

# MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 12TH MARCH, 2019, 6.30pm

## PRESENT:

**Councillors: Joseph Ejiofor (Chair), Charles Adje, Patrick Berryman, Mark Blake, Noah Tucker, Elin Weston, Kaushika Amin and Sarah James**

**Also in Attendance: Councillor Ogiehor**

## 94. **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.

## 95. **APOLOGIES**

Apologies for absence were received from Councillor Ibrahim and Councillor Hearn.

## 96. **URGENT BUSINESS**

The Leader advised that there were no new items of urgent business.

However, there was one item of late business to consider, relating to item 13 on the agenda which the Leader had accepted. This was the draft action plan listed as Appendix 2, for submission to Ofsted. This was marked to follow in the published agenda pack.

The Leader outlined that the Ofsted Improvement Plan provided additional information about the actions that would need to be taken to deliver the improvements identified in the Ofsted Report. As the action plan was due to be submitted to Ofsted on 18<sup>th</sup> March 2019, the service has been confirming the final details. The appendix required consideration with the Ofsted report and could not await the April Cabinet meeting due to the prescribed Ofsted submission date.

## 97. **DECLARATIONS OF INTEREST**

There were no declarations of interest put forward.

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

There were no representations received at the agenda publication stage in relation to the exempt items on the agenda.

## **99. MINUTES**

The minutes of the Cabinet meeting held on the 12<sup>th</sup> of February 2019 were agreed as a correct record of the meeting.

## **100. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny matters for consideration by Cabinet.

## **101. DEPUTATIONS/PETITIONS/QUESTIONS**

There were no deputations, petitions, questions for consideration at Cabinet.

## **102. YOUNG PEOPLE AT RISK STRATEGY**

The Cabinet Member for Communities, Safety and Engagement provided a brief overview of the strategy setting out some key points, including his reflections on the recent positive partnership events. These illustrated the core concept of the strategy, which was supporting young people at risk through close community partnership working, including voluntary sector partners and schools, and listening to young people's views. The Cabinet Member described the Youth Summit event held this morning which had been organised by partners at THFC college. The Cabinet Member remarked on this being a fantastic event with six schools presenting their ideas around tackling serious youth violence. There were further similar positive events planned, and the Cabinet Member was looking forward to meeting the organisers of these events to take forward the actions of the strategy, concerning engagement and involvement.

The Cabinet Member further reflected on a recent event to consult on the strategy where a number of issues had been raised by young people which would be taken forward. The action plan attached to the strategy would maintain the involvement of young people, and include continually hearing their views about keeping them safe. This was an essential component of the action plan, attached to the strategy and a dissimilar stance to the current national dialogue where the focus was on enforcement rather than engagement.

The Cabinet Member outlined the significant efforts undertaken to ensure that the strategy had been influenced by young people's views and experiences. This had involved the input of 70 young people in Tottenham, and also considering the views/research of the Godwin Lawson Foundation presentation at full Council in July 2018 as a central reference point.

The Cabinet Member felt that Haringey had some exceptional projects working with children and young people and the work of these projects was further highlighted.

Care leavers were well supported by the Children's service and having good outcomes, demonstrating the heart of the strategy's focus, a strong positive environment for Children and Young People.

The strategy focused on children that were vulnerable that need the most support. In particular, children with special educational needs and those excluded from schools. Improving outcomes for these children was essential.

The Cabinet Member concluded that the current national situation with knife crime was unacceptable and, as a borough, it was important to move forward with tackling this issue, in what would be a challenging time. The strategy and action plan set out the framework for delivering this.

In response to a question from Cllr Berryman, the launch of the Young Londoners fund was referred to as a positive intervention. The approach was about supporting work with community partners and enabling a programme to be developed which would help steer young people away from gang violence. The project “exodus” was referred to as a good example of a local project, which could be funded to take this work forward. The funding was also focused on: supporting young people with mental health issues, helping young people avoid gang involvement and developing their experience of work.

This funding would help the Council build on existing work with community organisations.

In response to a question from the Leader, the Cabinet Member agreed the importance of working with police colleagues as enforcement had a role in tackling knife crime. A recent police operation was referred to which illustrated Police enforcement intervention. This example also demonstrated the support police needed from the community to get intelligence and stop knife crimes occurring. It was well recognised that an enforcement based approach was not a long term solution and it was crucial to focus on vulnerable young people and keeping them out of the justice system.

The Cabinet Member had seen the effects of the increase in knife crime, including the coercive nature of the crimes being committed, involving younger children that have been groomed into this situation which was truly shocking.

The Cabinet Member concluded that the issue was supporting enforcement, but the idea that knife crime could be solved alone, by this method, was not correct.

In response to Cllr Ogiehor – questions, the following information was noted:

- Criteria for working with community projects involved building on established local partnerships and strong involvement in local partnerships. A Tottenham care based organisation project was highlighted as a good example of where local expertise and good practise combining. This local organisation had support from an external organisation that had developed a gang exit programme, delivered in a number of youth offending institutions.
- The Cabinet Member welcomed scrutiny of the proposed Joint Executive board and accepted the role and merit of this function on different levels of the governance structure of the Council.

- In terms of the London wide engagement role of the Council in addressing the issues in the strategy, the Cabinet Member referred to his role on the London Councils communities group and how respective Council Community Safety leads were working together to agree similar actions that can be taken forward.
- In relation to accessing the funding provided by the Young Londoners Fund, the funding criteria enabled a mixture of organisations to apply and the Council would be considering the themes of the strategy and structure of the organisations applying, ensuring they have local knowledge. The Council would also be taking account how external expertise can be obtained through use of the funding.

## **RESOLVED**

1. To approve the Young People at Risk Strategy attached at appendix 1.
2. To approve the Young People at Risk Action Plan attached at appendix 2.
3. To note the Young People at Risk Evidence Base attached at appendix 3
4. To note the Young People at Risk Equalities Impact Assessment attached at appendix 6.

### **Reasons for decision**

Haringey can be proud of its strong, connected, and cohesive communities Young people are able to grow up free from experience of violence in the vast majority of Haringey's communities, achieving highly thanks to excellent schools, supportive families, and positive role models from all walks of life. Violent crime is falling faster in Haringey than in London as a whole. In the last year, we have seen 20% fewer knife injury victims under 25 years old.

However, serious youth violence (SYV) is an issue that has devastating consequences for too many young people in Haringey. A spike in violent incidents resulting in deaths of young people in London in 2018 necessitates concerted action across the system, in order to ensure that all our young people can grow up free from fearing or experiencing violence.

These developments require the Council and its partners to adopt a new approach to tackling SYV, taking the opportunity to learn from localities that have achieved successful outcomes.

To achieve maximum impact, all partners need to work together as a system. The Young People at Risk strategy will take a whole systems approach to preventing youth violence, based on a public health model. This means working across the whole partnership and with communities to implement evidence-based measures to address vulnerabilities and build resilience.

In order to help Haringey's young people stay safe, we need to address the drivers of serious youth violence. Accordingly, the Young People at Risk strategy seeks to achieve the following outcomes:

Strong communities: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions

Strong families and healthy relationships: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

Positive mental health and wellbeing: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

High achievement and opportunity: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

Reduction in Serious Youth Violence: Young people are protected from exploitation and from experience of serious youth violence

### **Alternative options considered**

#### Do Nothing

The strategy would not be developed and adopted. This would compromise the Council and the partnership's capacity to reduce and prevent SYV in Haringey and thereby jeopardise the fulfilment of the manifesto pledges and Borough Plan outcomes outlined above. It is not mandatory to have a Young People at Risk strategy. However, not having one would fail to signal the Council's intent and commitment on this issue.

## **103. ARRANGEMENTS FOR THE AWARD OF GRANT UNDER THE YOUNG LONDONERS' FUND**

The Cabinet Member for Communities, Safety and Engagement introduced the report, which sought approval to draw down funding awarded to the borough from the Young Londoners Fund, a mayoral funding stream. Approval of receipt of this grant was required by Cabinet as a key decision and the funding was over £500k.

This funding would allow a multi-agency project, Community Gold, to be taken forward and would seek to engage proactively with young people between the ages of 10 and 21 years, and to ensure they have pathways to support and to a life away from violence. The partnership would start delivery early in the new financial year.

The Haringey Community Gold was a network of connected community programmes that will catch and respond to young people at various stages in the cycle of serious harm/exclusion/criminality. It was anticipated that 2,166 young people would benefit from the project, supporting young people aged between 10 -21.

In response to questions from Cllr Ogiehor, the following information as noted:

- The resources allocation was reflecting the reality of delivering services through the Voluntary sector. Where the Council could subsidise youth services they

were seeking to do that or directly fund projects through capital schemes when possible. The proposed Wood Green hub was highlighted as an example

- Evaluation was a key element. Officers clarified that £46k was the figure for the management fees of NLPC and the £210k would be used to fund organisations and projects as agreed by the GLA, and meet the outputs and targets required from them.
- There would be two sets of evaluations, the Young Londoners Fund themselves will also evaluate as well as the Bridge Renewal Trust to determine to what extent the approach adopted has long term impact and benefits.
- In relation to managing the projects, the NLPC had a good infrastructure, and would be able to take forward the learning from the projects and track the outcomes.

## **RESOLVED**

That pursuant to CSO 17.1, to approve the receipt of a grant of £500,000 for each of three years from 2019 from the Young Londoners' Fund to Haringey Community Gold to address issues of serious youth violence.

To approve the award of contract to NLPC for £138k for management of the projects and the onward pass porting of allocated funds to the community organisations as set out in paragraph of the attached report, in accordance with the original bid application to the Greater London Authority.

### **Reasons for decision**

Haringey Council has been awarded a grant of £500,000 p.a. for three years from the Young Londoners' Fund of the Greater London Authority. Cabinet is required to agree to receipt and award of this grant as stipulated by CSO 17.0 as the value is over £500k.

In addition, Haringey Community Gold is a partnership between the Council and community organisations and the funding received by the Council will be allocated both to direct spend on Council employed detached youth workers and through NLPC to community-based organisations in Haringey.

NLPC was an integral part of designing the bid in partnership with the Council and other delivery partners. The bid focused on the strengths of each organisation and the submission included NLPC holding management responsibility. The function was agreed by the overall partnership and accepted by NLPC, which has managed some of the delivery partners under different programmes and was identified and voted as the preferred option.

## **Alternative options considered**

The Council could decide not to receive the Grant. However, the bid for the Grant was developed on the grounds of significant levels of youth violence in the borough. The successful bid demonstrated a clear need for a community based and long-term approach to addressing serious youth violence. Therefore, this option has not been considered.

### **104. BUSINESS CASE SEEKING PERMISSION TO ESTABLISH A REGIONAL ADOPTION AGENCY IN PARTNERSHIP WITH OTHER AUTHORITIES IN THE REGION**

The Cabinet Member for Children, Education and Families introduced the report which sought approval of a business case (that included the proposed operating and financial model) for Adopt London North Regional Adoption Agency (RAA) and for the London Borough of Haringey to be part of the new North London Regional Adoption Agency.

The Cabinet Member outlined that moving to regionalised adoption function was part of a national policy and there were legal powers compelling all local authorities to move to a regionalised adoption agency model. Haringey had already been working with neighbouring boroughs, Enfield, Islington, Barnet and Hackney to form 'Adopt London North' which would be hosted and led by Islington Council. The Cabinet Member drew attention to paragraph 6.6, of the attached report which set out services to be included in this regional agency.

The Council already worked with these local authorities as part of the North London Consortium, and the proposed RAA would seek to enhance this by better targeting the recruitment of prospective adopters, speeding up the matching and placement of children for adoption, and also providing high-quality adoption support for families.

## **RESOLVED**

1. To agree the Business Case for the new Adopt London North Regional Adoption Agency that includes the proposed operating and financial model and attached as Appendix 1.
2. That the London Borough of Haringey enter into the Adopt London North Regional Adoption Agency partnership arrangement that will comprise the London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington. A draft copy of the Partnership Agreement is attached as Appendix 2.
3. That the London Borough of Islington host the Adopt London North Regional Adoption Agency and to delegate the Council's adoption functions to the London Borough of Islington for the purposes of these arrangements and as set out in Schedule 2 of the draft Partnership Agreement.
4. To give delegated authority to the Director of Children's Services in consultation with the Lead Member for Children, Education and Families to implement the arrangement for Adopt London North including entering into and

signing off the Partnership Agreement and any other agreement between the London Borough of Haringey and the other participating authorities, in order for the regional adoption arrangement to be implemented in July 2019.

### **Reasons for decision**

The decision seeks to implement the government's policy and legislative agenda of promoting regional adoption agencies, with the aims of better targeting the recruitment of prospective adopters and speeding up the matching and placement of children for adoption. This is a mandatory requirement and one which if not progressed risks intervention from government.

### **Alternative options considered**

The Department for Education (DfE) noted in its evaluation of Regional Adoption Agencies (RAAs) that local authorities were free to decide the size and makeup of the RAAs and to choose from one of four broad models:

- a) a single local authority hosting on behalf of other local authorities;
- b) a joint venture between the local authorities and voluntary adoption agencies creating a new voluntary adoption agency;
- c) a joint venture between the local authorities and voluntary adoption agencies under a local authority trading company; and
- d) outsourcing service delivery to an existing voluntary adoption agency.

Additionally, the delivery model for the RAA must address the DfE minimum expectations of RAAs as outlined below:

- a) a single line of accountability with the ability to act on behalf of the individual authorities;
- b) core functions transferred to the RAA;
- c) a pan-regional approach;
- d) functions transferred to the RAA need to include recruitment, support and matching;
- e) a head of service with line management responsibility for staff;
- f) pooled funding; and
- g) partnership with the voluntary sector.

Delivery model options were considered early in the process, including the creation of a new single entity to deliver adoption services. However, creation of new single entities is time consuming and costly and has not been a preferred option elsewhere where regional adoption agencies have been established.

All options considered assumed governance of the RAA through a board comprising senior representatives from all local authorities with representation from voluntary adoption agencies, adopters and adoptees.

The preferred option for adoption services across North London is the combining of the six London Boroughs' adoption services with one Borough becoming the host

authority. This preferred model for North London addresses DfE requirements and proposes to work collaboratively with the three other RAAs across London – namely Adopt London West (Ealing), Adopt London South (Southwark), Adopt London East (Havering).

## **105. OPTIONS FOR THE FUTURE OF STAMFORD HILL PRIMARY SCHOOL**

The Cabinet Member for Children, Education and Families introduced the report which sought agreement to consult on various options for the future of Stamford Hill Primary school.

The Cabinet noted that the school had been subject to a number of pressures, such as a significant fall in demand for places coupled with an ‘inadequate’ Ofsted rating, affecting the long term viability of the school.

Following the Ofsted rating, academisation process had been started by the school. However, it was felt that forced academisation was not the right approach and the preferred option advocated was for a local solution that took account of the wider needs of the schools’ community. The option proposed to Cabinet in the attached report was to consult on an amalgamation of Stamford Hill Primary with nearby Tiverton Primary School.

### **RESOLVED**

1. To agree to commence consultation on the future of Stamford Hill Primary School and the preferred option of amalgamation with Tiverton Primary School. This preferred option would involve the closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School;
2. To note that in parallel with, and independently of this process, the RSC will work to identify a sponsor that will support the school to convert to an academy.

### **Alternative options considered**

The following options were considered:

- Continuation of current strategy for school improvement without any further action to address falling local rolls
- Federation
- Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (one site)
- Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (split site)
- Conversion to Academy.

**Continuation of current strategy for school improvement** – The Council is confident that leadership of the school is currently addressing standards issues with the support provided through the Haringey Education Partnership (HEP) and with the emerging establishment of an Interim Executive Board (IEB). However, this option is not recommended as it does not provide a long-term sustainable solution to falling

local demand, and further, leaves other local schools vulnerable because of the current and projected surplus of places across Planning Area 3.

**Federation** – In considering federation, there must be clear benefits that such an arrangement would bring for children including, but not limited to, raising standards, improving the breadth and depth of education delivery and increasing opportunities for outstanding outcomes. The governing body of a federation can use budget, resources and staff across the federation to improve the educational outcomes for all pupils. Federation would require full commitment from the schools involved and a shared vision for the development of the federation. To date there has been no appetite expressed by any school to federate with Stamford Hill Primary. The Council has a role in supporting schools to explore federation, however, federation is ultimately a decision made by the governing bodies of schools. This option is not recommended because under a federation, schools would remain as separate organisations and this would not address the decline in numbers on roll at Stamford Hill or the risk of financial unviability.

**Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (one site)** –The closure of Stamford Hill Primary School, with the displaced pupils being accommodated by Tiverton Primary School located on the other side of Seven Sisters Road, remains a viable option. The short distance between the schools can ensure an effective transition of pupils with minimal disruption. Furthermore, Tiverton Primary has capacity to accommodate all the displaced pupils on its own site and can access funds from the Local Authority to assist with the setting up of new classroom(s), if required. This option is put forward because of concerns about the long-term sustainability of Stamford Hill Primary School on the grounds of declining popularity and financial viability.

**Amalgamation resulting in the closure of Stamford Hill with the displaced pupils being accommodated by Tiverton Primary School (split site)** - Tiverton Primary School having two sites, its existing site and the existing site of Stamford Hill Primary School, has been considered but would create difficult challenges for Tiverton Primary School and families to manage due to the overheads of running two sites and because of the current condition of the building at Stamford Hill. A full building and grounds condition survey was carried out during February 2018. The survey report identified significant building condition issues that require addressing to ensure the school continues to meet requirements to keep staff and pupils warm, safe and dry. Emergency safety works have been actioned and implemented at the school. However, the dilapidated condition of the building fabric externally and internally, will require extensive remedial works to put the school back into a good state of repair. Due to the nature of the issues affecting the building fabric, it is unlikely the required remedial works could be undertaken with the school in occupation.

**Conversion to Academy** – In the right circumstances, the Government is supportive of schools converting to Academies. The RSC will work to identify a sponsor that will support the school to convert to an academy. This option is not recommended because the Council is confident that it can find a local solution that takes account of the wider needs of our schools' community. Furthermore, academisation will not

address the decline in numbers on roll at Stamford Hill and other local schools or the risk of financial unviability.

#### **106. OFSTED INSPECTION OF HARINGEY'S CHILDREN'S SERVICES NOVEMBER 2018**

The Cabinet Member for Children, Education and Families introduced the report which reported on the Children's Service Ofsted inspection undertaken in October under IMAX framework. Ofsted had reported their findings in December 2018 and the Cabinet Member emphasised that these findings were in line with the Council's own self-assessment of the service and it was important to acknowledge this. It was important for the Council to know the areas of strength and areas of improvement in the service. These had also been recognised by Ofsted.

Inspectors particularly praised the Council for their work in Bruce Grove Youth centre. It was also pleasing to note that Children's Services staff were described as 'tenacious' and 'dedicated'.

The Cabinet noted that the Action Plan demonstrated that the Council were transparent about the direction of the service and there would be an annual report to Cabinet, updating Members on the progress of the Children's service as well as updates considered by the Children's Scrutiny Panel and Corporate Parenting Advisory Committee.

The Cabinet Member concluded, by underlining her dedication to ensuring that there was continued high quality support, at the right time and right way, for all children in the borough. It was further vital that all children were able to access services and to be safe and to thrive.

In response to questions from Cllr Ogiehor, the following was noted.

- The Early Help strategy had not been submitted to Ofsted as it was currently being finalised. The Council wanted to complete some further work on early help services, recognising that prevention and intervention was a key area. The Director for Children's services added that the strategy was due for completion in the summer. Due to the necessary wider engagement, the service were not yet fixing a date for completion at this point.
- The Action Plan before Cabinet was a draft outline and the more detailed operational focussed action plan would respond to all the issues raised in the Ofsted report. These issues would be met though the actions delivered in the action plan. This detailed plan would be monitored internally by the Children's improvement board.
- The Council were committed to getting a 'good' rating for the service and would be focussing on putting in place the actions required, in as sustainable way as possible. Ofsted will be keeping in touch on an annual basis. The Council would not know if they have achieved a 'good' rating until the next Ofsted inspection. The Cabinet Member was confident that the Council would make progress which achieving this rating.

- The Director for Children's Services added that the attached Action Plan focussed on 9 specific areas that Ofsted had highlighted in their report . Of course, arrangements were in place to address the other areas in the operational version of this plan.

## **RESOLVED**

1. To note the findings and outcome of the Ofsted Inspection of Children's Social Care Services, a copy of which is attached as Appendix 1;
2. To approve the plans in place set out in paragraph 4.7 of the report to address the findings of the inspection and further improve services and outcomes for children who are in need of help and protection, in care and for care leavers in the Borough; and
3. To approve the draft action plan attached as Appendix 2 for submission to Ofsted.

## **107. BUDGET MONITORING - QUARTER 3**

The Cabinet Member for Finance introduced the report which provided the financial position at Quarter 3 (Period 9) of the 2018/19 financial year including Revenue, Capital, Housing Revenue Account (HRA), and Dedicated Schools Grant (DSG) budgets. This report was considering data and information at the end of December. There was some relative good news in that the overspend rate had not worsened. The report had demonstrated areas of the budget, apart from Children's Services, had stabilised and improved. The report indicated a £8m overall overspend, following undeliverable savings being written off and use of the budget resilience reserve.

In response to questions, the following was noted:

- This report was providing the budget position as at the end of December and there continued to be focus across the Council on locating savings to reach a balanced position for the end of the next financial year, including adding in the commercial portfolio to the General Fund. There continued to be positive meetings to continue this effort. In higher demand led areas such as Adults services, it was difficult to manage increasing savings as the cost went up according to demand pressure.
- There was also a need to take into account the temporary nature of some grant funding being received. For high demand services such as Adults, it was not possible to build a service around this type of uncertain and short term funding. In the longer term, the Council would still need to find the shortfall for the savings not achieved through care packages.

## RESOLVED

1. To note the forecast revenue outturn for the General Fund (GF), including corporate items, of **£9.1m overspend** post mitigations of £6.4m and the need for remedial actions to be implemented to bring closer to the approved budget (Section 6, Table 1, and Appendix 1).
2. To note the HRA forecast of £4.4m underspend. (Section 6, Table 2, and Appendix 2).
3. To note the net DSG in-year forecast of £3.5m overspend and projected year end DSG Reserve deficit of £2.6m and the actions being taken to seek to address this (Section 7 and Table 3).
4. To note the latest capital forecast expenditure of £172.4m in 2018/19 which equates to 75% of the approved budget (Section 9, Table 5 and Appendix 5).
5. To note the forecast delivery of savings in 2018/19 (Section 8, Table 4 and Appendix 4); *and*
6. To approve the budget virements as set out in Appendix 3.

### Reason for Decision

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.

### Alternative Options Considered

The report of the management of the Council's financial resources is a duty of the Director of Finance (Section 151 Officer), helping Members to exercise their role and no other options have therefore been considered.

## 108. **AWARD OF FUNDING FROM THE STRATEGIC INVESTMENT POT - PRODUCTIVE VALLEY FUND AND WORKSPACE INTENSIFICATION**

The Cabinet Member for Strategic Regeneration introduced the report which sought approval to accept a grant of £5 million from the City of London Corporation, and to subsequently enter into funding agreements. A grant agreement of £2million would allow the delivery of a workspace intensification scheme in South Tottenham and a

further grant agreement of £3 million would allow the delivery of a sub-regional small business loan fund.

The Cabinet Member outlined that taking a pro-active approach to employment and business growth was essential to the successful future of the borough and was placed at the core of the Council's plans for the regeneration of Tottenham.

It was noted that Tottenham has an increasingly diverse business portfolio and as the number of businesses continue to rise, they would contribute to Tottenham becoming a more prosperous and resilient place.

The Cabinet Member outlined that it is becoming increasingly hard for businesses, especially SMEs, to reach their full potential. The Council was therefore committed to seeking out opportunities, such as the grant funding approval put forward, to support the borough's businesses to flourish and grow.

In response to a written question from Cllr Gordon, the following information was noted:

Part of Mayor's Regeneration Fund package agreed by Cabinet in 2012 was to initiate projects and bring forward schemes and developments in Tottenham that otherwise could not happen either due to viability issues or lack of funding.

The OIF loan fund was formally established under a grant agreement with the GLA in 2015.

The OIF loans were designed to generate jobs and commercial floor space growth in Tottenham.

The Full grant from GLA (£2.674M) claimed represented a bulk of the spend to date. There were 20 loans given to date.

It was noted that 289 Jobs and 146,000 sq.ft. of refurbished/new commercial floorspace had been achieved/committed by the end of the agreed loans (i.e. by c2024) – exceeding the original targets agreed in 2015

The Repaid loan sums now totalled c£400k (to be used again for subsequent loans) Noted that the lessons learnt from setting up the fund in 2015 included:

- Originally OIF included a proportion of grant. Now OIF (and PVF) will be 100% loan funding
- Some early OIF projects (in 2015) were agreed on the basis of repayments linked to profits – this has now been removed and new loan agreements are based on monthly repayments not linked to profitability of the business.

It was noted that loan applications were accompanied by a business plan and an assessment carried out, including on financial cash flow projections for the term of the loan.

It was noted that businesses (and all employment, floorspace and other outputs) are monitored at least quarterly and all repayments tracked on a monthly basis.

It was further noted that PVF has the same job and floorspace focus, plus the requirement to result in an increase in business rates through more intensive use of commercial space.

## **RESOLVED**

1. That pursuant to Contract Standing Order 17.1 to agree to the receipt of a grant of £2,000,000 from the City of London Corporation, subject to the Council entering into funding agreement, in order to deliver a workspace intensification scheme in South Tottenham.
2. That pursuant to Contract Standing Order agree to the receipt of a grant of £3,000,000 from the City of London Corporation, subject to the Council entering into funding agreement, in order to establish and deliver the Productive Valley Fund.
3. To delegate authority to the Director of Housing, Regeneration and Planning, after consultation with the Cabinet Member for Strategic Regeneration, to approve the final terms of the funding agreements.

## **Reasons for decision**

Tottenham is a major regeneration area for the borough and for London. The Tottenham Strategic Regeneration Framework (SRF), approved by Cabinet on 18th March 2014, identifies an ambitious vision for the transformation of this area.

With an aim to deliver 4,000 jobs by 2020, the SRF and its supporting documents set out an ambitious vision for economic and employment growth in Tottenham. In order to achieve this vision, it is imperative that businesses are encouraged to locate and grow in the area, and that local employment land is fully maximised.

With a substantial demand for workspace in Tottenham and limited vacancies, the cost of commercial premises are rising. As a result, businesses are finding it increasingly difficult to secure suitable and affordable workspace in the area. This is most notably the case for light-industrial and maker space, which has a vacancy rate of less than 1% in Tottenham. Developers and Landlords are failing to respond to the low vacancy levels, largely due to the relative infancy of the light industrial and intensification market.

The rising demand for workspace in Tottenham reflects the wider London landscape, where based on average take-up, it is predicted that there are just eight months of supply remaining. The requirement for both residential and commercial uses are driving up the pressure on London's land and its values. Protecting the affordability and availability of workspace is a key aim of the Draft London Plan, which strives to protect the city's economic and employment activities.

The Upper Lea Valley (ULV), which incorporates Tottenham, has been identified by the Mayor of London as having significant potential for economic growth. The area encompasses land in the boroughs of Haringey, Enfield, Waltham Forest and

Hackney. With a total of 40,000 jobs within Strategic Industrial Land alone, the ULV is a unique economic asset made up of a range of vibrant and diverse business sectors.

Despite its value, the ULV is not reaching its potential, and has the capacity to significantly intensify its employment and business activities. Consequently, the Mayor of London has set an ambitious target to achieve a further 15,000 jobs by 2031.

In 2017, the Greater London Authority (GLA) and the relevant boroughs jointly commissioned a report which sets out an action plan for the ULV's economic growth. The following recommendations within the action plan were used to underpin the two projects set out in this report;

Recommendation 1: Develop a project and funding strategy to deliver one or more employment space demonstration projects, which provide confidence to the market that new intensified typologies can be successful on broadly commercial terms.

The limited supply of workspace in the borough gives significant strategic rationale for the Council to consider means of accelerating the delivery of workspace. The Council is able to positively contribute to the supply and suitability of workspace through the use of Council-owned assets.

The ULV action plan recommends that the Local Authority should play a key role in delivering workspace intensification schemes which accommodate high employment densities. These demonstrator projects will provide important workspace in themselves, but also give confidence to developers and landlords that these typologies are able to be both viable and attractive to the market.

Recommendation 2: Establish a revolving Investment Fund for the Valley as a mechanism to pilot ideas and highlight best practice, which can e.g. invest in new employment space typologies and other economic infrastructure to ensure the area delivers a next generation range of high density and high quality places of work.

A revolving investment fund for the ULV will provide a mechanism to invest in new business space, encourage business growth, leverage further business investment where possible and provide further employment opportunities.

### **Alternative options considered**

#### Option 1: 'Do Nothing'

An option would be for the Council to not accept the grant funding from the City of London Corporation, and therefore not enter into funding agreements. This would prevent the Council from securing significant funds from the SIP which are required in order to deliver the workspace intensification scheme and the Productive Valley Fund.

The Council would also not be taking up the significant opportunity to lead on the sub-regional Fund programme for which it would receive management and administration costs to deliver the programme.

Both projects provide a significant opportunity for the Council to positively support and strengthen the borough's business base, a priority identified in the draft Borough Plan.

Without Council intervention, there is a risk that businesses will find it increasingly challenging to locate themselves and grow within the borough.

Option 2: 'Accept Funding'

The recommended option is to accept the grant funding from the City of London Corporation, and to subsequently enter into funding agreements. The funding secured from the SIP will allow the delivery of the two projects which will address significant barriers to business growth.

**109. CONTRACT NOVATION FOR BLENHEIM SERVICE**

The Cabinet Member for Adults and Health introduced the report which sought Cabinet approval to novate the existing contracts for the provision of the Specialist Alcohol Service and the Recovery Service for drug and alcohol substance misuse from Blenheim CDP to Humankind Charity.

This decision was required in order to enable continuation of the delivery of alcohol and recovery services to Haringey residents and novation of the contracts as requested would avoid any break in services for vulnerable users with substance misuse needs.

**RESOLVED**

To approve the novation of the existing contracts for the provision of a Specialist Alcohol Service and for the provision of a Recovery Service for drug and alcohol substance misuse from Blenheim CDP to Humankind Charity in accordance with CSOs 9.07.1(d) and 10.03 from 1 April 2019 so that the contracts can continue to be delivered without interruption.

**Reasons for decision**

As of 1<sup>st</sup> April 2019, Blenheim CDP and Humankind Charity will merge and all staff, assets and contracts of Blenheim CDP will be transferred into Humankind Charity. For Haringey this is an administrative change, Humankind Charity's contractual responsibilities will remain the same as Blenheim CDP's.

The Council has received assurances from Humankind on several core areas of delivery/ethos to give it confidence that the new services will have an ethos that ensures important elements of the local services remain.

**Alternative options considered**

Not to agree to novate the contract. As these are core services which would be disrupted, with a negative impact for service users, this option was dismissed.

## **110. ARRANGEMENTS FOR THE AWARD OF GRANT FROM PUBLIC HEALTH ENGLAND**

The Cabinet Member for Children, Education and Families introduced the report which sought for acceptance of a grant for the provision of services for Children of Alcohol Dependent Parents Innovation Fund 2018.

Cabinet noted that there was currently a demonstrable need for focused work to increase identification and enhance the support available to families affected by parental alcohol use. In Haringey, it was estimated 73% of alcohol dependent adults living with children do not access treatment. It was noted that parental alcohol use could be a major factor in causing a range of poor outcomes for children including damaging their education, employment and health.

### **RESOLVED**

That pursuant to CSO 17.1, approve the receipt of a grant for Children of Alcohol Dependent Parents Innovation Fund 2018 in the sum of £633,161 (six hundred and thirty-three thousand one hundred and sixty-one pounds).

### **Reasons for decision**

On 18<sup>th</sup> January Haringey Council was awarded a grant for Children of Alcohol Dependent Parents Innovation Fund 2018. Cabinet is required to agree to receipt of this grant as stipulated by CSO 17.1 as the value is over £500k

### **Alternative options considered**

Cabinet could refuse to receive the grant. However, as there was a clear need for this work and strong support to create services for these families, this option has not been considered.

## **111. LCP PAN LONDON PROCUREMENTS - NON KEY**

The Cabinet Member for Finance introduced the report which sought approval for the Council to lead on the development and implementation of the procurement strategy to create bespoke commercial arrangements to support Haringey and other London Construction Programme (LCP) Members to deliver their Estates Strategy.

In recommending the report for approval, the Cabinet Member highlighted that the London construction programme was a good example of collaborative working across the public sector. The framework aimed to provide multibillion access to construction projects and would be led by the Council.

## **RESOLVED**

1. To approve the replacement of the existing LCP pan - London Major Works Framework;
2. To approve the establishment of two LCP pan - London Dynamic Purchasing Systems for the provision of construction, estates and property related professional services and minor works;
3. To delegate authority to the Head of Procurement to admit suppliers to the Dynamic Purchasing Systems and award successful Suppliers onto the replacement Major Works Framework following, the completion of the procurement exercises conducted in accordance with the Public Contracts Regulations 2015 (as amended).

### **Reasons for decision**

The establishment of the proposed major works framework and DPS's does not place any contractual obligation on the Council or other LCPMembers to award any call off contracts against the Dynamic Purchasing Systems or the Major Works Framework.

Where it is intended by the Council to commission works or services, these would be undertaken in accordance with the Council's Contract Standing Orders (CSO). Where this involves a key decision, Cabinet approval will be sought in accordance with CSO paragraph 9.07.01. (d).

The LCP was established in 2012 and currently has a total Membership of 43 London Authorities. The LCP is a virtual organisation hosted and led by Haringey's Strategic Procurement Team, managed by the Head of Procurement in Haringey Council.

The primary purpose of the LCP is to design, create and maintain a number of pan-London construction and works related contract vehicles (including frameworks and dynamic purchasing systems where appropriate) that can be accessed by public sector organisations across the London region and reduce the administrative burden of each organisation establishing their own contracts.

The current LCP Major Works Framework expires in May 2019, the proposed second-generation major works framework is intended to supersede the current framework as it expires, retaining continuity for LCPMembers calling off such works.

The intention is to commence the procurement process for the framework and DPS under the Public Contract Regulations 2015 ahead of Brexit. This will avoid any disruption to the process, as the Government has already confirmed procurements commenced prior to Brexit will continue under the current Regulations.

Extensive LCP member and market engagement has been undertaken to ensure the structure of the contractual arrangements meet the requirements of the LCP members and is sustainable within the sector.

There have been significant capacity issues within the current portfolio of frameworks that public sector has been able to access. This is primarily due to the limited number of contract vehicles and the same suppliers appearing across these frameworks. To provide an example of the issue, Haringey recently approached a leading framework with 30 providers registered in the category and only received one response due to capacity issues in the market. The DPS will allow LCPMembers to access to a wider supply chain than those restricted by frameworks and provide additional multi-billion-pound capacity in each sector.

There are several benefits being derived from the establishment of the Framework and the DPS's; these include:

- Flexibility in use of all common forms of contracts associated with construction works and services;
- Specific provisions to support the use of local and regional SME's (LCPMembers can invite local or regional suppliers to bid for contracts);
- Provisions to support social value initiatives such as apprenticeships, hard to employ groups, modern slavery, payment of London Living Wage (LLW), use of local supply chains and business etc.
- Sustainable procurement and environmental considerations that include provisions for sustainable building materials, increased air quality, carbon reduction, noise pollution etc.
- Active monitoring and enforcement of the Key Performance Indicators (KPI's). The KPI's are essentially aligned to performance, social, economic, and environmental values. Failure to comply could result in suppliers being suspended from the framework and DPS.
- The contract vehicles will generate revenue that will contribute to cost recovery of establishing these vehicles and generate a surplus to contribute to the ongoing operations of Strategic Procurement.
- Comprehensive management information will be available through the DPS; this will include market intelligence relating to number of responses to requirements, average price paid, capacity within the market, spend with local SME's etc.
- Avoidance of significant procurement associated costs for LCPMembers individually putting in place their own contractual arrangements for these services.

### **Alternative options considered**

Do Nothing - This option would expose the Council to significant criticism from LCPMembers for not meeting the obligations of the LCP to create a suite of contracts and frameworks in this sector. All LCPMembers (including Haringey) would have to seek alternate procurement arrangements incurring significant additional costs and resource effort.

Establish a framework for professional services and minor works – this option was discounted in preference to the use of a DPS for these works and services. This is primarily due to the restrictions applied to the duration of a framework and the limitation of suppliers only being able to be admitted at the point of establishment of the framework. In comparison to a framework, a DPS enables an unlimited number of suppliers to join at any time; provided they meet the accreditation and enrolment criteria. The duration of the DPS can be much longer than a traditional framework period (4 years) (the LCP will be 7 years with a further option to extend another 7 years).

## **112. LOCAL LIST OF VALIDATION REQUIREMENTS FOR PLANNING APPLICATIONS**

The Leader introduced the report which sought approval to consult on an up-to-date local validation list. This list was essential to ensuring that all the necessary information was submitted with planning applications to enable the Local Planning Authority to process them efficiently and consistently, and to be able to assess applications against the Council's local policies.

In response to a question from Cllr Ogiehor, it was noted that all documentation and evidence considered by planning officers with applications was published online and available to the public.

### **RESOLVED**

1. That the Local List of Validation Requirements for Planning Applications attached as appendix 1 be consulted upon for a period of six weeks starting immediately following the call-in period after Cabinet.
2. That Cabinet delegate to the Assistant Director-Planning, in consultation with the Lead Cabinet Member, authority to adopt the Local List of Validation Requirements with or without modifications following consideration of the public consultation responses.

### **Reasons for decision**

An up-to-date local validation list is essential to ensure that all the necessary information is submitted with planning applications to enable the LPA to process them efficiently and consistently, and to be able to assess them against local policies.

### **Alternative options considered**

No alternative options have been considered, as not updating the list would result in the Council failing to meet its obligations as required by statute.

## **113. AQUISITION OF TWO ADDITIONAL HOMES ON THE PLEVNA SCHEME**

The Leader introduced the report which sought approval to the purchase of 2 additional homes on the Plevna scheme and to the change of four s106 shared ownership homes to social rented homes so that the whole block of 16 homes will be social rented.

The Leader outlined that this acquisition was another small but important step towards an ambitious target to deliver 1,000 new Council homes and illustrated the variety of opportunities the Council can and must take to meet that target. Although this scheme achieved planning permission some months ago, officers had now ensured that these new homes better met the needs of residents. By negotiating to ensure that all sixteen of these homes would now be Council rented homes, this would mean that the Council had more homes available to permanently house households with the most serious need. This decision and the other acquisitions that would follow ensured that new housing developments in the borough offer housing to those who need it most.

In response to questions, comments, the following information was noted:

- That GLA grant funding would be accessed for buying these homes.
- Agreed that the document is updated to clarify the name of the scheme.
- There was no segregation in respect of tenure, all the properties would be Council rented homes.
- In relation to the potential inclusion of pre-paid meters in the new Council homes, this was felt unlikely to have been included in the specifications for this scheme given the Council's commitment to fighting fuel poverty. However, the Director for Housing, Regeneration and Planning agreed to provide a written response to Cllr Ogiehor.

Further to considering the exempt information at item 25,

## **RESOLVED**

1. To agree to the acquisition, for housing purposes and to be held in the Housing Revenue Account, of two additional homes as part of the 'Gate of Eden' development to the rear of Plevna Crescent, N15. The acquisition will be for the sum set out in the exempt part of this report and will be part of the acquisitions previously approved by Cabinet on 11 December 2018 and based on the draft Heads of Terms attached at Appendix 2 [exempt] of this report.
2. To the change of four s106 shared ownership homes to social rented homes so that the whole block of 16 homes will be social rented.

## **Reasons for decision**

The emerging Borough Plan pledges that the Council will deliver 1,000 new Council homes at Council rents by 2022. One of the methods of delivering new Council homes at Council rents is by acquisitions of s106 affordable units from developers.

The Council has the first opportunity to acquire the s106 affordable homes adjacent to the Plevna Crescent Council housing estate. Officers have negotiated a new mix of

sixteen homes for Council rent, rather than the Planning Permission mix of ten Intermediate and four Affordable Rent homes.

### **Alternative options considered**

The alternative option would be not to acquire the two additional properties. This option is not recommended as the Council would be left with shared management and service charges for this block with the developer or their managing agent. The homes identified for social rent include family sized homes and duplex accommodation, with the majority of the homes having a large Gross Internal Area. The acquisition of these homes will deliver sixteen Council homes towards the 1,000 target in the Borough Plan.

## **114. CHESNUT ROAD PUBLIC REALM IMPROVEMENT SCHEME**

The Cabinet Member for Strategic Regeneration introduced the report which sought approval for the award of contract for the Chesnut Road Public Realm Improvement Scheme, following a competitive tendering exercise.

Further to considering exempt information at item 26,

### **RESOLVED**

1. To approve the award of the contract for the Chesnut Road Public Realm Improvement Scheme to **Bidder 1** identified in the exempt report in the sum of **£629,694.48** as permitted under CSO 9.07.01(d).
2. To authorise Haringey's Legal Department to issue a Letter of Intent (LOI) for an amount up to and not exceeding £50,000.

### **Reasons for decision**

The appointment of the preferred bidder will enable the Council to deliver significant public realm improvements and new play areas for residents in accordance with the Council's Green and Open spaces strategy.

Officers have undertaken a **competitive tendering exercise** to secure a contractor to deliver the Chesnut Road Public Realm Improvement scheme. Through this process, **Bidder 1** have scored the highest and demonstrated that they should be awarded the contract.

In awarding the contract to **Bidder 1**, the Council is securing delivery of the Chesnut Road Public Realm Improvement Scheme.

**Programming.** The time available to construct the works is constrained by Tottenham Hotspur Football Club (THFC) playing season. Chesnut Road is a primary route on

match and event days for pedestrians connecting THFC with Tottenham Hale tube, rail and bus station. The main works therefore must be completed outside the football season with the maximum time available mid-May to mid-August 2019.

**Community support.** Public consultation was undertaken in 2017 to seek community feedback on the scheme proposals and deliverables. The consultation demonstrated that there is strong community support for the project and residents/local businesses are keen to see the works delivered onsite.

The scheme will deliver Sustainable Urban Drainage (SUDs) measures to mitigate current localised flooding issues, improved surfacing, street furniture and lighting and minimise maintenance costs in the long term.

### **Alternative options considered**

#### Option 1: Do nothing

Pursuing this option would fail to resolve the anti-social behaviours in the area. Furthermore, it would mean the existing drainage network, which has insufficient capacity to manage a storm event, will continue to operate at capacity with localised flooding and large areas of ponding. Option not recommended.

#### Option 2 Direct Award to Term Maintenance Contractor

This option was discounted since it was considered more cost effective to test the market by undertaking a competitive procurement process to secure the most economically advantageous tender to the Council.

#### Option 3 In-house delivery

This option was discounted as the Council currently do not have the requisite in-house resource and expertise to deliver the Scheme.

## **115. AWARD OF CONTRACT FOR THE COMMUNITY NAVIGATOR SERVICE FOR OLDER PEOPLE**

The Cabinet Member for Adults and Health introduced the report which sought approval to the award a contract for the provision of a Community Navigator Service for Older People in Haringey.

In response to a question, it was noted that the Local Area Co-ordinators would be linked to services, and expected to work closely with the Community Navigator. Going forward, the directorate would ensure that there was continual engagement between the Navigators and local area co-ordinators.

Further to considering exempt information at item 27,

**RESOLVED**

1. To approve the award of a contract for the Community Navigator Service, to the organisation outlined in the exempt report (Appendix 1).
2. That the contract is award for a period of three (3) years with the option to extend for two (2) further periods of two (2) years each, with a commencement date of 1<sup>st</sup> April 2019.
3. The total value of the contract for the initial three (3) years is £1,248,100.00 and the total value over the seven (7) years is £2,934,780.00

### **Reasons for decision**

It was necessary to tender for this service to provide essential housing-related services to vulnerable older residents and to achieve value for money.

As a result of the procurement process, which has been carried out in line with the Council's Contract Standing Orders and the Procurement Code of Practice, it is necessary to award the contract to the successful tenderer in accordance with 9.07.1 (d).

### **Alternative options considered**

#### Do nothing

The Council could move forward without recommissioning the older people's housing related support services as there is no statutory requirement to do so. Sheltered Housing could continue to operate without the addition of support funding, which is the operating model used in the majority of local authorities across England and Wales.

However, there is clear evidence of the value of early intervention and prevention outcomes with this client group and a strong market of providers equipped to deliver positive preventative support around health, housing and social care. Not to recommission a housing-support offer for older people would have a negative impact on Haringey's vulnerable older residents, undoubtedly adding significant pressure to Adults Social Care provision in the borough, as well as a range of other Housing and Health services.

#### Recommission services 'as-is', mirroring current service models and contracting arrangements

The Council could choose to recommission the current contracts making only minor changes to current specifications to remain adherent to new and updated legislation and policy.

The needs, demographics and capabilities of older people have changed at a significant pace in the last ten years and the current housing support offer is no longer delivering good value or meeting expectations. Current evidence shows that there has been a steady reduction in demand for sheltered housing as older people choose to

remain in their homes for longer. Whilst this is often positive, this can result in missed opportunities to access help and support to sustain that independence in a positive way. In effect, under the current model, older people who do not live in sheltered housing do not have the same access to support as those who do, often with little discernible difference in need.

This option would fail to deliver the recommendations from the Supported Housing Review as approved by Cabinet in March 2017.

**116. NEW ITEMS OF URGENT BUSINESS**

NONE

**117. EXCLUSION OF THE PRESS AND PUBLIC**

**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.

**118. PLEVNA CLOSE**

As per the exempt minutes and item 113.

**119. CHESNUT ROAD PUBLIC REALM IMPROVEMENT SCHEME**

As per the exempt minutes and item 114.

**120. AWARD OF CONTRACT FOR THE COMMUNITY NAVIGATOR SERVICE FOR OLDER PEOPLE**

As per the exempt minutes and item 115.

**121. NEW ITEMS OF EXEMPT URGENT BUSINESS**

CHAIR: Councillor Joseph Ejiofor

Signed by Chair .....

Date .....