

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 13TH FEBRUARY, 2018, 6.30pm

PRESENT:

Councillors: Claire Kober (Chair), Jason Arthur, Ali Demirci, Joe Goldberg, Alan Strickland, Bernice Vanier, Elin Weston and Peter Mitchell

Also, present – Councillors Carter, Brabazon, McNamara and Rice.

161. FILMING AT MEETINGS

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

162. APOLOGIES

There were apologies for absence from Cllr Ejiofor and Cllr Ayisi.

163. URGENT BUSINESS

There were no items of urgent business.

164. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

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

There were no representations relating to items on the exempt part of the agenda.

166. MINUTES

The minutes of the Cabinet Meeting held on the 16th of January 2018 were agreed as a correct record of the meeting.

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

There were no matters referred to the Cabinet from the Overview and Scrutiny Committee.

168. DEPUTATIONS/PETITIONS/QUESTIONS

There were no deputations, petitions or public questions put forward to the meeting.

169. MEDIUM TERM FINANCIAL STRATEGY 2018/19-2022/23

The Cabinet Member for Finance and Health introduced the report which finalised the Council's General Fund and HRA 2018/19 Budgets and the Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2022/23, and proposed approval of the constituent elements of the strategy to Full Council on 26th February 2018, together with the Council's capital budgets for 2018/19.

The Cabinet Member outlined that, since Cabinet consideration of the MTFS in December, the Local Government settlement had been received. The financial position had improved slightly but there were still significant challenges for the budget in 2018/19. The report was proposing, that alongside the £15m General Fund reserve allocation, a budget resilience reserve of £7.2 million be added to provide capacity to help manage the risk in the budget.

The Cabinet Member thanked participants for their contributions in the public consultation on budget proposals for 2018/19. There had been a lower response rate than last year but this was due to the 2018/19 proposals building on the budget proposals agreed in 1207/18 budget process.

RESOLVED

1. To consider the outcome of the budget consultation as set out in Appendix 8, to be included in the report to Council. Having considering this, this report does not propose any amendments to the budget proposed for 2018/19 nor to the Medium Term Financial Strategy (MTFS) 2018-2023.
2. To approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals as set out in Appendix 7.
3. To note the mitigations identified to deal with projected service budget overspend in 2017/18 set out in table 6.7.
4. To propose approval to the Council of the 2018/19 Budget and MTFS 2018/23 Savings Proposals as set out in Appendix 9
5. To propose approval to the Council of the 2018/19 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund budget requirement of £249.228m, but subject to final decisions of the levying and presenting bodies and the final local government finance settlement.
6. To propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2018-2023 as set out in Appendix 1.
7. To propose approval to the Council of the creation and maintenance of a Budget Resilience Reserve.

8. To propose approval to the Council, subject to any agreed amendments, of the budget proposals for 2018/19 as set out in this report at Appendix 6, including the 3% precept on Council Tax towards funding Adult Social Care pressures.
9. To propose approval to the Council that the overall council tax to be set by London Borough of Haringey for 2018/19 will be £1,281.57 per Band D property, which represents a freezing of the 2017/18 rate but with an additional 3% for the Adult Social Care precept.
10. To note the council tax base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 77,093 for the year 2018/19.
11. To propose approval to the Council of the 2018/19 Housing Revenue Account budget as set out in Appendix 2.
12. To approve the changes to the rent levels for General Needs Homes for Council tenants reflecting the regulations requiring a 1% rent reduction in 2018/19. This will reduce the average weekly rent from £103.89 to £102.85 as set out in Table 14.1.
13. To approve the changes to service charges for leaseholders set out in Table 14.3.
14. To approve the introduction of new service charges as set out in Table 14.3
15. To propose approval to the Council of the 2018/19 – 2022/23 General Fund capital programme detailed in Appendix 3.
16. To propose approval to the Council of the 2018/19 Housing Revenue Account (HRA) capital programme detailed in Appendix 4.
17. To propose approval to Council of the policy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including capitalisation of redundancy costs (Appendix 11).
18. To note that Fees and Charges in respect of executive functions will be considered under a separate agenda item, and that Fees and Charges in respect of non-executive functions will be considered by the Regulatory Committee in due course but that any impact on the 2018/19 budget proposals is outlined within this report.
19. To propose to the Council, the Dedicated Schools Budget (DSB) allocations for 2018/19 of £255.177m as set out in Appendix 5;
20. To agree the funding to be distributed to primary and secondary schools for 2018/19 based on the figures advised to Schools Forum and submitted to the Education Funding Agency in January 2018 set out in section 15.
21. To agree the central budgets (including the use of brought forward DSG) for the Schools Block, High Needs Block and Early Years Block as per Appendix 5.
22. To delegate to the Director of Children Services, in consultation with the Cabinet Member for Children and Families, the power to amend the Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the Education and Skills Funding Agency.
23. To delegate to the Section 151 officer, in consultation with the Cabinet Member for Health and Finance, the power to make further changes to the 2018/19

budget proposals consequent on the publication of the final local government finance settlement or other subsequent changes up to a maximum limit of £1.0m.

Reasons for Decision

In February 2015, and following extensive consultation, the Council approved its Corporate Plan and Medium Term Financial Strategy (MTFS) covering the three-year period 2015-18. The Council approved the 2017/18 budget in February 2017 and approved a new five year MTFS to 2021/22.

The Council continues to operate under a level of uncertainty in the medium term related to central government financing of local government services. Haringey along with 97% of local authorities accepted the Government's multi-year settlement offer, which will end in 2019-20. However, planned changes on funding baseline revaluation, 100% business rates retention pilot, outcome of Brexit negotiations and the next spending review means that local authorities will continue to operate in an uncertain and changing funding environment in the medium term.

Given the level of uncertainty it is necessary to continue to review the Council's five year MTFS in order to ensure financial plans support and will aid delivery of priorities. Therefore, a refreshed MTFS that runs from 2018/19 to 2022/23 is presented for agreement.

The Strategy considers the estimated revenue funding, from all sources, and estimated expenditure budgets for each of the five years to 2022/23 together with any net funding shortfall and savings proposals that have been developed by officers taking account of the Council priorities.

The report also considers the Council's capital budget, refreshing capital funding and prioritised projects as approved by Council in July 2016 for both the General Fund and the HRA. The report is based on the best available information but is subject to significant uncertainty.

On 12th December 2017, Cabinet considered a revised MTFS, which demonstrated a cumulative funding shortfall of £54.4m over the five years to 2022/23 – the latest position being £30.12m. The decrease in shortfall is due to improved baseline funding announced in the provisional finance settlement in December, the full impact of MRP savings from previous Council decision and the reduction in the estimated cost of levies.

Cabinet also agreed to consult with residents, businesses, partners, staff and other groups as necessary on the draft budget proposals. This report outlines the outcome of that consultation and sets out the Cabinet's responses to this.

The Council's Overview and Scrutiny Committee has already scrutinised budget/savings proposals and this report highlights the recommendations made by the Committee and the Cabinet's responses to it.

On 19th December, the Provisional Local Government Finance settlement was announced which introduced a number of changes to the funding assumptions. These have now been incorporated into the revised MTFS and proposed budget for 2018/19. The final settlement is expected in February 2018.

The level of reserves available in 2018/19 will be dependent on the extent to which the Council utilises its existing reserves to fund its deficit at 2017/18 year-end. This report describes the improved position in 2017/18. As part of the Chief Finance Officer's consideration of the adequacy of reserves and balances, which will be presented to Council on 26th February 2018, the utilisation of reserves and balances will be set out in detail.

The Council will look to maintain reserves and balances to support the financial strategy including the creation and maintenance of a Budget Resilience Reserve to offset any potential non-delivery of planned savings. This establishment of a Budget Resilience Reserve will help ensure that the 2018/19 budget / 2018/23 MTFS is able to withstand unforeseen changes.

Taking all relevant factors into account including, in particular, the outcomes from statutory consultation with business rate payers and residents, the recommendations from the Overview and Scrutiny Committee and any other subsequent changes, this report sets out Cabinet's final budget proposals which, if approved, will be sent for consideration at the Full Council budget setting meeting scheduled for 26th February 2018.

The final budget report to the Council on 26th February will additionally include a number of requirements consequent on the proposals set out in this report and in particular:

- The formal Budget Resolution required in accordance with the Local Government Finance Act (LGFA) 1992 as amended by the Localism Act 2011, which sets the council tax for the forthcoming financial year;
- The Precept of the Greater London Authority (GLA) for 2018/19 in accordance with section 40 of the LGFA 1992 which must be added to the Haringey Council element of the Council tax to give a total Council tax for each category (band) of dwelling in the Council's area;
- The formal assessment of the relevant basic amount of council tax against the principles established by the Secretary of State for the purpose of determining whether any Council tax increase is 'excessive' and therefore is subject to referendum.
- Approval of the Cash Limits for priority areas in 2018/19;
- The Section 151 Officers evaluation of the adequacy of the council's reserves and the robustness of the estimates including the council's reserves policy;

- Approval of the Treasury Management Strategy Statement (TMSS), which has been formulated by the Corporate Committee and subject to the scrutiny review process.

The Council has a statutory requirement to set a balanced budget for 2018/19 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally, in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

Alternative options considered

Clearly, there are a number of options available to set the budget for 2018/19 and officers have developed the proposals for determining levels of both income and service provision in this report taking account of the Council's priorities and the Council's overall financial position.

The report also describes the assumptions and proposals incorporated into the MTFS update to 2022/23.

170. 2018/19 FEES & CHARGES REPORT

The Cabinet Member for Finance and Health introduced the report, which set out the fees and charges that were proposed to be applied to services for the year 2018/19. This report considered the relevant factors affecting the review of fees and charges identified those services where an increase was being proposed and sought approval to increase the fee or charge rate to those services where an increase is proposed in line with inflation.

The Cabinet Member further advised that there would be a more comprehensive review of fees and charges carried out next year.

In response to Cllr Carter's question on the increase in the concessionary rate charges for pest control, the Cabinet Member outlined that if this was not an inflationary level increase, then increases in rates tended to be put forward further to considering statistical neighbouring borough charges or the London average. The Cabinet Member offered to facilitate the provision of information to Cllr Carter on the rationale and context behind the increase in these charges.

RESOLVED

1. To agree the proposed fees and charges to be levied by the Council with effect from 1 April 2018, unless otherwise stated, and as detailed in Section 8 and related appendices taking into account the findings of equalities assessments as set out in section 8 of the report and available in full at Appendix A;
2. To note the proposed changes in fees and charges arising from previous Cabinet or Cabinet Member decisions as set out in Section 9 and related appendices
3. To note that the Council's MTFS assumes that the changes to Fees & Charges set out in this report are agreed.

Reasons for Decision

It is a requirement to review fees and charges annually. The financial position of the Council supports the view that levels of fees and charges should be maximised taking into account all relevant factors including the effect on service users and any consequent demand for services.

Alternative options considered

This report summarises the conclusions after consideration of a range of alternative approaches dependent on particular services and relevant factors. As such a range of alternative options ranging from no increase to differentiated rates of increases have been considered and reflected in this report.

171. ADMISSION TO SCHOOLS – DETERMINED ADMISSION ARRANGEMENTS FOR 2019/20

The Cabinet Member for Children and Families introduced the report, which sought approval to proposed admission arrangements for the school year 2019/20. These arrangements were in respect of the borough's community and voluntary controlled (VC) schools.

This year the proposed admission arrangements for community and voluntary controlled (VC) schools included a proposal to introduce an additional oversubscription criterion for children of teaching staff to follow after the sibling criterion (such a criterion to be limited to permanent teaching staff who have been employed at the school for at least two years at the time of application, and limited to one place for each form of entry in any year.

This criteria had been added following consultation with parents, teachers and schools as set out at part 6 of the attached report and reflected in the consultation findings at appendix 8. The aim of this additional criteria was to support schools facing increasing challenges in recruiting and retaining teachers.

RESOLVED

1. To consider and take into account the feedback from the consultation undertaken which is set out in summary at paragraphs 6.6-6.23. All the representations are set out in Appendix 8 of this report.
2. To consider and take into account the equalities impact assessment of the proposals on protected groups at appendix 7.
3. To agree the recommendation set out in this report to proceed with a material change to the oversubscription criteria for all Haringey community and VC

schools for the 2019/20 year of entry. This change proposes an additional oversubscription criterion to prioritise children of staff after the sibling criterion.

4. To determine the Council's admission arrangements for the academic year 2019/20 as set out in Appendices 1 – 4.
5. To agree the in-year fair access protocol (IYFAP) as set out in Appendix 5 to come into force from 1 March 2018.
6. To agree that the determined arrangements for all maintained primary and secondary schools in the borough are published on the Council's website by 15 March 2018 with an explanation of the right of any person or body, under the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, to object to the Schools Adjudicator in specified circumstances¹.

Reasons for decision

The School Admissions Code 2014 requires all admission authorities to determine admission arrangements every year, even if they have not changed from previous years. Regulation 17 of the School Admissions Regulations 2012 also requires admission authorities to determine admission arrangements by 28 February in the determination year.

In addition, the Regulations require the admission authority (in this case the local authority) to publish on its website by 15 March in the determining year the determined arrangements of all maintained primary and secondary school and academies in the borough, advising the right to object to the Schools Adjudicator, where it is considered that the arrangement do not comply with the mandatory provisions of the School Admissions Code 2014.

The Council consults on its admission arrangements annually irrespective of whether or not there is a proposed change to the arrangements. This is to ensure transparency and openness on the contents of the admission arrangements and to allow all stakeholders to make representations, which can then be considered as part of the determination of the arrangements.

The School Admissions Code 2014 permits all admission authorities to include priority for children of staff in their oversubscription criteria, following the appropriate consultation process. At paragraph 1.39 the Code confirms that oversubscription criteria to children of staff can apply in two circumstances – a) where the member of staff has been employed at the school for two or more years at the time of which the application for admission to the school is made, and/ or b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

The Council consulted on a proposal to introduce an additional oversubscription criterion to prioritise children of staff after the sibling criterion. The proposed change to the criterion seeks to assist schools in recruiting and retaining staff by prioritising the

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admission of child(Ren) of staff to the school. Some local academies and a voluntary aided school as well as schools in neighbouring boroughs currently give priority to children of staff and extending this to Haringey community schools may help the schools to compete for the right staff for their school in the current competitive recruitment climate.

Before deciding to publicly consult the Council carried out an informal consultation with all Haringey community and VC schools, earlier this year to explore whether or not there was support from these schools for an additional oversubscription criterion for staff children. The results from the informal consultation indicated that the majority of Haringey community and VC schools support an additional oversubscription criterion, which gives priority to children of staff.

In beginning the public consultation, we were aware of the risk that the change might bring i.e. that it may disadvantage a small number of families by limiting the number of places that can be offered to local residents at Haringey's oversubscribed community and VC schools.

Research from a neighbouring borough (Enfield) who introduced a children of staff criterion in their primary community school's oversubscription criteria in 2013 showed that fewer than one percent (1%) of places have been offered each year under this criterion. In the Cabinet Member signing report (October 2017) that recommended this consultation, we undertook some comparative modelling for Haringey community and VC schools and our analysis shows that we could expect a similar proportion of offers to be made under this criterion. It was concluded that the number of children falling under this criterion is likely to be very small and there is no evidence to suggest that the number will be anything other than single figures across the borough's community schools in the coming years.

An equalities impact assessment (EqIA) is included at Appendix 7 and has identified a disproportionate impact based on gender and ethnicity, likely to favour women and white staff members. However, the overall impact would be low because of the very small proportion of offers likely to be made under this criterion.

Alternative options considered

Consultation on the proposed change to the oversubscription criterion was carried out in response to a small number of representations received last year from schools and teachers through our statutory public consultation on the proposed admission arrangements for community and VC schools for the academic year 2018/19. These representations all focused on introducing an additional oversubscription criterion that gives priority to children of teaching staff employed at the school.

While there are other ways admission arrangements can influence the allocation of school places set out in the Schools Admissions Code 2014 (e.g. designated catchment areas or identified feeder schools) no alternative criterion were being considered at the time of the consultation or when writing this report.

There is a statutory requirement on all admission authorities to determine their admission arrangements each year and for those arrangements to be consulted on if

there is a proposed change or at least once every 7 years if there has been no change in that period.

172. CARE LEAVERS STRATEGY & FUTURE OFFER

The Cabinet Member for Children and Families was pleased to introduce the report, which sought approval of an outline Local Offer for improving support to care leavers in line with requirements of the Children and Social Work Act 2017.

The Council was required to consult with stakeholders in developing the Local Offer to ensure all services that may support care leavers in moving to and sustaining independent living were reflected and that the Local Offer was presented in a way that supports access to information and advice and relevant services for care leavers. Final statutory guidance on the Local Offer was still pending, but the approval of Cabinet to consult was being sought in advance of this to ensure that officers are able to finalise a Local Offer as soon as possible after the Children and Social Work Act comes into force.

RESOLVED

1. To approve for consultation with stakeholders, including children in care and care leavers, a draft Local Offer and Care Leavers Strategy in line with the outline versions in Appendices 1 and 2;
2. To delegate to the Director of Children Services in consultation with the Lead Member for Children Services authority to finalise the draft Local Offer and Care Leavers Strategy for consultation with stakeholders;
3. To agree that a report on the outcome of the consultation be brought back to Cabinet for a final decision on the Local Offer and Care Leavers Strategy.

Reasons for decision

New statutory duties

The *Children & Social Work Act 2017* is the first major change to the existing statutory duties set out in the *Children (Leaving Care) Act 2000*. The focus on care leavers also reflects recent central government policy and is expected to be reflected in the future Ofsted inspection framework for Children's Services. The majority of leaving care duties from the original legislation remain, but in addition, the Act introduces the following:

- **Corporate Parenting Principles** – codifying for the first time the ways in which all-local authority departments, not just Children's Social Care, must have regard for the wellbeing and development of Looked After Children and Care Leavers. These are intended to act as a set of tests for helping the council as a whole to deliver services to looked after children and care leavers in a way that mirrors as far as possible the way a good parent

would support their child. In Haringey, this has already been given consideration through the Corporate Parenting Pledge that was adopted by Haringey's Full Council on 24th July 2017 and further work to reinforce the Pledge across the local authority will be part of the proposed Care Leavers Strategy.

- **Extension of leaving care duty to 25** – amending the previous upper limit for providing support to the age of 25 for all care leavers, where before it had been 21 unless they were in full-time education; this entitles former relevant care leavers to have an allocated Personal Adviser and support to develop and achieve a Pathway Plan until they are 25 if they request it, with the draft guidance indicating that support is likely to taper as they become older. For those whose cases have been closed, the local authority must also contact them annually to remind them of the support available.
- **Requirement to publicise Local Offer** – this requires every local authority to make available to care leavers a clear statement of any support to which they are entitled, as well as discretionary support available locally. It will need to be available in a range of formats and is intended to help them achieve a successful transition to independence. This is similar in nature to the Local Offer requirement for children and young people with Special Educational Needs.
- Also relevant to the experience of Looked After Children (including those looked-after on remand) and Care Leavers in the Children and Social Work Act 2017 are changes to multi-agency arrangements for safeguarding children. These emphasise the joint primary responsibility of the three “safeguarding partners” (the local authority, the clinical commissioning group (CCG), and the police) working with other “relevant agencies” locally to ensure children are safeguarded, including co-commissioning of services and promoting cooperation and integration across the wider system, including early years and education institutions, GP practices, adult services and the voluntary and community sector. These arrangements concern the support for children under the age of 18 and their families, but the impact on local arrangements for working together will need to have regard for looked after children and therefore care leavers beyond the age of 18. This new set of working arrangements is likely to influence and inform the development of a Care Leavers Strategy as outlined in Appendix B.

Consulting on and publishing a Local Offer

As a result of the Children and Social Work Act 2017, the local authority will need to publish a Local Offer for Care Leavers, similar to the existing requirement to produce an SEND Local Offer for children and families. This duty is likely to come into force in April 2018, but draft statutory guidance acknowledged that local authorities would require up to six months to fully implement the requirement.

The legislation requires that: “Before publishing its local offer for care leavers (or any updated version) a local authority must consult relevant persons about which of the services offered by the local authority may assist care leavers in, or in preparing for,

adulthood and independent living". The draft statutory guidance sets out a proposed framework for the Local Offer, which is included in Appendix A, and this will guide the consultation.

Informal engagement with a range of stakeholders, including care leavers, statutory and non-statutory partner agencies and other council departments has already taken place to increase awareness of the needs of care leavers and will inform the formal consultation on a Local Offer.

The consultation will also cover the views and preferences of children in care, care leavers and professionals about the presentation of the local offer and the options available to the service to ensure this is accessible, engaging and user-friendly. Responses of those with care experience will be weighted more highly in analysis and response to the consultation.

Providing a wider strategic response

The Local Offer to be published by autumn 2018 will need to reflect the entitlements and agreed discretionary support that care leavers can access in the borough. However, the Local Offer is not expected to be static and it is recognised that the local authority will need to update it from time to time.

Haringey has taken significant measures to assist Care Leavers, including most recently the introduction of a Council Tax Exemption up to 25. Nonetheless, the recent user engagement we have undertaken and evaluation of our current response to meeting the needs of care leavers has indicated that there are further opportunities to improve the availability of and access to a range of support that extends beyond our statutory duties and often that is provided by stakeholders outside the council. It may not be possible to act upon all of these opportunities in time for the initial publication of the Local Offer and some relate to wider challenges of awareness, identification and practice relating to supporting care leavers. As a result, alongside the Local Offer and informed by the same consultation, there is an intention to set out a Care Leavers Strategy, which represents a borough-wide response to the needs and experiences of care leavers and describe how this needs to develop over time.

Part of the Care Leavers Strategy will be setting out how the awareness of Corporate Parenting and the commitment of council departments beyond Children's Services is being increased in line with the new Corporate Parenting Principles and embedding the Corporate Parenting Pledge adopted by Full Council.

This strategic response will also reflect the development of new models of care for children and families in Haringey, which will have direct and indirect impacts on the design of 'leaving care' services. These will be the subject of other processes for consultation and decision, and the outcomes and strategic priorities set out in the outline Strategy at Appendix B will help to guide the development of these wider changes.

The full Care Leavers Strategy, including a delivery plan for implementing new commitments, will be developed by officers and submitted to Cabinet for approval following the consultation

Alternative options considered

Other options:

Do nothing – in this instance, the ‘do nothing’ option would result in non-compliance with our statutory duties as a local authority when the Children & Social Work Act 2017 comes into force in April 2018; this would mean that care leavers in the London Borough of Haringey do not receive services and assistance to which they are entitled and which other care leavers would receive from other boroughs and would be a major risk to the local authority at any future Ofsted Single Inspection.

Minimal compliance with statutory duties – it would be possible for the Council to pursue minimal compliance with new duties around provision of Personal Advisers and publication of a Local Offer. This would emphasise actions that are within the control of the local authority and reduce the dependencies with other agencies and stakeholders. However, self-evaluation and service user engagement suggest that there are opportunities and gaps that extend beyond the new duties and would enable us to discharge them more successfully. The role of the wider Council and our partners in preparing young people who have been in care and are leaving care has not yet been maximised and by setting out the Care Leavers Strategy, we expect to be able to manage future demand pressures more effectively.

Delay consultation on a draft Strategy and Local Offer – postponing the decision to consult on the Local Offer and Care Leavers Strategy until full draft versions can be produced is likely to significantly delay the publication date for the Local Offer and would run counter to the statutory guidance that indicates local authorities will need a published offer in place within six months of the Act coming into force on 1st April. It makes sense to combine the consultations for the Local Offer and any wider Care Leaver Strategy to maximise the responses from stakeholders and clearly distinguish existing commitments from future plans or aspirations.

173. APPROVAL OF THE RESPITE CARE POLICY

The Cabinet Member for Adult Social Care and Health introduced the report, which presented the Respite Care Policy, following public consultation for approval. The Policy set out how the Council and the CCG would move towards a consistent and equitable way of supporting people in the provision of respite across health and social care. It provided clarity for all carers, users of all ages and practitioners to ensure that those with eligible needs receive the appropriate respite support.

A response was provided to Cllr Carter in relation to his query on paragraph 11.2 of the policy document.

RESOLVED

1. To consider and take into account the feedback from the consultation undertaken which is set out at 6.6 and in Appendix 3;
2. To consider and take into account the equalities impact assessment of the proposals on protected groups at Appendix 2;
3. To approve the Respite Care Policy, to take effect from 1st April 2018 attached at Appendix 1.

Reasons for decision

The Council and CCG are committed to supporting carers, young carers and the cared for person to access the right respite care in a way that supports carers, contributes to outcomes for the cared for person and aligns with the Corporate Plan. The Council and CCG are also committed to closer integration between health and social care. This policy outlines Haringey Council and Haringey Clinical Commissioning Group's approach to respite care which has the aim of maintaining or improving adults and carers' well-being and, in line with the Care Act 2014, the Children Act 1989 and The National Framework for NHS Continuing Healthcare and NHS- funded Nursing Care 2012.

The Council and CCG recognise the significant contribution that carers – whether family members, young carers or parent carers – make to the care of those with a range of needs who are thereby able to remain living at home for longer, preventing the need for institutionally based care for as long as possible.

The Council's current arrangements for respite care do not rest upon a single clearly stated policy position. Current practice is inconsistent with local variations in different service areas.

The CCG also does not have a single clearly stated policy position.

The aim of a single respite policy is to clearly set out and define what respite care is and isn't, to provide a clear pathway for identifying need and the provision of respite and to set out how charging applies to respite thereby providing clarity and consistency for all carers and cared for across Haringey.

Alternative options considered

Alternative options considered were to continue with separate approaches to respite policies for children, adults, health and social care. This option was not taken forward as this would have been a missed opportunity to encourage joined up working across service boundaries.

The contents of the Policy reflect the wider strategic aims of the Council to give all children the best start in life and empower all adults to live healthy, long and fulfilling lives and also to contribute to the closer integration of health and social care. The option of maintaining the current model for respite was not considered to meet these wider strategic aims due to the lack of consistency across service areas.

174. AWARD OF CONTRACT FOR ADULTS AND CHILDRENS STATUTORY ADVOCACY

The Cabinet Member for Adult Social Care and Culture introduced the report, which sought approval to the award of contracts for the provision of Joint Advocacy Services for the London Boroughs of Barnet, Enfield and Haringey in accordance with Contract Standing Order 9.07.1 (d).

In response to a question from Cllr Carter, there was a high quality threshold for tenderers to progress through to reach this final stage of contract recommendation. Savings were across all three areas and it was important to recognise that this was a demand led service so there was a need to have some capacity. This was in relation to the funded element of the contract but the council would look to use these savings to fund additional advocacy services, in anticipation of future demand and to provide capacity for the service going forward.

Following consideration of the exempt information at item 23.

RESOLVED

1. To approve the award of contracts in respect of the provision of Joint Advocacy Services for the London Boroughs of Barnet, Enfield and Haringey.
2. To enter into contractual agreements jointly with the London Boroughs of Barnet and Enfield, and award contracts to the successful bidders named in Part B of this report.

Reasons for decision

The current contracts for IMHA / IMCA and Care Act and Children expire on 31st March 2018.

A full tender process has been carried out and the recommendation in paragraph 3 is made following the completion of evaluations by a joint team of Council officers from the London Boroughs of Barnet, Enfield and Haringey, as well as officers from Barnet, Enfield and Haringey Mental Health Trust in relation to the provision of IMHA services. Officers from across adults and children's social care were involved because the services being tendered for spanned across adults and children. The recommendation provides best value for the Council.

The lot structure was considered carefully to ensure Lot 1 was for the provision of IMHA services, Lot 2 for the provision of IMCA and Care Act Advocacy services and Lot 3 for Children's Advocacy services. Lot 2 includes two distinct statutory advocacy services for adults (IMCA and Care Act Advocacy) because there is a significant amount of overlap between the statutory requirements for IMCA and Care Act Advocacy. Combining the services together enables service users to be supported by the same advocate/service for IMCA and Care Act Advocacy should they need the input of both. This reduces the need for a person to repeat their story to different advocates and also allows for a more efficient service.

Alternative options considered

Haringey to commission advocacy services independently:

This option was considered but it was deemed more beneficial to jointly commission the services with neighbouring boroughs in order to benefit from economies of scale associated with collaborative procurements.

Do nothing

This is not an option as these are statutory services.

175. LINDEN HOUSE DEVELOPMENT

The Cabinet Member for Adult Social Care and Culture introduced the report, which sought approval for the Linden House site to be converted into a 4-flat adapted supported living unit to enable residents with complex health and care needs to live more independently in the community. This included a number of residents currently living in hospital settings and therefore falling within the Transforming Care cohort.

RESOLVED

1. To agree that Linden House, a Council property, is converted into 4 supported living accommodation flats for adults with a learning disability and/or autism to enable them to live independently in the community. This is subject to the availability of capital funding from NHS England;
2. To enter into a Capital Grant Agreement with NHS England to secure the funding to convert Linden House into a supported living accommodation for people with learning disability and/or autism;
3. That the Deputy Chief Executive following consultation with the Section 151 Officer and the Monitoring Officer, be delegated the authority to finalise and agree the terms of the Capital Grant Agreement with NHS England;
4. That the Council commission and procure a development and construction partner to convert Linden House into the said supported living accommodation;
5. That approximately £65k from the capital programme be committed towards the professional fees costs including the procurement of the construction partner;
6. That a report on the outcome of the procurement process to secure a development and construction partner be brought back to Cabinet for a decision.
7. That on completion of the conversion, the Council enter into lease and management agreement for the property with an externally commissioned provider from the 'Positive Behavioural Support Framework', already approved by Cabinet, to provide specialist accommodation and support provision to adults with a learning disability and/or autism.

Reasons for decision

Linden House was an 8-bedded residential unit, which was closed in July 2017 following a decision by Cabinet taken on 10th November 2015 as part of a Corporate Priority 2 report on a series of proposals pertaining to adult social care and linked to the Medium Term Financial Strategy.

In order to support the discharge of residents with complex needs from hospital, or acute, settings under the Transforming Care programme (outlined in section 6), or indeed to provide supported living provision to other adults with autism and/or a learning disability, the property requires adaptations to support these residents and facilitate the provision of a positive behavioural support service which would effectively meet the needs and achieve good outcomes for the identified residents in the community.

The option recommended here represents the most financially viable means to develop this property to support this client group, principally because the capital funding for the adaptations comes solely from NHSE.

The adapted property will enable the identified residents to be supported in the community and with greater levels of independence, at a lower on-going revenue cost than is currently available within alternative provision in the market. Costs of providing for this client group are high and therefore any provision, which can improve outcomes, strengthen independence, be responsive to individual needs and cost less, is to be pursued.

Alternative options considered

The option not to use Linden Road to support this care group and for the building to remain closed was not considered in any detail as the Council needs to develop appropriate properties to ensure it has suitable accommodation, ideally in borough, for adults with a learning disability and/or autism and behaviours that may challenge. Such an option would either result in the Council being unable to find alternative accommodation for residents currently living in acute settings under the Transforming Care programme, or result in the Council having to commission much more expensive provision, potentially out of borough for these residents.

176. AUTHORITY TO ENTER INTO A FUNDING AGREEMENT TO DELIVER THE STATION SQUARE - BUS STATION PROJECT IN TOTTENHAM HALE

The Cabinet Member for Housing, Regeneration and Planning introduced the report, which sought approval for the Council to enter into a funding agreement for a key infrastructural project, realignment of the Bus Station at Tottenham Hale. This project would unlock key development sites to enable more affordable housing and enable the overall delivery of a new Tottenham Hale District Centre.

The report set out required changes to the location of the Bus Station and associated enabling, which would make the road less complex for better use by cyclists and pedestrians and allow for the development of the new District Centre in line with the Tottenham Area Action Plan. The report further explained how this will work, and the additional spend that would be required.

Cabinet noted that the increased scope of works, and hence costs would be met through pre funding of section 106 and anticipated land receipts, along with an increased grant allocation from the GLA's Housing Zone programme.

In response to questions from Cllr McNamara, Brabazon and Carter, the following information was noted.

- The Cabinet Member outlined that the cost of the scheme had increased largely due to the increase in the scope of works. The benefit of the works would reduce the footprint of the Bus Station, in turn freeing up more land for housing units. When considering plans for the Bus Station with TFL and Council transport engineers, amongst other required improvements, it was found there was a need to allow right-hand turns into the new north entrance to the Bus Station, include provision of new traffic signalling, complete significant upgrades to the junction of Watermead Way, provide new bus laybys relocated from within the bus station itself, along with the widening of Watermead Way itself. Therefore, re-alignment of the bus station had grown into a bigger scheme to accommodate the changes required. It should be noted that the changes to the Bus Station result in overall timesavings to busses using the Stations due to enhanced operational flexibility.
- The Cabinet Member indicated that the capital allocation for this scheme was in the budget papers considered by the Overview and Scrutiny Committee.
- In relation to due diligence undertaken on the scheme, Argent Related, the Council's development partner, went out to the market with a scope of works required to realign the Bus Station and through this process were required to obtain best value. The most competitive value obtained was £7.165m for the scope of works for which funding will be granted. In relation to funding being sought from the Council, this was capped at the above figure and there was a transfer of risk from the Council to Argent Related as the development partner responsible for delivery of this scheme. Argent Related will, therefore, be responsible for any cost overruns and can only draw down funding on evidence of spend being provided.
- The Cabinet were advised that, as this was a funding agreement between the Council and a third party [Argent Related] to deliver open access infrastructure, this was exempt from state aid.
- The Monitoring Officer advised that it was appropriate for Cabinet to give delegated authority to the Strategic Director of Regeneration, Planning and Development after consultation with the Cabinet Member for Housing, Regeneration and Planning, the Chief Financial Officer and the Assistant Director of Corporate Governance, to agree the final amount, the terms and conditions for

providing the grant funding. This delegated decision would be within the parameters set by Cabinet.

- With regards to the funding of the scheme, details were provided at paragraph 6.2 of the attached report. This outlined that, as an option, the Council could leave Argent Related to find the funding independently. However, the drawback would be the impact on viability. This would lead to a disjointed scheme, which was difficult to bring forward, affecting provision of retail and commercial space, and delivery of 950 homes and the Health Centre. The funding and investment partnership arrangements for the overall Tottenham Hale Strategic Development Partnership enabled the Council and Argent Related to move resources around to maximize provision of affordable housing, and community benefits/ facilities. Therefore, by investing in this particular infrastructure scheme meant the Council could secure larger amounts of benefits elsewhere in the district centre (e.g. on Ashley Road).
- The Cabinet Member disputed that the Health Centre was singled out for risk of delivery, should the funding agreement for the station square not go ahead. The report made clear the range of community benefits/facilities potentially impacted by not taking forward this decision and scheme.
- It was clarified that Argent Related did not own Pocket Homes. Related has interests in both Argent Related and Pocket Homes.
- In relation to the question on the finance comments and reimbursement of Council capital expenditure, the report made clear that should the developer not be able to conclude the Bus Station works, the Council would have step in rights whereby it would be able to conclude the works thus protecting its investment and allowing for large elements of the District Centre to proceed with another developer.
- The Cabinet Member disputed the assertion, that there was a sudden extra cost with this scheme. The report clearly set out the narrative of events. The Council had known for some time that there had been issues with the Bus Station and the road works. TFL contractors, which the Council had no direct control over, had completed a lot of the previous work on the Bus Station and they had left issues, which needed resolution in placemaking terms. Since early 2017, the Regeneration team, along with Argent Related, had been working hard to resolve this. This had required a substantial amount of negotiations and joint working with Council engineers, and TFL engineers to establish the required re-alignment works. There had also been a need to consider the impact of the new Ada College. It was important to provide a safe route to the station for Ada's many students and staff. Therefore, there had not been a sense of detailed costs until this detailed investigative work had been completed.
- In response a question regarding the risks of Argent Related failing for any reason, the funding agreement will allow for step in rights. The Council only pays in arrears and based on evidenced spend. If the developer were to fail

after the delivery of the infrastructure, but before the Council had received its land receipts, the Council would then find itself in ownership of sites where all the enabling work had been done. The Council could then decide to dispose of the sites if it wanted to secure the anticipated land receipts.

- It was important to note that this was one of the sites in Tottenham Hale being taken forward as part of the Council's portfolio approach to sites. The portfolio approach recognises that each site has a job to do in terms of the provision of different uses and different types of housing. The Council has used the portfolio approach to target resources at those sites, which yield the maximum overall community benefits across Tottenham Hale, rather than looking at each site in isolation.
- With regards to changing the emphasis to social homes, the portfolio approach to sites meant that the Council was able to extract significant resources from the Strategic Development Partnership with Argent Related and transfer them to affordable homes with registered provider partners. A housing scheme on Ashley Road was highlighted as an example.
- In relation to the timing of the realignment, the Cabinet Member reiterated that the Council's policies set out a series of changes to Tottenham Hale that explicitly envisage the proposed improvements to the bus station and associated infrastructure. The precise proposals involved substantial joint working with TFL.
- The early work on the Bus Station was compiled following an initial assessment based on land required to realise the vision set out in the Tottenham Area Action Plan. At the time, basic changes to the Bus Station were identified. Then the Council with Argent Related engaged with TFL to undertake substantial additional design work which resulted in a substantially expanded scope of works. This included introduction of new signaling arrangements linked to the junction with Ashley road and a pedestrian crossing at ADA College, and an additional lane to facilitate buses leaving the station to get into the flow of traffic.
- In relation to cost overruns, the key point to keep in mind was that the Council will be providing a set amount of money to Argent Related to complete the works and they in turn will be taking a developer risk in relation to any cost overruns.
- A key part of the work at Tottenham Hale was to create a better environment, for cyclists and pedestrians, and to enhance the quality of the local environment. It was important to recognise that there were two key traffic routes passing through Tottenham Hale. The Tottenham Area Action Plan stresses the importance of the proposed key north / south link, which is a continuation of Ashley Road as part of this approach to create a better environment, especially for pedestrians.

Further to considering exempt information at item 25,

RESOLVED

1. To increase the amount of grant to be given to TH Ferry Island Limited Partnership (Argent Related), its Strategic Development Partner, by a maximum sum of £7.165m (including £2.5m GLA Housing Zone funding), for the purpose of funding the realignment works to be carried out to the Bus Station in Tottenham Hale, subject to the Council's budget setting meeting on the 26th February 2018 and subject to the Council and TH Ferry Island Limited Partnership entering into a funding agreement in respect of the grant.
2. To give delegated authority to the Strategic Director of Regeneration, Planning and Development after consultation with the Cabinet Member for Housing, Regeneration and Planning, the Chief Financial Officer and the Assistant Director of Corporate Governance to agree the final amount, the terms and conditions for providing the grant funding.

Reasons for decision

Bus Station Cost Increases

The District Centre Framework and Streets and Spaces Strategy identified the need for substantial changes to the bus station in order to reshape the District Centre and to release developable land within the Station Square West AAP site allocation. These lands and the works associated with them are a key part of the Council's Strategic Development Partnership with Argent Related. Appendix 1 shows, shaded in yellow and green, the initial proposed scope of works.

These initial works were limited to moving kerbs eastward in order to expand the site area of Station Square West, and opening up the north end of the bus station in order to facilitate entry and exit for buses at both ends, thus releasing land for a mixed-use development to the works.

Throughout 2017 the Council, Argent Related and Transport for London have worked together to refine the designs for a realigned bus station and to have them signed off by the relevant parts of Transport for London, notably London Buses, TfL Surface Transport, London Taxis and others. A further key component of the approvals process is the modelling of the changes on both the bus station and the surrounding road network.

The initial modelling of the 2015 design (with minor modifications) identified substantial challenges in capacity and functionality at the newly created northern exit to the bus station. As a result, mitigations were identified, which have substantially increased the scope of required works. The revised design has resulted in substantial

benefits accruing to bus operations overall, which has been a critical component in the securing the support of key decision makers within TfL.

This enhanced scope of works is shown in the map attached as Appendix 2 and includes:

- Widening of Watermead Way, west of Ashley Road to address congestion issues in the network and allow right-hand turns into the new north entrance to the bus station;
- New traffic signaling;
- Significant upgrades to the junction of Watermead Way, Ashley Road and Station Road in order to improve pedestrian and cycle safety, improve the public realm and address vehicle movements through the town Centre, accommodating future growth at all local development sites;
- Widening further north on Watermead Way and on The Hale accommodating new bus laybys relocated from within the bus station itself;
- The realignment of Station Road, opening this to traffic to allow servicing and enabling the creation of important new pedestrian and cycle links from the station, through the core of the district Centre and beyond to nearby sites.

TfL have now signed off on the design of the realigned bus station, on the condition that the wider scope of works are delivered in parallel.

Argent Related have undertaken substantial work looking at how such works would be delivered. This has also added to the costs, due to need to balance the delivery of highways works on The Hale and Watermead Way with the need to keep the road network and town centre (including the bus station) functioning throughout the works. This detailed delivery work has identified a need for substantial traffic management requirements, which has impacted on cost assumptions.

Housing Infrastructure Fund

To address Bus Station cost increases, the Council put forward an Expression of Interest for CLG's Housing Infrastructure Fund (HIF). However, following discussions with the GLA this was wrapped into a larger, pan-Tottenham bid, which would nonetheless include a sum to support Tottenham Hale infrastructure. The outcome of this bid is currently awaited, but following advice from the GLA, it seems that a determination will not be made by CLG within the originally anticipated timeframe. This risks delaying the whole delivery of the Centre of Tottenham Hale, as the Station Square – Bus Station works are the first piece of enabling works required to unlock the whole central sites at Station Square West and Station Square North (ca. 800-1,000 housing units and associated retail, public realm etc.). These works are programmed to start on site in Spring 2018 and would take a little under a year to implement.

It is also far from certain that Haringey would be successful in securing this funding, as it been heavily oversubscribed and Tottenham Hale is already in receipt of significant GLA funding. Officers will continue working in order to attract as much

external grant funding to Tottenham Hale as possible; however, to secure the delivery of the District Centre in, this paper assumes a scenario where HIF funding is not forthcoming.

Alternative Options considered

Some Highways works (as included in S106 ask) could be stripped out in order to value engineer Bus Station works and reduce the overall funding requirement. However, this would result in disjointed delivery of interventions on the same footprint, and would extend and increase the disruption experienced in Tottenham Hale as its development proceeds. It would also result in higher costs overall.

Funding could be withheld for the Bus Station project, with Argent Related left to find £4.665m independently. However, Argent Related have indicated to the Council that this additional cost would significantly threaten the viability of the SDP sites as a whole. There is a significant risk that the core of the District Centre would therefore not be delivered leaving a very disjointed heart to the District Centre for at least the next decade. This would result in significant retail and commercial space, and in the region of 950 homes not coming forward. The delivery of the Health Centre on the Melbourne Centre would also be put at significant risk, as it is unlikely the Council could identify a replacement developer in the timeframe available.

Argent Related could also be asked to proceed with the delivery of SDP sites without the realignment of the Bus Station. This would result in a substantial loss to the Council as significant receipts flow from the disposal of the bus stand lands thus enabling the delivery of affordable housing and the infrastructure required. The non-delivery of a realigned bus station would be contrary to the Council's established policies in the form of the Tottenham Area Action Plan and the Tottenham Hale District Centre Framework. It would also cause a significant reduction in the number of new homes brought forward.

Benefits of the Proposed Approach

The additional scope has resulted in substantial increased costs; however, they also result in significant benefits for the wider town centre. In particular, the additional crossing at the junction of Station Road (as realigned) and Ashley Road provide a key north-south link from the core of the district centre to Down Lane Park and other adjacent sites, linking to a new east-west connection through the bus station to the Tottenham Hale tube and rail station. A further crossing on the desire line between the new Ada College and the new station will provide a safe route to the station for Ada's many students and staff. The investment will include significant upgrades to road surfaces and pavements. Delivering these works in advance provides significant benefits to the Council's placemaking ambitions for Tottenham Hale.

It has also been recognised that there are logistical benefits to delivering improvements to the Bus Station and its environs ahead of the comprehensive redevelopment of local sites, as this reduces the length of time for which Tottenham Hale will experience significant disruption to its highways and public spaces.

Key Risk – non delivery of SDP sites

It should be noted also that there are significant risks to funding the Station Square – Bus Station project upfront, as both proposed funding solutions (planning obligations and SDP land receipts) depend upon the delivery of SDP sites, which lies partly outside of the Council's control. In the scenario that SDP sites do not proceed for whatever reason but Bus Station works are already carried out, the Council would not be able to recover increased project costs. However, it would be left in control of viable development sites, which it could seek to develop through alternative means in order to recoup all or part of these costs.

177. HOMES FOR HARINGEY - AWARD OF CONTRACT FOR MULTIDISCIPLINARY CONSTRUCTION -RELATED CONSULTANTS

The Cabinet Member for Housing, Regeneration and Planning introduced the report, which set out proposals to appoint a long-term delivery partner to provide these services and work with Homes for Haringey to deliver the capital programme.

Further to considering exempt information at item 24.

RESOLVED

That pursuant to Contract Standing Order 9.07.1(d) to approve the appointment of Ridge and Partners LLP for Multi-Disciplinary Professional Services to Homes for Haringey for a period of up to 5 years, with the option to extend, subject to satisfactory performance, for a further five years.

Reasons for decision

Homes for Haringey require specialist services to deliver capital works programmes. The existing consultancy arrangements for housing capital works finishes at the end of March 2018 and therefore a new arrangement is required.

The award is based on the Most Economically Advantageous Tender (MEAT) i.e. mixture of price and quality and that the bidder scored the highest points.

Alternative options considered

An alternative option would be for Homes for Haringey (HfH) to use various industry frameworks to deliver the capital programme. This option was discounted, as Homes for Haringey require support to deliver external works. These contracts often extend over one year, which means the contract is classed as a long term qualifying agreement. To be compliant with Section 20 legislation, long term qualifying agreements must be consulted with leaseholders before they are established. As external frameworks are already established, it is impossible to consult leaseholders in a manner which complies with Section 20 legislation and a lack of compliance with this legislation could lead to a failure to recover costs from leaseholders.

A do nothing option would mean the service is not able to deliver capital works to the housing stock and the condition of the stock would deteriorate significantly.

178. STEM COMMISSION UPDATE - NON KEY

The Cabinet Member for Children and Families introduced the report which provided an update on progress following the launch of the Haringey STEM Commission report in July 2016.

RESOLVED

To note the progress made against the Haringey STEM Commission recommendations.

179. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member Signing 9th January 2018
Cabinet Member Signing 18th January 2018
Leader's Signing 19th January 2018

180. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note delegated decisions and significant actions taken by Directors in January.

181. NEW ITEMS OF URGENT BUSINESS

There were no items of urgent business for consideration.

182. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as agenda items 23, 24 and 25 contained exempt information as defined under paragraph 3, part 1 schedule 12A of the local government Act 1972.

183. AWARD OF CONTRACT FOR ADULTS AND CHILDREN'S STATUTORY ADVOCACY

As per minute 174.

184. AUTHORITY TO ENTER INTO A FUNDING AGREEMENT TO DELIVER THE STATION SQUARE - BUS STATION PROJECT IN TOTTENHAM HALE

As per minute 176.

185. HOMES FOR HARINGEY - AWARD OF CONTRACT FOR MULTIDISCIPLINARY CONSTRUCTION -RELATED CONSULTANTS

As per minute 177.

186. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

CHAIR: Councillor Claire Kober

Signed by Chair

Date