubber' and into the ice cold water and saw how it insulated our hands.

The biggest obstacle facing schools in taking forward innovative extracurricular ideas is time. Teachers need support to understand what the opportunities are. Access needs to be as easy as possible, with the focus being on providers and partners coming into the classroom rather than taking students out of school, and we need to ensure that all schools, teachers and students in Haringey have the opportunity, information and support to participate.

The Commission therefore recommends the appointment of a Haringey STEM Coordinator to facilitate access to these opportunities for all schools. The Coordinator should build partnerships with providers, identify the best products, and inform teachers about the opportunities available.

We believe schools would be keen to fund such a resource through their Networked Learning Communities and we expect the Coordinator to work closely with the borough's Teaching School Alliances, sharing partnerships and supporting their work.

The local authority should develop a full role description in consultation with schools, but we expect the ideal candidate to be an experienced and innovative teacher or Head of Department in a STEM subject. In order to establish the new

role and attract suitable candidates, funding should initially be identified for three years.

To provide a focus, there should be a major annual borough-wide STEM initiative, run in partnership with an organisation like TeenTech and sponsored by business. It should enthuse and inspire students, give them information about careers and help them develop innovation and entrepreneurship skills.



What has made me interested in science is that I have invented a lot of my own things and you can do cool experiments.

This might take the form of a Haringey STEM Festival, including an annual Haringey STEM Lecture from a high profile scientist, entrepreneur or inventor; a borough-wide competition like the Big Bang Fair; and a major careers event, bringing in support from industry partners. Haringey is already intending to hold a borough-wide careers fair later in the year, and this will be a good platform to build from.

In the light of the weaknesses identified in primary school science, a specific focus for the coordinator should be to work with Haringey's primary schools.



RECOMMENDATION

5

Haringey schools should jointly appoint a Haringey STEM Coordinator funded by the Networked Learning Communities to open up access to and coordinate STEM extracurricular provision across Haringey schools, primary and secondary.

The Coordinator, working with expert partners, should identify, evaluate and broker partnerships with the best providers of STEM education and experiences.

The post should support the delivery of the Haringey Diploma, work closely with the new Teaching School Alliances to support teacher professional development, and lead the development of an annual Haringey STEM Festival.

A specific duty for the Haringey STEM Coordinator should also be to put in place a programme focussed on inspiring and informing school leaders, teachers and pupils in Haringey's primary schools.

Careers advice and partnerships with employers

Extracurricular STEM activities are also an essential part of informing and inspiring young people about potential future careers. Students form ideas about what they might like to do in the future from primary age onwards and age-relevant activity should be provided throughout the education journey to help students better understand both the opportunities there are in STEM industries and how they match their own potential.

“

I like technology and science but I don't see myself doing that job

Whilst young people may have a high awareness of digital products, for example, far fewer see themselves as being potential creators, makers or developers. Students' eyes should be opened to the range of career choices they have in contemporary industries. Schools no longer have a statutory duty to provide work-related learning, and the provision and use of work placements can vary, not least because of the pressure of timetabling and examinations.

“

I've never really been able to try out any of these things apart from science which I enjoy, if I had more experience I might be more interested.

Our TeenTech research into the attitudes of Haringey's young people asked what sort of advice would help them to better understand what careers might interest them in the future. They suggested talks at schools from ambassadors from different industries and visits to inspiring and exciting work places. However, over 35% of students at primary school and 47% of secondary students said they had not been to visit to an employer at all.⁵⁸

“

Science has become my favourite subject at school and it's something I enjoy doing even when I'm at home, but I don't know what jobs I could actually do in science outside of school.

The advice students do receive can vary in quality and relevance. They told us that, for example, that advice from careers advisors and industry ambassadors may not provide practical information like the necessary exam choices or

58. Teen Tech (2016)

future pay. Often they find the advice does not genuinely engage with their own views, and is too focussed on the professional perspective of the advisor or ambassador.



I would like to know if you have to have a good childhood and education to have an important career. I think that what would help me understand more is if I could talk to someone about my dreams of my future career and ask them if they had any advice on how to achieve your target.

It is essential that students are given access to role models and inspirational figures that they can identify with. This is especially critical in ensuring that girls and young women are not shut out of the STEM sectors. Apps for Good told us their **Expert community** who provide mentoring and expert support, is 35% women, while their new **TechFuture Women's Network**, launched in partnership with Capgemini and the Tech Partnership, is designed to enable female digital professionals to engage with schools and students.⁵⁹



Meeting individuals who actually have experience in the field I am interested in... is important so they can share their passion, work-ethic and day-to-day experiences in their career.

Haringey needs to tap into similar networks and promote the opportunities for STEM academics, undergraduates and professionals to volunteer in schools. Schools should also monitor the educational and career destinations of their students as a means by which to identify role models and ambassadors whose experiences will genuinely resonate with Haringey's young people.



They tell us what the job involves but they need to tell us how you can get the job and how they did.

Haringey is already working with schools to integrate careers education into the curriculum and link the subjects they are teaching to relevant job pathways, and this needs to continue. Alongside this, it should make establishing and strengthening the partnerships between schools and employers a priority. The recommendations we have made so far about improving employability, industry-focussed professional development for teachers and inspiring extracurricular activities all depend on good links between employers and educators.

We have heard evidence of great examples of relationships between industry sectors and schools and colleges. In the digital and start-up sphere, organisations like **Founders 4 Schools**, which connects entrepreneurs with schools, are able to engage young people with different perspectives of business. Building links with start-up accelerators or a representative group like **Tech London Advocates** might be another way of accessing this sort of sector. **Ada, the National College for Digital Skills**, to be based in Tottenham Hale, has a rich set of relationships with both large technology companies and emerging start-ups, while the **Fashion Technology Academy** has built similar links with textile manufacturers and fashion designers.

In life sciences, all major research institutes, such as the **Francis Crick Institute** or the **Centre of the Cell** at the Blizard Institute, Queen Mary University, have public engagement and science education as one of their strategic priorities. Haringey could also use its own existing partnerships, with, for example, developers, the construction industry, the NHS and TfL to unlock new opportunities for schools.

It is vital to ensure such partnerships are sustainable and able to benefit schools consistently across the borough, and that schools have the capacity to integrate these opportunities into the work they are already

59. Apps for Good (2015)

doing. Corporate Social Responsibility schemes from major firms can often be limited in terms of time and scope – or do not match adequately with the goals of the schools.

Nor is it always a straightforward dialogue. The Commission has heard from both businesses dismayed at a lack of interest from schools, and from teachers who find businesses inaccessible and remote – “too often, industry doesn’t know how to engage with education and education doesn’t know how to engage with industry.”⁶⁰

There is therefore a clear need for some form of effective brokerage between schools and employers. The STEM Coordinator will be important in this, but may not have the

expertise or contacts to do it without support. The Commission therefore recommends that the council identifies a partner organisation to lead this work.

Organisations like **Business In The Community** and the **East London Business Alliance** are already active in the borough. ELBA’s successful **Business Action Group for Schools** initiative, which links groups of businesses with individual schools and colleges, is one model that could be used, as is BITC’s **Business Class** programme, which establishes long term partnerships between individual businesses and schools, to support leadership and governance, mentoring, careers guidance, work experience, enrichment activities and teaching.

RECOMMENDATION

6

Haringey should identify a partner organisation who can help build sustainable relationships between businesses and the local education system in order to support extracurricular activities, professional development for teachers and careers advice. This partner should work closely with the Haringey STEM Coordinator and the Teaching School Alliances.

Haringey should create a clear pathway for STEM professionals to volunteer in Haringey schools to support enrichment activities such as after school clubs, mentoring and careers advice, and proactively work with businesses, universities and professional organisations to recruit volunteers. Schools should track the educational and career destinations of their students in order to identify role models, ambassadors and supporters for their extracurricular activity and work-related learning.

A more specialised and effective further education sector

Getting post 16 and further education right is essential for giving Haringey’s young people the best chance of accessing appropriate training and employment. The further education system is especially important in meeting the needs of those students of middle ability who may not wish to follow an academic route. As the Royal Society notes, “more STEM qualifications in England are completed by 16-18 year olds in the FE and skills sector than in schools”.⁶¹

STEM sectors will require and support jobs at every level. The Gatsby Foundation projects that as many as 700,000 more science and technology technicians will be needed by 2020 to meet demand from employers, for example.⁶² High-quality vocational training and credible apprenticeship programmes are a critical vehicle for allowing young people to access these opportunities.

Our discussions with both employers and colleges suggest that post-16 education does not work for all young people. A recent report

⁶⁰. Apps for Good (2015)

⁶¹. The Royal Society (2014)

⁶². Gatsby (2016)

from the **House of Lords Social Mobility Committee** described the system as “complex and incoherent, with confusing incentives for young people and employers”.⁶³ A CBI survey showed that 38% of businesses want post-16 qualification programmes to be “more relevant to business needs”, and reported declining satisfaction with training providers, with private sector providers felt to be outperforming further education colleges.⁶⁴

We know that the successes London has had in primary and secondary education over the last decade have not been replicated at key stage 5 and the Mayor of London’s **Annual Education Report** suggests this may be partly down to young people making inappropriate choices of what to study after GCSEs.⁶⁵

Certainly we have heard evidence that the expectations of both teachers and parents – the main sources of advice for young people when it comes to educational and career choices – tend to privilege academic routes over vocational ones. CONEL told us in their evidence that there is “a perception of parents and young people – typically reinforced by schools – that A Levels followed by University is the best route to success for students with technical education seen a second-best alternative”.⁶⁶ One student expressed frustration that there was an assumption “that because I am academic I am automatically going to follow a traditional academic pathway (e.g. college and university).”⁶⁷

We know that the provision of post 16 education and training in the east of the borough is not as strong as it should be. The performance of Haringey FE institutions, and the most popular destinations outside the borough, is worse than that of Haringey school sixth forms, at both academic and vocational level⁶⁸. The Commission considered whether the absence of school sixth form provision in schools in the east of the borough was a barrier to improvement, but there is little evidence that school sixth forms in

themselves provide better outcomes for young people than strong further education settings, and establishing new school sixth forms is unlikely to be financially sustainable.

We do believe, however, that a substantial intervention may be required in the further education sector to ensure Haringey has post-16 provision that is fit for the challenge of the modern economy. Haringey needs a range of high-quality provision meeting the needs of all students, enabling young people to pursue high-end vocational qualifications and apprenticeships as well as traditional academic routes.

Typically, colleges face difficulties in providing both the essential courses necessary to improve the basic skills of those leaving school with few or no qualifications and higher level qualifications across a large range of subjects and specialisms. Furthermore, the relationships colleges have with businesses are weaker than elsewhere in the country. London’s diverse economy means the picture is more complex than in areas with a single large employer, but the capital could learn from the experience of, for example, the north east, where links to industrial partners are particularly strong.⁶⁹

Evidence we have heard from the National College for Digital Skills and Fashion Technology Academy show that tightly-focussed, specialised provision can attract significant industry support and endorsement. Siemens also gave evidence about their work with the **National Training Academy for Rail** in Northampton, and their partnership with **Barking & Dagenham College** which delivers advanced apprenticeships in electrical and electronic engineering.

The Commission therefore believes that the provision in Haringey and beyond needs to become more specialised and focussed. This will enable colleges to build better links with employers and businesses, supporting qualifications and training with clear job

⁶³. Social Mobility Committee (2016)

⁶⁴. CBI/Pearson (2015)

⁶⁵. GLA (2015)

⁶⁶. CONEL (2015)

⁶⁷. TeenTech (2016b)

⁶⁸. DfE (2016f)

⁶⁹. AoC (2013)

outcomes. It should also give young people and parents a clear idea of the most appropriate institution and courses for them.

The University Technical College in Tottenham has outstanding facilities and a strong reputation for outreach in local primary schools, but, as with many UTCs across the country, has struggle to recruit students for entry at 14. There are now proposals to establish a new London Academy of Excellence on the UTC site, sponsored by Highgate School and Tottenham Hotspur. As well as providing a new setting for the most able students, their ambition is to support provision in 11-16 schools in the local area, through outreach activities and professional development for teachers.

The Commission welcomes LAE Tottenham as an exciting new institution which has the potential to raise the ambition and the status of education in Tottenham, and we see them as an important new partner in delivering other recommendations in this report.

We are also clear, however, that this must be complemented by improvement elsewhere in the system to ensure young people of all abilities have access to the best possible education or training. By sending such a strong signal about the future of the education system in Tottenham, we are optimistic that the arrival of LAE Tottenham will help Haringey Sixth Form College to continue to improve. HSFC should also identify a strong further education college to act as a partner to support that process.

With LAE Tottenham and HSFC focussing on A Levels, CONEL should continue to focus on improving their vocational provision. At a time when the instinct of many providers is to expand in size and merge with others, we believe there may be benefit in smaller specialist colleges being established within larger institutions like CONEL, partnered with business, to provide high-quality training with a clear focus on career outcomes. The schools-within-schools established in some academies may be a useful model.⁷⁰ CONEL's new Advanced Engineering Centre of Excellence, supported by employers like Bayleigh International, Siemens, Kelvin Hughes and Johnson Matthey, is a good example of what can be achieved. These could run alongside courses aimed at those who still need to develop basic maths and literacy skills.

The area review of skills provision in central London, of which Haringey is a part, has been taking place since early 2016, and its conclusions are likely to coincide with the publication of this report. We have urged the review to be as concerned about the quality of future provision as it is about its financial sustainability, and hope that the outcomes will provide a fertile context for the kind of improvement we propose.

70. e.g. The Hastings Academy

RECOMMENDATION

7

The local authority, schools and colleges should work together to build a post 16 sector in Haringey that provides an improved academic and vocational offer across the whole borough which meets the needs of all young people.

The Commission welcomes the establishment of an academic sixth form in the east of the borough and its ambition to support teaching and learning in other schools in the area. CONEL and Haringey Sixth Form Centre should provide other elements of a strong academic and vocational offer for young people of all abilities, along with specialist provision at Ada College and the Fashion Academy.

It is essential that Haringey Sixth Form College continues to improve and it should develop a strategic partnership with a strong further education college to support it in doing so.

CONEL should develop high-quality, industry-focussed provision within specialist units, build on their emerging partnerships with employers like Siemens, alongside the provision of level one and two courses aimed at those lacking basic skills.

All Post 16 institutions should work with the Teaching School Alliances, Haringey STEM Coordinator, and business brokerage partner to develop their teaching, build relationships with employers and collaborate.

The role for the local authority

As our findings and recommendations show, the way for education system in Haringey to thrive is not for individual schools to exist in isolation, but for the whole system to work together with businesses, experts and other partners to collaborate, share and improve.

A fundamental part of that system is the local authority. Local authorities have not 'run schools' in a direct sense for many years, but they are legitimate partners in influencing the education system on behalf of parents, young people and their local area. Throughout the report we have envisaged the council as influencing change, supporting school improvement, brokering partnerships, and providing important institutional support for the implementation of our proposals.

Haringey council should continue to champion the interests of young people and their families by keeping parents informed, strengthening school leadership, and providing continuing expertise and challenge.

Providing information for parents

There is a clear role for the local authority as the hub of information about the quality of schooling in Haringey. Lack of transparency about how schools perform is a barrier to improvement and

the information that does exist can be inaccessible and hard to interpret. The Commission itself has found it difficult to get information about, for example, the teaching workforce.

It will also be essential to track and monitor the impact of the Commission's recommendations. We have seen how existing accountability measures are imperfect, with science is no longer tested at Key Stage 2, for example, and there would be benefit from the local authority identifying additional indicators that could help incentivise improvement in the areas we have identified.

The local authority should develop a set of indicators and contextual information to be published in a clear and accessible format as an annual Haringey Education Report that will both inform parents about the quality of education in the borough, and help to drive improvement.

The content should be developed following consultation with parents, teachers, schools and colleges, but should include the amount of mathematics, science and technology taught at primary level; secondary attainment in STEM subjects; the number and diversity of students taking STEM qualifications to 16 and post-16 and their subsequent educational or employment destinations; and the numbers and specialisms of STEM teachers.

RECOMMENDATION



Haringey should develop and publish its own annual Haringey Education Report, to inform parents and to monitor and drive improvement.

The local authority should also support parents to help young people make appropriate decisions about subject choices, post 16 courses, and future careers. When we asked Haringey's young people where they got advice about potential careers from, almost 70% said they received advice from their parents – the biggest proportion of any information source, and vastly more than those who cited careers advisors, online resources or careers events.⁷¹

Many parents, however, are not aware of the kinds of careers that are on offer and have a limited understanding of the best routes towards them. One parent told us: "As non-scientists we weren't in a position to advise our son on which subject

to pursue and it is very difficult to get a good understanding of the full range based on paper or website detail." Kings College London and their ASPIRES programme encouraged us to improve Haringey's "science capital", the confidence and capability of families to support young people in choosing science-based careers. To do this we need to not only inspire and inform our young people about STEM, but also their parents.

Many of the recommendations made in this report – for new enrichment activities, workplace visits, and events – can be broadened to involve and inform parents, and the Commission suggest that the local authority, as the champion of parents, develop a strategy to ensure this happens.

RECOMMENDATION



Haringey should develop a strategy for improving the information and advice parents receive about post-14 and post-16 choices, and future careers. This should include:

- *publishing clear information about the range of subject options, student attainment, and educational and employment destinations;*
- *schools opening up extracurricular and enrichment activities to parents as much as possible;*
- *aiming Haringey's new Careers Fair at both parents and young people;*
- *ensuring the proposed Haringey STEM Festival includes at least one event aimed at parents – e.g. A Haringey Annual Lecture.*

Strengthening leadership

The local authority should support schools in strengthening their governance and leadership. Where relationships with business, innovation in the classroom and enriching extracurricular activities exist in Haringey, the Commission heard time and again how many of these were brokered through a school parent or through a governor. The Head of Careers at Engineering UK is a parent governor in a Haringey primary school, and has been instrumental in brokering links with a local secondary school, supporting

the development of STEM and Code Clubs, and supporting and advising teachers.

These serendipitous and informal links are often the best way of replicating the entrepreneurial quality of much of the best STEM education work. Links with employers thrive where they are organic and built on prior relationships, and all schools should have this capacity within their leadership. The Wellcome Trust recommended having subject-specific link governors in every school.⁷² The council should encourage professionals from STEM sectors to become

71. Teen Tech (2016)

72. Haringey STEM Commission (2016)

school governors and to bring the benefit of their experience and networks to supporting STEM provision in schools.

In order to give a focus to this governor's work, governing bodies should also set their own

specific STEM-related objectives as part of their overall strategic planning. These should be linked to the indicators identified in the Haringey Education Report (recommendation 8) as well as setting out how they contribute to supporting the Commission's other recommendations.

RECOMMENDATION

10

Every school in Haringey should have a link governor for STEM, drawn from a relevant industry. Haringey should use its business brokerage partner to identify and recruit local residents who work in the STEM industries. Each governing body should set specific STEM-related objectives that reflect the borough's overall ambitions to improve STEM performance.

Continuing expertise and challenge

The Commission evidence sessions have been a valuable process in and of themselves, in building new partnerships, identifying new opportunities and ideas for Haringey, and in ensuring our view of the sector is up to date and relevant. Maintaining the momentum of the Commission would be supported by the establishment of a standing group, hosted by the local authority, to test, challenge and inspire new ideas around STEM education in the borough.

As a part of this, the borough should recruit an "Innovator In Residence". Inspired by the successful "author in residence" schemes used by many schools to promote reading and literacy, the Commissioners expect the ideal candidate to be an entrepreneur or digital professional able to inspire and capture the imagination of young people. They should work directly with schools to provide workshops and other activities, and provide expert advice to the council, schools and colleges about ways to develop their practice.

RECOMMENDATION

11

Haringey should appoint a standing expert reference panel, drawn from local residents active at a senior level in STEM industries, to provide continuing advice, guidance and contacts.

Haringey should also recruit an "Innovator In Residence" able to work with schools and colleges to support enrichment activities and curriculum delivery, as well as provide advice and support to the council in continuing to develop work in this area.

The local authority should also involve children and young people in the delivery of the Commission's aims. The Haringey Young STEM Commission, hosted by TeenTech, have already provided valuable insights and should continue to

be used to test new ideas and champion STEM to their peers across the borough. The **Childnet Digital Leaders Programme**, which aims to "champion digital citizenship and digital creativity" within schools, may be a model.

RECOMMENDATION

12

The borough should pilot a local STEM Leaders Programme, using those young people already involved in the Haringey Young STEM Commission, to champion STEM in schools and provide the insights of young people into the future of STEM in the borough.

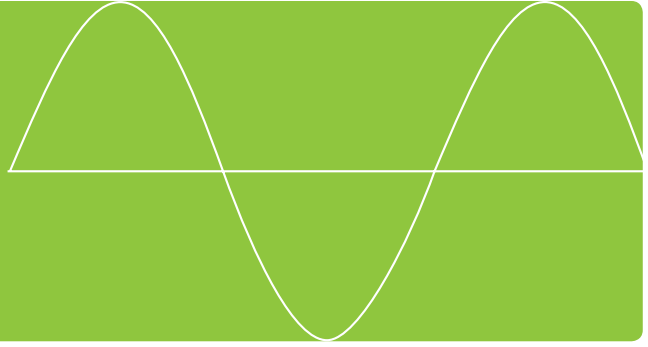
NEXT STEPS

No single organisation can take forward our recommendations in isolation. To truly transform STEM education in Haringey and make a tangible difference to the life chances of its young people will require schools, colleges, businesses, teachers, parents, governors and young people to work together, with the support of the local authority.

We expect the local authority, in consultation with schools, colleges and employers, to put together an action plan for implementation of the Commission's recommendations by the autumn, and believe it would be helpful to review progress in eighteen months time, during the first quarter of 2018.

The Commission has worked with businesses, experts and institutions – many with a personal connection to Haringey – who have expressed a genuine willingness to work with and support the borough in the next phase of this work. We will be handing over those partnerships to the local authority and hope they will be able to use them to make the vision of this Commission a reality.





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ACKNOWLEDGEMENTS

The Haringey STEM Commission owes a debt of gratitude to the following people and organisations who contributed to the Call for Evidence:

Ada, the National College for Digital Skills
 Alexandra Park School
 Apps for Good
 BAE Systems
 Barclays
 BBC Learning
 BT
 City and Guilds
 City and Islington College
 College of North East London
 Crowland Primary School
 Deloitte
 Engineering UK
 Fashion Technology Academy
 Fortismere School
 Gladesmore School
 Google
 Greater London Authority
 Greig City Academy
 Haringey CCG
 Haringey Sixth Form College
 Heartlands School
 Highgate School
 Highgate Wood School
 Hornsey School for Girls
 Kings College London
 Lea Valley Primary School
 Med City
 North Harringay Primary School
 North Middlesex Hospital Trust
 Northumberland Park School
 Notified
 Park View School
 Rhodes Avenue Primary School

Ridley Avenue Primary School
 St Aidan's VC Primary School
 St Martin of Porres RC Primary School
 Sandler Seating
 Siemens
 STEM Learning
 Stemettes
 STEMNET
 The Royal Society
 The Tech Partnership
 Third Space Learning
 The Tinder Foundation
 Tiverton Primary School
 Tottenham UTC
 UCL Partners
 UK Forum for Computing Education
 UKIE
 UK Power Networks
 The Wellcome Trust
 Professor Louise Archer
 Chris Atherton
 Senake Atureliya
 Granville Barrand
 Simon Beer
 Theo Blackwell
 Joel Brookfield
 Stavroulla Cairns
 Kevin Campbell
 Shanti Chahal
 Tim Coulson
 David Cracknell
 Donna Cullen
 Pat Dugdale
 Philip Edwards

Dr Malcolm Fairbairn
 Andy Forbes
 Steph Gold
 Cllr Joe Goldberg
 Andy Haldane
 Aasiya Hassan
 Professor Dame Julia Higgins
 Professor Sir John Holman
 Martin Hottass
 Pauline Hoyle
 Peter Hyman
 Phil Jackson
 Cllr Peter John
 Gerard Kelly
 Angus Knowles-Cutler
 David Lammy MP
 Dr Hilary Leever
 Euan MacDonald
 Duncan MacMillan
 Michael Mentassi
 Shaun Miller
 Geoff Mulgan
 Dylan Noone
 Poorvi Patel
 Anji Philips
 Clare Richmond
 Shahneila Saeed
 Mark Smith
 David Swinscoe
 David Talbert
 Melanie Washington
 Louise Wass
 Cllr Ann Waters
 Catherine West MP
 Cllr Charles Wright

The Haringey Young STEM Commission included students and pupils from Alexandra Park School, CONEL, Fortismere School, Grieg City Academy, Gladesmore Community School, Haringey Sixth Form College, Northumberland Park School, Woodside High School, the Devonshire Hill Nursery and Primary, Earlsmead Primary School, North Harringay Primary School, St Aidan's VC Primary School, St Anne's CE Primary, St Gilda's Catholic Junior School, St Martin of Porres RC Primary and Welbourne Primary School.

The authors would like to express their thanks to: the members of the Haringey STEM Commission, Cllr Claire Kober, Zina Etheridge, Jon Abbey, Erica Ballmann, Xanthe Barker, Mike Bonnet, Vicky Clark, Bill Davies, Laura Gittins, Karen Hart, Simon Jones, Stephen King, Dani Longhurst, Pauline McWeeney, Sean May, James Page, Jane Pengelly, Ambrose Quashie, Elizabeth Rees, Eveleen Riordan, Ben Ritchie, Nathalie Spells and Chi Tsang.

Report for: CABINET

Item number: 12

Title: Tottenham Housing Zone Phase 2- North Tottenham

Report

authorised by : Lyn Garner, Director of Regeneration, Planning and Development

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Ward(s) affected: Northumberland Park Ward

Report for Key/

Non Key Decision: Key Decision NON EXEMPT

1. Describe the issue under consideration

- 1.1 This report sets out the key elements of the Housing Zone Phase 2 funding package which has been allocated by the Greater London Authority ("GLA") to facilitate regeneration in North Tottenham and seeks approval to agree and enter into an Overarching Borough Agreement ("OBA") (and all Borough Intervention Agreements ("BIA") flowing from the OBA) with the GLA.
- 1.2 Once secured, this funding will facilitate the High Road West Regeneration Scheme, which will deliver a minimum of 1,400 new homes and 8,800sqm of commercial space, by providing the funding required to cash flow the costs of acquiring all of the land interests and providing grant to support the delivery of affordable homes. The funding will also facilitate the Northumberland Park Regeneration Scheme through the delivery of infrastructure, and specifically key public realm required to help unlock growth and create better connectivity and an improved environment across the area.

2. Cabinet Member Introduction

- 2.1 With £44.115m of Housing Zone investment in Tottenham Hale already securing the delivery of the new District Centre and thousands of new homes, focus is now being shifted to North Tottenham- Phase 2 of the Tottenham Housing Zone. Please see Appendix 1 for a map of the Tottenham Housing Zone. Housing Zone Phase 2 funding can secure the delivery of the High Road West Regeneration Scheme- a key enabling and place shaping development, which has the potential to unlock 4,800 new homes in North Tottenham. In 2014, following almost three years of extensive consultation with the community, a masterplan for the High Road West Scheme was agreed and the

rehousing process initiated. To date 60 residents have been successfully rehoused.

- 2.2 This additional funding demonstrates Tottenham's importance in London's growth story. Significant housing and economic growth is achievable in North Tottenham due to its locational advantages (transport connectivity and proximity to central London), substantial public sector land holdings in the area, embedded partnership arrangements between the GLA, TfL and the Council at all levels of the regeneration programme and an appetite for change amongst local communities.
- 2.3 The funding supports the delivery of the vision for North Tottenham, whilst maximising social and economic benefits for local people. These benefits include improved health and quality of life, through the delivery of enhanced social infrastructure such as high quality community, educational and health facilities and high quality open and play space – helping to ensure that the education and health outcomes are equal to the best in London.
- 2.4 The delivery of a range of high quality new homes will ensure that residents benefit from greater housing choice. The new Local Centre, workspace and the development itself, will provide substantial employment and training opportunities for local people. The Council will also ensure that the funding helps leverage additional support for community capacity building and social initiatives that meet the local community's needs and priorities.

3. Recommendations

3.1 It is recommended that Cabinet:

- I. Agree to the Funding from the Greater London Authority ("GLA") set out in paragraph 6.6 of this report and give delegated authority to the Chief Operating Officer and the Director of Regeneration, Planning and Development after consultation with the Cabinet Member for Regeneration and Housing to:
 - (1) Finalise and agree the Overarching Borough Agreement ("OBA") for Tottenham Housing Zone Phase 2 (North Tottenham) based on the core terms set out in paragraphs 6.7- 6.11 of this report and associated legal documents, including all Borough Intervention agreements ("BIA"),;
 - (2) bid for and agree any further funding from the GLA for the Housing Zones; and
 - (3) agree, and/or vary, and finalise any Housing Zone Overarching Borough Agreements and associated legal agreements, including BIAs, in respect of the core terms set out in this report and in respect of any further funding from the GLA for the Housing Zones.

4. Reasons for decision

- 4.1 The Phase 2 Housing Zone funding for North Tottenham is critical in ensuring the High Road West Regeneration Scheme and the wider North Tottenham regeneration objectives can be delivered. The High Road West Regeneration Scheme will provide the key place-making investment and infrastructure required to ensure that North Tottenham becomes a new residential and leisure destination, which will then secure the necessary up-lift in place and value to support the future regeneration of North Tottenham.
- 4.2 As set out in the December 2015 High Road West Cabinet report, GVA Bilfinger have completed a financial model for the High Road West Scheme. The financial model has shown that the scheme has a significant funding gap due to the substantial upfront costs associated with land assembly and infrastructure. The High Road West Scheme cannot be delivered unless this funding gap is reduced. The Housing Zone Phase 2 funding will reduce this gap by providing a mix of grant funding and borrowing to fund and cash flow the land assembly costs and infrastructure costs.
- 4.3 The Council is seeking to enter into an OBA with the GLA now, to ensure that the contractual framework for the funding is agreed. It is only once the contractual framework is agreed that the funding will be secured and can be released. The Council is aware that the Housing Zone Phase 2 funding allocation is oversubscribed, it is therefore imperative that the funding for High Road West and North Tottenham is secured as early as possible. It is also the case that the procurement process to select a development partner for the High Road West Scheme is underway and the Council will need to be able to demonstrate that it has the public sector funding required to support the delivery of the scheme.

5.0 Alternative options considered

- 5.1 It has been demonstrated via the financial model for the scheme that it has a significant funding gap. The Council's commercial consultants, GVA Bilfinger, have advised that the Council will not be able to deliver the regeneration scheme unless this funding gap is reduced. Officers have sought to reduce the funding gap, by reviewing the masterplan and testing the number of homes which can be delivered and revisiting the land use.
- 5.2 Officers have also explored other options to reduce the funding gap, including Council prudential borrowing and HM Treasury funding. In Autumn 2015, the Council commissioned GVA to produce a business case to support negotiations with HM Treasury to provide financial assistance to bridge the funding gap. However, both options have proved unviable. Consequently, seeking Housing Zone funding is the best feasible option for the Council.

6.0 Background and summary information

- 6.1 The Council has a major commitment to both housing and employment growth through the Council's Corporate Plan 'Building a Stronger Haringey together', and through its contribution to the London Plan's housing and jobs targets. The

nature and scale of these ambitions are further set out in the Council's Economic Development and Growth Strategy and in the draft Housing Strategy. More specifically for Tottenham, the Strategic Regeneration Framework (SRF) - a 20-year vision for the future - sets out the need to deliver at least 10,000 new homes and 5,000 new jobs in Tottenham over the next twenty years.

Housing Zone Phase 2 (North Tottenham) Bid - Vision and Policy Context

6.2 To support the Council's regeneration ambitions in North Tottenham, the Council developed and submitted a Housing Zone Phase 2 bid. A summary of the bid can be found at Appendix 2. The bid set out the Council's vision for North Tottenham and sought to secure additional funding to deliver this vision.

6.3 The Council's vision for North Tottenham is clearly set out in the Strategic Regeneration Framework, which was agreed in 2014 and the Tottenham Area Action Plan, which is due to be adopted in autumn 2016. The vision seeks to see North Tottenham:

“transformed into a vibrant, mixed and sustainable community and new leisure destination for London- a place where people want to live, work and visit.”

6.4 This vision will be achieved through the successful delivery of the three major regeneration and development schemes in the area. The three schemes are detailed below:

- **High Road West** - High Road West is a key place-shaping scheme extending 10 hectares across the Love Lane Estate and commercial land north of White Hart Lane. In addition to the opportunity to create a new residential neighbourhood with a minimum of 1,400 new homes, High Road West plays a critical role in supporting the delivery of a sports and leisure destination in North London. High Road West will be supported through the refurbishment of White Hart Lane Overground station and a new public square which will provide an expanded and improved Local Centre and new community facilities.
- **Northumberland Park**- Northumberland Park, a 32 hectare scheme where a Strategic Masterplan Framework has been developed in partnership with the local community, has a number of advantages (locational and land ownership arrangements) that can be maximised to fully realise the area's potential. Northumberland Park has the potential to deliver a large estate regeneration scheme providing between 2,300 – 2,800 net new homes, world class educational facilities and generous new public space. There is also the opportunity to ensure that Northumberland Park and the Lee Valley Park are better connected- ensuring that Northumberland Park residents have easy access to London's largest open space.
- **Northumberland Development Project** - The Northumberland Development Project (“NDP”) is a catalytic, multi-stage, mixed-use development led by Tottenham Hotspur Football Club (“THFC”), which centres on the delivery of a world class 61,000 seat stadium at White Hart Lane. With early stages and the delivery of a large new supermarket and a new college facility completed, focus has turned to the delivery of the next stage, which along with the stadium, will deliver 585 new homes and almost

20,000 sqm of commercial space, including a new hotel, club megastore and museum and café.

The NDP will also deliver a large new public square, which will provide a high quality public space for local people and visitors. The square will extend from the High Road right through to Worcester Avenue - providing vital east west connectivity. The square will provide a new multi-use games area and will be animated through events and community programmes managed by the Tottenham Hotspur Foundation.

- 6.5 As set out in the Tottenham Area Action Plan, which provides the policy framework for development across Tottenham, the three regeneration schemes will be connected by a new green public realm network which will, in an area of substantial open space deficiency, effectively link and connect the major physical assets in the area, namely: the new White Hart Lane Station, the High Road West Regeneration Scheme, the NDP scheme, the Northumberland Park Regeneration Scheme, Northumberland Park station and the Lee Valley Park.

Housing Zone Phase 2 (North Tottenham) – Focus of the Housing Zone funding

- 6.6 The Housing Zone Phase 2 bid focuses on the High Road West Regeneration Scheme. The total funding is £62,063,553.00. The funding consists of several key elements, these are detailed below:

- **Affordable Housing Grant-** The GLA have agreed to provide traditional affordable housing grant to support the delivery of affordable housing at High Road West. This includes funding towards new social, affordable and low cost home ownership homes.
- **Housing Zone Grant Funding-** The GLA have agreed to provide funding to ensure that the Council has the necessary funding to cover the significant infrastructure and land assembly costs associated with the High Road West Regeneration Scheme. Any associated fees and costs accrued during the land assembly exercise can be claimed from this funding.
- Some of the grant provided by the GLA will be repayable should the scheme make a profit in the future, beyond that already anticipated for in the financial model.
- **Repayable Grant Funding-** The GLA have agreed to provide repayable grant funding to facilitate the land assembly costs. This will only be drawn down if needed.
- **Mayoral Regeneration Funding (“MRF”)-** The GLA have agreed the existing “MRF” for Station Approach and the Decentralised Energy Network¹ to be incorporated within the Housing Zone Programme. This funding was secured in 2012 to support the delivery of a new public space linking an enhanced White Hart Lane Station with the High Road and the delivery of a Decentralised Energy Network in North Tottenham. Incorporating the MRF

into the Housing Zone Programme ensures that the Council has all funding required to support the High Road West Scheme and all reporting mechanisms within one overarching agreement. The remaining funding includes £2.5m for the Decentralised Energy Network and £3,863,553 for Station Approach.

OBA and Borough Intervention Agreements

6.7 Similarly to the Tottenham Hale Housing Zone, to secure the North Tottenham Housing Zone funding, the Council must enter into an OBA and in respect of each intervention (or funding) set out in the OBA the Council will also be required to enter into individual BIAs with the GLA. The OBA is an overarching agreement with the GLA which details:

- The amount of funding to be received
- The types of funding e.g. Affordable Housing Grant, Repayable Grant, Non-Repayable Grant
- The phasing of the funding
- The outputs which will be delivered (no of homes) and the timescales relating to these outputs, and;
- The conditions for release of this funding

6.8 The OBA will contain a number of obligations which the Council will need to adhere to, in order for the funding to be released. These are detailed below;

The Council will be obligated to deliver the following outputs:

- 2000 housing units in the North Tottenham Housing Zone area, of which 600 are affordable, to be completed in phases between 2020 and 2026.
- 2,000sqm improved public realm and 1,750sqm of new public realm
- A new District Energy Network in North Tottenham.

The Council is also obligated to:

- Comply with the commitment in achieving the of London Living Wage;
- Subscription to the Mayoral Concordat, which stipulates that new homes for sale will be available for sale to Londoners before or at the same time as they are available to buyers from other countries;
- Comply with the KPIs relating to planning efficiencies and effectiveness, as set out in Appendix 3;
- Be subject to regular performance and monitoring to GLA through the governance structure.

6.9 As the GLA will require comfort that the Council can secure all land required to deliver the outputs detailed above, the funding will be conditional on GLA approval of the land assembly strategy. Officers are currently working with legal and commercial advisors to finalise the High Road West land assembly strategy for submission to the GLA.

- 6.10 If the Council fails to meet the outputs and obligations above, the GLA will require the Council to submit a remedial plan to address the issues for GLA approval. Should the GLA not approve the plan, they will have the right to terminate the contract and recover funding.
- 6.11 The delivery of the High Road West Regeneration Scheme and the governance of the OBA will be subsumed by the officers within the Tottenham Regeneration Team. The funding will be governed through the existing governance structure. This includes a monthly Tottenham Housing Zone Operational Board where any strategic risk and issues will be highlighted and if necessary escalated to the monthly Tottenham Programme Delivery Board and/or the quarterly Joint Strategic Forum. All three boards are attended by relevant council and GLA officers.
- 6.12 Officers within the Tottenham Regeneration Team and at the GLA are currently finalising the OBA for approval.

7. Contribution to strategic outcomes

- 7.1 The recommendations outlined in this report are key to delivering the regeneration objectives for Tottenham as set out in the Strategic Regeneration Framework and the Tottenham Area Action Plan. The Housing Zone status for Tottenham will ensure that regeneration is delivered in a timely and effective way. The regeneration of Tottenham Hale and the North Tottenham and the hundreds of millions of pounds of private sector investment it will bring, supports the Council in the delivery of two of its corporate plan priorities: –
- Priority 4: Drive growth and employment from which everyone can benefit; and
 - Priority 5: Create homes and communities where people choose to live and are able to thrive.
- 7.2 In terms of growth and employment, the major new leisure and commercial quarter located around the proposed new public square along with new work spaces will deliver an increase in employment in the area and attract significant visitor spend. As importantly, c. 4000 homes will be delivered across North Tottenham aimed at a variety of income levels and supports our ambitions to deliver a truly mixed and sustainable community in north Tottenham.

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

Finance

- 8.1 This Housing Zone funding is in addition to funding already allocated to the Tottenham Hale area. The additional funding allocated for North Tottenham should allow the High Road West Scheme to be delivered by supporting the Councils significant acquisition costs. In turn this will help deliver improved public realm and community facilities.
- 8.2 In order to deliver the High Road West scheme the Council will be expected to provide vacant possession of the development site to the appointed

development partner. Therefore the Council will incur significant upfront costs in order to progress the scheme, with the expectation these would be reimbursed by a development partner via payments for land once the development is in progress.

8.3 The Council commissioned GVA Bilfinger to model the likely cost of delivering the scheme both from the Council point of view in terms of acquisition costs and required infrastructure and from the developer point of view in terms of construction and related costs. It then compared these costs with the expected revenues from the scheme and this showed that there was a funding gap based on the modelled position. For this reason a bid was made for further Housing Zone funding to eliminate this gap.

8.4 The funding package agreed is made up of;

- Affordable Housing Grant which will ultimately be paid to the developer to ensure Affordable Housing is delivered on the site.
- Housing Zone Grant to support the Council's acquisition and related borrowing costs
- Mayoral Regeneration Funding which is existing monies for the delivery of Energy and Transport infrastructure.

8.5 In June 2016, a maximum budget of £98m for the necessary acquisitions was recommended by Cabinet for Council approval. The budget is to be financed with external funding. This will be cashflowed using Housing Zone Grant and eventually financed using a combination of land receipts from developers and if necessary, the Housing Zone Grant.

8.6 The Council will ensure that grant is drawn down in advance of payments being made to avoid cashflow issues. An element of Housing Zone grant is repayable and modelling suggests that the scheme will generate sufficient value in the form of payments for land to enable this repayment. The Council will seek to maximise indemnity from developers on land values. However, there is a risk that sufficient receipts are not generated. The Council will need to review the position carefully during the procurement process to ensure that repayment is still likely before commencing on the build phase of the scheme.

8.7 The funding allocated is based on a modelled position and the actual cost of the High Road West Scheme will only be known once the scheme is underway and is dependent on factors such as infrastructure costs, construction costs and sales values and so an element of risk will remain until the project is complete. Negotiations with the GLA have confirmed that the repayable element of the grant will only apply if sufficient surplus is made from the scheme to allow repayment to take place. It is important that through the procurement process, already approved by Cabinet, the financial model is continually updated and the relevant risks monitored to ensure that the Council is aware of the risk profile at all times and thus only incurs expenditure when it is confident the whole scheme remains deliverable.

- 8.8 The funding package agreed with the GLA, assumes that the Council Treasury Management function will transfer to the GLA in the near future allowing the Council to take advantage of lower borrowing rates.

Procurement

- 8.9 The Construction and Procurement Group (CPG) note the contents of this report in relation to the Tottenham Housing Zone Phase 2 – North Tottenham and have no objection to the Cabinet approving these recommendations.

Legal

- 8.10 The GLA requires the Council to enter into a separate OBA for the funding for the Housing Zone Phase 2 and as already mentioned in this report, separate BIAs will need to be entered into before each funding can be drawn down. Each BIA will set out the details of how the funding can be drawn down and the conditions attached to them. Members should note that some of these grants are repayable and those grants that are deemed non refundable may also have to be repaid if the outputs (direct or indirect) are not met.
- 8.11 Under the Constitution only the full Council can determine the borrowing limits for each financial year and the proportions of borrowing that are to be set at variable rates. The borrowing must therefore fall within the limits set by the full Council.

Equality

- 8.12 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - 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.
- 8.13 High Road West is a key focus of Tottenham Housing Zone Phase 2. An EqIA was completed for the High Road West Masterplan, which was agreed at Cabinet in 2014. The EqIA describes the proposals; identifies the impacts on the “protected groups”, i.e. those with protected characteristics under the legislation (age, sex, ethnic origin, sexual orientation, disability, etc); and explains how those impacts which are negative (for example, the need for disabled and old people to move home) can be mitigated, where this is possible.
- 8.14 A further EqIA for the High Road West Regeneration Scheme was completed in December 2015, to assess the impact of the Council initiating the rehousing process for tenants living in Phase 2 of the Love Lane Estate.

- 8.15 A further EqIA will be completed for the High Road West Scheme once a development partner has been selected to deliver the regeneration scheme.
- 8.16 Going forward, as the details and delivery plans for the individual projects under Tottenham Hale's strategic framework are further developed, decision makers need to ensure that the potential impact on different groups of residents is duly considered specific to each major project.

9 Use of Appendices

- 9.1 The table below details the appendices relevant to this report:

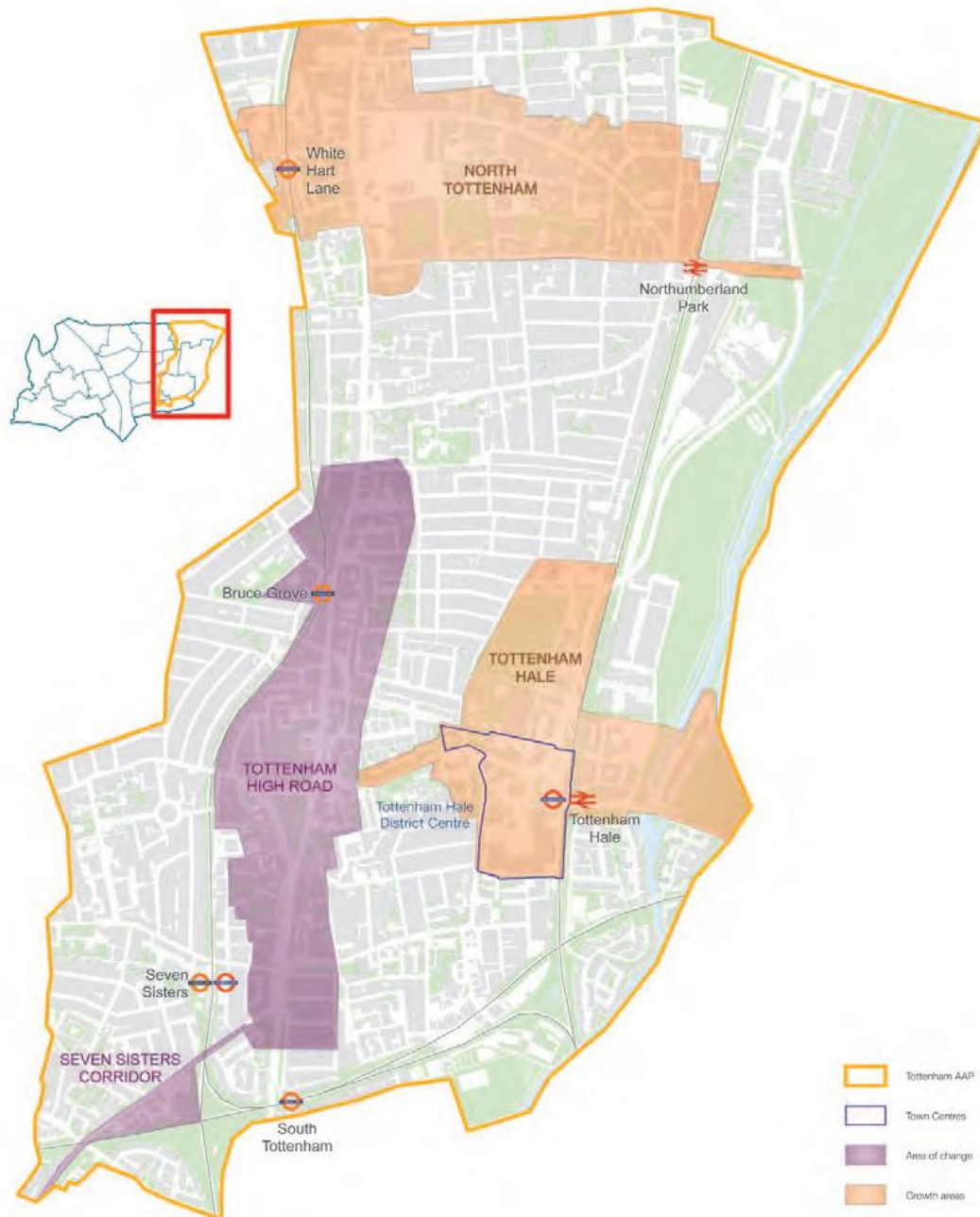
Appendix	Document
Appendix 1	Tottenham Housing Zone Map
Appendix 2	Summary of the Housing Zone Phase 2 Bid
Appendix 3	Key Performance Indicators within the OBA

10 Local Government (Access to Information) Act 1985

- 10.1 Background Papers:

- 15TH July 2014 Cabinet Report - Tottenham Hale Regeneration Programme
- 15th December 2015 Cabinet Report- High Road West Regeneration Scheme Update and Next Steps

Appendix 1- Tottanham Area Action Plan Map



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Appendix 2

Tottenham Housing Zone SUMMARY

Phase 2: High Road West, North Tottenham

Enabling the delivery of 4,800 new homes across North Tottenham



***Creating a new residential neighbourhood and
leisure destination for London***

Contents

1. Section 1: Introduction- The Tottenham Housing Zone
2. Section 2: Tottenham Hale – An update
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7. Section 7: Governance and implementation
8. Section 8: The Ask and Impacts
9. Section 9: Outputs
10. Section 10: Conclusion

Section 1: The Tottenham Housing Zone

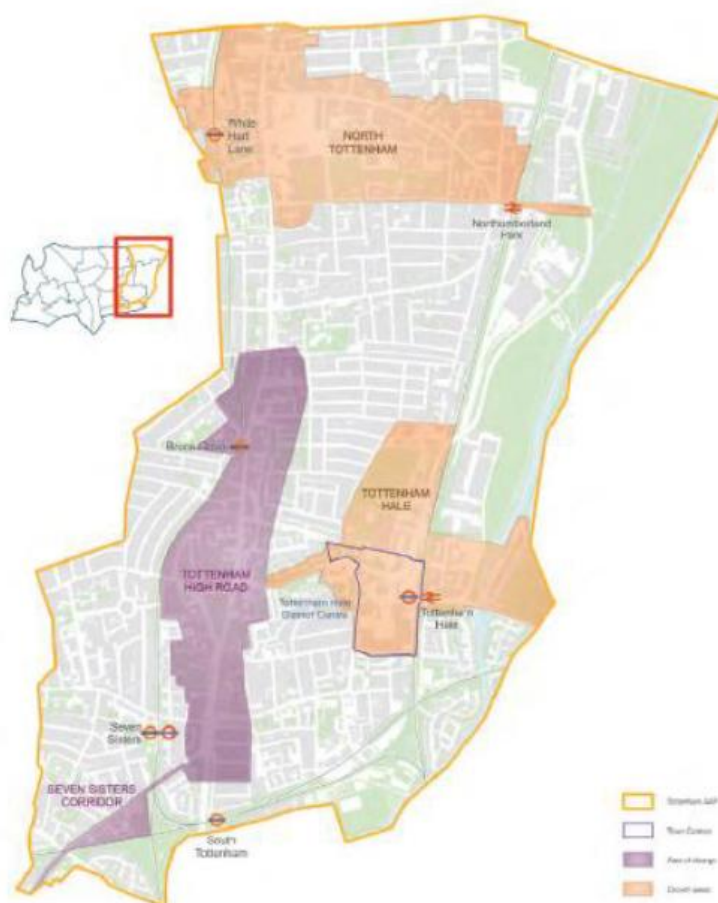
In January 2015, the Greater London Authority's (GLA) Housing Investment Group (HIG) approved Tottenham as London's first Housing Zone. The Tottenham Housing Zone covers the area identified for growth and regeneration in the draft Tottenham Area Action Plan (see map below).

The HIG also approved £44m of funding to accelerate housing delivery in the first phase of the Tottenham Housing Zone – focused on the Tottenham Hale regeneration area and directly leading to 1900 additional new homes.

The Housing Zone is a joint expression of commitment by Haringey Council and the GLA - the Housing Zone status will accelerate the delivery of new housing and shape sustainable communities. In short, more homes will be built, faster and better.

It was agreed that the Tottenham Housing Zone will be characterised by the following:

- 1) A shared focus and prioritisation with the GLA / Mayor of London
- 2) The alignment of public sector resources
- 3) Enabling funding to deliver this vision
- 4) A supportive planning / public sector environment for innovation and investment



With £44m of investment in Tottenham Hale already securing the delivery of the new district centre and thousands of new homes, focus is now being shifted to North Tottenham-Phase 2 of the Tottenham Housing Zone. £32.4m of housing zone funding for this area plus £23.2m of land assembly funding, can guarantee the delivery of the High Road West Regeneration Scheme- a key enabling and place shaping development, which will unlock 4,800 net new homes in North Tottenham.

Section 2: Tottenham Hale- Progress to date

A huge amount of work has been undertaken by the partners to accelerate the delivery in and across Tottenham Hale, both in terms of establishing the parameters and conditions for growth; and in terms of the delivery of individual sites.

Part of our rationale for our Housing Zone approach was to include only a targeted number of sites from the Area Action Plan, to provide flexibility within the Zone in the event that individual sites slowed down for whatever reason.

Below, we set the progress to date against our strategic and site specific objectives.

Preparing for delivery and growth

Funding

- Overarching Borough Agreement signed in September 2015
- Borough at advanced stages of confirming significant supporting investment in capital projects and affordable housing with a decision expected by Summer 2016 (ca. £9-12m worth of capital investment)

Planning/ Masterplan and Design quality

- The council and the GLA have agreed a planning protocol covering sites coming forward through the Housing Zone (OBA Schedule 2)
- The council has introduced a portfolio approach to sites, to allow for planning to take a strategic view of the role of each site in taking forward the delivery of the District Centre, including flexibility on use and tenure
- The council's consultation on the final drafts of the Tottenham Area Action Plan (Regulation 19 consultation) went live on January 8th 2016 with an Examination in Public expected in summer 2016
- District Centre Framework: following extensive engagement with the community, land owners, developers and stakeholders a final version of the Tottenham Hale masterplan has been submitted to Cabinet for approval in February 2016
- The council has established a Quality Review Panel led by Peter Stoddart and has updated its design quality policies in its Development Management DPD

Infrastructure Delivery

- Consultation drafts of a Tottenham Hale Green and Open Spaces Strategy and Streets and Spaces Strategy, along with Test Projects approach (Meanwhile) have been submitted to Cabinet in February 2016. These documents set out a clear infrastructure delivery plan to deliver the spaces and transport infrastructure necessary to support a new District Centre
- A District Energy Masterplan commenced in January 2016 and is being expanded to cover other utilities such as water.
- Feasibility studies have been completed on the two Housing Zone funded Green Grid bridges with Stage 2 designs underway
- LB Haringey and LB Waltham Forest have jointly embarked on an Integrated Design Framework for the Ferry Lane / Forest Road corridor connecting the two Housing Zones

Site delivery

Assembly and consolidation

- The council is at advanced stages of purchasing two additional sites within the core of the District Centre, with completion expected by summer on both.
- Notting Hill Housing have successfully purchased 2 sites in the Ashley Road area.
- Newlon have purchased 'The Garage site' and are in advanced discussions with the council regarding Monument Way.
- Negotiations with HARE on establishing the Strategic Development Partnership made good progress during 2015, but are on hold while the land position is clarified.

Sites

- [Hale Wharf \(Isis/Muse\) \(400-550 units\)](#), some funding challenges remain, but the GLA and LB Haringey have been working closely with the developer to get to a viable scheme and the site has come in for pre-application discussions and an application is expected in April 2016.
- [Hale Village Tower \(Lee Valley Estates/Bellway\) \(200-250 units\)](#) A design competition was completed in 2015, with a winning design by Alford Hall Monaghan Morris. Bellway have been identified as the preferred development partner and an application is expected in 2016.
- [Over-Station Development \(ca. 190 units\)](#) Pollard Thomas Edwards won the design competition in 2015. This site has been delayed due to uncertainty generated by the Crossrail 2 proposals. Again, the GLA, TfL and LB Haringey have been working very closely together to unblock the delivery of this critical site. Further information is expected in June 2016 from Crossrail 2 which may well allow the site to progress to a next stage design.
- [Strategic Development Partnership sites \(Station Square West, Station Square North, Welbourne Centre\) \(ca. 835 units\)](#) Two key sites are in the process of being Purchased and preparatory design work has been undertaken on each of the sites. Further progress is subject to the resolution of a land transaction between AR and Hermes. This is expected imminently. Subject to the above, it is expected that the SDP would conclude Heads of Terms within a month, with detailed contract negotiations taking 3-6 months. It is expected that design work would progress while these negotiations are concluding. Planning applications would be expected to start coming forward by the end of 2016.
- [Ashley Road South \(Notting Hill Housing, Berkeley Square Developments \(Micuber and JSCF\) \(ca. 450 units\)](#), Ada College, National College for Digital Skills, has been confirmed as an anchor tenant for the scheme. Both parties have commissioned McAslans to develop an outline planning application for the whole site allocation in line with the borough's approach to comprehensiveness set out the AAP. Detailed discussions on grant funding and other supports have been structured through portfolio approach discussions. It is expected that using this approach that an overprovision of affordable should be possible. In addition to the outline application, 2-3 detailed applications are expected in May 2016.
- [Monument Way \(ca. 42 units\) Discussions](#) have been ongoing with Newlon around developing an affordable rent scheme of 42 units on this site. An application is expected in 2016.

- **Ashley Road Depot (ca. 150-180 units)**, Cabinet has agreed to move the current depot to another council site on Marsh Lane (Northumberland Park). Vacant possession is expected in late 2017. This site has been identified as a site for innovation (in terms of any or all of sustainability, tenure/product, design etc). An options paper is being prepared, with a procurement strategy to be agreed and commenced in 2016. A planning application would be expected in 2017, with start on site in early 2018.
- **Retail Park (ca. 1,000 units)**, The retail park is an extremely important part of the future district centre. A Memorandum of Understanding is in place between Argent Related and Hermes regarding that site. Crossrail 2 is anticipated to have a significant impact on the retail park, particularly to the east. It is expected that it will form a second phase of development from approximately 2020 onwards.

Next steps

Following the significant progress made across the South Tottenham area, the Council will be submitting a revision to phase 1 of the Tottenham Housing Zone. These changes focus on delivering those elements of greatest impact and follow on from significant due diligence undertaken with our delivery partners. The focus is now on three main themes:

- 1: Unlocking development east of the railway and improving access to the Lea Valley;
- 2: Delivering the district centre; and
- 3: Accelerating site delivery.

Section 3: Why North Tottenham?

The scale of the deliverable opportunity in North Tottenham is almost unparalleled in London. North Tottenham provides excellent, and ever improving, transport connectivity with Kings Cross (15 mins), Stratford (15 mins), Liverpool Street (23 mins) and Stansted (40 mins) all within easy reach. The London Overground has put White Hart Lane 'on the tube map' and the £80m investment in the West Anglia Main Line (WAML) will create a 'turn up and go' service for Northumberland Park. The investment in the WAML is also the precursor to an expected Crossrail 2 announcement which will transform connectivity for, and be a catalyst to, substantially unlocking growth across north Tottenham.

With these substantial transport improvements, the delivery of the Tottenham Hotspur Football Club's (THFC) Northumberland Development Project, which will deliver £650m of private sector investment and over 40% of the 50 hectare site being in Council ownership, there is currently a **once in a generation opportunity** to transform North Tottenham.

This key growth area of London, which is currently dominated by poorly designed, fragmented housing estates and industrial land, will be transformed into a fantastic new leisure and residential destination for London, promoting sports, health and wellbeing and economic activity.



Section 4: What will North Tottenham Deliver for London?

North Tottenham will be transformed into a vibrant, mixed and sustainable community and new leisure destination for London- a place where people want to live, work and visit.

This will be achieved through substantial place-shaping, the delivery of high quality infrastructure and 4,800 net additional new homes.

North Tottenham will be known for its mix of urban and landscape settings, strengthened local centre and with improved access to both a busy London high street and the abundant open spaces of the Lee Valley Park. With the THFC Northumberland Development Project serving as a catalyst for wider area change, there will be a substantially improved local centre with a balanced mix of high quality homes, jobs, community and leisure facilities for London.

In summary, **North Tottenham will;**

- be a world class leisure and residential destination for London
- deliver 4,800 net additional new high quality homes for a mix of incomes, tenures and lifestyles
- be an enhanced place supporting a community with more and better opportunities, health and quality of life
- bring forward a high quality public space network, centred around a new, active public and community space adjacent to the new THFC stadium
- create 3,850 jobs through approx. 200,000 sqm of new 'destination' commercial space and new health, education and community facilities
- be home to mixed and sustainable communities and be a great place where people want to work, live and visit
- retain and enhance its diverse character and strong community identity
- have a mix of urban and landscaped settings with improved access to a busy London high street, the open spaces of the Lee Valley Park and better connections to the rest of London
- experience vastly improved social, economic and health outcomes for its local communities
- have a thriving High Road which is significantly enhanced through shop front and streetscape improvements
- enjoy a significant increase in the provision of community and educational facilities ensuring that the local community will have the best access to high quality services
- Will provide a district energy system, which will ensure that sustainable, affordable energy is provided
- see approximately £2bn private sector investment

Regeneration Schemes in North Tottenham and Deliverables

The North Tottenham Regeneration area consists of three major regeneration and development schemes that will transform an area that currently experiences fundamental social and economic disadvantage (where, for example, male life expectancy is seven years lower than the Borough average) and which is dominated by poorly designed and fragmented housing estates and industrial land, into a new leisure and residential destination for London.

The High Road West and Northumberland Park Regeneration Schemes are focused on delivering transformative housing estate renewal, whilst the substantial private investment coming forward from THFC in the Northumberland Development Project provides an opportunity to create a scheme at the heart of the place making ambitions for north Tottenham.

The three schemes and their deliverables are detailed below.



Northumberland Development Project

The Northumberland Development Project is a catalytic, multi-stage, mixed-use development led by THFC, which centres on a new stadium at White Hart Lane. With phase one and the delivery of a large new supermarket and a University Technical College completed, focus has turned the delivery of phase 2, which has just been granted planning permission. This project will deliver the following:

- A world class leisure destination for London promoting sports, health and well-being and cutting edge education facilities;
- A 61,000 seat stadium that will be the biggest Premier League venue in London, as well as being able to host an NFL franchise and up to 50 event days per year;
- Substantial, high quality public realm that will become a focal point for community events and activities;
- Almost 20,000 sqm of commercial space delivering almost a thousand;
- 585 residential units by 2021;
- 180 room 4* hotel with 49 serviced apartments; and
- a new club megastore, museum and café



High Road West

High Road West is a key place-shaping scheme spreading 11 hectares adjacent to the Northumberland Development Project. In addition to the opportunity to creating a new residential neighbourhood, High Road West plays a critical role in supporting the delivery of sports and leisure destination in North London. High Road West will deliver;

- Up to 1700¹ additional new homes, with a mix of tenure and unit sizes, which includes re-provision of existing Council homes;
- Delivery of a modern Overground railway station entrance for White Hart Lane;
- Delivery of 'Moselle Square', a new public square surrounded by new commercial and community uses that will be at the heart of the new neighbourhood
- A shift in the main employment sectors from industrial to sports, leisure and culture, alongside the provision of modern, flexible workspaces, providing an increase in local employment;
- Enhanced social infrastructure including and a new community facility/Ideas Store;
- Improved rail connectivity; and
- Expanded local centre and improved retail offer in terms of quality of the streetscape environment and diversity of the offer.



Northumberland Park

Northumberland Park, a 32 hectare scheme where a Strategic Masterplan Framework has been developed in partnership with the local community, has a number of advantages (locational and land ownership arrangements) that can be maximised to fully realise the area's potential. The scheme will deliver:

- A large estate regeneration scheme providing between 2300 – 2800 net new homes, a minimum 25% of which will be affordable (including replacement capped rented units);
- 400 homes available for high quality bespoke PRS providers;
- A new all-through academy school to help create a world class education offer for north Tottenham;
- Generous new public space, linking into the North Tottenham greenway, which will connect High Road West, NDP and the Northumberland Park Estate to the open spaces and waterways of the Lee Valley Park;
- A new Crossrail 2 station at Northumberland



Park.

¹ Whilst the Tottenham Area Action Plan only refers to 1200 homes at High Road West, the site has the potential to deliver up to 2000 units gross (1700 net). This is in accordance with housing density matrix which relates to PTAL (PTAL 4 for this site) and development context.

Section 5: A focus on High Road West

Place shaping, enabling development

The High Road West Regeneration Scheme is a crucial enabling development which will help secure the comprehensive regeneration of North Tottenham, the delivery of over 4,800 new homes in sustainable residential neighbourhoods and the creation of a new leisure destination for London.

High Road West will deliver the key place-making investment necessary to ensure that North Tottenham becomes a destination and that the necessary up-lift in place and value is secured for the Northumberland Park Regeneration Scheme.

The rationale for High Road West being the focus of our Phase 2 Housing Zone bid is further detailed below.

Place shaping infrastructure

High Road West will deliver White Hart Lane station and Moselle Square.

Moselle Square is a key high quality public space which will serve as the heart of the High Road West area and, along with the £14m investment to create a new entrance for White Hart Lane station, will form a welcoming gateway into North Tottenham.

It will be the starting point for a new green public realm network which will, in an area of substantial open space deficiency, effectively link and connect the major physical assets in the area, namely: the new White Hart Lane Station, the High Road West regeneration scheme, the NDP scheme, the Northumberland Park regeneration scheme, Northumberland Park station and the Lee Valley Park.



Conceived of as a connected series of public spaces (with innovative community activities and event space) and community parks (with recreation and leisure amenities), the 'green way' will play an important functional role in enabling ease of movement between the stations to the stadium on event days and be a world class piece of place making infrastructure in its own right.

It is also the case that the High Road West Scheme will deliver an energy centre, which will allow for the creation of a district energy network across North Tottenham and the provision of efficient energy generation.

Residential Neighbourhood

High Road West will commence the transformation of an area that currently experiences fundamental social and economic disadvantage and which is dominated by poorly designed and fragmented housing estates into a residential destination for London. The housing offer, in a ward where almost 50% of households live in social housing and where small one bed homes dominate, will also be transformed through the delivery of 1,700 net new, mixed tenure homes that will help create a genuinely mixed and sustainable community.



The housing offer for High Road West will include 30% affordable housing to ensure that there is significant housing available to support the rehousing and vacant possession of the future Northumberland Park Regeneration Scheme, which as previously mentioned has the potential to deliver a net increase of between 2,300 and 2,800 new homes.



This will ensure that the housing offer across North Tottenham will be able to focus on providing:

- A balanced and sustainable housing mix
- Home ownership opportunities

for existing and new residents at a realistic price

- affordable, secure tenures, including a strong focus on institutional private rented sector at scale
- high quality homes at various price points
- a 'family housing zone' within the heart of Northumberland Park

Economic growth- jobs and employment opportunities

The High Road West Scheme will expand the existing local centre and deliver 26,000 sqm of commercial space. This includes new retail, workspace, leisure and food and beverage space, which will deliver over 1000 jobs².

² This is based on the revisions to the Masterplan Framework set out on page 13. This includes an increase in commercial space. The number of jobs has been calculated using the employment jobs matrix.

This delivery of this commercial and retail space in the early phases of the High Road West scheme will be vital in helping create a vibrant and attractive 'destination', which is necessary to support the wider growth story in North Tottenham- where there is the potential to create a total of 3,800 jobs.

It is also the case that the High Road West Scheme will generate approximately 300 construction jobs.

Summary

Investing in High Road West will unlock the regeneration potential of the whole of North Tottenham, enabling growth at pace, increasing values across the area and providing critical rehousing opportunities to support the Northumberland Park Estate Regeneration Scheme. This will effectively reduce the amount of estate renewal funding that might be required in future to bring forward the Northumberland Park Estate Regeneration Scheme.

The North Tottenham Regeneration programme will transform this key London growth area, deliver thousands of new homes and jobs quickly and improve social and economic outcomes and opportunities for local communities (in turn reducing welfare and wider societal costs). This is achievable in North Tottenham due to its locational advantages (transport connectivity and proximity to central London), substantial public sector land holdings in the area, embedded partnership arrangements between the GLA, TfL and the Council at all levels of the regeneration programme and an appetite for change amongst local communities.

Section 6: Our Commitment to High Road West

Progress to date

The Council has undertaken significant work to support regeneration and delivery of the High Road West Scheme, in order to secure expeditious delivery of the wider North Tottenham Regeneration Programme.

£2m of investment to date and £1m of investment per annum going forward to support the High Road West Scheme, has allowed the Council undertake all the necessary groundwork for delivery. This progress is detailed below.

Masterplanning and planning process

The High Road West Masterplan Framework was agreed by the Council's Cabinet in December 2014 – following extensive community engagement and involvement. The Masterplan Framework had the purpose of informing future planning policy for the area, guiding future development proposals and setting out the Council and the communities' aspirations for the area. The Masterplan Framework set the following vision for the High Road West Regeneration area:

“To create a vibrant, attractive and sustainable neighbourhood and a new sports destination for North London”

In January 2016, the Tottenham Area Action Plan, which will establish key regeneration and development principles for north Tottenham, was issued for Regulation 19 consultation. This key planning policy document will be adopted in the Autumn 2016.

Rehousing

Following the approval of the High Road West Masterplan Framework, a Rehousing and Leasehold Buy-back Team to facilitate securing vacant possession of the area has been recruited and the rehousing process for Love Lane residents has been initiated. This has led to a quarter of the social rented tenants living on the Love Lane Estate being successfully rehoused.

Developing a viable delivery option

In 2015, GVA completed a financial assessment of the High Road West Scheme, which showed a c.£60m funding gap. To help with the known viability issues, this assessment was based on delivering a higher quantum of residential units (1,700 residential units) than referred to in the High Road West Masterplan Framework (1200-1400).

In late 2015, the Council and GVA completed an exercise to determine how this funding gap might be reduced through amending financial sensitivities and the assumptions within the Masterplan Framework.

This exercise has shown that the gap could be reduced by changing a number of variables. This included:

- Increasing the number of homes from 1,700 to 2,000
- Reducing the size of the Library Learning Centre from 4,300sqm to 2,000sqm
- Converting the community sports centre, creche and health centre into commercial space

- Increasing starting sales values from £465 psqft to £500 psqft
- Reducing the base acquisition costs (small revision to CPO red line boundary)

The land use plans below show how despite amends to the building/land use, as detailed above, the vision and concepts within the High Road West Masterplan Framework could still be delivered



Infrastructure

AECOM have completed a detailed infrastructure study, based on the amends to the Masterplan Framework detailed above, to determine the details of the infrastructure requirements for the area. The cost of the infrastructure requirements have been included within the financial modelling for the Scheme.

Delivery and Procurement Approach

In December 2015, the Council's Cabinet agreed the delivery approach and procurement process for the High Road West Scheme.

In terms of the delivery approach, the Council will be seeking a development partner to deliver the High Road West Scheme and will be using a Development Agreement to control development with the Partner.

The terms for the Development Agreement are currently being drafted, but it is envisaged that the Development Agreement will be conditional on a number of conditions precedent being satisfied by an agreed longstop date, principally obtaining satisfactory planning

consent for the proposed development and securing Secretary of State's consent to dispose of housing land.

Once these conditions precedent have all been satisfied, the Development Agreement will become unconditional and the Partner will be committed to delivering the approved development in accordance with the Development Agreement obligations and in accordance with the agreed delivery programme. The Council will transfer the land to the development partner, once phase conditions such as detailed planning and vacant possession having been met.

The Development Agreement will be structured so that the Council is responsible for securing vacant possession of the site (c£89m) and the development partner is responsible for all infrastructure and development delivery.

The Council's Cabinet agreed, following legal advice, that to secure a development partner and establish a partnership development agreement structure, the optimum procurement route would be a competitive dialogue, under the Public Contract Regulations 2015 European procurement process. This is in part due to the fact that a competitive dialogue procurement process will allow the Council to have detailed negotiations with bidders within a competitive environment, so that the Council can secure the most efficient partnership.

Procurement process

In order to support the procurement process, which the Council is seeking to initiate in March 2016m, the Council:

- Is appointing a Project Management resource to oversee the procurement process
- Has commissioned and completed topographical and ecological surveys of the area
- Collated title information and is finalising title due diligence
- Commissioned a specification for the new library learning centre
- Is commissioning an affordable housing specification

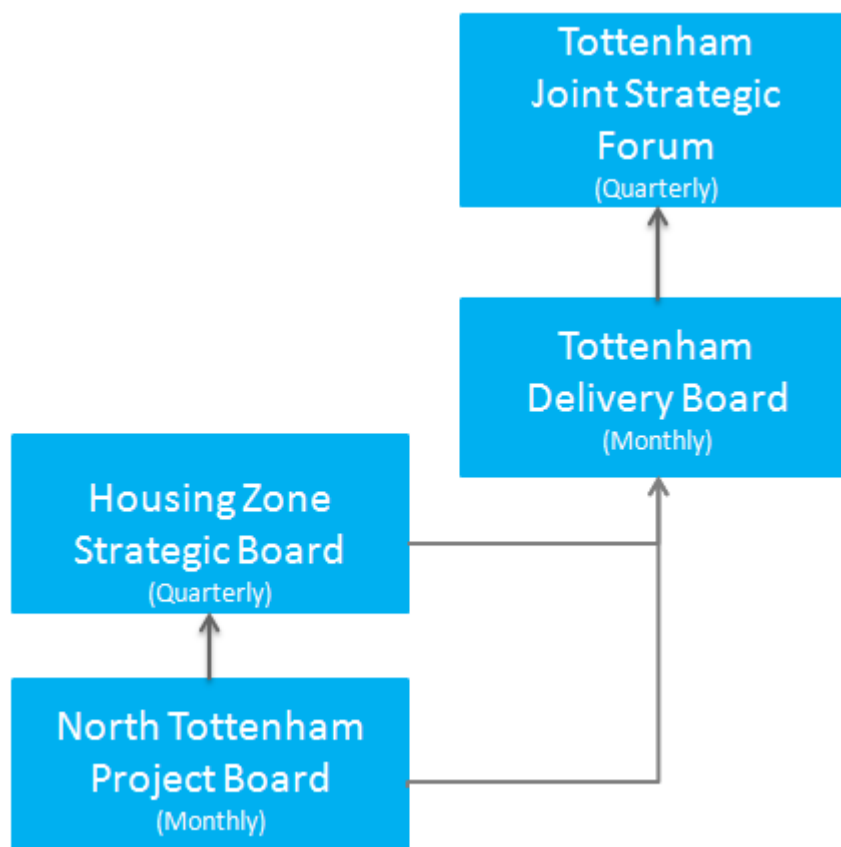
Section 7: Implementation and Governance

The Council is committed to expediting the delivery of regeneration in High Road West and North Tottenham and has spent significant amounts resourcing a dedicated Project Team and undertaking the groundwork necessary for delivery.

This includes establishing a robust governance structure for North Tottenham. The governance structure comprises of a North Tottenham Project Board with senior Council and GLA Officers, which oversees the vision and delivery of the North Tottenham Regeneration Programme and reports into the wider Tottenham Regeneration Programme governance.

Housing zone phase 2 governance

It is envisaged that the North Tottenham Project Board will be responsible for monitoring and oversight of the North Tottenham Housing Zone and will report quarterly to the existing joint Council and GLA Housing Zone Strategic Board, which makes strategic decisions on Housing Zone funding. The governance structure is detailed in the diagram below:



Project delivery timetable

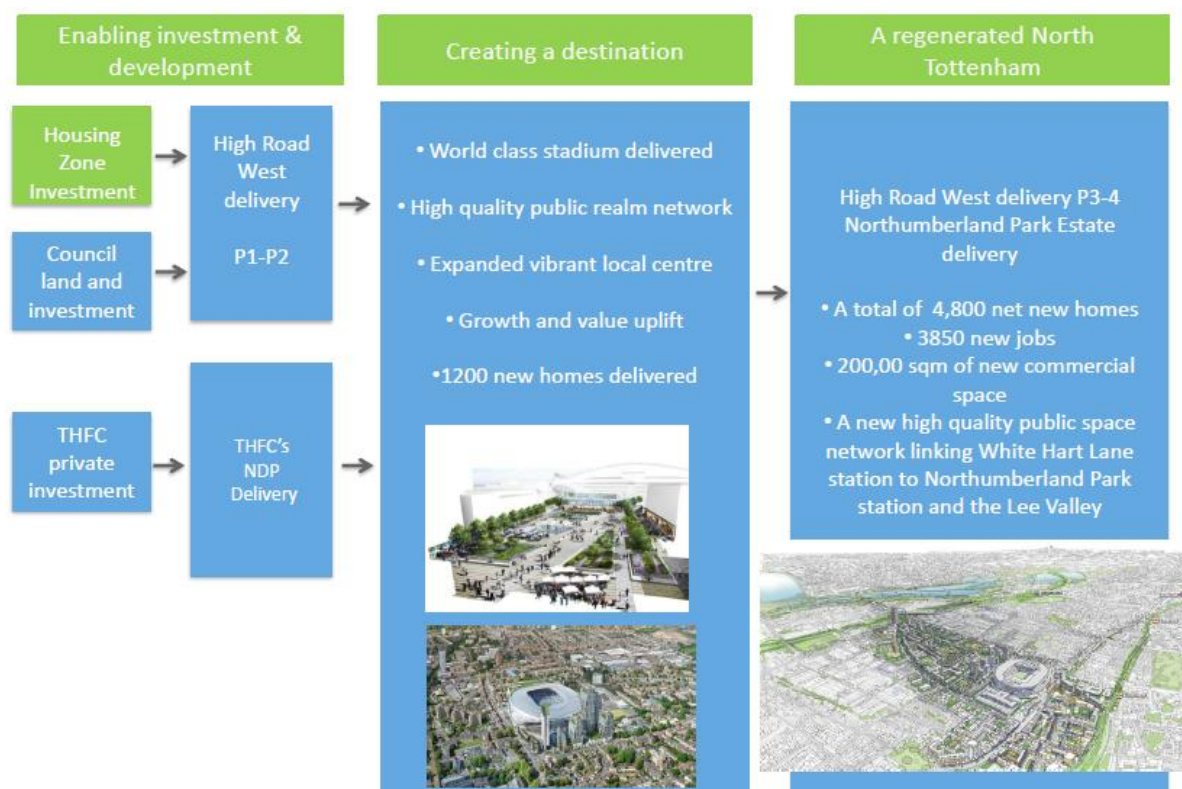
The table below sets out the indicative timetable for delivery of the High Road West Scheme, should the Council secure Housing Zone funding support to deliver the scheme.

Action	Date
Initiate procurement process	March 2016
PQQ	April 2016
Outline Solutions Dialogue	May-August 2016
Detailed Solutions Dialogue	September- December 2016
Final Tenders	December 2016- January 2017
Cabinet appoint development partner	March 2017
Develop planning application	2017
CPO process	2017-2018
Start on site Phase 1b	2018
Start on site Phase 1c	2018
Start on site Phase 1	2019
Start on site Phase 2	2021
Start on site Phase 3	2021
Start on Site Phase 4	2024

Section 8: 'Asks' and impact

To support this unprecedented opportunity for North Tottenham, the Council requires housing zone funding to support to deliver the High Road West Regeneration Scheme.

As detailed above and shown in the diagram below, the High Road West Scheme will deliver 2000 new homes for London and act as a place-shaping, enabling development, which will support the viability and deliverability of a further net 2,300 – 2,800 new homes (c. 3,700 gross) as part of the Northumberland Park Regeneration Project and 585 homes as part of the THFC development.



Financial Model

GVA Bilfinger have completed a financial appraisal of the High Road West Scheme and have completed a number of sensitivities to determine the public sector funding requirement necessary to secure a viable and deliverable scheme. The financial modeling assumes that the GLA will cash flow the development and charge LBH accordingly as part of the proposed shared service arrangement between GLA and LBH for treasury services. Details of the financial model, including the sensitivities and assumptions are set out in Appendix 1.

Below, the Council has set out its 'Housing Zone Ask'

	Ask	Council's Contribution	Outputs
Funding Ask			
1.	<p>Affordable Housing Grant</p> <p>In order to meet the gap in affordable housing viability, it's clear that Affordable Housing Programme (AHP) grant funding will be needed to unlock the scheme.</p> <p>The Council's ask is that sufficient AHP funding is ringfenced / made available to fund qualifying developments in the High Road West scheme. The Council has modelled the potential viability gap to support the direct delivery of 2000 units using existing rates offered to Affordable Housing providers in the 2011-15 Programme.</p> <p>Timing of AFG</p> <p>The Council requires that this grant funding is provided at the start of each phase. This is to improve the cash flow and support the acquisition of properties and site preparation to ensure that affordable housing can be delivered for each phase.</p>	<ul style="list-style-type: none"> The Council has spent £420k in masterplanning, consultation and engagement with the local community. The Council has spent £700k front funding the acquisition of leasehold properties on the Love Lane Estate. The Council has spent £400k front funding the rehousing of a quarter of the Love Lane Housing Estate. The Council has spent £250k funding the Project and Rehousing Team By initiating the rehousing process for all Love Lane residents early and at risk, the Council has borne the cost of increased Temporary Accommodation costs, with consequential negative impact on the General Fund and wider housing waiting list. The Council has allocated a budget of over £1m for the 2016/17 to progress the High Road West Project and would expect to spend similar amounts in later years. 	<p>This funding will support the delivery of 1,700 net homes (2000 gross).</p> <p>This includes 600 affordable homes:</p> <ul style="list-style-type: none"> - 145 social rent - 46 shared equity - 195 affordable rent - 214 shared ownership
2.	<p>Housing Zone grant funding</p> <p>The Council's detailed modelling shows that upfront grant funding is required at the beginning of phase 1 and 2.</p> <p>The Council requires grant to support upfront acquisition and infrastructure costs, as these exceed the land payment that the Council could expect to receive. The Council will repay 50% of the HZ grant should the scheme move into profit during the lifetime of the scheme. Should the scheme not move into profit, the GLA and the Council will work together to find a repayment mechanism that suits both parties. This understanding will be captured in schedule to the Housing Zone</p>	<ul style="list-style-type: none"> The Council has spent £180k completing site due diligence, this includes infrastructure reports, topographical, ecological and transport studies and securing title information. The Council has spent £300k on commercial and legal advice to support the delivery of the High Road West Scheme. The Council is putting in all land to deliver the High Road West Regeneration Scheme at cost. The Council is taking cost risk in relation to repayment on our 	<p>The housing zone grant funding and borrowing costs will allow for the delivery of the key elements of the High Road West Scheme, this includes:</p> <ul style="list-style-type: none"> - 26,000 sqm of commercial space - 1000 new jobs - A new library

	agreement	<p>investment.</p> <ul style="list-style-type: none"> The Council has also incurred costs commencing a procurement process for a partner for the Haringey Development vehicle which is expected to bring forward regeneration of the Northumberland Park Estate. 	<p>learning centre</p> <ul style="list-style-type: none"> - 8,404 sqm of new public realm
3.	<p>Borrowing</p> <p>Even with the assumed upfront payment of grants, the Regeneration Scheme will incur borrowing costs arising from land assembly costs.</p> <p>The Council is proposing to enter into a shared service agreement with the GLA for them to provide treasury services to the Council. It is proposed that the GLA Treasury function would cash flow the Council's borrowing costs and charge LBH accordingly.</p>	<ul style="list-style-type: none"> Although the GLA are supporting the Council relating to the interest costs of acquisitions, the Council will still be using a significant proportion of its borrowing capacity to support this scheme with consequential impact on the Council's wider capital programme. 	
4.	<p>THFC land Assembly</p> <p>In addition we are seeking further funding for the acquisition of THFC's significant land holdings in the High Road West area. This funding will allow the Council to seek the early purchase of THFC's land assets and considerably de-risk the Scheme.</p>		<p>An additional c.16% of the HRW site in Council ownership.</p>
Total			
Support Ask			
4.	<p>Transport Infrastructure- Mayoral advocacy towards delivery with infrastructure and transport providers (TfL, Crossrail etc). Particularly in increasing the bus frequency in North Tottenham.</p>	<p>Increased accessibility and improved PTAL levels.</p>	
5.	<p>Planning – Close cooperation between GLA and LBH planning to minimise amount of time taken to arrive at decisions without impacting on quality outcomes.</p>	<p>High Quality design.</p>	
6.	<p>Communications - Support to roll out the Tottenham identity and promote North Tottenham as the next growth opportunity in London.</p>	<p>Private sector investment.</p>	
7.	<p>Sustainability- Support with the delivery of a District Heating System across North Tottenham and support to establish best practice design standards for climate change adaptation, flood</p>	<p>Sustainable development and affordable and efficient energy</p>	

	risk, SUDs, permeable paving etc	generation.
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Section 9: Outputs

The outputs of the Housing Zone one funding and the High Road West Schemes are detailed below.

Housing delivery trajectory

The table below sets out an indicative housing trajectory (start on site) for High Road West³:

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Open Market	121	246	0	236	119	0	200	96	0	0	1018
PRS	0	0	0	199	100	0	0	83	0	0	382
Social Rent	77	68	0	0	0	0	0	0	0	0	145
Shared Equity	32	14	0	0	0	0	0	0	0	0	46
Affordable Rent	43	152	0	0	0	0	0	0	0	0	195
Shared Ownership	0	0	0	73	86	0	0	55	0	0	214
Total	273	480	0	508	305	0	200	234	0	0	2000

The table shows that:

- 600 affordable homes can be started and delivered by 2027
- That 459 affordable homes will be started by 2021
- 73 shared ownership homes will be delivered by 2021

³ Please note: the timing and delivery of homes will only be clarified once a development partner has been secured and a phasing plan agreed.

Jobs trajectory

The table below sets out the jobs trajectory for High Road West based on the number of jobs per sqm of commercial space provided.

2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
6	217	0	615	30	0	138	0	0	0	0	1006

Public realm trajectory

The table below sets out the trajectory for delivery of the public realm (per sqm).

2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
919	4165	165	2165	165	165	165	165	165	165	165	8404sqm

Section 10: Conclusion

As shown by the significant progress made in Tottenham Hale, the Council is absolutely committed to working with the GLA to ensure that the Tottenham Housing Zone- London's greatest growth opportunity, is delivered in an expedient and comprehensive manner and that high quality design and sustainable neighbourhoods are secured for current and future generations.

Phase 2 of the Tottenham Housing zone has been carefully developed to ensure that targeted intervention, in the High Road West Scheme, will enable growth throughout North Tottenham. This growth will not only provide thousands of new homes and jobs and raise the life chances and opportunities of residents in one of the most deprived areas in the United Kingdom, but will also allow for North Tottenham to become the new premier leisure destination in London, supporting London's wider economic growth.

The Council has made great strides in developing the High Road West Scheme and undertaking the necessary groundwork for its delivery. Securing the Housing Zone funding set out in this document will allow the Council to take the Scheme into the next phases of delivery which include securing a development partner and delivering the development.

Appendix 3- OBA Key Performance Indicators (KPIs):

The London Borough of Haringey agrees to observe and perform the following Key Performance Indicators:

Planning Performance Agreements

The GLA will have the opportunity to review and be party to any Planning Performance
KPI 1 Agreement entered into in respect of any of the Sites referable to it.

Planning Committee

Reports to the Planning Committee in respect of any of the Sites referable to the GLA will be
KPI 2 copied to the GLA and the GLA will be invited to attend pre application briefings to this committee regarding such sites.

Planning Team and Joint Working with the GLA

Joint pre-application meetings will be held and joint pre-application advice issued in respect
KPI 3 of any of the Sites referable to the GLA and London Borough of Haringey will put in place an appropriate level of resource to manage Housing Zone planning applications.

Design Review Panel (DRP; also called Quality Review Panel in LBH)

The GLA will have the opportunity to review proposals submitted to the DRP and will be
KPI 4 invited to attend DRP meetings when Housing Zone planning applications are being considered.

Planning Conditions

London Borough of Haringey will provide draft planning conditions to applicants in respect of
Housing Zone applications prior to applications being heard at planning committee and
London Borough of Haringey agrees, subject to the receipt of all requisite information, to
KPI 5 discharge planning conditions within 7 weeks of receipt of this information recognising that this includes input from external consultees over which London Borough of Haringey has no control. In addition, London Borough of Haringey as planning authority has authority to agree a revised timeframe subject to the applicant's approval. *(Note: the suggested statutory 8 weeks is not thought to be consistent with an accelerated planning process.)*

Determination Periods

London Borough of Haringey will determine Housing Zone planning applications within
KPI 6 statutory timescales unless otherwise agreed with the applicant.

Section 106

KPI 7 For Housing Zone planning applications, London Borough of Haringey will provide s106 heads of terms to applicants prior to planning committee and will use its reasonable endeavours to issue draft s106 agreements before the issue of a resolution to grant planning permission. For Housing Zone planning applications, London Borough of Haringey will also use its reasonable endeavours to sign s106 agreements in accordance with the date agreed with the applicant in the Planning Performance Agreement..

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 4TH JULY, 2016, 09:00

PRESENT: Councillor Alan Strickland, Cabinet Member for Housing, Regeneration and Planning

13. FILMING AT MEETINGS

The Cabinet Member referred those present to Agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

14. URGENT BUSINESS

None.

15. DRAFT TEMPORARY ACCOMMODATION PLACEMENTS POLICY

The Cabinet Member considered a report which sought approval to consult on the proposed Temporary Accommodation Placements Policy, in order to assess the impact of the policy and to prepare a final version of both the policy and the Equalities Impact Assessment that accompanies it. Both the Temporary Accommodation Placements Policy and the wider Housing Supply Plan would be reported back to Cabinet for approval.

RESOLVED

- I. To note that the council's Housing Supply Plan is being developed in response to current and forthcoming pressures on affordable housing supply in Haringey, as set out in the report and summarised in appendix 1 of the report.
- II. To note the draft Temporary Accommodation Placements Policy set out in appendix 2 of the report and the draft Equalities Impact Assessment that accompanies it, attached as appendix 3 of the report.
- III. To authorise consultation with those residents who may be affected by the draft Temporary Accommodation Placements Policy, and with key stakeholders as set out in the report, in order that the policy and the draft Equalities Impact Assessment can be finalised.
- IV. To note the proposed support package for households placed outside London set out in paragraph 6.17 of the report, which may be subject to change as a

result of consultation, and that specific budget provision for this may be required.

REASONS FOR DECISION

There were over 8,000 applicants on the housing register and every year around 500 new statutory homelessness duties were accepted by the council. As the supply of housing reduced and becomes more expensive, there was a need to take steps to ensure the council could better respond to those who approach the council as homeless and in acute housing need. There was a particular issue with the supply of homes that could be used as temporary accommodation and changes to the sourcing and allocation of temporary accommodation were required to address this.

Where the council has a prima facie responsibility to households presenting in acute housing need it must source suitable affordable accommodation for that household; increasingly this was becoming more difficult to locate inside and close to the borough boundary. A placement policy was therefore required to be applied in the case of placement into temporary accommodation outside of the borough. A decision was required in order that the council could move to adopt this new Temporary Accommodation Placements Policy.

ALTERNATIVE OPTIONS CONSIDERED

All feasible options to improve supply and meet demand have been considered and would continue to be further considered as part of the Housing Supply Plan.

The procurement and allocation of temporary accommodation has become increasingly difficult within the Haringey and London market. Alternative options to meet demand were not available to the council within current budget provisions and the allocation of any additional funding would detrimentally affect the provision of other council services.

The council could have chosen not to adopt a placement policy for temporary accommodation. However, officers must be able to demonstrate a clear rationale, eligibility criteria for suitable placements and consideration of support packages in order to comply with current case law and be clear and transparent about its placement activity.

16. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR:

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 12TH JULY, 2016, 11:00

PRESENT:

Councillor Alan Strickland (Chair)

17. FILMING AT MEETINGS

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

18. URGENT BUSINESS

None

19. HOUSING ELECTRICS PACKAGE 6 (NORTHOLT & STAPLEFORD) 2016/17

The Cabinet Member considered a report seeking approval for the award of contract to AJS Ltd for electrical and security works covering 190 properties in Northolt and Stapleford on the Broadwater Farm Estate, in accordance with Contract Standing Order 7.01c and 9.06.1.b (ii). The total project cost was noted as £760,624 including fees and the contract period is 30 weeks. The report also sort Cabinet Member authorisation to issue a Letter of Intent up to and not exceeding 10% of the contract sum as allowed under the Council's CSO 9.07.3.

RESOLVED

- I. That the Cabinet Member approves the award of the contract to AJS Ltd for the electrical and security works for the sum of £700,055 and contract period of 30 weeks.
- II. That the Cabinet Member approves the total professional fees of £60,569, which represents 8.652% of the contract sum. That the total project cost of £760,624 be noted.
- III. That the Cabinet Member authorises Haringey's Legal Department to issue a letter of Intent up to and not exceeding 10% of the contract sum as allowed under the Council's CSO 9.07.3.

REASONS FOR DECISION

Approval of the successful competitive tendered scheme was required to allow the contract to be awarded and the planned replacement door entry system and electrical

works, which include renewal of communal doors/door entry systems, CCTV, landlord electrical services and adaptation to the concierge offices at Northolt and Stapleford, to start.

The existing door entry system within this programme has reached the end of its useful life and replacement parts are obsolete. The existing door entry system is not operational at present.

ALTERNATIVE OPTIONS CONSIDERED

The alternative option to full replacement was to refurbish. However, the system was obsolete and parts were no longer accessible. This has caused increased maintenance costs and an increase in anti social behaviour in the blocks.

20. NEW ITEMS OF URGENT BUSINESS

N/A

21. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

22. HOUSING ELECTRICS PACKAGE 6 (NORTHOLT & STAPLEFORD) 2016/17

Noted the information contained within the Exempt Part B of report.

23. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Alan Strickland

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON FRIDAY, 15TH JULY, 2016, 12:00

PRESENT:

Councillor Eugene Ayisi (Chair)

24. FILMING AT MEETINGS

The Cabinet Member referred those present to Agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

25. URGENT BUSINESS

None.

26. ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - REQUEST TO APPROVE PUBLIC SPACES PROTECTION ORDER - ST ANN'S AND TOTTENHAM GREEN WARDS

The Cabinet Member considered a report which sought approval for the introduction and implementation of a Public Spaces Protection Order in the area surrounding the Wickes store on Seven Sisters Road in South Tottenham. The decision to implement a Public Spaces Protection Order followed an 8 week consultation period and was taken in response to the long standing anti social behaviour issues associated with groups of men congregating around the store.

RESOLVED

That the Cabinet member for Communities:

- I. To approve the introduction and implementation of a PSPO in the draft attached at Appendix 3 of the report, having taken into account the EQIA at Appendix 5 of the report, for a period of 12 months effective from 1st August 2016.
- II. To note the Enforcement Plan at Appendix 6 of the report.

REASONS FOR DECISION

Over a long period of time the Council and its partners have undertaken various measures and activities to tackle the Anti Social Behaviour (ASB) issues that blight residents' lives; these issues are all associated with the men who gather at Wickes. Due to the limited success of various measures and activities undertaken, it is considered by officers, that an effective deterrent will be the use of the new tools and

powers available under the Antisocial Behaviour, Crime and Policing Act 2014; namely the introduction of a PSPO

ALTERNATIVE OPTIONS CONSIDERED

Not to follow through with the PSPO, after a period of community feedback regarding the ASB being caused, and in light of the results of the Consultation this option was not considered appropriate. It was considered that the proposed PSPO provided the flexibility to address the dynamics of the problems being encountered. A PSPO allows a local authority to tailor prohibitions and requirements to deal with the specific behaviour, causing negative effects on the community.

27. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR: Councillor Eugene Ayisi

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON MONDAY, 22ND AUGUST, 2016, 12:00

PRESENT:

Councillor Claire Kober (Chair)

37. FILMING AT MEETINGS

The Leader referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

38. URGENT BUSINESS

None.

39. SHARED ICT AND DIGITAL SERVICES: JOINT COMMITTEE TERMS OF REFERENCES

Following Cabinet approval for the creation of a shared ICT and Digital Service between Camden, Haringey and Islington in March 2016, the report sought approval for the Terms of Reference for the Joint Committee.

RESOLVED

That the Leader:

- I. Agrees the Terms of the Reference for the Joint Committee as set out in Appendix A with it to come into effect from 1 October 2016,
- II. Delegates authority to the Chief Operating Officer and the Borough Solicitor, in consultation with the Cabinet Member for IT, to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared service and to give effect to this decision
- III. Appoint two members of the Cabinet (the Cabinet Member for Corporate Resources and the Cabinet Member for Finance & Health) to be members of the Joint Committee for the remainder of the municipal year 2016/17.

Alternative options considered

The report proposed terms of reference for the operation of the shared ICT and Digital Services Joint Committee. This sets out to strike a balance between what is delegated by the Joint Committee to the Chief Digital Information Officer (CDIO) overseen by the Management Board and what remains with the Joint Committee. It would be possible to either further increase or to reduce the work and decision making powers retained by the joint committee, but it is considered that the distribution of responsibilities set out in the draft terms of reference in Appendix A strikes the right balance in the light of the four overarching principles set out in paragraph 5.3 of the report.

It should be noted that decisions of the Joint Committee will be made by a simple majority of those present and able to vote, this means that Haringey's members of the Joint Committee may be out voted by the other members of the committee.

In considering the options for the Joint Committee and related legal agreement, four overarching principles have been used that are consistent with the wider objectives of the proposals. Any arrangement should:

- Be as light touch as possible to ensure that decisions can be made in the most efficient and effective way possible,
- Avoid any form of 'duplicate decision' making within the organisations that undermine the integrated nature and spirit of the undertaking,
- Facilitate, and not undermine, a potential move towards a more public services company model in the future and
- Ensure appropriate levels of input and scrutiny for each council.

Options exist to pursue a different governance structure than a Joint Committee, including the creation of a public services company. As part of the development of these proposals, Cabinet agreed that the Joint Committee approach would be implemented for October 2016. It was felt that this provided the quickest route to operation, but it was recognised that further consideration should be given to other long term strategic options. Officers have been asked to prepare a review of governance arrangements for consideration by the Joint Committee within one year of its inception. This has been captured within the proposed terms of reference.

Reasons for decision

In creating the Joint Committee, it is felt that this approach has the following benefits:

- It allows a clear and straightforward delegation of authority functions,
- A joint committee is a governance structure that is tried and tested across local government,
- It represents the fastest way to establish the shared service,
- It does not limit any potential options that the council may wish to consider in terms of longer-term governance structures – i.e. it can still form the basis of a move to a public services company structure if desirable,

- Democratic accountability is maintained – member involvement is at the heart of the arrangement
- There is an opportunity to create a separate 'brand' that provides a distinctive identity and which provides the basis for culture change.

The proposed Terms of Reference are set out in Appendix A of the report. The following key points of note are as follows:

- The Joint Committee is planned to go-live on 1 October 2016 and will meet at least twice a year.
- Haringey will be represented by two Cabinet members on the Joint Committee as will both Islington and Camden, noting the rotating chair and majority voting.
- It will provide democratic oversight over the strategic delivery of the joint digital service,
- It will approve the strategic service and financial plan for the service, including performance measures.
- It will agree the procurement strategy for contracts relating to the Joint Service the estimated value of which exceeds £2m revenue or £5m capital and to award such contracts.

There will also need to be a legal agreement that underpins the creation and delivery of the integrated ICT and Digital Service. This will address the operational issues of the service and govern the day-to-day running of the services and how the three boroughs interact. Work across the three councils is currently underway to develop this agreement and it builds on the learning from both the Camden/Islington public health arrangement as well as the OneSource agreement between London boroughs of Havering and Newham.

In particular the agreement will provide for the following:

- (i) The establishment of the Joint Committee with the terms of reference set out in Appendix A;
- (ii) The establishment of the Management Board with an emerging draft terms of reference set out in Appendix B;
- (iii) That existing staff employed in the ICT service of each of the councils will remain employed by their current council but that all new employees in the shared service will be appointed as employees of Camden;
- (iv) Key elements of the funding schedule;
- (v) Termination of the agreement in the event that the shared service can no longer be lawfully provided or if all three councils wish to bring it to an end and provision for withdrawal by any one council on notice;
- (vi) Arrangements that will apply in the event of withdrawal of a council from the shared service or in the event of its termination to ensure an orderly withdrawal or termination and appropriate distribution of assets, resources and liabilities;
- (vii) The sharing of liability in the event of a claim

- (viii) The party's arrangements with regard to data protection.

In March 2016 Cabinet delegated the power to agree this arrangement to the Chief Operating Officer. It is now proposed that authority is delegated to the Chief Operating Officer and the Borough Solicitor, in consultation with the Cabinet Member with responsibility for IT, to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared service and to give effect to this decision

40. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR: Councillor Claire Kober

Signed by Chair

Date

Report for: Cabinet 13 September 2016

Item number: 14

Title: Delegated Decisions and Significant Actions

Report

authorised by : Nick Walkley, Chief Executive

Bernie Ryan AD Corporate Governance

Lead Officer: Ayshe Simsek

Ward(s) affected: Non applicable

Report for Key/

Non Key Decision: Information

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council’s transparency agenda.

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

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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Chief Operating Officer

Significant decisions - Delegated Action - For Reporting to Cabinet on 14th of June 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	25.07.16	Approval of AMP for Phase 8 HO9b Internal – Decent Homes 2016/17	<p>Approval of the AMP submitted by Keepmoat Limited for the above project in the sum of £723,626.44.</p> <p>Approval of the total fees of £52,159.</p> <p>Approval for a letter of intent to be issued up to the value of £72,362 being 10% of the contract sum.</p> <p>At the Cabinet Meeting of the 12 November 2013 Members resolved that approval of individual AMPs for contracts let under the Major Works Framework up to the value of £6.5m, be delegated to the Director of Adult and Housing Services after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction. The role of Director of Adult and Housing Services no longer exists and these duties are now included in the duties of the Chief Operating Officer. Under CSO 9.07.3 the Chief Operating Officer has the authority to approve the issuance of a Letter of Intent not exceeding £72,362 being 10% of the contract sum. Therefore the Assistant Director of Corporate Governance sees no legal reasons preventing the Chief Operating Officer from approving the recommendations in the report.</p>
2.	12.08.16	Award of contract for WG01 Mechanical & Electrical New Door Entry Works	<p>Award to Mulalley & Co. Ltd of contract for WG01 M&E New Door Entry Works for and Agreed Maximum Price of £450,007.15</p> <p>Approval of total project fees of £44,515</p> <p>Approval under Contract Standing Order 9.07.3 of issue of letter of intent for up to £45,000.</p>

Chief Operating Officer

Significant decisions - Delegated Action - For Reporting to Cabinet on 14th of June 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
3.	12.08.16	Approval of AMP for ST8b External Decent Homes Works	<p>Approval of the AMP submitted by Keepmoat Limited for the above project in the sum of £3,773,966 and a contract period of 39 weeks.</p> <p>Approval of the total fees of £272,027.</p> <p>Approval for a letter of intent to be issued up to the value of 377,396.</p> <p>At the Cabinet Meeting of the 12 November 2013 Members resolved that approval of individual AMPs for contracts let under the Major Works Framework up to the value of £6.5m, be delegated to the Director of Adult and Housing Services after consultation with the Cabinet Members for Regeneration and Housing and for Finance, Employment and Carbon Reduction. The role of Director of Adult and Housing Services no longer exists and these duties are now included in the duties of the Chief Operating Officer. Under CSO 9.07.3 the Chief Operating Officer has the authority to approve the issuance of a Letter of Intent not exceeding £377,396 being 10% of the contract sum. Therefore the Assistant Director of Corporate Governance sees no legal reasons preventing the Chief Operating Officer from approving the recommendations in the report.</p>
4.	12.08.16	Approval of AMP for Phase 8 ST9 External Decent Homes works	<p>Approval of the AMP submitted by Keepmoat Regeneration (Apollo) Ltd (hereafter referred to a Keepmoat Ltd) for the above project in the sum of £716,548.</p> <p>Approval of the total fees of £51,649.</p> <p>Approval for a letter of intent to be issued up to the value of £71,655.</p>

Delegated Action	
Type	Number

SLT Signature 

Date 05.09.16

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(insert name of Service Area)

Significant decisions - Delegated Action - For Reporting to Cabinet on 13 September 2016

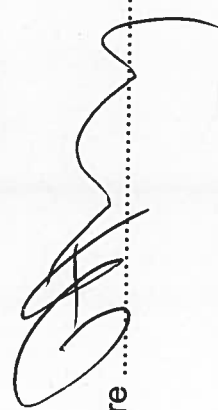
◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			

Delegated Action

Type			Number
8.02	Recruitment of specialist external recruitment agencies	£96,868	1
8.03	Provision of specialist paediatric equipment	£75,000	3
	Provision of independent Education, Health and Care Plans	£85,100	
	Provision of cleaning at Park Lane Children's Centre	£15,377	
8.06	Subscription to CiPFA Social Care Benchmarking Clubs (jointly with Adults and Health)	£17,700	1

SLT Officer/Assistant Director Signature



Date 29/16

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(Public Health Team)

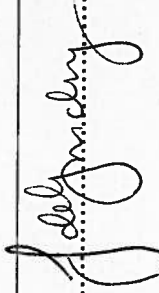
Significant decisions - Delegated Action - For Reporting to Cabinet on 13th of September 2016

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

Delegated Action

Type	Number
The Director of Public Health has awarded the contract to Single Homeless Project for the Haringey Substance Misuse Employment Training and Education (ETE) Support Service. The contract will run from 1 st August 2016 to 31 st July 2017 with the option to extend for a further 12 months. Maximum value of the contract will be £84,612 over 2 years – approved 14 July 2016	1

Director's Signature  Date 5 Sept 2016

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DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2016/2017 – July 2016

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ♦	04.07.16	Haringey Development Vehicle – Approval of Bidders Successful at ISOS Stage.	To approve the list of bidders set out in the report shortlisted at ISOS stage to be invited to participate in dialogue and submit detailed solutions.
2.	08.07.16	Acquisition of the head lease for Unit 2, Fountayne Business Park and the grant of a sub-lease to Ada	The Council take a 10-year lease on the property at Unit 2, Fountayne Business Park, London N15 4EQ; fund the cost of £2m through the Council's Strategic Site Acquisitions Fund; and grant a sub-lease to Ada National College of Digital Skills based on the agreed Heads of Terms.
3.	12.07.16	Request for written approval to construct an extension at 3 Francis Place N6 5TF and for an access licence in connection herewith	<p>To refuse the requests of Mr & Mrs Eiseler of 3 Francis Place ("the Owners" and "the Property" respectively), for:</p> <p>1.1.1. An "Access Licence" permitting the use of (a) motorised vehicles and (b) a concrete pump and delivery pipe, along that part of the Parkland Walk ("the Walk") as runs to and from its junction with the highway on Holmesdale Road and the Property. This is to facilitate construction, as set out in the Owners' Construction Management Plan ("the CMP").</p> <p>1.1.2. Written approval to construct an extension to the Property, pursuant to Clause 2.(7) of the transfer of the Property dated 26 February 1993 ("the Transfer") and to carry out necessary excavations for that purpose notwithstanding Clause 2.(5) of the Transfer.</p>

DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2016/2017 – July 2016

♦ denotes background papers are Exempt.

4. ♦	18.07.16	Acquisition of British Queen PH and ancillary residential property 21 Love Lane, N17 8HG	For the AD Corporate Property & Major Projects to exercise his rights under Part Three of the Constitution: Responsibility for Functions: "Section E – Scheme of Delegation – Section 2 General Delegations to Directors" to acquire "British Queen PH and ancillary residential property" on the basis set out in paragraph 5.16 of this report. For the purposes of progressing the White Hart Lane Station enhancement project, for the sum of £250,000 + VAT (gross cost at £300,000).
5. ♦	19.07.16	Tottenham Hotspur Football Club stadium and associated development – land appropriation agreement documentation and compensation	<p>In December 2015, Cabinet agreed to exercise its statutory powers to acquire (under Section 227 of the Town and Country Planning Act 1990 (as amended) ("the Act")) the Tottenham Hotspur Football Club ("THFC") Site for planning purposes and then lease-back the THFC Site to THFC. This was to enable both the Council and THFC to benefit from the protection afforded by Section 237 of the Act ("Section 237") when implementing the revised planning application.</p> <p>The Cabinet report approved a number of delegations to agree the legal documentation regarding the Sale and Leaseback ("the Transaction") and the compensation due to the Council as a consequence of the loss of light within Council owned properties.</p> <p>This delegated decision takes forward approval of the legal documentation relating to the Transaction and approval of the compensation offer made by THFC.</p>

DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2016/2017 – July 2016

♦ denotes background papers are Exempt.

6. ♦	28.07.16	Haringey Development Vehicle – Approval to proceed to the Invitation to Submit Detailed Solutions stage and approval of the document for the Invitation to Submit Detailed Solutions stage, the draft Invitation to Submit Final Tender document, and the draft legal documents for discussion at dialogue	Following consultation with the Leader of the Council: i. approve the procurement documentation for the Invitation to Submit Detailed Solutions stage ii. approve the draft Invitation to Submit Final Tender iii. approve draft legal documents
7. ♦	29.07.16	High Road West procurement process – Approval of long list of bidders following Pre-Qualification Questionnaire	Approval of the long list of bidders successful at PQQ who will be invited to participate in dialogue and submit Outline Solutions

Delegated Action

Type	Project	Value
Section 8 agreement	To enter into a Section 8 agreement with London Borough of Enfield	LBE will bear the whole cost - £10,000

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development

Date: 05.09.2016

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DIRECTORATE OF REGENERATION, PLANNING AND DEVELOPMENT

Significant decisions - Delegated Action 2016/2017 – August 2016

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	01.08.16	Acquisition of 16 Orchard Place, N17, by way of an option agreement, which is situated within the High Rd West Regeneration area in order to assist with the delivery of the regeneration objectives for the area.	Purchase the property known as 16 Orchard Place, N17 for a sum of £265,000 (together with home loss payment and disbursements) by way of an option agreement to assist with the acquisition programme of the High Rd West Regeneration Scheme.
2.	22.08.16	High Road West Procurement of Developer Partner. Approval of ISOS/ITPD procurement documentation and approval of inviting 6 pre-qualified bidders to commence dialogue and submit outline solutions	<p>The Director of Regeneration, Planning and Development following consultation with the Cabinet Member for Housing, Regeneration and Planning agree;</p> <p>i) To the Council proceeding to the ISOS Stage of the High Road West Procurement and invited the 6 Pre Qualified Bidders (approved in the delegated report of 29 July 2016) to participate in dialogue and submit outline solutions.</p> <p>ii) The following draft documents which will be formatted and issued to the 6 Pre Qualified Bidders:</p> <ul style="list-style-type: none"> • HRW Procurement of a Developer Partner ISOS / ITPD (Appendix 1) • HRW procurement of a Developer Partner Heads of Terms (Appendix 2) • High Road West Place-shaping and Design Guide (Appendix 3) • Library and Learning Centre Vision and Design Brief (Appendix 4) • Replacement Housing Specification (Appendix 5) • Supporting the People Programme Document (Appendix 6) • Decentralised/District Energy Requirements (Appendix 7)

Submission authorised by:



Lyn Garner
Director of Regeneration, Planning and Development

Date: 05.08.2016

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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