Cabinet

TUESDAY, 13TH JULY, 2010 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Kober (Chair), Reith (Vice Chair), Bevan, Canver, Dogus, Goldberg, Mallett and Vanier.

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AGENDA

1.   **APOLOGIES FOR ABSENCE (IF ANY)**

2.   **URGENT BUSINESS**

      The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 21 below. New items of exempt business will be dealt with at item 26 below).

3.   **DECLARATIONS OF INTEREST**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. **MINUTES (PAGES 1 - 10)**

To confirm and sign the minutes of the meeting of the Cabinet held on 15 June 2010.

5. **DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

6. **MATTERS, IF ANY, REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE**

7. **THE COUNCIL'S PERFORMANCE (PAGES 11 - 48)**

(Joint Report of the Chief Executive and the Chief Financial Officer – To be introduced by the Leader and the Cabinet Member for Finance and Sustainability): To report on an exception basis financial and performance for the year to May 2010 and to agree the budget virements in accordance with financial regulations.

8. **TREASURY MANAGEMENT 2009/10 OUTTURN REPORT (PAGES 49 - 64)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To report to Members in accordance with the CIPFA Treasury Management Code of Practice and the Prudential Code on details of capital financing, borrowing, debt rescheduling and investment transactions in 2009/10; an assessment of the risk implications of treasury decisions and transactions; details of the outturn position on treasury management transactions in 2009/10; and confirmation of compliance with treasury limits and Prudential Indicators.

9. **FINANCIAL PLANNING 2011/12 - 2013/14**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To set out financial strategy issues for the three year planning period and to propose a process for setting the budget for 2011/12. **NOT AVAILABLE AT TIME OF COLLATION**

10. **IT STRATEGY 2010-13 (PAGES 65 - 132)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To set out the IT strategy for the period 2010 to 2013 the business priorities which addresses the pressures for change and the strategic projects required to deliver it.; and to seek approval for the IT Strategy for 2010 to 2013.

11. **EQUALITY SCHEME 2010 - 2013 (PAGES 133 - 180)**

(Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – To be introduced by the Community Safety and Cohesion): To seek approval of the draft Equality Scheme 2010-13.

12. **CABINET RESPONSE TO THE SCRUTINY REVIEW OF SUPPORT TO VICTIMS OF CRIME (PAGES 181 - 190)**

(Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications) – To be introduced by the Community Safety and Cohesion): To propose a Cabinet response to the Scrutiny Review of Support to Victims of Crime.

13. **ANNUAL SCHOOL PLACE PLANNING REPORT (PAGES 191 - 308)**

(Report of the Director of the Children and Young People's Service - To be introduced by the Cabinet Member for Children's Services): To report on demand for pupil places in Haringey's Primary, Secondary and Special schools and Post 16 settings; also to provide an update on actions to respond to this demand.

14. **SAFEGUARDING PLAN FOR HARINGEY (PAGES 309 - 352)**

(Report of the Director of the Children and Young People's Service - To be introduced by the Cabinet Member for Children's Services): To present for consideration the refreshed Safeguarding Plan for Haringey as approved by the Children's Trust which sets out the programme of activity to enable safeguarding of children and young people within Haringey to be recognised as being amongst the best by December 2011.

15. **HOUSING STRATEGIES: MOVE ON STRATEGY 2010-15 AND THE ROUGH SLEEPERS STRATEGY 2010-12 (PAGES 353 - 360)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Housing): To seek approval to both the Rough Sleepers Strategy 2010-12 and the Move On Strategy 2010-15, both strategies having been agreed by the Integrated Housing Board.

16. **MINUTES OF OTHER BODIES (PAGES 361 - 366)**

    a. Cabinet Member Signing – 4 June 2010;
    b. Procurement Committee – 21 June 2010.

17. **URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS (PAGES 367 - 374)**

    (Report of the Assistant Chief Executive (People and Organisational Development) To inform the Cabinet of urgent actions taken by Directors in consultation with the Leader and Cabinet Members.

18. **DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 375 - 386)**

    (Report of the Assistant Chief Executive (People and Organisational Development): To inform the Cabinet of delegated decisions and significant actions taken.

19. **ENFIELD CREMATORIUM BURIAL PROVISION AND REDEVELOPMENT PLAN (PAGES 387 - 416)**

    (Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult and Community Services): To provide an assessment of the current performance and investment needs of the service; to identify options to secure future viable and sustainable service delivery; and to approve recommended options for the Council to cease its Bereavement Services operation and dispose of the Enfield Crematorium site.

20. **HORNSEY DEPOT (PAGES 417 - 434)**

    (Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To seek a decision on the Heads of Terms to treat with Sainsbury's as the adjoining land owner for the joint disposal of the combined site on the open market and to achieve regeneration objectives and to delegate final approval to negotiate and enter into a Land Agreement in consultation with the Cabinet Member for Finance and Sustainability .

21. **NEW ITEMS OF URGENT BUSINESS**

    To consider any items admitted at item 2 above.

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

The following items are likely to be the subject of a motion to exclude the press and public as it contains exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information) or exempt information likely to reveal the identity of an individual and information relating to an individual.

<u>Note by the Head of Local Democracy and Member Services</u>

Items 23 - 25 allow for the consideration of exempt information in relation to items 18 - 20 which appear earlier on the agenda.

23. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 435 - 436)

(Report of the Assistant Chief Executive (People and Organisational Development): To inform the Cabinet of delegated decisions and significant actions taken.

24. ENFIELD CREMATORIUM BURIAL PROVISION AND REDEVELOPMENT PLAN (PAGES 437 - 446)

(Report of the Director of Adults, Culture and Community Services - To be introduced by the Cabinet Member for Adult and Community Services): To provide an assessment of the current performance and investment needs of the service; to identify options to secure future viable and sustainable service delivery; and to approve recommended options for the Council to cease its Bereavement Service operation and dispose of the Enfield Crematorium site.

25. HORNSEY DEPOT (PAGES 447 - 456)

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To seek a decision on the Heads of Terms to treat with Sainsbury's as the adjoining land owner for the joint disposal of the combined site on the open market and to achieve regeneration objectives and to delegate final approval to negotiate and enter into a Land Agreement in consultation with the Cabinet Member for Finance and Sustainability .

26. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

Ken Pryor   Richard Burbidge
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MINUTES OF THE CABINET
TUESDAY, 15 JUNE 2010

Councillors   *Kober (Chair), *Reith (Vice Chair), *Bevan, *Canver, *Dogus, *Goldberg, *Mallett and *Vanier.

*Present

Also Present: Councillor Bull

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CAB01.	**DECLARATIONS OF INTEREST** (Agenda Item 3) Councillors Reith and Mallet declared a personal interest in respect of agenda item 13 Scrutiny review of Sustainable transport.	
CAB02.	**MINUTES** (Agenda Item 4) **RESOLVED:** That the minutes of the meeting of the Cabinet held on 20 April 2010 be confirmed and signed subject to an amendment to CAB 164 – Scrutiny review of Engaging with hard to reach Communities, to read:- "We noted the Scrutiny Review of Hard to reach communities and our Chair expressed our appreciation and thanks to the Panel members (Councillors Bull (Chair), Adamou and Aitken for their work in carrying out the review".	HLDMS
CAB03.	**THE COUNCIL'S PERFORMANCE - END OF YEAR 2009/10** (Report of the Chief Executive - Agenda Item 6) We noted that the report set out on an exception basis performance information for the year 2009/2010 and reviewed 2009/10 performance outcomes and achievements under the Sustainable Community Strategy priorities including the Local Area Agreement. We noted that progress had been made in many target areas. In particular it was pleasing to note improvements made around cleanliness and reductions in the amount of litter, detritus, graffiti and flyposting. 85% of our schools had achieved healthy school status and there had been a reduction in the number of 16-18 year olds Not in Education, Training or Employment. For the coming year there was still much work to do, particularly around Children's Services. We were advised that, in future, the performance data would be presented in a different format. **RESOLVED:** That the report and the progress being made against Council and	

	Community Strategy priorities be noted.	
CAB04.	**FINANCIAL OUTTURN 2009/10** (Report of the Director of Corporate Resources - Agenda Item 7) We noted that the report set out the provisional and capital outturn for 2009/10 and asked the Cabinet to consider revenue and capital carry forward requests. Details of the overspend for 2009/10 and the general reserve were noted. With regard to Haringey Forward it was noted that proposals for its future would be subject to further consideration. **RESOLVED:** 1. That the provisional general fund revenue outturn of a £2.183 million overspend for 2009/10 be noted and it be further noted that the figure would increase to £2.391 million on approval of the revenue carry forward requests set out below.	
	2. That the reasons for variations be noted and approval be granted to the planned transfers to reserves detailed in Appendix A to the interleaved report, including the transfer from general balances of £2.391 million to fund the net revenue overspend.	DCR
	3. That the provisional Housing Revenue Account (HRA) outturn be noted and approval be granted to the treatment of the Homes for Haringey deficit set out at paragraph 13.17 of the interleaved report.	DCR
	4. That approval be granted to the revenue carry forward proposal amounting to £0.515 million set out in Appendix C and the required carry forward of the Catering DSO trading deficit of £0.307 million be noted.	DCR
	5. That the provisional capital outturn of a £27.8 million under spend and the reasons for variations set out in Appendix B be noted.	
	6. That approval be granted to the capital carry forward requests proposals of £21.4 million set out in Appendix D.	DCR
	7. That authority be delegated to the Chief Financial Officer, in consultation with the Cabinet Member for Finance and Sustainability, to approve additional capital carry forward requests, relating to contractually committed schemes only given the level of available funding as described in paragraph 13.15 of the interleaved report.	DCR
	8. That the Chief Financial Officer carry out a review of the 2010/11 capital programme together with the 2009/10 carry forward requests that do not relate to contractually committed schemes in order to ensure the viability of the entire programme in light of likely reductions in available capital resources and that the	DCR

	outcome of the review together with the proposals for carry forward of capital receipt funded schemes, be reported to the July meeting of the Cabinet. 9. That the outturn of a £2.208 million overspend for schools that decreased schools' balances to £4.407 million at the end of 2009/10 and the carry forward of the in-year deficit be noted. 10. That the carry forward of a £0.722 million Direct Schools Grant under spend referred to in paragraph 14.3 of the interleaved report be noted and approval be granted to the earmarking proposed therein to help support child safeguarding resource issues and that a report be taken to the Schools Forum outlining this proposal and seeking their support. 11. That authority be delegated to the Chief Financial Officer to prepare the Council's financial accounts such that the financial position of the Council is optimised. 12. That it be noted that the Council's financial statements for 2009/10 were to be approved by General Purposes Committee prior to external audit.	DCR DCR
CAB05.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF ENGAGING WITH HARD TO REACH COMMUNITIES** (Report of the Assistant Chief Executive (Policy, Performance, Partnerships and Communications - Agenda Item 8) We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Engaging with Hard to Reach Communities. **RESOLVED:** That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Engaging with Hard to Reach Communities.	 ACE-PPPC
CAB06.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF SEXUAL HEALTH IN TEENAGERS** (Report of the Director of the Children's and Young People's Service - Agenda Item 9) We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Sexual Health and teenagers. Councillor Bull advised that Government cuts would impact on local authorities' ability to tackle teenage pregnancies. **RESOLVED:**	

	That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Sexual Health and Teenagers.	DCYPS
CAB07.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF TRANSITION FROM CHILDREN'S SERVICES TO ADULT SERVICES** (Joint Report of the Director of Adult, Culture and Community Services and the Director of the Children's and Young People's Service - Agenda Item 10) We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Transition from Children's Services to Adult Services. **RESOLVED:**	
	That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Transition from Children's Services to Adult Services.	DACCS/ DCYPS
CAB08.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF SUPPORT TO CARERS** (Report of the Director of Adult, Culture and Community Services - Agenda Item 11) We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Support to Carers. **RESOLVED:**	
	1. That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Support to Carers.	DACCS
	2. That the Cabinet Member for Adult and Community Services be responsible for ensuring that the first recommendation be the subject of a motion to the Council.	Cllr Dogus
CAB09.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF SUPPORT TO SMALL BUSINESSES** (Report of the Director of Urban Environment - Agenda Item 12) We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Support to Small Businesses. **RESOLVED:**	
	That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Support to Small Businesses.	DUE
CAB10.	**CABINET RESPONSE TO THE SCRUTINY REVIEW OF SUSTAINABLE TRANSPORT** (Report of the Director of Urban	

	Environment - Agenda Item 13)	
	Councillors Mallet and Reith declared a personal interest, Councillor Mallet by virtue of being the Chair of the review and Councillor Reith by virtue of being a member of London Travel Watch.	
	We noted that the report and accompanying action plan set out a proposed response to the Scrutiny Review of Sustainable Transport. We noted that the proposed travel pack would not be developed in isolation and would be subject to available resources.	
	RESOLVED:	
	That approval be granted to the report and the action plan as the Cabinet's response to the Scrutiny Review of Sustainable Transport.	DUE
CAB11.	**NEW HOUSING ALLOCATIONS POLICY FOR CONSULTATION** (Report of the Director of Urban Environment - Agenda Item 14)	
	We noted that the report set out the results of a comprehensive review of the Council's housing allocations policy and proposed a fresh approach to the way in which applications for social housing were administered and prioritised. The report also sought support for a new housing allocations policy which prioritised applications on the basis of housing needs bands rather than housing points and agreement to three months' formal consultation being undertaken on the contents of the proposed new with a view to it being implemented in 2011.	
	We noted that all Council tenants would be informed by September of the new policy and that briefings would be given to Focus groups and Area Assemblies.	
	RESOLVED	
	1. That the conclusions of the review of Haringey's existing housing allocations policy and the need to complete a full review of the housing register in preparation for the implementation of the new housing allocations policy be noted.	
	2. That the proposed changes to the way in which applications for housing are administered and prioritised, as set out in the Draft Housing Allocations Policy, including the use of housing needs bands (instead of housing points) as the basis for determining applicants' relative priority be endorsed.	DUE
	3. That consultation be carried out over a three month period in relation to the Draft Housing Allocations Policy, and that all preparatory work be carried out to ensure the accurate and timely re-registration and reassessment of housing applications in order to enable the new housing allocations policy to be approved and implemented as soon as practicable.	DUE

CAB12.	**ENFRANCHISEMENT OF RESIDENTIAL LEASEHOLD PROPERTIES** (Report of the Director of Urban Environment - Agenda Item 15)	
	The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person.	
	We noted that the report sought agreement to revise a previous delegated authority decision to dispose of the Council's leasehold interest in four leasehold residential properties that were in the final years of their leases deemed as a wasting asset. The report also sought agreement to enfranchise these four properties whereby two would be retained in social housing use and two sold as being surplus to requirements. Agreement was also sough to the ring fencing of the capital receipt to enable the enfranchisement of the properties with the surplus going to the Council's resources.	
	We were advised that it would be possible to give consideration to the possibility of purchasing the freeholds on these properties.	
	RESOLVED:	
	1. That the decision taken under delegated authority on 23 April 2009 to dispose of the properties listed 1-4 in the report be rescinded.	DUE
	2. That approval be granted to an allocation of circa £105,000 of capital funding to Strategic and Community Housing to be repaid from sales receipts during 2010/11.	DUE
	3. That approval be granted to the acquisition of the freehold reversionary interests of the four residential properties (Properties 1-4) leased to the Council and identified in the Appendix to the interleaved report.	DUE
	4. That approval be granted to the ring fencing of funds from the capital receipt of the subsequent disposal of the freeholds with vacant possession of properties 1 and 2 listed in the Appendix.	DUE
	5. That the net proceeds of the sales be made available for the Council's capital programme.	DUE
CAB13.	**APPOINTMENT OF CABINET COMMITTEES** (Report of the Assistant Chief Executive (People and Organisational Development - Agenda Item 16)	
	It was noted that any new Members appointed to either the Corporate Parenting Advisory Committee or the Children's Safeguarding Policy and Practice Advisory Committee would need to be CRB checked.	
	1. That the Procurement Committee and the Voluntary Sector Committee be re-constituted for the 2010/11 municipal year	HLDMS

with the following memberships and their respective terms of reference as outlined in paragraphs 7.1 and 7.2 of the interleaved report be confirmed –

Procurement Committee

Councillor Goldberg (Chair)
Councillor Bevan
Councillor Kober
Councillor Reith

Voluntary Sector Committee

Councillor Dogus (Chair)
Councillor Vanier
Councillor Goldberg

2. That the Corporate Parenting Advisory Committee and the Children Safeguarding Policy and Practice Advisory Committee be re-constituted for the 2010/11 municipal year with the following memberships and their respective terms of reference as detailed in paragraphs 7.3 and 7.4 of the interleaved report be confirmed -   HLDMS

Corporate Parenting Advisory Committee

Councillor Reith (Chair)
Councillor Watson
Councillor Stennett
Councillor Peacock
Councillor Allison
Councillor Alexander
Councillor Engert

Children Safeguarding Policy and Practice Advisory Committee

Councillor Rice (Chair)
Councillor Amin
Councillor McNamara
Councillor Davies
Councillor Hare
Hilary Corrick (Non Councillor Member – appointed by the Advisory Committee)

3. That the Adults Safeguarding Advisory Committee be re-constituted for the 2010/11 municipal year with the following membership and its terms of reference as detailed in paragraph 7.5 of the interleaved report be confirmed –   HLDMS

Councillor Adamou
Councillor Christophides
Councillor Winskill

	4. That Councillor Cooke and Councillor Gorrie be appointed to serve on the Hornsey Town Hall Community Partnership Board and confirm its terms of reference as detailed in paragraph 7.6 of the interleaved report be confirmed.	HLDMS
CAB14.	**APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STANDING LEADERSHIP CONFERENCE AND ITS THEME BOARDS** (Report of the Assistant Chief Executive (People and Organisational Development - Agenda Item 17) **RESOLVED** 1. That Councillors Canver, Reith and Vanier be appointed to serve on the Haringey Strategic Partnership (HSP) Standing Leadership Conference in addition to the Leader and the Chief Executive who were ex-officio members. 2. That the following Members be appointed to serve on the HSP Theme Boards indicated: **Better Places Partnership -** Councillor Mallet Councillor Canver **Children's Trust -** Councillor Reith Councillor Kober Councillor Vanier Councillor Watson Councillor Allison **Enterprise Partnership Board -** Councillor Mallet Councillor Meehan **Integrated Housing Board -** Councillor Bevan One Majority member **Safer Communities Executive Board –** Councillor Vanier **Well Being Partnership Board -** Councillor Dogus Councillor Bevan	HLDMS HLDMS

	Councillor Waters	
	3. That the Safer Communities Executive Board be requested to consider increasing its membership to allow for the Cabinet Member for Adult and Community Services to serve on the Board.	HLDMS
CAB15.	**MINUTES OF OTHER BODIES** (Agenda Item 18) **RESOLVED:** That the minutes of the following meetings be noted and any necessary action approved – a) Corporate Parenting Committee – 12 April 2010; b) Procurement Committee – 27 April 2010;	
CAB16.	**URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS** (Report of the Assistant Chief Executive (People and Organisational Development - Agenda Item 19) It was noted that the Director of Corporate Resources intended to present a report to the appropriate body outlining the issues in relation to freehold versus leasehold. **RESOLVED:** That the report be noted and any necessary action approved.	
CAB17.	**DELEGATED DECISIONS AND SIGNIFICANT ACTIONS** (Report of the Assistant Chief Executive (People and Organisational Development - Agenda Item 20) The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. **RESOLVED:** That the report be noted and any necessary action approved.	

The meeting ended at 20:30 hours.

CLAIRE KOBER
Chair

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Haringey Council

Agenda item:

Cabinet	13 July 2010

Report Title. **The Council's Performance: April – May 2010 (Period 1& 2)**

Report of **The Chief Executive and the Director of Corporate Finance**

Signed :

Contact Officer : **Margaret Gallagher – Performance Manager**

Eve Pelekanos – Head of Policy & Performance

Telephone 020 8489 2971/2508

Kevin Bartle – Lead Finance Officer
Telephone 020 8489 5972

Wards(s) affected: **All**	Report for: **Key Decision**

1. **Purpose of the report (That is, the decision required)**

   1.1. To report on an exception basis financial and performance information for the year to May 2010.

   1.2. To agree the budget virements in accordance with financial regulations.

   1.3. To agree the recommendations set out in paragraph 4.

2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober)

2.1 This report highlights improvements in several key areas. The delayed transfers of care from hospital reduced to 8.3 per hundred thousand this is a significant reduction. This means that patients are able to return home from hospital faster and we are ensuring that the correct support is in place when they arrive home.

2.2 I am also delighted to see that 94% of our streets are judged to be acceptably clean, the appearance of our streets has a huge impact on visitors opinion of our borough we will continue striving to improve this further.

2.3 The reduction in serious violent crime is also fantastic news. We are committed to making Haringey safer so the reduction in violent crime by 12.4% is reflective of out efforts in this area.

2.4 We will continue to focus our efforts on reducing the number of households in emergency and temporary accommodation as well as working on improving performance on the number of initial and core assessments undertaken within the target time.

Introduction by Cabinet Member for Finance & Sustainability (Cllr Joe Goldberg)

2.5 I draw attention to section 16 and to Appendix 2 of the report and in particular the significant budgetary challenges facing the authority this financial year. Colleagues are asked to note the in year reductions to both revenue and capital funding which are on top of the existing pressures on the safeguarding and homelessness revenue budgets.

2.6 I am recommending to colleagues that they agree the revised ABG allocations as set out in this report. This action is necessary in order to address the in-year budget reductions imposed by the government.

2.7 I would also ask colleagues to support Directors in the work they are undertaking to remain within budget.

3   State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 This report sets out performance against a number of indicators that measure progress against the Council priorities and the Local Area Agreement targets.

4   Recommendations

4.1 To consider the report and the progress being made against Council's priorities.

4.2 To agree the budget changes (virements) set out in Appendix 2.

4.3 To agree the revised Area Based Grant allocations set out in section 16.

4.4 To approve the granting of additional capital budget of either £266k or £428k to the Alexandra Park and Palace trust for the ice rink project, to be funded by prudential borrowing as set out in paragraphs 16.19 - 16.21.

4.5 To require Directors to take necessary action to bring current year spending to within their approved budget.

4.6 To note the decision of the Member for Finance & Sustainability and Chief Financial Officer in relation to specified 2009/10 capital carry forward requests as set out in Appendix 3.

4.7 To delegate any decisions arising from the review of the 2010/11 capital programme jointly to the Cabinet Member for Finance & Sustainability and the Director of Corporate Resources.

5 Reason for recommendation(s)

5.1 Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.

5.2 To ensure that Members are kept informed about service and financial performance against the priorities and targets set.

6 Summary (Performance)

6.1 Paragraph 15 and Appendix 1 of this report provide a summary of performance for this reporting period. Of the 28 key service indicators monitored 13 have improved since 09/10, 10 are worse with no comparison possible for 5 indicators.

6.2 Areas where targets are not being met are highlighted along with areas of improvement. These include:

- Burglaries and thefts of motor vehicles are better than target and there has been an improvement in the rate of serious violent crime.

- Performance on initial and core assessments for children's social care remain below target.

- The percentage of young people not in education, training or employment in April is 6.7 against a target of 10.4%.

- Significant improvement in performance for delayed transfers of care at 8.3 per 100,000 population having reduced considerably, and exceeding our target of 11 for 2010/11.

- Average relet times for local authority dwellings increased in May with a year to

date figure of 41.1 days against a target of 25 days.

- Average time for processing new benefit claims and change events was 29 days in May against a target of 17 days for 2010/11.

- Call centre telephone answering indicators show an improvement from April 2010, but is below the target.

7   Chief Financial Officer Comments

7.1 The overall general fund revenue budget, based on the May position stands at a projected £6.0m over spend caused by on-going pressures within the Children & Young People and Urban Environment directorates. The detail is set out in paragraph 16 and includes reference to an in-year budget constraint instruction within CYP. A significant programme of work is underway council wide to take action now to find compensatory savings to manage this in year pressure and also to plan ahead to manage the underlying issues and wider financial challenges ahead.

7.2 The recent central government announcements on in-year reductions to revenue funding have reduced the Area Based Grant (ABG) allocation by £3.3m with a further £0.2m removed from the Housing & Planning Delivery Grant. In year savings of £5.3m ABG across the theme boards have been identified to both address this reduction and smooth the impact of further forecast reductions in 2011/12.   Further detail is provided in section 16.

7.3 The dedicated schools budget (DSB) element of the overall Children & Young People's (CYP) Service budget is projected to spend at budget.

7.4 The net revenue projection with respect to the Housing Revenue Account (HRA) is currently to come in on budget.

7.5 The projected capital year end variance, based on the May position, is an under spend of £4.9m; the majority of which relates to Corporate Resources and is explained in detail in section 16.

7.6 As recommended in the Cabinet report on the 2009/10 Outturn, the Member for Finance & Sustainability and Chief Financial Officer have reviewed the capital carry forward requests in the light of the limited capital receipt funding available and their decisions are set out in Appendix 3.

7.7 The Government has recently announced an £8.6m reduction to planned 2010/11 capital grant to fund the primary capital programme. A detailed review of the 2010/11 capital programme is now underway which will address both the management of this grant reduction and other emerging issues on funding and profiling of spend. It is recommended that any decisions arising from this review are delegated jointly to the Cabinet Member for Finance & Sustainability and the

Director of Corporate Resources.

8 Head of Legal Services Comments

8.1 There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

9 Equalities & Community Cohesion Comments

9.1 Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications. Equality impact is considered alongside performance by services.

9.2 This report deals with the way that we manage service outcomes and projects many of which have an impact on different sections of our community. Successful delivery of these projects will improve the services we provide to all sections of our community.

10 Consultation

10.1 Throughout the year the report will show the results of consultation with residents, service users and staff.

10.2 The Council consults widely on its budget proposals with residents, businesses, service users and other interested parties.

11 Use of appendices /Tables and photographs

11.1 Appendix 1. April/May performance for top 28 service outcomes

11.2 Appendix 2. Financial tables

11.3 Appendix 3. List of Carry Forward Schemes Funded Wholly or Partly from Capital Receipts

12 Local Government (Access to Information) Act 1985

12.1 Budget management papers and HR metrics

12.2 Service PI returns

12.3 Business Plans

13. Background

13.1 This is the monthly report for Period 1 and 2, April and May, detailing the Council's performance against agreed targets for 2010/11. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 1 & 2.

13.2 Appendix 1 details performance against monthly reported indicators all linked to the Council's priorities:

- A Cleaner Greener Haringey
- A Safer Haringey
- A Thriving Haringey
- A Healthy, Caring Haringey
- Delivering high quality, efficient services

13.3 The coalition government has abolished the CAA but requires councils to improve their transparency to local people by publishing relevant data. The National Indicators and Local Area Agreement remain and therefore we are required to monitor performance against these. We have revised our approach to performance management so that we focus on a smaller number (38) of key indicators that reflect our priorities. This is made up of 28 performance indicators and 10 perception measures from the Residents' Survey.

13.4 In addition to the top 38 measures, throughout the year the revised approach will also enable the reporting of:

- additional measures to flag exceptional performance issues
- quarterly performance relating to projects and programmes
- updated survey information or educational attainment results as they become available

13.5 Appendix 2 shows the aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.

14. Use of Traffic Lights

14.1 Progress on performance indicators continues to be tracked on a monthly and year to date position against the 2010/11 target using a traffic light annotation and grouped by council priority.

14.2 Appendix 1 is a summary of the top performance Indicators (PIs) showing the monthly performance for 2009/10 and the year to date position for 2010/11 including some comparative benchmarking information and the RAG status against target where:

✅ = Green: Target achieved / performance better than planned

🔺 =Amber: Just below target (typically a 5% tolerance)

🔴 = Red: Target not achieved / below expectation

$\boxed{\times}$ = Unable to calculate status – either missing data or target not set.

15. Performance Highlights

15.1 The scorecard provides an overview of performance against the four dimensions for the council as a whole and represents the position as at the end of May 2010. This scorecard is available at a Directorate level with key measures for the relevant area included.

15.2 The following are performance highlights under the dimensions of the scorecard.

Service Outcomes

15.3 27% of household waste was sent for reuse, recycling and composting in May against a revised lower target of 27% for 2010/11.

15.4 A clean start to the year with only 6% of our streets with unacceptable levels of litter, slightly above the level reported at this time last year (4%) and bettering the 10% target.

15.5 The good performance dealing with acquisitive crime has continued into 2010/11 with a reduction in residential burglaries, personal robbery and thefts of motor vehicles.

15.6 There have been 85 violent crimes in the year to May against a target of 93. This is a reduction when compared with the same period last year but remains an area for focus in 2010/11.

15.7 Performance on initial and core assessments for children's social care carried out in timescale remains below target. Systems and working arrangements are in place to enable continued progress in this area and targets have been set at 75% for initial assessments in ten working days and 81% for core assessments for 2010/11.

15.8 The number of households in temporary accommodation stands at 3,496 as at the end of May 2010, short of the 3,389 target.

15.9 The average re-let time for local authority dwellings was 48.1 days as at May, above the 25 day target set for 2010/11.

15.10 6.7% of our young people were not in education, employment or training as at April 2010. This is better than the 10.4% target set for 2010/11 and better than the 7.6% last April.

15.11 Delayed transfers of care from hospital reduced to 8.3 per hundred thousand population as at April 2010. This is a big reduction on the levels reported in 2009/10 and betters the target of 11 set for 2010/11.

15.12 The number of working days lost to sickness is 9.49 in the rolling year to April against a target of 8.5 days for 2010/11. This is a slight increase on the 9.38 days in 2009/10 but a significant increase on the 8.8 days achieved in May 2009.

15.13 11.8% of council tax due in the year to April was collected exceeding the profiled target for this time of year. The annual target for 2010/11 is 93.5%.

15.14 The average time taken to process new benefits claims and change events was 29 days in May against a target of 17 days set for 2010/11. The service is dealing with an increasing case load and the training of new officers to deal with changes of circumstance will put the service in a better position to deal with the increasing workload.

15.15 88% of Stage 1 complaints were dealt with in the target timescale in May, short of the 93% target.

15.16 In May, of the calls presented to the call centre 83 percent were answered with 54% answered within 30 seconds; this represents a significant improvement over April but still short of the 70% target.

Perceptions

15.17 A selection of perception measures are included in this report as measured by the annual Resident's survey conducted in February 2010. Overall the results show that residents are more satisfied with the services provided than they were last year.

Council Plan priorities	Issue	% 2009	% 2010	Change if significant
A cleaner, greener Haringey	Concern about traffic congestion	20	27	**+7**
	Refuse collection is good or excellent	62	73	**+11**
	Recycling facilities are good or excellent	66	71	**+5**
	Street cleaning is good or excellent	50	55	**+5**
	Repair of roads and pavements is good or excellent	34	35	
	Parks and open spaces are good or excellent	65	69	
A safer Haringey	Concern about crime	43	35	**-8**
	Policing is good or excellent	47	54	**+7**
A healthy, caring Haringey	Leisure and sports facilities are good or excellent	40	45	**+5**
	Social services for children / families	16	21	**+5**
A thriving Haringey	Concern about lack of jobs	17	22	**+5**
	Secondary education is good or excellent	26	32	**+6**
	Council housing is good or excellent	18	19	
	Housing benefit service or good or excellent	19	23	
	Libraries are good or excellent	61	63	
Delivering high quality, efficient services	The council is making the area a better place to live	65	71	**+6**
	The council provides good value for money	40	46	**+6**
	The council treats all types of people fairly	62	68	**+6**
	The council does not do enough for people like me	44	52	**+8**
	Collection of council tax is good or excellent	47	51	

NB: Highlighted rows are perception measures included on the scorecard.

People Management

15.18 This dimension measures the people management capacity or human resources element of the organisation. It includes data on staff sickness levels, staff turnover and how we manage agency staff. These measures are some of those used in the people management index developed over the last eighteen months and combined can provide a score for individual managers across the organisation.

Programmes

15.19 This dimension will measure the delivery of key projects or programmes across the council with quarterly updates. We are consulting with Directorates as to how progress against these projects can best be illustrated and what precisely should be included in the council scorecard.

16.   Finance

16.1   The overall general fund revenue budget monitoring, based on the May data, shows an over spend of £6.0m.   The details are set out in the following paragraphs but in essence are a continuation of the pressures which caused the 2009/10 over spend.

16.2   In Adults, Culture and Community Services the projected year end position is currently to break even.   There remain pressures both within Adult Social Care, largely around the costs of care purchasing and client numbers, and also Recreation which is suffering from declining income, however the Director is committed to taking action to remain within budget at the Directorate level.

16.3   In the Children and Young People's Service pressures continue to be seen within the Children and Families Business Unit in respect of safeguarding services. In particular the Looked after Children (LAC) Placements budget is estimated to overspend by £3.3m in 2010-11 despite additional resources amounting to £2.6m being added as part of the PBPR budget process. This reflects a continuing increase in the number of looked after children which have persisted for several months. The number of LAC at May 2010 now stands at 563 (excluding unaccompanied minors). This represents an increase from May 2009 of 99 and an increase of 180 since May 2008.

16.4   In addition, budget pressures in the principal staffing areas within Children and Families – First Response, Safeguarding and Support, Leaving Care and the Contact Service continue to be seen amounting to approximately £2.5m. Cost pressures from semi-independent care (mainly housing) are also being seen, primarily as a result of the effects of the Southwark Judgement; these account for a further overspend of approximately £600,000 and legal costs are showing a further overspend of £624,000. In total the net overspend position taking into account proposed action to maximise the use of grants results in a forecast overspend of approximately £5m for the Children and Young People's Service.

16.5 The Director of the Children and Young People's Service has, in response to this reported pressure, instituted a budget restraint instruction to all CYP budget holders to cease committing **all** new expenditure unless essential to continue with the provision of a service and agreed with their Deputy Director. The instruction will be reviewed as the financial year progresses.

16.6 The Urban Environment directorate is currently forecasting a year end over spend of £1m. From April 1st 2010 changes in the subsidy regime mean that Haringey can no longer reclaim the full cost of residents living in Temporary or Emergency Accommodation. The financial risk associated with this was around £7 million when the change in legislation was first announced. Since summer 2009 intensive work has been taking place to reduce both the numbers in Temporary Accommodation and the cost of individual units and this work has succeeded in substantially reducing the Council's financial exposure, however it is estimated that there will still be a shortfall of about £1m in 2010-11. Further work is continuing to bring this deficit to a balanced position by year end; however Members should note that there are also pressures on achieving budgeted planning and parking income, which will make this more challenging.

16.7 The HRA budget is currently projecting to remain within budget this financial year with no issues to report at this time.

16.8 Corporate Resources are currently forecasting to break even this financial year. Pressures against budgets remain particularly within Benefits and Local Taxation where high client numbers continue to demand additional resource. Work is underway to address this through more efficient processes and increased integration with Customer services to ensure repeat interactions are minimised.

16.9 Policy, Performance, Partnerships & Communications (PPP&C), People & Organisational Development (POD) and the Chief Executives (CE) are each projecting to break even at year end. The recent announcement on ABG reductions is likely to have a bigger impact on PPP&C than some areas particularly as they are highly dependent on grant funding overall and a number of external grants which were initially confirmed are now also under review or the level of funding is being reduced by the awarding bodies such as Youth Justice Board, Home Office, Migration Impact Fund. This will require careful management to ensure no year end over spend is created.

16.10 The year end forecast for Non-service revenue (NSR), which largely consists of budgets for levies and contingencies, is currently to break even. Council increased the base revenue contribution to the Alexandra Palace Park and Trust as part of the 2010/11 financial planning process however, given the over spend last financial year this needs to be closely monitored. Forecast delays to the re-opening of the ice rink at Alexandra Palace set out in the paragraph on capital below suggest a revenue impact of approximately £100k, this will be managed within the NSR budget. The wider economic position continues to create

pressure both on achieving planned investment income and also managing our debt repayments. This is a critical area and is receiving careful scrutiny and monitoring, the details of which are set out in the paragraphs below. NSR also contains a £1m general contingency and given the current cost pressures this is assumed to be fully required at this stage.

Treasury Management

16.11 The Treasury Management activity throughout the first 2 months of 2010/11 was compliant with the Treasury Management Strategy Statement agreed in February 2010. The investments continued to be restricted to the Debt Management Office, UK institutions and AAA rated money market funds. At the end of April the Spanish sovereign rating was downgraded by Standard & Poors and as a precaution, the Council's funds with Santander UK plc, whose parent is Spanish bank Santander, were withdrawn while the Council's Treasury Management advisers undertook a full review of the situation. The Council invested an average balance of £37.9m during the two months and the portfolio's average long term credit rating at the end of May was AA.

16.12 The cash balances in the first two months of 2010/11 were sufficient to cover the Council's outgoings and so it was not necessary to borrow. However, given that £50m of long term loans mature during the year and will be repaid, the Council will need to borrow during 2010/11. The Council's treasury management advisers are monitoring interest rate movements closely, alongside officers' monitoring of the cash position, to ensure that the required borrowing is taken at the optimal time.

Capital

16.13 The aggregate capital programme position for 2010/11 is as shown in Appendix 2 and is currently forecasting a £4.9m under spend, the majority of which is within Corporate Resources. The detail is set out by Directorate in the following paragraphs.

16.14 The Adults, Culture and Community Services capital programme is currently projecting full spend with the exception of the Coombs Croft Library project which is currently projecting an over spend of £99k. Alternative sources of external funding are being sought however, should these not materialise decisions will have to be made soon on how to fund this from Haringey resources.

16.15 The Urban Environment capital programme is currently forecasting to fully spend. The authority has received notification of some reductions to GAF funding but the projects this relates to are either frozen or not started yet. The

implications of this will addressed as part of the review of the overall 2010/11 capital programme.

16.16 The Corporate Resources capital programme is currently forecasting to spend to budget with the exception of the Hornsey Town Hall and the Accommodation Strategy programmes, both of which will be looking to re-phase spend into future years (£5.0m). In the case of Hornsey Town Hall, this is due to forecasts being based on a more optimistic phasing with an expectation that work would commence on site this year, which will now not be the case.

16.17 Within Children's Services the BSF programme is currently projecting to spend its full budget in 2010/11 on the basis that 10 projects will be completed by March 2011 and, therefore, any delays on site should not be an issue at the end of the year.   At period 2 of the 2010/11 financial year, BSF was under spending by £5.5m against the agreed budget profile. This variation relates to delays in paying construction costs against agreed milestones mainly for the Heartlands High School and Northumberland Park projects. The delivery of work on site continues at full pace, but they are working across milestones which does not trigger payment in the pattern expected. All BSF projects are currently expected to complete on the currently agreed timescale and within the overall BSF budget.

16.18 Within the non-BSF Children's Capital Programme the recent withdrawal of £8.6m of capital grant has resulted in an urgent need to review the financing of the Council's 2010-11 Capital Programme and specifically for the CYP programme the need to reconsider the schemes for Broadwater Farm Inclusive Learning Campus and the Rhodes Avenue Expansion projects.   The final decision on progress of these schemes has been recommended, within this report, for delegation to the Cabinet Member for Finance & Sustainability and Director of Corporate Resources, as part of the 2010/11 capital programme review.

16.19 The 2010/11 capital programme includes a £2m project to replace the Alexandra Palace ice rink. A design and build contract was awarded in May, however following the removal of the old ice rink and further testing of the soil a more expensive design solution than previously forecast will be required at an estimated £428k additional cost. The additional works required will also delay the re-opening of the ice rink by up to 8 weeks that will worsen the net revenue position of the trust by between £78k and £118k.

16.20 Work has been undertaken to reduce the capital overspend and one option is to remove the planned increase in seating capacity at the ice rink (750-1000 seats) along with a thermal cover which allows non ice related events to take place. This would remove £24k per annum of net profit from the business that this investment is expected to generate.

16.21 The Alexandra Park and Palace trust are requesting additional capital funding from the Council, via prudential borrowing, and for the term of the loan to be extended to 12 years as opposed to the current 10 years (the ice rink is anticipated to have a life of 15-20 years). The trust is requesting, as a minimum, an additional £266k which would enable the essential extra work to be funded. However, the preference for the Trust is for the Council to agree to allocate the full £428k of additional funds which would enable the additional seating, and £24k associated profit, to be retained within the project scope.

16.22 The target level of in year receipts from asset disposals is £2m and current forecasts are that this will be achieved. This figure is significantly lower than that achieved over the recent past and is largely a reflection of the on-going difficult property market conditions.

2009/10 Capital Carry Forward Requests

16.23 The Financial Outturn 2009/10 report considered by Cabinet on 15 June 2010 outlined the very challenging position with respect to funding the capital programme resulting mainly from a shortfall in capital receipts generated in 2009/10. This impacted on the ability to fund all of the carry forward requests which originally had been approved to be funded wholly or partly from capital receipts. Cabinet therefore delegated responsibility for approving which schemes to carry forward to the Chief Financial Officer in consultation with the Cabinet Member for Finance & Sustainability.

16.24 The requests have been scrutinised and only priority schemes which are contractually committed or have other significant adverse implications have been approved. Appendix 3 details the approved carry forwards.

Virements

16.25 The virements proposed in this period are listed in Appendix 2 in accordance with financial regulations.

Area Based Grant (ABG)

16.26 Haringey's 2010/11ABG allocation has been reduced by **£3.311m** from £43.135m to **£39.824m**, and further reductions are expected for 2011/12 to be announced as part of the spending review in the autumn. The most significant amendments for 2010/11 are:

- Working Neighbourhoods Fund reduced by **£798k**
- Prevent Violent Extremism grant reduced by **£93k**
- Home Office Grant reduced by **£44k**
- Educational Grants reduced by **£2.203m**.
- Supporting People Administration Grant cut completely, a reduction of **£171k.**

16.27 A reduction to ABG allocation of £6.2m is being sought to address both the notified in year reduction of £3.3m and to smooth the impact of further reductions expected to be required in 2011/12; it will also provide some head room to fund additional pressures. In anticipation of ABG reductions, £0.710m of the allocation had already been set aside as contingency and since the announcement, theme boards have been working to reduce down both the passported (statutory) and non-passported allocations. The reductions now being proposed are split £2.9m from non-passported and £3.3m from the passported element. It should be noted that the full £6.2m is unlikely to be achieved in year due to the likely costs of exiting projects; the net saving is estimated to be **£5.3m**. The table below sets out by theme board the original

2010/11 ABG allocations and the revised sums now being proposed. It further shows the current estimated costs of exiting with a net in year forecast saving.

Theme Board	Original 2010/11 Allocation	Revised 2010/11 Allocation	Savings	Estimated Exit Costs	In-year Savings
	£	£	£		
Better Places	2,019,500	1,794,500	225,000	7,000	218,000
Children's Trust	11,419,547	9,109,800	2,309,747	62,000	2,247,747
Enterprise	2,068,203	1,208,203	860,000	0	860,000
Housing	232,280	222,500	9780	0	9,780
Safer Communities	2,230,404	1,830,404	400,000	0	400,000
Well-being	5,143,000	4,562,725	580,275	0	580,275
Neighbourhoods & Capacity	1,795,000	1,682,150	112,850	0	112,850
Supporting People	18,665,770	16,991,270	1,674,500	770,000	904,500
ABG Programme Total	**43,573,704**	**37,401,552**	**6,172,152**	**839,000**	**5,333,152**

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Council Scorecard

Service Performance

11 △ 7 ● 20

ACCS						
CR						
CYPS						
POD						
PPPC						
UE						

For a list of the 28 key indicators turn to next page. Full details of indicators where targets have not been achieved are shown in the exception reports

Finance

● 2 ● 10

	Revenue	Capital
ACCS		
CR		
CYPS		
POD		
PPPC		
UE		

People

● 7 △ 5 ● 6

	Turnover	Agency	Sickness
ACCS			
CR			
CYPS			
POD			
PPPC			
UE			

Programmes

ACCS	
CR	
CYPS	
POD	
PPPC	
UE	

Council Performance Scorecard

Key

Green: On target
Amber : Just below target
Red: Target not achieved
Missing data or target not set

A full list of progress against all National Indicators is available on request

ACCS

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
NI 130	Social care clients receiving Self Directed Support	14.80%	5.00%	Green	→	26.00%			
NI 131	Delayed transfers of care	8.3	11	Green	←	13.5	11.5	12	6.8
NI 135	% of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD	3.80%	3.90%	Amber		21.20%	17.00%	23.00%	23.20%
L0083a	Local street and environmental cleanliness, parks and open spaces with unacceptable levels of litter	9%	8.50%	Red	→	5%			
L0568a	Satisfaction with parks and open spaces			Green	←	69%		LB Ave. 66%	
L0568b	Satisfaction with leisure and sports facilities			Green	←	45%		LB Ave. 44%	
L0568c	Satisfaction with libraries			Green	←	63%		LB Ave. 66%	

CR

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
BV 9	% of council taxes due for the financial year which were received in year (Annual Target 93.5%)	20.47%	19.81%	Green	→				
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	30	17	Red	→	24			
BV 8	% of invoices for commercial goods and services that were paid by the authority within 30 days. COUNCIL	91.29%	91%	Green	→	92.23%			
CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)	35%	70%	Red	→	52%			
L0568d	Satisfaction with housing benefit service			Green	←	23%		LB Ave. 20%	
L0568e	Satisfaction with collection of council tax			Green	←	51%		LB Ave. 78%	

CYPS

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
NI 59 (10 days)	Percentage of initial assessments for children's social care carried out within 10 working days of referral	69.40%	75%	Red					
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)	50.50%	81%	Red	←	45.90%	78%	78.40%	88%
NI 62	Stability of placements of looked after children: number of moves (LAA local)	12.85%	10%	Amber	←	13.33%	14.10%	10.48%	9.10%
NI 64	Child Protection Plans lasting 2 years or more	5%	9.50%	Green	←	17.90%	10%	6.30%	5.80%
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	17.40%	10%	Red	→	11.70%	13.50%	13%	9%
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (LAA)		75.00%	Red	←	68.00%	70.00%	71.80%	76.00%
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (LAA)		55.00%	Red	←	45.70%	46.40%	50.00%	58.40%

POD

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL	9.6	8.5	Red	→	9.38			

PPPC

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
NI 15 N	No. of recorded most serious violent crimes	85	93	Green	←	476			
NI 16_N YTD	No. of recorded serious acquisitive crimes YTD	419	588	Green	←	7421			
L0038	% of Stage 1 public complaints dealt within target (10 day) timescale. Council wide.	89%	93%	Amber	→	91%			

UE

Ref:	Description	YTD 2010/11 Performance	Target	Status	Short Trend	2009/10 Value	Bench Marking London Boroughs - BQ 2008/09	All England Average 2008/09	London Boroughs - TQ 2008/09
NI 117	% of 16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 LAA stretch target)		8.90%	Green	↑	6.80%	6.80%	6.92%	4.60%
IC01	% of rent collected (of rent due - excluding arrears)	99.30%	100.5%	Amber	↑	N/A			
L604	Energy Efficiency - Average SAP Rating			Red		65			
NI 156	Number of households living in temporary accommodation (LAA)	3496	3389	Amber	↑	3547			
L0066 BV 212	Average relet times for local authority dwellings (calendar days)	41.1 days	25 days	Red	↑	44.6 days			
L0214	Damage to roads and pavements: % of emergency road defects repaired within 24 hrs.	100%	95%	Green	→	98.90%			
NI 195a L0478a	Percentage of highways having deposits of litter that fall below an acceptable level - in house monitoring	5.50%	10%	Green	→	4.30%			
NI 191	Residual household waste per household	104	101	Amber	↑	654	719	587	551
NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 LAA stretch target)	27.12%	27%	Green	↑	25.20%	24.91%	37.15%	34.19%
L0568h	Satisfaction with refuse collection			Green	↑	73%		LB Ave. 70%	
L0568i	Satisfaction with street cleaning			Green	↑	55%		LB Ave. 55%	
L0568j	Satisfaction with repair of roads and pavements			Amber	↑	33%		LB Ave. 42%	
L0568k	Satisfaction with council housing			Green	↑	19%		LB Ave. 18%	
L0568l	Satisfaction with recycling facilities			Green	↑	71%		LB Ave. 68%	

People Perspective

Description / Directorate	ACCS	CR	CYPS	POD	PPPC	UE
Voluntary Turnover within one year	11.7%	12.9%	11.9%	13.3%	4.3%	10.1%
Percentage of Agency staff of total Workforce	9.9%	15.4%	17.5%	3.8%	6.2%	15.6%
The no. of days lost due to sickness per FTE employee	9.3	10.24	11.53	5.34	9.9	13.56

Appendix 1 – Part 2, Exception reports

ACCS

L0083a	Local street and environmental cleanliness, parks and open spaces with unacceptable levels of litter			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red		**9%**	8.5%	Aim to Minimise

Rationale

Related PIs

Monthly Performance	Past Performance and Benchmarking

AC03_H_L0083a Local street and environmental cleanliness, parks and open spaces with unacceptable levels of litter
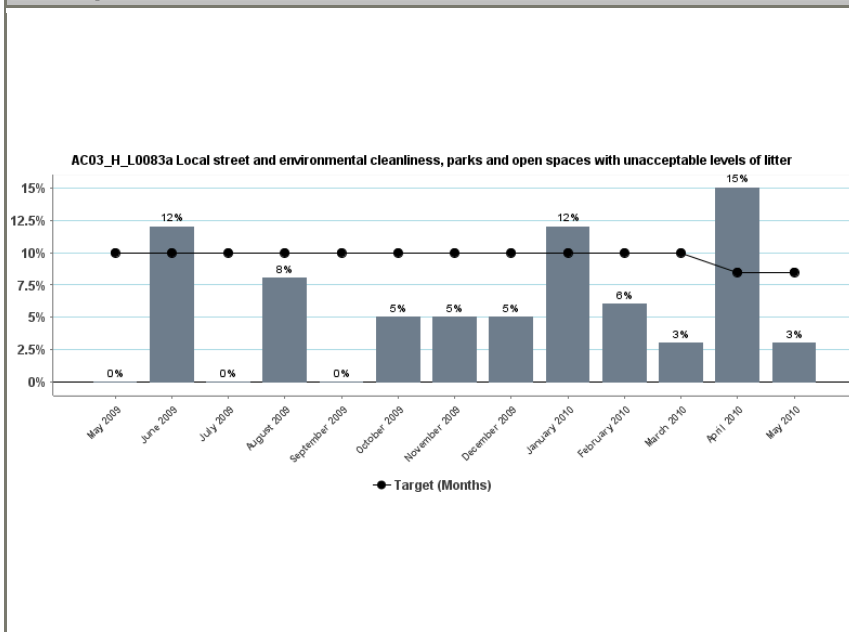
	Value
2009/10	5%
2008/09	
	Value
April 2010	15%
May 2010	3%
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

Comment

1

CR

NI 181	**Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)**			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red ⬡	⬇	**30**	17	Aim to Minimise

Rationale
This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and change of circumstances reported by customers receiving those benefits.

Monthly Performance	**Past Performance and Benchmarking**

Monthly Performance

CR02_H_N0181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)
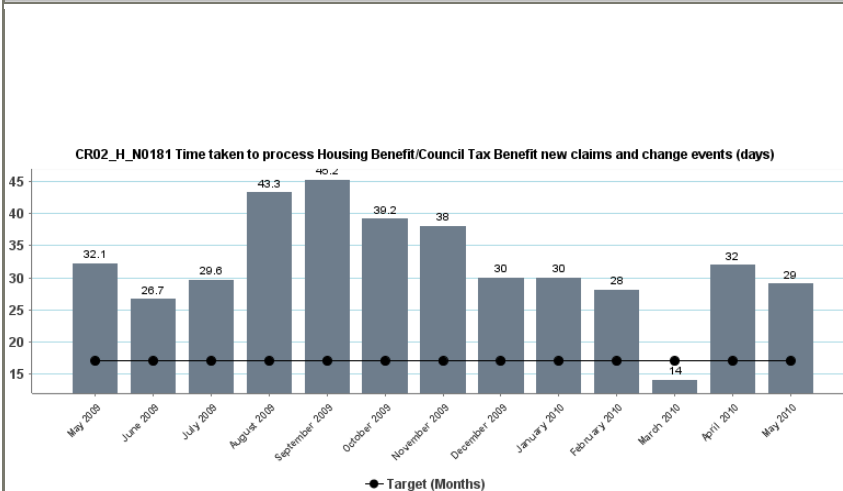
Past Performance and Benchmarking

	Value
2009/10	24

2008/09	
	Value
April 2010	32
May 2010	29
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

Comment
The service is having to cope with an increasing demand which is having an adverse effect on performance against this indicator. The average number of documents received by the Service for 2008/09 was around 31,500, this had risen to 35,000 per month in 09/10 with 40,000 documents received in April 2010

In the longer term, a Service Improvement Project is underway to redesign the service delivery model to ensure that new claims and changes of circumstances are dealt with effectively and efficiently. This will involve building on the increased customer satisfaction with e-benefits, with expertise on the front line to ensure that claims are dealt with at the first point of contact. Other measures that have been put in place to cope with the increased demand include;

- The creation of a new team of change of circumstances officers. These officers were previously admin officers who pre assessed claims and then passed them on to an assessor. This double handling will be removed as a result of the new team.
- Collaboration with customer services, who will deal with urgent cases in certain situations.
- Closer monitoring of performance by the production of new performance reports to monitor and increase the productivity of officers.
- Enhanced analysis of outstanding work to ensure that this is reducing every week and early indications are that this is happening and is on course to be cleared by August..
- Reassigning officers to assessment duties from other roles within the Service.
- Smarter working with the regulations to allow faster claims assessment.
- The set up of the document management system is being reviewed to ensure that the work distribution is efficient and supports efficient assessment of claims.

CS2		Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)			
Status:	**Short Trend:**	**2010/11**		**Current Target:**	**Polarity:**
Red 🛑	⬇	**35%**		70%	Aim to Maximise
Rationale					
Related PIs					
Call Centre calls answered as a % of calls presented			2010/11	69%	

Monthly Performance	Past Performance and Benchmarking	

Monthly Performance

CR07_H_L0006 Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)

Past Performance and Benchmarking

	Value
	Value
2009/10	52%
2008/09	
	Value
April 2010	15%
May 2010	54%
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

Comment

The performance as at the end of May 2010 (35%) has increased by 20 percentage points over the previous month whereby the out-turn was 15%. In May, of the calls presented 83 percent of calls were answered and 54% was of calls were answered within 30 seconds. Main factors impacting on performance include repeat and failure demand contacts - Benefits (34%), Council Tax (22%), School Admissions (5%) and Parking (4%).

Improvement measures: increased focus on quality monitoring and coaching has resulted in increased staff productivity from 60% in February 2010 to 80% in May 2010. With the introduction of a workforce management tool we have optimised staffing resource to best match call flow and we are currently reviewing staff contracts to enable more flexibility with shifts.

Focused efforts to re-engineer processes relating to avoidable contact by Service areas continue, this is further supported by the creation of a Customer Services web and marketing group to review all outgoing customer communications. Customer Services are also reviewing existing processes to promote channel shift opportunities.
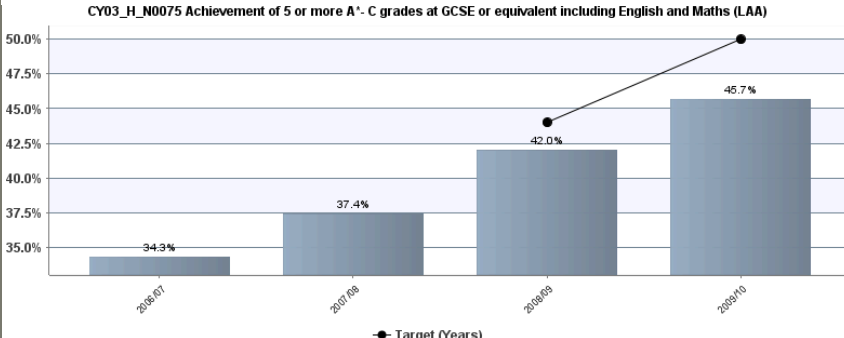
CYPS 4

NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (LAA)			
Status:	**Short Trend:**	**2009/10**	**Current Target:**	**Polarity:**
Red 🛑	⬆	**45.7%**	50.0%	Aim to Maximise

Rationale
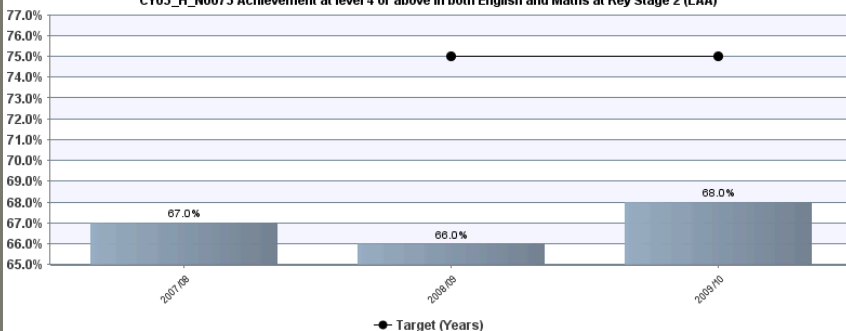
The number of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4 as a percentage of the number of pupils at the end of KS4.
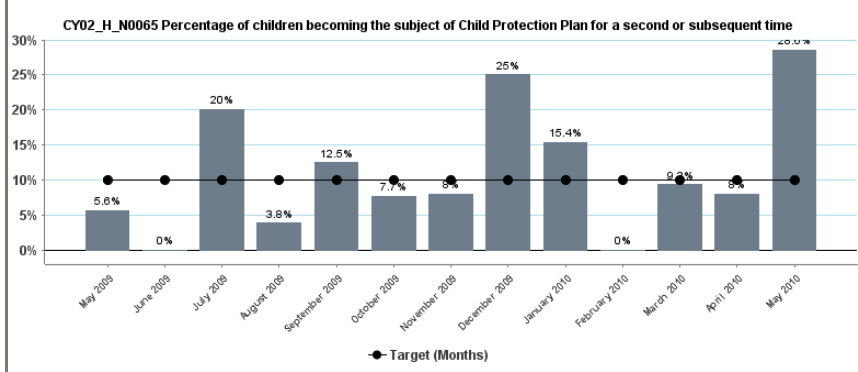
Related PIs
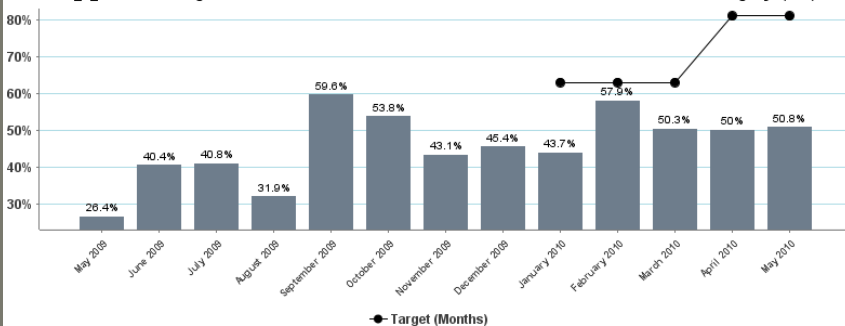
Monthly Performance

CY03_H_N0075 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (LAA)

50.0%
47.5%
45.0%   45.7%
42.5%   42.0%
40.0%
37.5%   37.4%
35.0%   34.3%

2006/07   2007/08   2008/09   2009/10

—●— Target (Years)

Past Performance and Benchmarking

	Value		
2009/10	45.7%		
	London Boroughs - BQ	All England - Average	London Boroughs - TQ
2008/09	46.4%	50.0%	58.4%
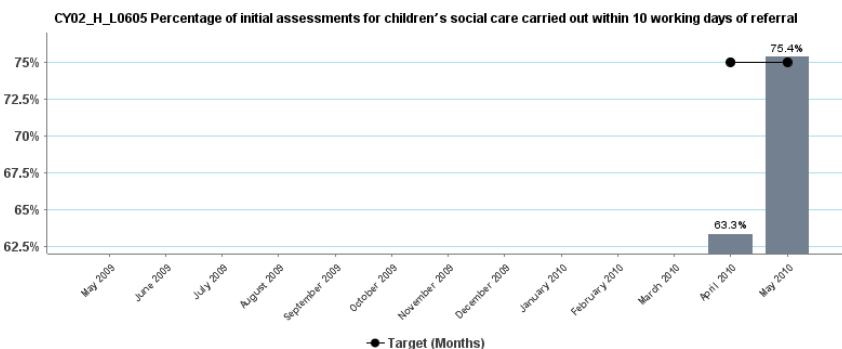
Comment

45.7% is the validated figure for 2009/10
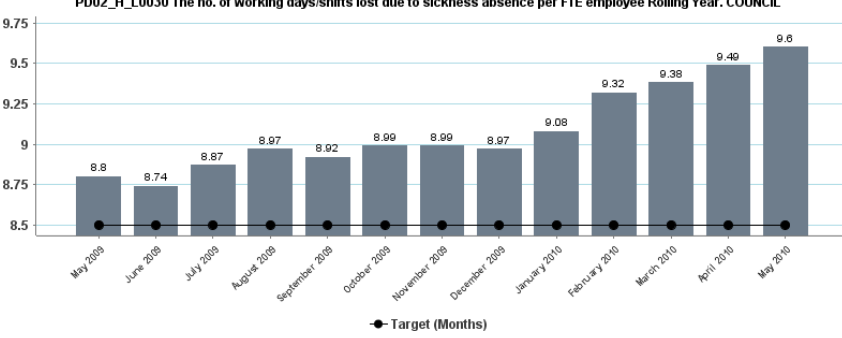
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (LAA)			
Status:	**Short Trend:**	**2009/10**	**Current Target:**	**Polarity:**
Red 🛑	⬆️	**68.0%**	75.0%	Aim to Maximise

Rationale

The number of pupils achieving Level 4+ in both English and Maths at KS2 as a percentage of the number of pupils at the end of KS2 with valid National Curriculum test results in both English and maths.

Related PIs

Monthly Performance

CY03_H_N0073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (LAA)

67.0% (2007/09), 66.0% (2008/09), 68.0% (2009/10)

◆ Target (Years)

Past Performance and Benchmarking

	Value		
2009/10	68.0%		
	London Boroughs - BQ	All England - Average	London Boroughs - TQ
2008/09	70.0%	71.8%	76.0%

Comment

The current validated results issued by the DCSF is 68%. Haringey's target of 75% continues to be very challenging. (The national 2009 results is 72%). The gap between Haringey and national was 7% in 2008 and has now reduced to 4%. We have good data which helps us identify which schools and which pupils need the most support to improve results. Our consultants work intensively with those schools and with individual children.

NI 65	**Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time**			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red ⬤	⬇	**17.4%**	10%	Goldilocks

Rationale

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, regardless of how long ago that was.

Related PIs

The number of children who became subject to a Child Protection Plan at any time during the year	May 2010	21
Of the children in the denominator, the number who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council	May 2010	6

Monthly Performance	**Past Performance and Benchmarking**

Monthly Performance

CY02_H_N0065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time

Past Performance and Benchmarking

			Value	
	2009/10		11.7%	
	London Boroughs - BQ	All England - Average	London Boroughs - TQ
2008/09	13.5%	13%	9%
		Value		
April 2010		8%		
May 2010		28.6%		
June 2010				
July 2010				
August 2010				
September 2010				
October 2010				
November 2010				
December 2010				
January 2011				
February 2011				
March 2011				

Comment

Rising numbers of children subject to a plan inevitably draws back in some children who had previous plans. We will audit these to ensure decision making is appropriate.
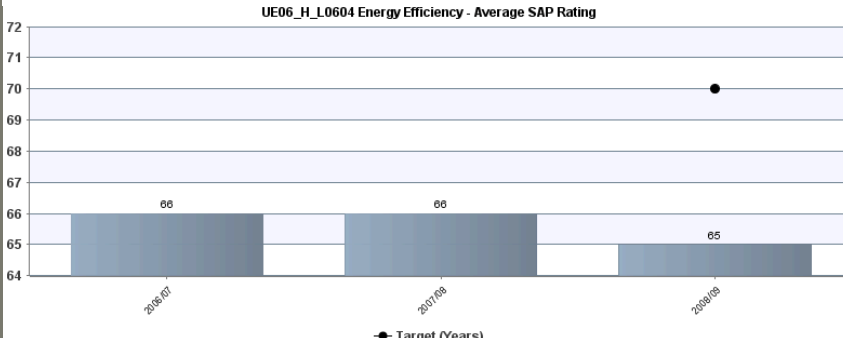
NI 60	**Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)**			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red 🛑	⬆️	**50.5%**	81%	Aim to Maximise

Rationale

This indicator measures the percentage of core assessments which were completed within 35 working days.

Related PIs

The total number of core assessments completed	2010/11	194
The number of core assessments that had been completed within 35 working days	2010/11	98

Monthly Performance	**Past Performance and Benchmarking**

Monthly Performance

CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days (LAA)

Past Performance and Benchmarking

			Value	
	2009/10		45.9%	
	London Boroughs - BQ	All England - Average	London Boroughs - TQ	
2008/09	78%	78.4%	88%	
			Value	
April 2010			50%	
May 2010			50.8%	
June 2010				
July 2010				
August 2010				
September 2010				
October 2010				
November 2010				
December 2010				
January 2011				
February 2011				
March 2011				

Comment

The 2009/10 end of year figure is subject to validation.

All systems and working arrangements are in place to enable continued progress in this area. Audits undertaken by an independent Social Worker and from the 165 audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.
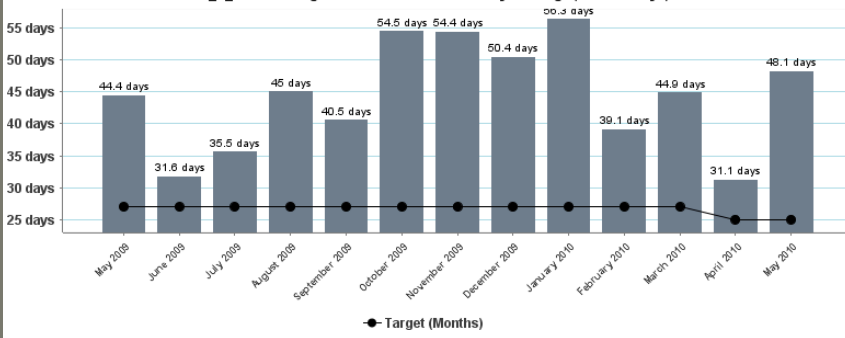
NI 59 (10 days)	Percentage of initial assessments for children's social care carried out within 10 working days of referral			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red ⬣	？	**69.4%**	75%	Aim to Maximise

Rationale

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas

The number of initial assessments completed in the period between 1 April and 31 March, within ten working days of referral, as a percentage of the number of initial assessments completed in the period between 1 April and 31 March.

Related PIs

The number of initial assessments completed within ten working days of referral	2010/11	195
Percentage of initial assessments for children's social care carried out within 7 working days of referral (LAA)	2010/11	30.6%
The overall of initial assessments completed in the period	2010/11	281

Monthly Performance	**Past Performance and Benchmarking**

Past Performance and Benchmarking

	Value
2009/10	
2008/09	
	Value
April 2010	63.3%
May 2010	75.4%
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

Monthly Performance

CY02_H_L0605 Percentage of initial assessments for children's social care carried out within 10 working days of referral

— Target (Months)

Comment

POD

BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red 🛑	⬇	**9.6**	8.5	Aim to Minimise

Rationale

Related PIs

Monthly Performance		Past Performance and Benchmarking	

	Value
2009/10	9.38

2008/09	
	Value
April 2010	9.49
May 2010	9.6
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

PD02_H_L0030 The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL

Month	Value
May 2009	8.8
June 2009	8.74
July 2009	8.87
August 2009	8.97
September 2009	8.92
October 2009	8.99
November 2009	8.99
December 2009	8.97
January 2010	9.08
February 2010	9.32
March 2010	9.38
April 2010	9.49
May 2010	9.6

Target (Months)

Comment

9

UE

L604	Energy Efficiency - Average SAP Rating			
Status:	**Short Trend:**	**2008/09**	**Current Target:**	**Polarity:**
Red	⬆	**65**	70	Aim to Maximise

Rationale

Related PIs

Monthly Performance	**Past Performance and Benchmarking**

UE06_H_L0604 Energy Efficiency - Average SAP Rating

Target (Years)

	Value
2009/10	
2008/09	

Comment

L0066 BV 212	Average relet times for local authority dwellings (calendar days)			
Status:	**Short Trend:**	**2010/11**	**Current Target:**	**Polarity:**
Red 🛑	⬆	**41.1 days**	25 days	Aim to Minimise

Rationale

Related PIs		
Average general needs relet times for local authority dwellings(calendar days)	2010/11	38.9 days
Average supported housing relet times for local authority dwellings (calendar days)	2010/11	50 days

Monthly Performance	**Past Performance and Benchmarking**

UE07_H_L0066 Average relet times for local authority dwellings (calendar days)

	Value
2009/10	44.6 days
2008/09	
	Value
April 2010	31.1 days
May 2010	48.1 days
June 2010	
July 2010	
August 2010	
September 2010	
October 2010	
November 2010	
December 2010	
January 2011	
February 2011	
March 2011	

Comment

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Table 1: **Revenue 2010/11 -** The aggregate revenue projected position in 2010/11 is shown in the following t

	Approved Budget	Projected variation
	£m	£m
Children and Young People	70.9	5.0
Adults, Culture & Community	75.2	0.0
Corporate Resources	6.7	0.0
Urban Environment	46.5	1.0
Policy, Performance, Partnerships & Communications	7.2	0.0
People, Organisation & Development	(0.7)	0.0
Chief Executive	1.0	0.0
Non-service revenue	38.1	0.0
Total - General Fund	**245.1**	**6.0**
Children and Young People (DSG) - Non-Schools		0.0
Children and Young People (DSG) - ISB		0.0
Total - Dedicated Schools Grant	**0.0**	**0.0**
Total - Housing Revenue Account	**2.9**	**0.0**

Appendix 2

Table 2: **Capital 2010/11** - The aggregate capital projected position in 2010/11 is as shown in the followir

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People			
BSF Schools Capital Programme	48.6	2.9	
Primary Capital Programme	12.4	0.6	
Early Years, Community and Access	3.1	0.1	
Planned Asset Maintenance	1.2	0.1	
Devolved Schools Capital	2.4	0.0	
Social care and other	0.1		
Total - Children & Young People	**67.9**	**3.7**	**0.0**
Libraries	0.5		0.1
Agency (DFG)	1.4	0.2	
Housing Aids & Adaptations	1.5	0.1	
Lordship Recreation Grounds	0.8		
Sports and Leisure Investment Programme	0.4		
Play Provisions	0.9		
Strategic Sports Pitches Improvement Programme	0.4		
Other schemes/projects under £1m	0.6		
Total - Adults, Culture & Community	**6.5**	**0.3**	**0.1**
Corporate Resources			
Information Technology	0.8	0.0	
Property Services	0.0	0.0	
Corporate Management of Property	0.8	0.1	
Accommodation Strategy Phase 2	3.4	0.1	(0.3)
Hornsey Town Hall	5.7		(4.7)
Alexandra Palace - Dilapidations	0.5	(0.1)	
Alexandra Palace - Replacement Ice Rink	2.0		
Other schemes/projects under £1m		0.3	
Total - Corporate Resources	**13.1**	**0.4**	**(5.0)**
Urban Environment – General Fund			
Parking Plan	0.6		
Street Lighting	0.8		
BorRds,H'Ways Resurfacing	1.3	0.1	
TFL - Maintenance	1.0		
TFL - Corridors	1.3		
TFL - Neighbourhoods	1.1	(0.1)	
TFL - Smarter Travel	0.3	0.0	
TFL - Area Based Schemes	0.4		
TFL - Local Transport Funding	0.1		
Marsh Lane Depot Project - GAF 3	1.8	0.2	
Other schemes/projects under £1m	0.8	0.2	
Total - Urban Environment – General Fund	**9.5**	**0.3**	**0.0**
Total - Policy Perf Partnership & Comms	**0.4**	**0.0**	**0.0**
Urban Environment - HRA			
Planned Preventative Maintenance	3.0	0.0	
Housing Extensive Void Works	1.2	0.1	
Boiler Replacement	2.2	0.2	
Capitalised Repairs	4.4	0.6	
Lift Improvements	2.2	0.0	
Decent Homes Standard	33.5	1.9	
Mechanical & Electrical Works	1.9	0.1	
Professional Fees	1.4	0.2	
Other schemes/projects under £1m	1.5	0.2	
Total - Urban Environment - HRA	**51.2**	**3.6**	**0.0**
Total- Haringey Capital Programme	**148.6**	**8.3**	**(4.9)**

Table 3: **Proposed virements** are set out in the following table.

Revenue Virements						
Period	**Service**	**Key**	**Amount current year (£'000)**	**Full year Amount (£'000)**	**Reason for budget changes**	**Description**
1	CYPS	Rev*	281.5	232.2	Corrective Budget Realignment	Realignment of budgets within Safeguarding & First Response services
2	CYPS	Rev	177.2	177.2	Corrective Budget Realignment	To create a separate Children In Care Section 17 budget from Children's Contact Service.
2	CYPS	Rev*	359.6	359.6	Corrective Budget Realignment	Transfer of budgets to re-align the Out of Hours Social Work team budget following relocation to First Response Service.
2	CYPS	Rev*	127.7	127.7	Corrective Budget Realignment	Transfer of budgets from Children & Families Business Unit to Children's Networks Business Unit for the Children's Rights service.
2	CYPS	Rev*	370	370	Corrective Budget Realignment	Consolidation of cost centres for Family and Parental Support services.
2	CYPS	Rev*	266	266	Corrective Budget Realignment	Removal of LDA grant income and associated expenditure.
2	CYPS	Rev*	12,737	12,737	Corrective Budget Realignment	Realign budgets devolved to schools.
2	CYPS	Rev*	2,329	2,329	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional Sure Start and Standards Fund grant allocations.
3	CYPS	Rev*	1,257	1,257	Corrective Budget Realignment	Increase in the relevant 2010-11 budgets to reflect unspent Standards Fund grants at 31 March 2010 which, in accordance with regulations, can be spent over an 18 month period until August 2010.
3	CYPS	Rev	114	114	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional Sure Start grant allocations.
3	CYPS	Rev*	332	332	Corrective Budget Realignment	Consolidation of cost centres for Primary and Secondary strategy teams and consequent removal of double counted grant income and associated expenditure.
3	CYPS	Rev*	1,990	1,990	Corrective Budget Realignment	Transfer of Youth Service budgets between Business Units to reflect a changed operational management structure.
3	CYPS	Rev*	562	562	2010/11 Grant Allocation	Increase in income and associated expenditure to reflect additional 14-19 grant allocations.
3	CYPS	Rev*	242.6	242.6	Corrective Budget Realignment	Realign budgets for recruitment advertising and the e-care system under the Head of Workforce Development to reflect changed management responsibility
3	CYPS	Rev	125	125	Corrective Budget Realignment	Apply growth provided to support Southwark Judgement cases against appropriate budget.
3	CYPS	Rev*	261.1	361.1	Corrective Budget Realignment	Allocation of 2010-11 budget growth items for Safeguarding Services.
2	UE	Rev*	303.2	303.2	Corrective 2010/11 budget realignment	Budget aligned to reflect the increased team size as complaints function across UE is consolidated within front line services.
2	UE	Rev*	2713.9	2713.9	Corrective 2010/11 budget realignment	Budget amended to reflect additional income from fees and a realignment of the staffing budget to deliver additional works within the sustainable transport team.
2	UE	Rev*	860.1	860.1	Corrective 2010/11 budget realignment	Realignment of both income and expenditure budgets within Parking to more accurately reflect actual activity.
2	UE	Rev*	928.1	928.1	Corrective 2010/11 budget realignment	Realignment of budgets within the environmental resources team to reflect activity and team structures.
2	UE	Rev*	1011.9	1011.9	Corrective 2010/11 budget realignment	Budget amended to more accurately reflect the new structure of the Enforcement team.
3	ACCS	Rev*	300		Budget savings	Directors special measures - vacancy factor on Adults Services salaries to manage in year savings.
3	ACCS	Rev*	346	346	Corrective Budget Realignment	Realign transport budgets within Day Care
3	ACCS	Rev	197	197	Corrective Budget Realignment	Realign Community Mental Health Team's Management budget
3	ACCS	Rev*	388	388	Corrective Budget Realignment	Parks efficiency savings reallocation
3	ACCS	Rev*	225	225	Corrective Budget Realignment	Supporting people income correction
3	ACCS	Rev*	120	120	Corrective Budget Realignment	Realignment of income budgets within Learning Disabilities.
3	ACCS	Rev*	1,918	1,918	Corrective Budget Realignment	Relinking of cost centres from Commissioning & Strategy to Adult Social Care
2	CR	Rev	229	229	Corrective Budget Realignment	Realignment of the Technopark budgets to reflect planned expenditure and service charges
2	CR	Rev*	260	260	Planned budget saving	Achievement of planned 2010/11 Benefits and Local Taxation savings
3	CR	Rev*	244	244	Corrective Budget Realignment	Net impact of revisions to planned revenue savings and new costs following a detailed review of the Accommodation Strategy programme for 2010/
3	CR/ACCS	Rev	118	118	Planned budget adjustment	Repayment of SIF Investment
3	CE	Rev	241		2010/11 Grant Allocation	Grant Funding for General Election Hornsey & Woodgreen
Capital Virements						
Period	**Service**	**Key**	**Amount current year (£'000)**	**Full year Amount (£'000)**	**Reason for budget changes**	**Description**
P1_2	CR	Capital	(189)		Corrective Budget Realignment	Net reduction to planned 2010/11 capital expenditure within the Accommodation Strategy Programme
P1_2	CR	Capital*	(4,504)		Corrective Budget Realignment	The approved budget for Hornsey Town Hall 2010/11 was based on a more optimistic phasing with an expectation that construction work would commence on site in year. As the project has yet to receive planning approval, the re-phasing of a significant amount of the budget is proposed.
P1_2_3	UE	Capital	(288)		Corrective Budget Realignment	Transport for London funded budget being transferred to revenue to reflect planned expenditure

1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These changes fall into one of the following categories:

all changes in gross expenditure and/or income budgets between business units in excess of £100,000; and

all changes in gross expenditure and/or income budgets within business units in excess of £100,000.

any virement that affects achievement of agreed policy or produces a future year's budget impact if above £100,000.

2 Under the Constitution, certain virements are key decisions. Key decisions are:

· for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and

· for capital, any virement which results in the change of a programme area of more than £250,000.

3 Key decisions are highlighted by an asterisk in the table.

4 The above table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year).

List of Approved Carry Forward Schemes Funded Wholly or Partly from Capital Receipts	Balance Approved for Carry Forward £000	Contractually Committed/Works On Site/Other Comments
Budget / Description and Reason for Carry Forward		
Corporate Resources		
Property Services:		
Refurbishment and upgrade of industrial units - unavoidable slippage occurred due to issues around accessing sites for survey work which has delayed procurement. Work is expected to commence soon.	155	Munroe works site suffered fire damage. Restoration works to be funded from insurace receipt and carry forward request. If not carried out the revenue stream from rental income will not be achieved.
Corporate IT - £642k relates to currently uncommitted budget however it is likely to be required in 2010/11 to help deliver challenging revenue savings targets council wide. The remaining £304k is required to fund projects that are underway and contractually committed such as IP Telephony, GCSx and Parking.	304	The following elements are contractually committed and will need to be funded: Epayments (£40k); Parking (£129k); GCSx (£87k) and BLT (£4k)
Total Carry Forward Request – Corporate Resources	**459**	
Adults, Culture and Community Services		
S&L investment programme - deferred to complete PRP pool hall refurbishment.	149	£149k is committed - £25k retention and £124k TGLC lift - contract which is already let. £927k PRLC pool hall refurb & filtration - tender already out, proposed to reprort to procurement committee 22 July - Possible H&S, income protection and external funding implications if not allowed.
Muswell Hill Recreation Ground funding needed to complete skate park	119	Contract for the skatepark is already let.
Strategic Sports Pitches Development - £29k deferred to support Broadwater Farm	29	This sum is committed towards match funding the HLF stage 2 bid for Lordship Recreation ground.
Downhills Park - building refurb - Delay in awarding contract to construct the café due to preferences of the Friends of Downhills Park	46	Project is now contractually committed and signed off by legal. Works on site from March 2010.
Total Carry Forward Request - ACCS	**343**	
Urban Environment		
Redevelopment Works - Hearthstone project now completed. Retention monies to be paid in 10/11.	4	Project completed, contractual commitment to pay retention.

List of Approved Carry Forward Schemes Funded Wholly or Partly from Capital Receipts	Balance Approved for Carry Forward £000	Contractually Committed/Works On Site/Other Comments
Bruce Grove Scheme start dates have slipped.	110	This scheme is contractually committed and is part of the wider HLF scheme which has already delivered phases 1 and 2 of the works. Therefore, the c/fwd amount is essential to ensure the completion and delivery of the fully programme safeguard grant allocation.
English Heritage - Tottenham PSICA The c/f request is made up of £239k corporate rescource money and £43k English Heritage money. The project will be completed in 10-11.	239	This scheme is contractually committed and works are on site.
Reprovision of R&R Site - Funding for purchase & development of new R&R site. The purchase of new site at Cranford Way was only completed in January 2010 which meant that the service & Corporate Property were unable to implement a plan for development to commence.	50	Site purchased but site development not yet commenced. However has implications for vacating current Hornsey Depot site if not completed.
Total Carry Forward Request - Urban Environment	**403**	
Urban Environment (HRA)		
Major Works – Void Conversions A carry forward into 2010/11 of £91k is sought to meet commitments outstanding on the 2009/10 programme. Delays in the programme are due to planning and party wall issues needing to be resolved	91	1 Southwood Avenue is a hostel de-conversion which the Council has agreed to carry out as match funding for schemes funded by the Regional Housing Pot (targeted). Scheme should be completed in new year.
Total Carry Forward Request - Housing Revenue Account	**91**	
TOTAL	**1,296**	

Agenda Item 8

Haringey Council
Agenda item:

Cabinet	**On 13 July 2010**

Report Title.	**Treasury Management 2009/10 out-turn**
Report of: Signed :	**Director of Corporate Resources** **Julie Parker**
Contact Officer :	**Nicola Webb, Head of Finance: Treasury & Pensions Telephone 020 8489 3726**

Wards(s) affected: **All**	Report for: **Key Decision**

1. Purpose of the report

1.1 To report to members in accordance with the CIPFA Treasury Management Code of Practice and the Prudential Code on the following matters:

- details of capital financing, borrowing, debt rescheduling and investment transactions in 2009/10;
- an assessment of the risk implications of treasury decisions and transactions;
- details of the outturn position on treasury management transactions in 2009/10;
- confirmation of compliance with treasury limits and Prudential Indicators.

2. Introduction by Cabinet Member for Finance & Sustainability (Councillor J Goldberg)

2.1 The revised CIPFA Treasury Management Code of Practice requires local authorities to prepare three reports for full Council every year – the Treasury Management Strategy Statement, a mid-year update report and an out-turn report at the end of the financial year. This report provides a summary of the treasury management activity and performance in 2009/10 to meet the requirement of the

1

Code for an out-turn report.

2.2 In 2009/10 the Council's cash balances reduced by around £50m, which meant that only a limited amount (£20m) of new borrowing was required to maintain liquidity. This not only reduced the Council's security risk by having less cash to invest, but it was also cost effective as short term investment rates were at historic lows during the year.

2.3 The Council complied with all treasury limits and stayed within all Prudential Indicators during 2009/10.

3. Recommendation

3.1 That Members note the Treasury Management activity and performance during 2009/10 and compliance with treasury limits and Prudential Indicators.

4. Reason for recommendation

4.1 To ensure members are aware of the Treasury Management activities undertaken during 2009/10 and to report on compliance with limits and performance.

5. Summary

5.1 This report sets out the Council's Treasury Management activity and performance during 2009/10 as required by the CIPFA Treasury Management Code of Practice.

6. Head of Legal Services Comments

6.1 The Head of Legal Services has been consulted on the content of this report and comments that its content and recommendation are within the policy agreed by Council and consistent with the purposes of Financial Regulations.

7. Use of appendices

- Appendix A – Summary of Prudential Indicators

8. Local Government (Access to Information) Act 1985

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

- Financial Planning Report for 2009/10 to 2010/12 reported to Council

and agreed on 23rd February 2009.
- Reports to General Purposes Committee dated 7 July 2009, 22 October 2009, 12 January 2010 and 29th March 2010.

For access to the background papers or any further information please contact Nicola Webb, Head of Finance: Treasury & Pensions, on 0208 489 3726.

9. **Background**

9.1 The CIPFA Treasury Management Code of Practice requires local authorities to determine an annual Treasury Management Strategy and now, as a minimum, formally report on their treasury activities and arrangements to full Council mid-year and after the year-end. These reports enable those tasked with implementing policies and undertaking transactions to demonstrate they have properly fulfilled their responsibilities, and enable those with ultimate responsibility for the treasury management function to scrutinise and assess its effectiveness and compliance with policies and objectives. The report reviewing the activity and performance in 2009/10 is to General Purposes Committee, Cabinet and full Council.

9.2 In November 2009 CIPFA released the revised Code of Practice for Treasury Management in the Public Services and accompanying Guidance Notes and the revised Prudential Code for Capital Finance in Local Authorities. The Communities and Local Government Department (CLG) also issued revised Guidance on Local Authority Investments for English authorities. The revised Codes and associated guidance re-emphasise an appropriate approach to risk management, particularly in relation to the security and liquidity of invested funds.

9.3 The Council is revising its treasury policy and practices documentation to take account of the requirements and changes in the revised Codes and Guidance.

10. **Economic and treasury portfolio background in 2009/10**

10.1 At the time of determining the Treasury Management Strategy Statement for 2009/10 in February 2009, globally economies faced a prolonged recession or period of weakness following the financial market meltdown in the autumn of 2008. The UK Bank Rate had been cut to 0.5% and the Bank of England had announced its initial £75bn of Quantitative Easing (QE). There remained a sizeable gap between the rates at which banks were willing to borrow from other banks and the Bank Rate, but this gap was forecast to narrow. Gilts were expected to benefit from QE, resulting in lower yields.

10.2 After the economic recession and severe downturn in growth that extended into early 2009, there were reports of an emerging recovery. In order to stimulate growth, the Bank of England maintained the Bank Rate at 0.5% throughout the year. The rates at which banks were willing to borrow from each other slowly moved lower towards the Bank Rate.

10.3 The Bank of England extended its Quantitative Easing (QE) programme from the initial £75bn to £200bn to revive the economy. UK Government Gilts were the main beneficiary of the economic downturn and as expected, they also formed the significant bulk of the QE purchases and are thought to have pushed gilt yields, and consequently the cost of borrowing, lower by 0.5%.

10.4 The position in the treasury portfolio at the end of the financial year compared to the previous financial year end is shown below. This shows the gross borrowing position is significantly higher than the net and the difference has reduced during 2009/10. The reason for this is a reduction in cash balances which has taken place through the year as internal cash balances have been used to fund the capital programme. The Council is holding pension fund monies in cash investments pending investment with external fund managers. These investments are shown separately in the table, as they are not available to the Council to spend. The sections below describe the activity on investments and borrowing and detail the reasons and risks associated with this position.

Treasury Portfolio	Position at 31/03/09 £000	Position at 31/03/10 £000
Long Term Borrowing PWLB	508,611	510,811
Long Term Borrowing Market	125,005	125,005
Short Term Borrowing	0	0
Long Term Liabilities*	4,240	44,322
Total External Debt (Gross Borrowing position)	524,856	680,138
Investments: Council	72,500	23,106
Investments: Pension Fund	18,850	33,967
Investments: Icelandic deposits in default	36,957	30,030
Total Investments	128,307	87,103
Net Borrowing position	396,549	593,035

* The 2009 SORP has resulted in the PFI related long term liabilities being brought onto the Council's Balance Sheet in 2009-10. The PFI scheme financing is covered by PFI credits from central government. The aggregate External Debt including PFI liabilities remained within above the Council's Prudential Borrowing Limit.

11.   Long Term Borrowing

11.1 The Council's borrowing requirement for 2009/10 and that of two succeeding financial years was estimated in February 2009 to be £165,668k of which Unsupported Borrowing amounted to £15,234k. In addition £17,800k of loans were due to mature during 2009/10 and required re-financing.

11.2 The Prudential Code permits the Council the flexibility to bring forward or defer borrowing in relation to its Capital Financing Requirement. During the year the differential between debt costs and investment earnings was significant. In order to eliminate the high "cost of carry" associated with the higher cost of long term borrowing compared to temporary investment returns (between 0.5% and 1%), the

Council used internal resources in lieu of borrowing for the majority of the financial year. By doing so, the Council lowered overall treasury risk during the year. The Council recognised that utilising investments in lieu of borrowing clearly had a finite duration and when internal balances fell to a level which put liquidity at risk in March, £20m of borrowing was taken from the Public Works Loan Board (PWLB).

11.3   During the year PWLB borrowing rates were relatively "steep" (rates for short-dated maturity loans were much lower than for longer-dated maturities) reflecting the historically low Bank Rate of 0.5%. The cost of PWLB variable rate debt fell below 1%. During 2009/10 this significantly reduced the 'cost of carry' associated with the cost of new borrowing and income earned on investments. This was advocated as a borrowing option by the Council's treasury management advisers taking into account the substantial proportion of fixed rate debt in the Council's portfolio. Interest rates would undoubtedly rise over the medium term, but the increase in the cost of variable rate borrowing would be mitigated by a parallel increase in investment income earned at variable rates. Existing PWLB arrangements also permit the conversion of variable rate debt to fixed rate at minimal cost. Equal Instalments of Principal (EIP) loans also reflected the steepness exhibited in the borrowing curve and was advocated as a borrowing option by the Council's treasury management advisers. EIP loan principal is repaid evenly over the life of the loan and thus avoids adding to specific peaks in the maturity profile of debt.

11.4   In the light of this, the additional borrowing taken by the Council in March 2010 was a £20m EIP loan with a variable rate which was 0.7% for the remaining few days of 2009/10. The Council will maintain the discipline to regularly review the proportion and cost of variable rate debt within the portfolio and will either repay or convert the debt to fixed rate as necessary.

11.5   Loans of £17.8m were due for repayment to the PWLB during 2009/10 and these were repaid on their due dates in June 2009. The Council has £125m loans which are LOBO loans (Lender's Options Borrower's Option) of which £75m of loans were in their option state in 2009/10. None of the lenders involved exercised any call options during 2009/10 and so the interest rates remained fixed.

The movements on the borrowing portfolio during 2009/10 are summarised below:

	Balance at 01/4/09 £000	Maturing loans £000	New Borrowing £000	Balance at 31/3/2010 £000
Fixed rate PWLB	508,611	(17,800)	0	490,811
Fixed rate Market	125,005	0	0	125,005
Variable rate PWLB	0	0	20,000	20,000
Variable rate Market	0	0	0	0
Temporary Borrowing	0	(184)	184	0
Total borrowing	633,616	(17,984)	20,184	635,816

11.6 The Council's borrowing costs were £44.82m against a budgeted cost of £46.4m. This is £1.58m lower than expected due to using internal balances in place of external borrowing. This underspend offsets the lower than anticipated income received in respect of investments – see section 11.7 below.

11.7 In all its borrowing activity, the Council complied with the prudential indicators set for 2009/10. All borrowing decisions, including the decision to use internal balances, were taken following advice from the Council's Treasury Management Advisor, Arlingclose Ltd.

12. Investments – activity and performance in 2009/10

12.1 The Council held average cash balances of £65m during the year for the Council itself and £34m on behalf of the Pension Fund. The Council balances represented working cash balances and the Council's reserves. The Council invested these funds in accordance with the Treasury Management Strategy Statement agreed for 2009/10. All investments made during the year complied with the Council's agreed Treasury Management Strategy, Prudential Indicators, Treasury Management Practices and prescribed limits. Maturing investments were repaid to the Council in full and in a timely manner.

12.2 The Council's investment priorities set out in the 2009/10 strategy were:
1) Security of the invested capital;
2) Liquidity of the invested capital;
3) An optimum yield which is commensurate with security and liquidity.
The investments placed by the Council during 2009/10 reflected these priorities.

12.3 Financial markets remained in an uncertain state particularly at the beginning of 2009/10. Against this backdrop, the Council continued to place investments with a small, select list of counterparties and managing counterparty risk continued to be the Council's overwhelming investment priority. In addition to credit ratings, the Council has regularly reviewed other economic and financial information including

potential sovereign support, sovereign strength as evidenced by the ratings and GDP, sovereign and counterparty credit default swaps throughout the year.

12.4 The 2009/10 treasury management strategy determined 'specified' and 'non-specified' investments for use having assessed their risks and benefits in relation to the Council's particular circumstances, risk threshold and investment objectives. New 'specified' investments were restricted to the UK Government Debt Management Office, other local authorities, AAA-rated Money Market Funds and investments with banks and building societies which are Eligible Institutions under the UK Government's 2008 Credit Guarantee Scheme and with a long-term AA- (AA minus) Fitch rating. The 2009/10 treasury management strategy also included a number of 'non-specified' categories of investment – gilts, supranational bonds and deposits with any of the above specified counterparties for a period of more than one year. However none of the non-specified investments were used during 2009/10, due to the reduction in cash balances and the need to maintain liquidity.

12.5 At the beginning of the year the majority of investments were placed with the UK government Debt Management Office or on call with the UK banks on the Council's lending list. In November 2009, the Council started using AAA rated Money Market Funds following a selection exercise undertaken with the advice of Arlingclose, the Council's treasury management advisers. These actions enabled the Council to maintain the liquidity required, while earning a reasonable interest rate. From the table below, it can be seen that by the end of the financial year, all deposits with banks and building societies no longer on the lending list had been returned (with the exception of the Icelandic deposits – see 11.8 below).

	Balance at 01/4/2009 £000	Balance at 31/3/2010 £000
Debt Management Office	9,350	0
UK Banks and Building Societies on 2009/10 counterparty list	64,000	45,919
Banks and Building Societies not on 2009/10 counterparty list	18,000	0
Money Market Funds	0	11,154
TOTAL INVESTMENTS EXCLUDING ICELAND	**91,350**	**57,073**
Council investments	72,500	23,106
Pension Fund investments	18,850	33,967
Icelandic deposits in default	36,957	30,030
TOTAL INVESTMENTS	**128,307**	**87,103**

12.6 In order to monitor the credit worthiness of the investments the Council placed, the Council has been reporting a measure of credit worthiness produced by the treasury management advisers to General Purposes Committee on a quarterly basis. This measure scores credit risk on a scale of 0 to 10 on both a value weighted and a time weighted basis and the table below demonstrates how to interpret the scores:

Above target	AAA to AA+	Score 0 - 2
Target score	AA to A+	Score 3 - 5
Below target	Below A+	Score over 5

The scores reported throughout the year are shown in the table below and they demonstrate that the Council has remained within the target range throughout 2009/10:

	Quarter 1 30 June 09	Quarter 2 30 Sept 09	Quarter 3 31 Dec 09	Quarter 4 31 March 10
Value weighted	4.3	3.5	3.5	3.5
Time weighted	4.3	4.0	4.0	4.2

12.7 The UK Bank Rate was maintained at 0.5% throughout 2009/10. Money market rates soon fell to and remained at historic lows. Whilst existing investments provided some insulation against falling rates, new investments could only be made at the prevailing lower rates of interest. This has had a significant impact on investment income. The Council's investments achieved a return of 2.12% in the year and the income for the year was £1.58m. The 2009/10 budget for investment income was £2m following an allocation from reserves. This therefore resulted in an overspend of £0.42m, which was offset by the underspend on interest paid.

12.8 **Icelandic Investments** – the administration processes for the Icelandic banks in which the Council deposits are held are continuing. Three payments have been received by the Council in respect of the Heritable Bank deposits totalling £6,958k. This represents 35% of the original deposits. Legal challenges are continuing in Iceland with regard to whether local authority deposits in Landsbanki and Glitnir have priority status. The Landsbanki Winding Up Board determined that local authority deposits should have priority, but this is being challenged by the other creditors. The Glitnir Winding Up Board however decided that local authorities are not priority. This decision is being challenged by local authorities.

13. Short Term Borrowing during 2009/10

13.1 As discussed above, the cash balance of the Council was reducing during 2009/10 and as a result the Council was required to borrow funds on a short term basis at various points during the year. Due to the uneven pattern of the Council's cashflow, borrowing was required to meet the Council's obligations in advance of receipts being received. The table below provides a summary of the short term borrowing undertaken during 2009/10.

Lender	Number of occasions	Average amount borrowed	Average period of loan (days)	Weighted average interest rate paid
Other local authorities	12	£5.87m	1.83	0.34%
UK banks and building societies	21	£6.0m	2.68	0.50%
TOTAL	31	£5.95m	2.35	0.44%

14. Minimum Revenue Provision (MRP)

14.1 Local authorities are required to charge to their revenue account an annual provision for the repayment of debt associated with expenditure incurred on capital assets. This charge to the revenue account is referred to as the Minimum Revenue Provision (MRP).

14.2 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 provide local authorities with a number of options as to how to calculate MRP. The Council's MRP policy for 2009/10 was approved by the Council. It was determined that the option which enables the Council to charge 4% of the Authority's underlying need to borrow would be adopted for Supported Borrowing. For unsupported borrowing the option to charge according to the life of the asset was agreed.

15. Compliance with Prudential Code indicators

15.1 The Council complied with the Balanced Budget requirement and as required by the Prudential Code, the Council approved a set of prudential indicators for 2009/10 on 23rd February 2009. The Council complied with all indicators during the financial year and details of each indicator are provided below with a summary set out in Appendix A.

15.2 **Estimated and Actual Capital Expenditure**

This indicator is set to ensure that the level of proposed investment in capital assets remains within sustainable limits and, in particular, to consider the impact on the Council Tax and in the case of the Housing Revenue Account (HRA), housing rent levels.

No. 1	Capital Expenditure	2009/10	2009/10	2009/10
		Estimated £000	Revised indicator £000	Outturn £000
	General	149,280	121,981	105,274
	HRA	49,725	60,479	60,638
	Total	199,005	182,460	165,912

Further information about the capital out-turn can be found in the 2009/10 budget out-turn report.

15.3 **Estimated and Actual Ratio of Financing Costs to Net Revenue Stream**

This is an indicator of affordability and demonstrates the revenue implications of capital investment decisions by highlighting the proportion of the revenue budget required to meet the borrowing costs associated with capital spending. The financing costs include existing and proposed capital commitments.

No. 2	Ratio of Financing Costs to Net Revenue Stream	2009/10	2009/10	2009/10
		Estimated %	Revised indicator %	Outturn %
	General	5.20	5.35	5.56
	HRA	33.59	32.77	27.67

15.4 **Capital Financing Requirement**

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council ensures that net external borrowing does not, except in the short term, exceed the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years. The Council was within this limit throughout 2009/10.

No. 3	Capital Financing Requirement	31/3/10	31/3/10	31/3/10	31/3/11	31/3/12
		Estimated £000	Revised indicator £	Outturn £	Estimated £	Estimated £
	General	226,850	228,256	230,130	231,501	239,901
	HRA	449,242	449,331	452,765	492,498	542,731
	Total	676,092	677,587	682,895	723,999	782,632

15.5 Authorised Limit

This is the maximum amount of external debt that can be outstanding at one time during the financial year. The limit, which is expressed gross of investments, is consistent with the Council's existing commitments, proposals for capital expenditure and financing and with its approved treasury policy and strategy and also provides headroom over and above for unusual cash movements. This limit was set at £900m for 2009/10.

15.6 Operational Boundary

This is set to reflect the Council's best view of the most likely prudent (i.e. not worst case) levels of borrowing activity and is based on the Authorised Limit excluding the headroom for unusual cash movements. For 2009/10 the limit was set at £875m.

15.7 Actual External Debt

This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

No. 4	Comparison of Actual External Debt to Authorised Limit and Operational Boundary	Authorised Limit £000	Operational Boundary £000	Actual External Debt at 31/03/10 £000
	Borrowing	895,419	870,419	635,816
	Other Long-term Liabilities	4,581	4,581	44,322
	Total	900,000	875,000	680,138

15.8 The levels of debt were measured on an ongoing basis during the year for compliance with the Authorised Limit and the Operational Boundary. The 2009 SORP has resulted in the PFI related long term liabilities being brought onto the Council's Balance Sheet in 2009-10 – this accounts for the large increase in long term liabilities. The PFI scheme financing is covered by PFI credits from central government. The Council maintained its total external borrowing and other long-term liabilities within both limits; at its peak this figure was £680,138k.

15.9 Incremental Impact of Capital Investment Decisions

This is an indicator of affordability that shows the impact of approved capital investment decisions on Council Tax and Housing Rent levels when the budget for the year was set.

No. 5	Incremental Impact of Capital Investment Decisions	2009/10 Revised £	2009/10 Actual £
	Increase in Band D Council tax	8.48	2.81
	Increase in average weekly housing rents	0.03	0.02

The table shows the difference between the revised indicators and the actual position was minimal on housing but slightly more significant on the General Fund.

This is a result of the out-turn on capital expenditure, which is covered in detail in the budget out-turn report.

15.10 Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The exposures are calculated on a net basis, i.e. fixed rate debt net of fixed rate investments. The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on the portfolio of investments. The Council complied with these limits throughout 2009/10.

No. 6	Fixed and Variable rate exposures	2009/10 Estimated %	2009/10 Actual Peak Exposure %
	Upper Limit for Fixed Rate Exposure	100	100
	Upper Limit for Variable Rate Exposure	40	4.33

15.11 Maturity Structure of Fixed Rate borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The Council complied with these limits throughout 2009/10.

No. 7 Maturity structure of Fixed Rate Borrowing	Lower Limit %	Upper Limit %	Actual Borrowing as at 31/3/2010 £000	Percentage of total at 31/3/2010
under 12 months	0	25	52,005	8.2
12 months and within 2 years	0	25	46,500	7.3
2 years and within 5 years	0	50	111,743	17.6
5 years and within 10 years	0	75	109,475	17.2
10 years and over	0	100	316,088	49.7
Further split of long term borrowing				
10 years and within 20 years			59,088	9.3
20 years and within 30 years			25,000	3.9
30 years and within 40 years			10,000	1.6
40 years and within 50 years			147,000	23.1
50 years and above			75,000	11.8

15.12 **Total principal sums invested for periods longer than 364 days**
This indicator is set in order to allow the Council to manage the risk inherent in investments longer than 364 days. For 2009/10 this limit was set at £60m. However no investments were made for more than 364 days due to the reducing cash balances and the funding of capital from internal balances.

15.13 **Adoption of the CIPFA Treasury Management Code**
The Council originally adopted the CIPFA Code of Treasury Management in May 2002. At its meeting on 22nd February 2010 the Council adopted the revised CIPFA Code of Treasury Management. The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

16.   Other Treasury Issues

16.1 **External Service Providers**
Arlingclose is appointed as the Council's treasury management adviser. The Council is clear as to the services it expects and are provided under the contract. The service provision is comprehensively documented. The Council is also clear that overall responsibility for treasury management remains with the Council.

16.2 **Training**
CIPFA's revised Code requires the Chief Financial Officer to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. The CLG's revised Investment Guidance also recommends that a process is adopted for reviewing and addressing the needs of the authority's treasury management staff for training in investment management.

Training sessions were held in September 2009 and June 2010 for all councillors involved in decisions relating to treasury management. Treasury management staff have kept their knowledge up to date by attending training events arranged by the Council's treasury management advisors and CIPFA.

Summary of Prudential Indicators

No.	Prudential Indicator	2009/10 Revised Indicator		2009/10 Out turn
1	Capital Expenditure	£182,460k		£165,912k
2	Ratio of financing costs to net revenue stream			
	General Fund	5.35%		5.56%
	HRA	32.77%		27.67%
3	Capital Financing Requirement	£677,587k		£682,895k
4	Authorised Limit	£900,000k		£680,138k
	Operational Boundary	£875,000k		£680,138k
5	Incremental impact of capital investment decisions			
	Band D Council Tax	£8.48		£2.81
	Weekly Housing rents	£0.03		£0.02
6	Upper limit – fixed rate exposure	100%		100%
	Upper limit – variable rate exposure	40%		4.33%
7	Maturity structure of borrowing (U: upper, L: lower)	L	U	
	under 12 months	0%	25%	8.2%
	12 months and within 2 years	0%	25%	7.3%
	2 years and within 5 years	0%	50%	17.6%
	5 years and within 10 years	0%	75%	17.2%
	Over 10 years	0%	100%	49.7%
8	Sums invested for more than 364 days	£60,000k		£0
9	Adoption of CIPFA Treasury Management Code of Practice	√		√

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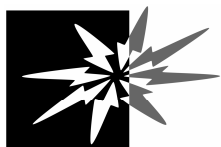
Agenda Item 10

Haringey Council

Agenda item: **[No.]**

Cabinet	On: 13th July 2010

Report Title. **IT Strategy 2010-13**

Report of: **Director of Corporate Resources** Signed :

Contact Officer : David Airey, Head of IT Services

Wards(s) affected: **N/A**	Report for Key Decision

1. Purpose

1.1 To set out the IT strategy for the period 2010 to 2013, the business priorities which it addresses, the pressures for change and the strategic projects required to deliver it.

1.2 To seek approval for the IT Strategy for 2010 to 2013.

2. Introduction by Cabinet Member

2.1 I recommend this report and the IT Strategy 2010-13 to Cabinet.

2.2 I am confident that the governance arrangements that underpin the delivery of this strategy will ensure a robust and rigorous approach to managing the risk of its implementation and ensure that the desired outcomes are delivered.

2.3 The IT Strategy 2010-13 sets out a clear vision for the IT activity that needs to be undertaken to deliver the strategic projects which address our current business priorities and the renewal of our IT infrastructure. The delivery of this strategy will be a key enabler in the modernisation of services to residents, improving the customer experience and supporting the realisation of the efficiency savings required in future years.

3. State link with Council Plan Priorities and actions and other Strategies:

The IT Strategy outlines an approach to the delivery of IT services which ensures alignment between IT activity and business priorities. The IT Strategy proposed has been developed on the basis of business priorities and acknowledges the important role IT plays in both supporting everyday business activity and enabling the Council to realise the efficiencies required in the current economic environment.

In particular, the Council Plan Priorities are supported in the following manner:

Delivering High Quality, Efficient Services
- Delivering value for money and enabling the Council to realise efficiencies is a constant throughout the strategy and will be achieved by: using IT in an innovative manner; the improved performance of the infrastructure; and the implementation of new e-enabled processes across Directorates.
- Engaging and empowering people will be delivered by the proposal which develops the web service to improve opportunities for resident interaction with the Council and their involvement in the Council's decision making process.
- High quality customer focused services will be delivered through the IT enabling of the Customer Contact Strategy.

A Cleaner, Greener Haringey. Green computing is a high profile item in the proposals and influences many of the ways in which IT Services operates, from sourcing equipment, through delivering the service in the most efficient manner, to recycling. This is best exemplified by the proposal to improve the efficiency and sustainability of our Datacentres.

A Safer Haringey. Safeguarding vulnerable people is best achieved by sharing information across Directorates and with partners. The target information resides across multiple IT systems and is often difficult to access and cross relate. The strategy addresses this by proposing an expansion of the IT infrastructure which will expose this raw data and make it more available for sharing.

3. Recommendation

3.1. Cabinet approve the IT Strategy 2010-13 and the implementation of the projects therein.

4. Reason for recommendation(s)

4.1. It is essential that the Council have a strategic approach to the deployment of IT systems.

4.2. The delivery of the IT Strategy 2010-13 and the associated benefits are aligned with the Council's priorities.

4.3. The strategic use of Information Technology is a key enabler for realising efficiencies through the Haringey Efficiency Programme.

4.4. The strategy is aligned with the Government's ICT strategy.

5. Other options considered

5.1. The Council pursue an approach which is not strategically planned and is reactive in nature. Whilst this may deliver short term tactical solutions for Services which meet the Council's priorities at any particular point in time, it will not deliver these in a manner which takes a holistic view of the requirement and in so doing will increase the likely cost and reduce the overall level of system integration possible.

5.2. The Council repairs or replaces the current IT assets when broken. This is not considered to be a feasible option as the current IT infrastructure is now approaching end of life when it will no longer be supported by manufacturers, will be incompatible with the latest technology and for which replacement parts and security (e.g. virus) updates will not be available. Adopting this approach will necessarily result in regular unplanned outages of the IT service which will significantly reduce the level of Frontline and Back-Office service delivered. Many of the IT systems used by Services support business critical activities (e.g. social care, childrens services, benefits processing) and the unavailability of these IT systems for periods of time would directly impact residents. In addition the potential security risks that would arise (through unavailability of security updates) will compromise the Council's ability to share information with outside parties and agencies (e.g. safeguarding information).

6. Summary

6.1. **Current Situation**

IT Services provides specialist support and strategic direction for Haringey's ICT, encompassing:

- Operational maintenance and support, including Service (Help) Desk and technical change management;
- IT project management;
- Supplier relationship management and procurement;
- Finance, Business Continuity Planning and IT Security; and
- Business aligned strategy and technical architecture.

IT Services delivers services to 5000 staff in the Council and its partners at 200 locations across the Borough and neighbouring areas. Secure mobile, remote and flexible access to the network and applications is also provided.

6.2. The last IT strategy was developed in 2002 and set out a roadmap for the major developments in IT in recent years, a major component of which was the replacement of the infrastructure in 2004/05.

6.3. An independent benchmark against other London Boroughs, undertaken by the Society of IT Management (Soc**itm**) demonstrates that IT Services are currently delivering value for money. It indicates that user satisfaction levels are good, performance is in the upper quartile, and cost in the middle range. However, Soc**itm**, in a Value For Money review, also identified that investment in our IT infrastructure is below the London median.

6.4. **Business Priorities & Pressures for Change**

The IT Strategy has been designed to ensure that IT supports the **business priorities outlined in the Council Plan**. The specific **pressures for change** addressed by the strategy are:

- Value for Money and the Economic Climate which will drive the Council to generate savings over the next few years as the Government responds to the recession through anticipated cuts in public spending. Information Technology is seen as a key enabler for realising efficiency savings through the Haringey Efficiency Programme.

- The Customer Dialogue which demands: better communication with the wider community and greater community involvement in decision making; improved customer focus through a more integrated approach to customer management; and integrating and sharing data to provide a better focus on frontline services.

- Safeguarding vulnerable children and adults which requires improvements in the quality of systems and data used.

- The IT infrastructure which is now over 5 years old and will need to be replaced or we will see a significant deterioration in its supportability and the level of service provided.

- Sharing information across local and national government which is critical to the effectiveness of the organisation and is at the heart of the Government's ICT Strategy.

- The Greenest Borough Strategy which outlines our commitment to the efficient use of energy and natural resources.

6.5. **The Strategic Way Ahead**

A series of projects and areas for investigation are proposed in the strategy. The strategy requires that each of the projects must have its own business case and be approved by the Corporate IT Board. The Corporate IT Board are currently undertaking a re-prioritisation exercise of proposed projects with the objective of identifying those with the greatest potential to realise efficiencies.

Broadly the strategy divides into the following areas:

- The **strategic business projects** which will be required from IT Services to help underpin and provide innovative solutions to the Council's priorities and vision as well as enable efficiencies to be realised;

- The **technical infrastructure projects** which are required to ensure that IT Services provide a secure and reliable IT environment which: replaces the existing infrastructure in a phased manner; will guarantee a stable platform for new business projects; aligns with the Government's ICT strategy; and ensures the performance of existing applications;

- The **Shared Service** opportunities which will support collaboration and joint working across, central, local government and other agencies. In particular IT Services is actively participating in projects underway for local government across London and looking to reduce the costs of IT products and services through the development of shared services and joint procurement.

- A demonstration of how IT Services will ensure that all costs are transparent,

agreed and represent **value for money** across all services.

- An explanation of how **IT Services will communicate and consult** with our stakeholders, customers and partners.

- A focus on how IT Services will develop and sustain **a professional and highly motivated IT workforce** which delivers 'right first time' and exhibits a culture of continuous improvement.

6.5.1. **Strategic Business projects**

6.5.1.1. The IT Strategy identifies a series of common themes and cross cutting business initiatives across Directorates which:

- Seek to improve customer focus and position customers at the 'heart of the council';

- Develop the Council's web facilities and improve resident participation in the Council's decision making, support channel shift, and deliver advanced content management;

- Extend the ways in which customers interact with the Council by providing greater scope for transactions over the web;

- Support the Council's ambitions to be more environmentally sustainable by developing a range of green computing initiatives;

- Improve staff effectiveness and efficiency through better document and process workflow;

- Drive forward flexible, mobile and home working;

- Make the best use of the current IT systems portfolio and continue to exploit key corporate applications such as SAP;

- Position the Graphical Information System as the master repository for location based information; and

- Improve the technologies and applications used to help the Council acquire a better understanding of performance.

6.5.1.2. Within individual Directorates, the strategy acknowledges the important role IT plays in supporting everyday activity and the need to ensure that critical applications are maintained and upgraded as appropriate.

Particular initiatives within Directorates are:

- In the <u>Children and Young People's Service</u> the key areas for action/investigation are: the Children's Centre Database, Sharing Information between partners; Framework-i, Impulse, FIS and the use of the Library System by Schools.

- The <u>Adult, Culture and Community Service</u> requires the implementation of Framework-i payments, completion of the NHS Code of Connection, Messaging with the NHS and support for the Support First project.

- <u>Urban Environment</u>'s use of CRM will be developed in the SAP Strategy project, Parking systems requires further development, the use of Electronic Document Records Management (EDRMS) will improve efficiency and value for money and the future direction of Housing software requires to be established.

- The inclusion of succession planning and talent management in the SAP Strategy and technology which supports Community Engagement will be critical to <u>People and Organisational Development</u>.

- <u>Policy, Performance, Partnerships and Communications</u> will be key stakeholders in the Council's data and knowledge management strategy and ensuring the intelligent use of information across the Council. The development of GIS and the social media capabilities of the Web will also support business priorities; and Communications will require to be supported by specialist IT technology in niche Services such as Marketing.

- <u>Corporate Resources</u>' priorities will be best served by the SAP Strategy and EDRMS projects and a variety of smaller activities (including e-Benefits and e-Payments) which are detailed in the Corporate Resources section.

6.5.2. **Technical Infrastructure Projects**

A secure, reliable infrastructure is required to deliver the strategic business projects. The focus of this will be to: ensure that there is a phased renewal of the ageing infrastructure (consistent with the Government's ICT strategy); provide the tool set which facilitates business and resident interaction and collaboration over the web; and implement products which support flexible, mobile working. The infrastructure strategy recommends:

- The replacement of servers within the Council's data centres with more space efficient and less power hungry equipment;

- The replacement of our current approach to the storage of files;

- Greater levels of infrastructure security and support for the emerging mobile

workforce and partnership working;

- The continued rollout of the convergence of the voice and data networks;

- The introduction of Wireless networking into Council offices; and

- The phased renewal of our ageing PC clients (desktop and mobile devices).

6.6. The strategy proposes a vision for IT which is designed to address Haringey's business priorities, presenting choice and flexibility for both employees and customers. The options available are described as is the action which needs to be undertaken to ease the pressure and accrue benefits.

6.7. Each of the projects proposed will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved has been formally agreed by the Corporate IT Board (CITB).This Board is a senior cross directorate management forum, chaired by the Director of Corporate Resources and has already reviewed and agreed the proposals in the IT Strategy. Final approval of all projects is in consultation with the Lead Member for Finance and Sustainability.

6.8. Once project approval has been granted the timeline for delivery will be defined.

6.9. The political and economic climates are subject to continual change and, as such, the IT strategy must be capable of adapting to these changing business priorities. This will enable the business to have the ultimate choice in what project is or is not undertaken.

7   Chief Financial Officer Comments

The Chief Financial Officer has been consulted over the financial implications of the proposed strategy from an early stage.

7.1   The strategy contains two key strands; technical infrastructure renewal projects and strategic business projects.

7.2   The proposed technical infrastructure renewal will be delivered in a phased approach over the next 4 financial years. This investment is essential to maintain on-going service provision and to mitigate against the risk of failures in the IT infrastructure occurring. The technical infrastructure renewal consists of projects within each of the main strategic themes:

Efficient and Sustainable Data Centres	£1,030,000
Desktop/Mobile Working (PCs, laptops etc)	£3,880,000
Security (e.g. Firewalls)	£ 375,000
Voice and Data (i.e. Networks)	£ 924,000
Support Service (Service Desk and User Support)	£ 184,000
Resources	£1,180,000
Risk provision	£ 757,000

                                                    Total   £8,330,000

The risk provision (10%) has been included to provide both contingency on a programme of this size and to cover exchange rate movement risk given that IT equipment is frequently based on a US dollar pricing structure (in the past 12 months the US dollar price movement for IT equipment has fluctuated and increased by 8%). This brings the total estimated cost to £8.3m over the period of the technical infrastructure renewal.

Business cases will be required for each project within the technical infrastructure renewal programme and the cost profile will be finalised once these have been approved. A review of the overall cost profile will also take place on a regular, and at a minimum annual, basis.

7.3   The technical infrastructure renewal will be funded primarily from within the current IT revenue budget with some one-off funding from the infrastructure reserve (£ 950,000) which has been built up over recent years. The latter is a key financing resource for renewal of assets and serves to spread the costs of core replacement and improvement of assets.

The current IT revenue budget also has provision for the repayment of loans relating to the previous capital expenditure from the last renewal of the IT infrastructure. These loans end during 2010/11 and the resulting monies have been included in the funding sources for this infrastructure renewal with £594,000 becoming available during 2010/11 and the full amount of £1,309,000 in each subsequent year.

In addition as the phased implementation of the new technical infrastructure takes place, there will increasingly be less need for expenditure on break/fix as new hardware will have been replaced before it has reached end of life and prone to failure. It has been budgeted that this will release £250,000 per annum of IT revenue to contribute to the funding of the infrastructure renewal.

Finally the decision has been taken to remain within the current licence arrangements with Microsoft where practical for the duration of the technical infrastructure renewal. This means that the Council will be primarily licensed to use Microsoft products up to the Microsoft Office 2007 suite but not beyond and will release £500,000 of revenue costs per annum to contribute to the funding of the infrastructure renewal.

In summary the total of the above funding for the technical infrastructure renewal equates to £ 8.5m against an estimated cost of £8.3m over the four year period. Corporate Finance have assessed both the funding sources and the cost models and confirm that the funding is in place and the costing appears reasonable based on a like for like replacement of equipment and the current known IT user estate.

7.4 The strategic business related IT projects that Services require will be funded from the Council's corporate IT capital allocation which is currently managed via the Corporate IT Board in consultation with the Lead Member for Finance and Sustainability. The Council's Financial Planning Report 2010/11 – 2012/13 allocated £0.750m to the IT capital programme in 2010/11 with a further £1.5m provisionally earmarked across the following two years. This capital investment is funded from receipts generated from disposal of Council assets and the recent and continuing difficult economic conditions are having an impact on value and timing of these receipts. The Council is undertaking a detailed review of planned capital spend in the light of this pressure which is likely to impact on funding in the short to medium term. Any approved investment from the corporate IT capital allocation is subject to business case approval and will need to focus on delivering efficiency savings for the Council.

7.5 The proposed investment in the technical infrastructure renewal at this stage is presumed to be cost neutral in terms of on-going revenue costs however, investment in the strategic business projects can come with new revenue costs such as maintenance and licenses. The value of these will form part of each business case to ensure that the full whole life cost of each project is understood and sufficient on-going funding is identified.

7.6 Given the significant financial challenges facing the Council in the medium term and the need to look for innovative, smarter and more efficient ways of working,

doing nothing with our IT assets is not a recommended option.

7.7   In terms of risk associated with the proposed IT strategy, the incremental, 'evergreening' approach to the delivery of IT infrastructure renewal activity, plus the introduction of business driven governance (the Corporate IT Board) represents a significant departure from the old model of IT delivery and should facilitate strict budgetary control. Corporate Finance will continue to play a major role in the governance of this strategy throughout its implementation. This approach will mitigate against risk. Appendix 2 describes the governance structure for the technical infrastructure renewal which incorporates the recommendations from the 2006 Audit Commission report on IT project management.

8   Head of Legal Services Comments

8.1   The adoption of a robust IT Strategy will help the Council to meet its statutory obligations. There are no specific legal implications.

9   Head of Procurement Comments

9.1   All procurement activity will be undertaken in line with the Council's procurement rules and Public Contract Regulations.

9.2   The adoption of a Category Management (One Council) approach to procurement should ensure that the most appropriate sourcing methods are identified; e.g. shared services, collaborative procurement or traditional tendering etc.

9.3   The Head of Procurement will play an active role in the procurement and sourcing strategy of all IT infrastructure.

10   Equalities & Community Cohesion Comments

10.1   An equalities impact assessment has been carried out to ensure that any potential impacts are properly assessed.

10.2   Generally technology does not impact on the different groups of people segmented

by age, gender, race/ethnicity, religion/belief and sexual orientation. For staff with disabilities technology can be a positive enabler for access to work. A number of Council staff use specialist equipment and software to support them. The IT Strategy will ensure that the Council's infrastructure will continue to support the latest software and equipment available.

10.3   By further enabling flexible and home working, the IT Strategy will provide more options to staff with specific needs to remain in employment. Mobile working enables frontline staff to support vulnerable residents in their own homes.

10.4   In supporting the business strategy to enhance web facilities and functionality the IT Strategy provides additional channels for residents to interact with the Council and access services without physically attending Council premises. The IT Strategy will ensure that, when enhancing the current web facilities for residents, the required accessibility standards for website usage are maintained.

11   Consultation

11.1   Internal Consultation - The IT Strategy has been considered and approved by the Corporate IT Board. This involved a detailed review of the Infrastructure Strategy by a Corporate IT Board sub-committee and reviews of the Directorate IT Strategy with the individual Directorates. All feedback received during these reviews has been incorporated in the latest version.

11.2   External Consultation – The Society of IT Management (Socitm) has reviewed the strategy and commented that "..the IT Strategy is well structured and comprehensive.."

12 Service Financial Comments

12.1   The funding for the technical infrastructure renewal will predominately come from within existing IT revenue budgets with draw down from the infrastructure reserve to manage one-off costs that cannot be accommodated.

12.2   The funding for the strategic business projects comes from the Council's IT capital programme allocation which is currently managed via the Corporate IT Board. Funding for each project is only agreed once a robust business case is received

and agreed; this will set out the expected outcome of the investment, why it is required, why it can't be delivered in any other way and also highlights if there are any revenue costs associated with the investment and how these will be funded.

13 Use of appendices

13.1   IT Strategy 2010-13.
13.2   IT Infrastructure Strategy Governance

14 Local Government (Access to Information) Act 1985

Not applicable.

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Haringey Council

▶IT Strategy 2010 -13

London Borough of Haringey

Delivering Technology Which Underpins Haringey Council's Priorities through

Developing Strategic Services
Ensuring Secure & Reliable Infrastructure
Providing Shared Services
Demonstrating Transparent Costs
Communicating with Stakeholders
Sustaining a Professional Workforce

IT Strategy 2010-13

The London Borough of Haringey

Table of Contents

Executive Summary

> This Executive Summary provides an overview of: IT in Haringey, the pressures for change, IT Services' objectives, the vision and the strategy it encapsulates.

Executive Summary
The London Borough of Haringey

Introduction

The last IT Strategy for Haringey Council was established in 2002 and set a roadmap for major changes in IT which have facilitated business transformation in the Council in recent years.

These changes have included the centralisation of IT, the delivery of the e-Government programme, the replacement of the infrastructure and the insourcing of IT Operations.

This has delivered a step change in the quality of the IT provision and an increase in the level of satisfaction across the Council to the extent that IT in Haringey obtained the 3rd best ever score recorded in London Councils in a recent independent User Satisfaction Survey.

However, the pace of change in the Council is significant and, in IT, new technological developments present constant opportunities for the Council to make innovative use of IT in its pursuit of business priorities.

In the same way that the business is in a constant cycle of change to improve the way in which it delivers its services to customers, IT must ensure it keeps pace with the demands generated internally, from external customers and by central Government and local partnerships.

The pressures for Change

The main pressures for change on the Council are generated by:

The **Customer Dialogue** with its requirement to focus more on the needs of our customers and the local community generates opportunities for IT systems which can be a single source of information about our customers, allowing us to target services more effectively, move the emphasis from face to face contact and exploit other channels of communication such as the internet.

Safeguarding vulnerable adults and children demands improvements in the quality of systems used. Information which exists on vulnerable residents needs to be more readily available and securely shared with partner organisations, particularly housing and health sector agencies.

The **economic climate** demands the Council generates savings which will be significantly increased over the next few years as the Government responds to the recession through cuts in public spending. This is further exacerbated by the economic downturn which has increased unemployment and the demand for benefits and welfare. The response must be to demonstrate value for money in all IT expenditure and ensure that the innovative introduction of technology will assist the Council in driving down the cost of the services provided to customers.

The Council is now very dependent on IT which underpins many key processes and these systems must be available and perform effectively and efficiently. The **IT infrastructure is ageing** and, in the future, will be prone to performance issues. This should be subject to a gradual and continuous renewal exercise.

The Vision

Once the strategy has been realised, the IT landscape within Haringey will have changed significantly in support of the Council's main priorities. The strategy will create potential for: radical change in the way that citizens interact with the Council; flexibility in how employees perform their role; improved IT performance and reliability; better facilities for inter-working with partners; and an improved engagement between the business and IT Services over the choice and cost of services provided.

The community will have a web service which reflects their needs, improves their interaction with the council and creates greater scope for community participation in local government.

The standard facilities provided will offer business functionality which is superior to that on offer today.

Back office staff will have benefited from the introduction of an electronic system for managing documents which will simplify processes and eliminate wasted space; provide access to documents independent of location; reduce search and retrieval timescales; and provide automated and efficient workflow.

The introduction of new infrastructure will have: improved the operation and reliability of IT systems; provided a platform which increases the capability of sharing services across central and local government; and provided equipment which is fit for purpose.

The Strategic Way Ahead

The strategy defines the key projects/activities and the business priorities that each of the projects will help to deliver. These projects are required to turn the vision into reality. Each will have its own business case and be individually approved by the Corporate IT Board

In outline it includes:

1. The **strategic business projects** which will be required from IT services to help underpin and provide innovative solutions to the Council's priorities and vision.

   Within individual Directorates the strategy demands a greater understanding of business priorities and acknowledges the important role IT plays in supporting everyday activity. It will:

   - ensure that critical applications are maintained and upgraded as appropriate; and
   - Support strategic business initiative;

   The strategy for each Directorate is outlined in the body of the document.

   Across businesses this strategy will:

   - Seek to improve customer focus and position customers at the 'heart of the council';
   - Develop the Council's web facilities and improve resident participation in the Council's decision making, support channel shift, and deliver advanced content management;

- Extend the ways in which customers interact with the Council by providing greater scope for transactions over the web;
- Enable residents to access Council services from mobile devices (e.g. increase use of text by mobile phone)
- Support the Council's ambitions to be more environmentally sustainable by developing a range of green computing initiatives;
- Improve staff effectiveness and efficiency through better document and process workflow;
- Drive forward flexible, mobile and home working;
- Make the best use of the current IT systems portfolio and exploit key corporate applications;
- Position the Graphical Information System as the master repository for location based information; and
- Improve the technologies and applications used to help the Council acquire a better understanding of performance.

2. The **technical infrastructure projects** required to ensure that IT Services provide a secure and reliable IT environment which: replaces the existing infrastructure in a gradual, phased manner; will guarantee a stable platform for the new business projects delivered above; aligns with the Government's ICT Strategy; and ensures the performance of existing applications. Including:

   - The gradual replacement of servers within the Council's data centres with more space efficient and less power hungry equipment;
   - The replacement of our current approach to the storage of files;
   - Greater levels of infrastructure security and support for the emerging mobile workforce and partnership working;
   - The continued rollout of the convergence of the voice and data networks;
   - The introduction of wireless networking into Council offices; and
   - The phased renewal of our ageing PC clients (desktop and mobile devices).

3. The approach which will be followed to secure opportunities from **shared services** with and to provide shared services to others. This will support collaboration and joint working across, central, local government and other agencies.

These initiatives will all be underpinned by:

4. A demonstration of how IT Services will ensure that all costs are transparent, agreed and represent **value for money** across all services.

5. An explanation of how **IT Services will communicate and consult** with our stakeholders, customers and partners.

6. A focus on how IT Services will develop and sustain **a professional and highly motivated IT workforce** which delivers 'right first time' and exhibits a culture of continuous improvement.

Conclusion

The strategy proposes a vision for IT which is designed to address Haringey's business priorities, presenting choice and flexibility for both employees and customers. The options available are described as is the action which needs to be undertaken to ease the pressure and accrue benefits.

Each of the projects proposed will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved has been formally approved by the Corporate IT Board.

Once project approval has been granted the timeline for delivery will be defined.

The political and economic climates are subject to continual change and, as such, the IT strategy must be capable of adapting to these changing business priorities. This will enable the business to have the ultimate choice in what project is or is not undertaken.

1.Context

This Context Section provides an overview of: business priorities, some backgound to IT in Haringey, the pressures for change, IT Services' objectives, the IT principles used, the vision and the key initiatives encapsulated in the Strategy.

1.1 Business Priorities

The London Borough of Haringey

The Haringey Strategy and Context

The Council's objectives are set having regard to national and local agendas and policies. These are interpreted locally and influenced by specific issues within the borough and by residents' concerns. The Haringey Community Strategy '**A Sustainable Way Forward 2007-2016**' articulates how the Council and its partners will work together and address the vision:

'*a place for diverse communities that people are proud to belong to*'.

The Strategy provides a focus for the creation of the Council Plan.The vision in the Council plan is to be:'**a council we are all proud of'.** This will be realised by:-

- *A Cleaner, Greener Haringey:* Protecting our environment by becoming one of London's greenest boroughs. Working with local communities to ensure the streets are cleaner, parks and green spaces are attractive.

- *A Safer Haringey:* Working to reduce crime and make people feel safer. Safeguarding vulnerable people.

- *A Healthy, Caring Haringey*: Tackling inequalities amongst adults and children. Reducing homelessness. Promoting independent living, enabling people to remain independent, have choice and control over their lives.

- *A thriving Haringey*: Creating a place where people can flourish and reach their potential. Tackling decline, attracting growth and creating a more vibrant local economy.

- *Driving change, improving quality*: Engaging and empowering people. Delivering value for money. Providing transparent and accountable leadership. Delivering high quality customer focused services.

Figure 1 Haringey from Alexandra Palace

The Council Plan contains many of the key initiatives for Haringey. A key priority in this plan is to ensure that our safeguarding services and arrangements for vulnerable children are fit for purpose and improve to reach the highest standards.

The plan also includes such items as:-

- Engaging with citizens through the Community Engagement Framework which will improve public services;

- Delivering value for money through the development of a single approach to the customer;

- SMART working which aims to reduce the overall cost of accommodation by rationalising the offices portfolio and implementing enabling technology and operational procedures, supported by staff using mobile, flexible and home working;

- Data Quality Standards to ensure all data used is accurate and of high quality; and

- The delivery of efficiency savings identified through the Value For Money reviews.

1.2 IT Background

The Evolution of ICT in Haringey

IT Services provides specialist support and strategic direction for Haringey's ICT, encompassing:

- Operational maintenance and support, including Service (Help) Desk and technical change management;
- Business application management;
- IT project management;
- Supplier relationship management and procurement;
- Finance, Business Continuity Planning and IT Security; and
- Business aligned strategy and technical architecture.

IT Services delivers services to 5000 staff in the Council and its partners at 200 locations across the Borough and neighbouring areas. Secure mobile, remote and flexible access to the network and applications is also provided.

Systems' support is provided between 08:00 and 18:00, Monday through Friday; however, subject to operational constraints, systems are normally available outside these hours and at weekends.

IS Strategy

The IS Strategies Project, delivered in 2002 supported the business vision, at that time, of making a step change in performance through business transformation. The use of technology was considered to be a key enabler of the transformation. This strategy set out a roadmap for the major developments in IT in recent years, a major component of which was the replacement of the infrastructure.

IT Services Centralisation

The IT function was originally distributed across the Directorates within Haringey. However, from 1997 until 2003, the workforce was gradually centralised to provide a more integrated, strengthened and professional IT department. This delivered a more effective, efficient IT organisation for all of the Directorates within the Council.

Technology Refresh

A new technology platform, including a web presence that was recognised as one of the most accessible government web-sites in the country and in the SOCITM top 10 local government sites, was introduced in 2004.

e-Government

In 2005-06 the e-Government programme delivered considerable change to the applications service provided to the Council. The web-site was re-designed and a number of core e-enabled applications implemented. This included SAP, e-democracy, on-line e-payments, e-planning, Framework-i, e-forms, and Manhattan. All applications were upgraded to the latest supported version.

In-Source IT Operations

In late 2006 the operational team was in-sourced. The additional cost of recruiting internal staff was offset against the lower costs for change in recent years, making this exercise effectively cost neutral. This resulted in the restructuring of IT Services and the shaping of service provision along ITIL (Information Technology Infrastructure Library) standards - industry best practice for IT management. Active investment in training has led to staff gaining IT qualifications in Microsoft Certified Professional, Citrix Certified Professional, Cisco Certified Network Professional, ITIL and Prince 2. This has led to a reduction in the use of external specialists during projects and upgrades.

ICT in Haringey – Current Situation

Data Centres

Within the Borough there are two data centres which create an effective platform for business continuity. There are the two SANs (Storage Area Networks) which provide the bulk of data storage space for applications. There are 415 servers located in these centres hosting many of the Council's key applications.

The core of the data network is located in each centre and this acts as the aggregation and connection point for the Internet, Virtual Private Networks (VPNs), London Grid for Learning

(LGfL) and telephony connections. The main telephone switch is located in the west data centre. Outside of the centres there are various server groupings hosted by third parties for applications such as SAP and Civica Parking. These are provisioned by managed service contracts.

Desktop Computing

The Council's desktop strategy is Thin Client which uses Citrix to publish IT applications and data to office, mobile and remote workers.

There is a mixture of thin (70%) and thick (30%) clients (PC desktops, laptops, PDAs, and smartphones) deployed. Thick clients exist where business applications are incompatible with citrix and often require directly connected printers or scanners.

The thin client strategy works well for remote access to council applications.

Web

The Haringey website provides a customer facing internet connection to the Council. Harinet is the internal intranet service.

A webcasting facility is also available.

Network

Haringey, as in many other large organisations, kept the voice and data networks separate.

However, the network is gradually migrating towards the convergence of voice and data. An out-sourced contract is in place with Logicalis for network support.

Performance

The performance of the department is on a steady increase. The team manages: -

o   Over 5500 support calls per month;
o   5000 users; 415 servers; 350 business and infrastructure applications; and
o   Over 200 network connected locations.

The average call answer time has reduced and the number of calls fixed first time improved.

Figure 2 Service desk average call answer time

Office & Mail

Microsoft Office 2003 suite and Exchange 2003 are used to provide office productivity tools and email across the organisation. Webmail and smartphones are used by staff to access their email when out of the office.

Information Security

Haringey was the first English Council to hold ISO27000 certification (an international standard for information security management).

Finance

The revenue budget for 2009/10 is £17.1m, including approximately £9.3m IT costs (staff (105), supplies and infrastructure), £5m business related costs (application service contracts) and £2.8m of financial costs (depreciation, accommodation, etc.). Breakdown:-
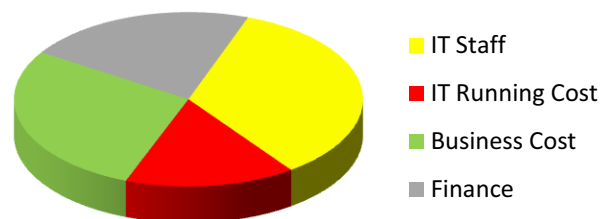
Figure 3 Revenue breakdown

The contractual spend represents some 43% of overall ITS' spend. The main suppliers are: Logica, Northgate, Civica and Logicalis.

Soc**itm** Benchmark

This independent benchmark against other London Boroughs demonstrates that IT Services are delivering value for money. It indicates that user satisfaction levels are good, performance is in the upper quartile, and cost in the middle range.

1.3 Pressure for Change

The Customer Dialogue

Community Engagement: today there is considerable pressure for better communication with the wider community and greater community involvement in decision making.

Improving Customer Focus: A more integrated approach to customer relationship management is required. This demands customer orientated services provided over multiple channels and needs a gradual increase in our understanding and creation of the links between customer systems.

The **integration and sharing** of common customer data across platforms can be difficult. Linking business processes together can be cumbersome and impractical with existing systems. Linking the front and back office more efficiently could improve our effectiveness and support the desire to focus on frontline services.

Safeguarding

Safeguarding vulnerable adults and children demands improvements in the quality of systems used. Data which exists on vulnerable residents needs to be securely shared with partner organisations, particularly health sector agencies.

Value for Money & the Economic Climate

The **economic climate** demands that the Council generates savings over the next few years as the Government responds to the recession through cuts in public spending. This is exacerbated by increased unemployment and the demand for benefits and welfare.

Value for Money: Council services must be provided at the right quality, level and cost for the needs of our customers and the local community.

Exploitation of key existing corporate business systems: The variety of systems in use presents many challenges: support is expensive and difficult to resource; benefits of scale are not leveraged; and functionality in the core platforms is not fully exploited. further exploiting the functionality in our core SAP and Microsoft platforms will deliver benefits.

Automating manual processes: Many processes are manual and depend on information held on physical, paper based, records and documents. The electronic storage and processing of this information could dramatically improve process efficiency.

Mobile and home working and providing remote access to business applications has the potential to provide significant performance and efficiency savings across the Council.

Phased Renewal of Infrastructure

The IT infrastructure is now over 5 years old and will need to be **replaced** or we will see a gradual deterioration in its supportability and the level of service provided.

The Government security initiative **GCSx** adds to the pressure on infrastructure.

Exploitation of Shared Services

Sharing information across the council and with partner organisations will deliver service value. The opportunities which exist to partner with Primary Care Trusts (PCTs), other local authorities and national government bodies will need to be explored.

Green Computing

Haringey has developed the **Greenest Borough Strategy** and is commited to the efficient use of energy and natural resources.

1.4 IT Strategy Objectives

Figure 4 Strategy Objectives

The vision for IT is:-

'To be recognised as providers of value for money, business focused services, through the innovative use of our people and technology'

The specific objectives which will deliver this vision and drive the strategy are:-

1. Develop Strategic Services

2. Ensure Secure, Reliable Infrastructure

3. Provide Shared Services

4. Demonstrate Transparent Costs

5. Communicate with Stakeholders

6. Sustain a Professional Workforce

Strategy

Support for business priorities is the 'golden thread' which weaves through the objectives.

1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2. Ensure that we provide a secure and reliable IT environment.

3. Actively pursue opportunities to both share and provide shared services to others.

4. Demonstrate that all costs are transparent, agreed and represent value for money across all services.

5. Communicate and consult with our stakeholders, customers and partners.

6. Sustain a professional and highly motivated IT workforce which delivers 'right first time' and exhibits a culture of continuous improvement.

Note: The strategy is structured under each of these objectives.

1.5 IT Principles

In formulating the strategy, it is useful and effective to define a number of principles that will be used to guide the choices and direction. Below are principles that were used in the formulation of the strategy. These principles were created with a view to developing the current IT environment in line with business priorities and are based on best practice in the IT Industry.

The principles are directives that hold irrespective of circumstance. Once in place they will not be changed unless there is a fundamental revision to the structure or goals of the business. This concept leads to the first principle listed - that they cannot be ignored or superseded by other factors, they will always be followed.

- The primacy of principles.

- Microsoft Windows will be the default operating system for Council equipment.

- Microsoft Office will be the default productivity suite for the Council.

- SAP will be the default corporate application of choice and integration with all other applications will be achieved by using SAP integration products.

- IT Services will seek to selectively outsource, through managed service contracts, various non-critical aspects of the service provision where it is cost effective to do so.

- We will buy package applications not write software.

- We will configure software not customise base code. This implies that business processes are influenced by the software purchased. We do not acquire software and then customise it to meet existing business processes.

- All software and hardware must be supported and patchable for security issues and vulnerability, un-patchable software

and hardware is not allowed to be connected to the network.

- Hardware will be replaced according to its particular defined lifecycle. In other words we recommend that we "sweat the hardware assets" in line with manufacturers' recommendations. This implies the renewal of our infrastructure on a five year cycle.

- Where practical systems should be virtualised. This means that we will no longer seek to implement individual applications on dedicated physical servers but, instead, seek to provision the application on shared infrastructure.

- All new applications must present their user interface through a web server. This means that the browser interface common on all internet based applications will be the standard interface for applications used in Haringey.

- We only deliver the items in the service catalogue. If it is not in the catalogue it needs to be formally requested and subject to normal evaluation.

- IT Services own all Council IT equipment connected to the corporate data network, and the software and licences upon it.

- Data interfaces are to be through published XML or API interfaces. All suppliers will provide, maintain and document the interfaces to their software and publish the database schema.

1.6 Vision

Once the strategy has been realised, the IT landscape within Haringey will have changed significantly in support of the Council's main priorities. The strategy will create potential for: radical change in the way that citizens interact with the Council; flexibility in how employees perform their role; improved IT performance and reliability; better facilities for inter-working with partners; and an improved engagement between the business and IT Services over the choice and cost of services provided.

The community will have a web service which reflects their needs, improves their interaction with the council and creates greater scope for community participation in local government. The customer transactional interface will have moved from the existing face-to-face or telephone based interaction to one which exploits other channels such as the web.

The standard facilities provided will offer business functionality which is superior to that on offer today. More up to date office products (word processors, spreadsheets, calendars and web browsers) and tools which facilitate a better interaction between staff (enabling more online communications, consultation and information exchange) will support the development of staff productivity.

Back office staff will have benefited from the introduction of an electronic system for managing documents which will simplify processes and eliminate wasted space; provide access to documents independent of location; reduce search and retrieval timescales; and provide automated and efficient workflow.

A smaller, more integrated set of business applications will also simplify back office processes and have reduced the need for the repetitive, manual, input of customer and asset data. Single Sign-on will provide secure access to these systems.

The introduction of new infrastructure will have improved the operation and reliability of IT systems and provide equipment which is fit for purpose.

The augmented functionality presented by an IT capability for sharing services, deleveped by taking advantage of the Government's ICT Strategy, should mean that Haringey could have direct access to applications within other London authorities and partner organisations connected to the London Public Service Network. This could open up further opportunities to reduce the operating costs of IT by starting to exploit Capital Ambition's programmes for joint funding of shared Data Centres, infrastructure, applications and data storage. Improved business process efficiency could be delivered by collaboration with other London Councils and partners including PCTs, Police, Schools and Central Government.

The engagement between the business and IT Services will have developed fundamentally by a greater understanding of the services which IT can deliver; better alignment between IT and business priorities; and transparency over the cost of the services delivered.

A better informed, better aligned, more responsive, higher performing IT service will support IT Services' vision:

'*to be recognised as providers of value for money, business focused services, through the innovative use of our people and technology*'.

1.7 Key Initiatives

A series of projects and areas for investigation, grouped by IT Services objectives, are required to turn the vision into reality. Each of the projects must have its own business case and be individually approved by the Corporate IT Board.

The six objectives and their proposed activities are:-

> 1. Develop Strategic IT Services that help underpin and provide innovative solutions to the Council's priorities and vision

It is essential that IT Services deliver and support a software portfolio which underpins the Council's business priorities.

Within individual Directorates the strategy demands a greater understanding of business priorities and acknowledges the important role IT plays in supporting everyday activity. It will:

- ensure that critical applications are maintained and upgraded as appropriate; and
- Support strategic business initiatives.

In the Children and Young People's Service the key areas for action/investigation are: Children and Families which will require further development of Framework-i, the provision of appropriate ICT in support of the development of the First Response team and the provision of mobile technology for social workers. Support for the development of multi-agency teams. Children that are known to us require a review of all data and information held by the Directorate. **Mobile Working**, the **Children's Centre Database**, Sharing Information between partners**;** Implulse, FIS and the use of the Library System by Schools.

The Adult, Culture and Community Service requires the implementation of **Framework-i payments**, an investigation of **Mobile Working** and the completion of the **NHS Code of Connection**, linking with the NHS systems and support for the **Support First project**.

Urban Environment's use of CRM will be developed in the **SAP Strategy** project,

Parking requires further development, the use of **Mobile Working** and **EDRMS** will improve efficiency and value for money and the future direction of **Housing software** requires to be established.

The inclusion of succession planning and talent management in the **SAP Strategy** and technology which supports Community Engagement will be critical to People and Organisational Development.

Policy, Performance, Partnerships and Communications will be key stakeholders in the **Web Development** and the **SAP Strategy** projects. The development of **GIS** and **Mobile Working** will also support business priorities; and Communications will require to be supported by specialist IT technology in niche Services such as Marketing.

Corporate Resources priorities will be best served by the **SAP Strategy** and **EDRMS** projects and a variety of smaller activities (including **e-Benefits** and **e-Payments**) which are detailed in the Corporate Resources section.

Common, cross business activities will include:

- Seek to improve customer focus and position customers at the 'heart of the council' by developing and integrating SAP CRM with other customer applications within the **SAP Strategy** project.

- Develop the Council's web facilities by supporting a business led **Web Development project** which seeks to improve resident participation in the Council's decision making, support channel shift, implement social networking and deliver advanced content management.

- Extend the ways in which customers interact with the Council through **e-Payments** and **e-Benefits** projects. This will deliver channel shift and provide more transactions over the web.

- Support the Council's ambitions to be more environmentally sustainable by developing a range of green computing initiatives within the **Data centre equipment replacement** project.

- Improve staff effectiveness and efficiency through better document and process workflow by the delivery of a corporate **Electronic Document and Records Management System (EDRMS)**.

- Drive forward flexible, mobile and home working by initiating a **Mobile Working** project which defines the strategy in this area and scopes the business benefit.

- Exploit existing corporate applications and make the best use possible of the current IT systems portfolio. This will be achieved by a **SAP Strategy** project.

- Position iSMART GIS as the master repository for location based information by implementing the **GIS Phase 2** project.

- An investigation of what is required to link front and back office processes, under the auspices of the **SAP Strategy** project, which determines both our tactical and strategic data and application needs.

- Improve the technologies and applications used to help the Council acquire a better understanding of performance by delivering **SharePoint** a web based capability for exposing and analysing data within current systems.

2. Ensure that we provide a secure and reliable IT environment.

A secure, reliable infrastructure is required to deliver the above application strategy. The focus of this will be to: ensure that there is a phased renewal of the ageing infrastructure (consistent with the Government's ICT strategy); provide the tool set which facilitates business and resident interaction and collaboration over the web; and the products required to support flexible, mobile working. The infrastructure strategy recommends:

- The gradual replacement of servers within the Council's data centres with more space efficient and less power hungry equipment. This will require a **Data centre equipment replacement** project which rationalises and consolidates servers and updates server software.

- The replacement of our current Directorate File System by a **SharePoint** project which creates a new shared file structure and the base infrastructure for version control, searching and collaboration with partners.

- Greater levels of infrastructure security and support for the emerging mobile workforce and partnership working. This will require a **Security p**roject to be established which implements: personal firewalls, anti-virus software, secure servers, network access controls and tools for the investigation of security incidents.

- The continued rollout of the **IP Telephony** project which will complete the convergence of the voice and data networks. In so doing this will improve workforce flexibility, smart-working and mobility.

- A **Telecommunications** project which will investigate the use of instant messaging and the techniques used to establish an individual's presence on the network; introduce video conferencing, if a cost benefit is demonstrated; and rationalise our use of leased lines to support the data network.

- A **Wireless network** project will introduce wireless networking into Council offices.

- A **Desktop Replacement** project which undertakes the phased renewal of our ageing PC clients (desktop and mobile devices) before performance starts to deteriorate.

- An improved level of performance from the operational workforce will be delivered by business as usual developments which populate the configuration management database and drive process improvements; and a **Single Sign-On** project which seeks to establish 'self-service' and password and identity management.

3. Actively Pursue Opportunities to Share and Provide Shared Services to Others.

IT Services will continue to play a role in the development of the architectures and facilities which exploit the opportunities for partnership

internally, with PCTs and with local and national government.

A critical enabler of effective sharing will be the Government's ICT Strategy which focusses on:

- A common infrastructure;
- Common standards; and
- Common capabilities.

Internal partnerships will grow by encouraging departments to share common software and build further on opportunities with bodies such as Building Schools for the Future and in Primary Care Trusts (PCTs).

Capital Ambition (connected London), Government Connect, London Public Sector Network and North London Strategic Alliance all present medium to longer term benefits.

The potential opportunities for sharing are in improved supplier management; capacity management and resilience; and capability management.

As the Government's ICT Strategy gradually delivers some of its principle components IT Services will be positioned to contribute to the shaping and adoption of these when it is cost effective to do so.

4. Demonstrate that all costs are transparent, agreed and represent value for money across all services.

A Value for Money exercise is being undertaken to:

- Identify ways of making positive improvements to the service;
- Identify existing strengths; and
- Identify a minimum of 3% cashable savings;

This will: involve a line-by-line breakdown and analysis of all IT costs; provide a better understanding of the cost drivers; define the Business Service Offering requirement; compare IT costs in Haringey with other local authorities; and define the most appropriate organisational model.

A procurement exercise will help to identify savings opportunities within our contracts.

5. Communicate and consult with our stakeholders, customers and partners.

IT Governance will be further embedded at senior management level within the organisation.

This will enable the business to prioritise the work which is undertaken by ITS, ensuring its alignment with business priorities. It will approve the release of IT investment and the allocation of IT resources.

A Corporate IT Board has been established and meets every two months. Its remit will also include involvement in IT Strategy and ensuring value for money from IT Services.

6. Sustain a professional and highly motivated IT workforce which delivers 'right first time' and exhibits a culture of continuous improvement.

The strategy will be underpinned by a People Plan. The key objectives of this plan are:-

- Retain highly skilled and motivated staff
- Continue to build upon the Training and Development plan maintaining a culture of individual ownership of personal development
- Effective leadership and cross team working
- Career development planning
- Improve communications.

Consistent with the Government's ICT Strategy, IT Services needs to develop the capability of our staff by ensuring:

- Profesionalism in IT enabled change;
- Reliable Project Delivery; and
- A step change in Supplier Management.

Each of the activities or projects mentioned above is covered in greater detail in section 2 - Strategy.

1.8 Government ICT Strategy

Alignment with the Governments ICT Strategy will be a critical factor in the future success of IT Services, particularly in terms of delivering benefit to Haringey in the shared service provision which it will ultimately deliver.

The Government Strategy recognises that each local authority has its own business strategy to deliver specific services and commitments. It proposes a standardised, flexible and efficient ICT infrastructure across Government to enable delivery of these individual objectives. The strategy will in the future enable the delivery of pan-government objectives, while maintaining control over delivery and personalisation for services unique to those organisations. Haringey in its IT Strategy must position itself to take advantage of the Government's initiatives as they emerge over the next few years.

The strategy sets out a direction through to 2020. Implementation will be through individual public sector organisations, exploiting the infrastructure to enable the delivery of their business plans.

The emphasis is on a vision which delivers common/standardised technology for public sector organisations. The main components are:

- **The Public Sector Network**: A single holistic Voice and Data telecommunications infrastructure;
- **The Government Cloud (G-Cloud)**. An infrastructure that enables public bodies to select and host ICT services from a shared environment;
- **Datacentre Rationalisation**: A programme of Datacentre consolidation;
- **Government Application Store (G-AS)**: a facility which enables sharing and reuse of online business applications, services and components across the public sector;
- **Shared Services**: The ongoing commitment to the development of the shared service culture; and
- **Common standards**: The development of architecture and open source standards across public services.

Comparison

There is significant commonality in the service goals which the Government ICT Strategy underpins and those which Haringey's IT Strategy encompasses. This is not surprising as the drivers of the transformation of public services; improving delivery, access and efficiency; greening Government; and responding to the economic downturn ecompass many of the primary drivers in the Council Plan.

Haringey's IT Strategy is focused on defining the strategic business projects which will be required from IT Services to underpin and provide innovative solutions to the Council's priories and vision. The Government's strategy will ultimately provide new options for meeting Business Services but these are unlikely to emerge in the next two to three years. Consideration of these options in Haringey's project approval process will define the future interception of the Government's ICT Strategy.

At the heart of both strategies is the creation of a common, standardised, secure flexible infrastructure. The strategies are differentiated by the Haringey's approach which focuses on the shorter term (3 year) requirements. The Government strategy sets out a direction of travel through to 2020. The critical factor, in terms of alignment, will be to ensure that Haringey's shorter term requirements are achieved in a manner which is compatible with the longer term Government Strategy and that Haringey is continually positioned to take advantage of the opportunities that this strategy will create as and when the technologies are delivered.

Finally, the Government also places a continued emphasis on IT professionalism, reliable project delivery and supplier management. These items are not necessarily part of Haringey's IT strategy but all of these are areas of focus for IT Services and are currently being addressed.

The Government's ICT Strategy is a welcome set of guidelines into Government thinking in ICT and Haringey's IT Strategy must ensure alignment with each of the emerging constituents.

2. Strategy

Haringey Council

> **Note**: The detailed strategy in this document is described under each of the six IT objectives.

2. Strategy

Strategy Format

The strategy now addresses each of the IT Objectives in turn:

Objective 1. Develop Strategic Services that help underpin and provide innovative solutions to the Council's priorities and vision.

This section describes the strategic needs of each of the individual Directorates and the corporate, business wide, IT services that will need to be delivered to the Council (for instance: mobile working, electronic document management, etc.).

Objective 2. Ensure that we provide a secure and reliable IT environment

Objective 2 describes the changes required to the IT infrastructure to renew the ageing supporting hardware and software; and ensure alignment with Government ICT Strategy.

Objective 3. Actively pursue opportunities to share and provide shared services to others.

This describes the approach to partnerships and sharing. The opportunities which exist and how they may be exploited.

Objective 4. Demonstrate that all costs are transparent, agreed and represent value for money

Objective 4 outlines the approach which will be undertaken to financial management. Including cost transparency and how value for money will be implemented and demonstrated.

Objective 5. Communicate and consult with our stakeholders, customers and partners

This promotes the IT approach to assessing our customer's requirements and ensuring that IT Services deliver to the key priorities.

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Objective 6. Sustain a professional and highly motivated IT workforce which delivers 'right first time'

This details how the changes to our people and their skills required to deliver this strategy will be planned.

The detailed strategy is now outlined in each of the subsequent sections, in a consistent format which encompasses the current position, pressure for change, areas for action and benefits.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision. (2.1.1 Line of Business Level)

At a Glance: How initiatives at the Line of Business level support the business strategy.

Delivering customer focused, cost effective service *by delivering in a strategic manner the service expected within each Directorate.*

The following section provides an overview of the current Directorates and their line of business IT requirements. In supporting these requirements IT Services will:

- maintain a current understanding of the business environment, drivers and priorities;
- work with business representatives to define demand and identify appropriate technology solutions; and
- ensure that IT resources are directed according to agreed corporate priorities.

2.1.1.1 Children & Young People's Service

The focus of the Children & Young People's Service is on safeguarding children and children's education.

Framework-i is the core electronic social care case management system. The same system is used for both adults and children. The contract is due for renewal in 2011/12. Impulse is used for schools admission and Early Years (now FIS) deals with pre-school child care provision, and contributes childcare information to the DCSF's Parent Know How Database.

ContactPoint[1] is part of the Every Child Matters programme to improve the lives of Children and young people with a strong emphasis on early intervention for those who could benefit from additional services. It aims to help ensure all children get access to the services and support to which they are entitled as well as safeguarding vulnerable children. ContactPoint is a secure online directory.

Building Schools for the Future (BSF) has established a managed service contract for the delivery of improved ICT in secondary schools.

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[1] The future of ContactPoint is now unclear as the coalition Government has indicated that this project will be subject to major cuts

IT Services have a role in monitoring the service performance of the third party involved.

Pressure for Change

The Safeguarding Children Plan means that there is, and will continue to be, a heightened focus on ITS' support of social care systems, especially Framework-i, and for enabling information sharing with partner organisations.

The release of the national ContactPoint service and the provision of access to this service will impact on service provision through the provision of intelligence on other practitioners involved with the care of a child. This will also impact on Framework-i and Impulse both of which are being upgraded to automatically link into ContactPoint.

Areas for Action

'Children and Families' will require:

- Further development of Framework-i and the need to address contract expiration in 2011/12;
- The provision of appropriate ICT in support of the development of the First Response team; and
- The provision of mobile technology for social workers.

'Support for the development of multi-agency teams' will drive:

- Better systems connectivity and information sharing;
- Integration with RIO and other health systems;
- An NHS Pilot Project; and
- Contactpoint (see footnote 1).

'Children that are known to us' require a review of all data and information held by the Directorate. This will include:

- The identification of all data and information repositories, including confirming the source of data, the rationale behind holding it (i.e. what have we got, why have we got it and where does it come from?);
- The functional analysis of all data and information repositories (i.e. what does it do?);
- Confirmation of the arrangements for cleansing and maintaining data and information integrity (i.e. how do we maintain it and what is the cost?); and
- The definition of archiving requirements and arrangements where relevant.

Upgrade and maintain the key support systems such as Impulse and FIS, to ensure that they are reliable and functional.

Develop **Mobile Working** and the **Children's Centre Database**.

Investigate the use of the Library System by schools and investigate sharing pupil administration systems with schools.

Benefits

Practitioners will be able to identify and contact one another quickly to co-ordinate the services which children require and intervene early where needs are identified.

Compliance with the Childcare Act 2006 (Provision of Information), which sets out the types of information required to be provided to parents and prospective parents by local authorities, will be achieved.

Efficiencies, performance and service improvements will be delivered through data sharing.

2.1.1.2 Adult, Culture and Community Service

Adult, Culture and Community Service is concerned with providing:

- social care to those aged 18 and over;
- recreation services (leisure centres, sports, parks, ground and tree maintenance, and the bereavement service; and
- culture, libraries and adult learning.

Figure 9 Alexandra Park library

The major systems used are:

- Framework-i for case management; delivered as a managed service by Corelogic, and supported by the Framework-I support team who develop and maintain the workflows;
- TALIS for Libraries;
- TLMS for the leisure centres; and
- LearnerTrack for Adult Learning.

Pressure for Change

The personalisation agenda enables the service user to take charge of their care provision by giving them an individual budget, and will oblige ACCS to act as a broker for those services that the individual feels best meet their needs. As part of this agenda, there will be increasing pressure for partnership working with agencies such as the NHS, and the resulting requirement to share and access each other's systems and data. This will be enabled through extending the secure network connectivity arrangements already in place for GCSx, to encompass connectivity to the NHS network N3, for access to their systems, and secure email.

The 'Sport First' drive supports the Wellbeing agenda which encourages people to exercise and stay fit and there are requirements to deploy mobile working and kiosks to increase the take up of leisure activities in the borough.

There are plans to extend WiFi in libraries and to update and extend the people's network to provide a wider range of ICT.

Areas for Action

Implement **Framework-I payments** module.

Evaluate the C&YPS **Mobile Working** initiative and whether/how this can be extended to Adult social care staff.

Complete the **NHS Code of Connection** / Information Governance and implement connectivity to the N3 network.

Implement messaging with NHS systems to support the introduction of the Common Assessment Framework for adults, and access to NHS systems and data.

Implement the software modules that support the **Sport First** project – such as kiosks, online booking and recording of members' fitness activities.

Benefits

The provision of technology enablers will support the implementation of key Central Government social care initiatives.

In common with C&YPS, these initiatives will deliver improvement in service provision with partner organisations through information sharing.

It will promote the outcomes of the Wellbeing Agenda.

2.1.1.3 Urban Environment

Figure 10 Wood Green rooftops

Urban Environment (UE) is responsible for:

- Frontline Services (highways, parking, waste management, enforcement and transport);
- Strategic & Community Housing (advice, assessment, income recovery and temporary housing); and
- Planning, regeneration and Economy.

UE also manages Homes For Haringey (HfH), the Arms Length Management Organisation (ALMO) responsible for Haringey's housing stock. Technical infrastructure, procurement and project support services are provided to HfH through a Service Level Agreement (SLA) with IT Services.

The key IT systems supporting UE include:

- Civica – parking management;
- Confirm – location based asset management;
- i-Lap – development and building control;
- M3 PP – enforcement; and
- OHMS – housing rents, repairs & estate management.

Pressure for Change

Urban Environment is coming under increasing pressure to increase its customer focus through improved understanding of customers, enhanced service delivery and the provision of feedback to service users of the status, planning and timings to fulfil their requests – irrespective of whether a service is delivered directly by the Council or through a service provider.

The financial climate means that the Directorate will continue to be challenged to 'do more with less' and will be looking at technological opportunities that support this goal.

The need to use intelligence from across the Council to support the safeguarding of vulnerable adults and children is particularly relevant in Strategic Housing because of their contacts in the community.

Areas for Action

Increase in customer focus will be driven through the **SAP Strategy -** CRM which will be driving to provide a 'single source of customer information'. The development of integration between CRM and the back office systems will enable both service efficiencies and the ability to provide service status feedback to customers.

The existing **Parking** system is no longer being developed by the supplier and does not provide functionality to support on-line self service. In particular, electronic parking permit issue and renewal is not possible. Work is hand to upgrade this system and realise benefits including efficiency savings and the introduction of electronic service delivery, including on-line payments. This upgrade will also be evaluated to determine whether the system can be extended to other enforcement functionality and provide application rationalisation opportunities.

The introduction of **Mobile Working** and the supporting technology which is of significant interest in a number of business areas including building control, street work, enforcement, inspections and home visits.

An exercise to determine future direction of **Housing Software** will be established. Integration of housing software with social care software may be required to support recommendations of the JAR report in respect of information sharing.

There is potential to roll out **EDRMS** (Electronic Document and Record Management) early in Strategic and Community Housing.

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Benefits

Mobile and flexible working has the potential to enable improvements in service provision and efficiency by increasing the time officers spend in the field and reducing the time that field based roles spend performing administrative and back office functions.

It is also seen as key to providing effective assessment of property condition and remedial action which will enable HfH to maintain or improve their inspection rating. This is essential to secure funding to complete the decent homes programme.

The ITS mobile strategy project will define options for providing mobile working within UE for introduction to the various field based roles.

The availability of self service parking functionality will provide another access channel for service users, reduce the number of avoidable contacts and provide efficiencies in both front and back office functions.

Integration of housing and social care software will lead to improvements in safeguarding children.

2.1.1.4 People and Organisational Development

People and Organisational Development (POD) includes Human Resources (HR Support, Pay and Pensions); Learning Services; Local Democracy and Member Services.

SAP is in place for HR, payroll and training.

Heywoods system manages pensions.

Modern.Gov system supports Local Democracy and Members by providing secretariat functionality across the Council and publishing minutes, agendas and Member information to the public.

Member's specific IT needs are supported by a small dedicated team of IT specialists.

Pressure for Change

The provision of a 'self-service' approach to HR could deliver benefits in transactional HR and should be re-appraised.

There is a requirement to improve efficiency, particularly in the administration of training including extending the methods of delivery and enabling provision of training to partnership organisations.

Flexible working will be extended and options for flexible resourcing investigated.

There are legislative requirements to increase community involvement in local democracy and the availability of technologies such as social networking will provide opportunities to support greater involvement in local democracy.

In addition there is an increasing need to manage talent and succession planning in the organisation. This requires extension to the existing SAP functionality.

Areas for Action

The requirement for self service will be re-evaluated by SAP Programme Board to establish whether there is sufficient sponsorship to include this in the SAP Strategy.

The SAP Strategy will investigate the new SAP module, Enterprise Learning, to establish whether this has functionality to improve

efficiencies in the administration and delivery of training.

Technology is required to support staff to exploit flexible working and resourcing.

Work with Local Democracy and Members and other key stakeholders such as Neighbourhoods and Communications to identify and action opportunities to use technology to support community engagement.

Include the requirements for succession planning and talent management in the **SAP Strategy**.

Benefits

Greater use of SAP will provide further opportunities to realise the benefits of the earlier investments. The use of the 'self-service' approach to HR will deliver savings within the HR function and support a council wide change in the role and responsibility of staff managers.

The benefits from flexible working extend to improvements to staff working conditions, productivity and morale as individuals gain flexibility in their working patterns as well as the more traditional benefits associated with space saving, reduction in accommodation and reductions in time lost through sickness and travel delays.

Greater involvement of residents and local organisations in the democratic processes will ensure that the Council's priorities meet local needs.

2.1.1.5 Policy, Performance, Partnerships and Communication Service

The Policy, Performance, Partnerships and Communication Service (PPP&C) comprises Communication, Community Safety, Partnerships, and Performance & Policy.

The Communication Service is the owner of the strategic development of the Council's web presence and intranet (Harinet), in respect of design, structure and content.

Performance and Policy is the owner of a number of key corporate systems used across the Council including Geographical Information systems (GIS); performance reporting (Covalent) and complaints management (Respond).

Pressure for Change

Today there is a desire to:

- use technology to provide better interaction with the wider community facilitating greater resident participation in local democracy;

- update the Council's website to increase the range of services available to residents on-line;

- update the intranet to provide better information and knowledge sharing capabilities;

- manage and share information, such as the Borough profile across the Haringey Strategic Partnership (HSP);

- identify specific segments and interests across our residents, partners and stakeholders to support targeting of events, consultation and service provision; and

- adopt a more strategic approach to the deployment of GIS, particularly in support of mobile working.

Areas for Action

Work with Communications and other key stakeholders in a **Web Development** project to define how recent web technologies – such as collaboration, information sharing, user centred

design and interoperability can be used to support engagement and information sharing across the Council and with partners and customers.

Evaluate through the **SAP Strategy** project whether the use of SAP as a corporate performance management tool will provide benefits in this area.

Define the future approach to supporting the complaints management processes and whether the introduction of **SAP Strategy -** CRM in this area will provide a more comprehensive view of the customer base.

Ascertain whether **SAP Strategy -** CRM should be extended to support the needs of consultation and other areas to maintain information about customer interests, as well as service usage.

Extend the current **GIS** capability to include integration with other systems and initiatives such as mobile working.

IT Services will work with Communications to ensure that niche Services such as marketing, design and print have a cost effective IT infrastructure to deliver service to the council.

Benefits

A new website will assist in the delivery of the Customer Focus Strategy, Smart Working and, in essence, improve customer service and the efficiency of staff.

This will assist in the delivery of the New Media strategy in PPP&C.

The extension of SAP to other corporate applications will support the applications rationalisation initiative and the provision of a single source of key data.

2.1.1.6 Corporate Resources

Corporate Resources consists of Access and Customer Focus, Corporate Property Services, Finance Services, and Legal Services. It is a heavy user of IT systems and, as in all Directorates, challenged with improving and developing its services.

SAP is the major IT system in use supporting: Finance, Payroll, HR, Procurement, Asset Accounting and Customer Relationship Management. There is a managed service in place with Logica and an Enterprise License with SAP.

Pressure for Change

Access and Customer Focus which includes IT Services has in recent years implemented the Customer Relationship Management (CRM) module in SAP. CRM and the customer is at the heart of the business' transformation agenda which plans to focus on data aggregation, process integration, information presentation and business intelligence exploitation. The challenge will be to ensure that SAP is efficient and effectively maintained and developed in a manner consistent with Customer Services Customer Focus Strategy. Further, a degree of integration is required between the various systems which support customer interactions.

Corporate Property Services exist to provide effective management of the Council's property resources and use Manhattan to support property asset and work management. Challenges in this area are to implement the Corporate Accommodation Strategy and to effectively manage the remaining property portfolio, including improved reporting and repairs scheduling; managing property assets, particularly disposals; and the improvement of performance analysis around the Commercial Portfolio.

Finance Services covers financial management and strategic planning, audit, accounting and control, and procurement, most of which use SAP; and Benefits and Local Taxation which uses iWorld and Civica W2 to support the service. Corporate Finance and Benefits and Local Taxation in particular are required to manage and support their systems

and processes to meet continually changing legislative and regulatory requirements. All are challenged with delivering their services within a defined financial budget, ensuring compliance and demonstrating value for money.

Legal Services promote and protect the Council's corporate objectives through legal advice and action.

The service is responsible for maintaining the council's Local Land and Property Gazetteer (LLPG), which is a central reference for all addresses used by the major council applications such as Local Land Charges, Council Tax and the Electoral Register. There is a 'hub & satellite' arrangement in place to keep applications synchronised to the gazetteer. These and Visualfiles (Legal Case Management) are the main applications in use.

Areas for Action

The key initiative will be the development and delivery of the **SAP Strategy** which will underpin the achievement of many of the business objectives of Corporate Resources. The strategy will include both the extension and further exploitation of existing functionality, such as CRM, and the introduction of additional modules. It will also inform the support model for SAP future developments and deployments, and examine the options for the delivery model when the current contract ceases.

Electronic Document and Record Management systems (EDRMS) development is aligned to the Accommodation Strategy and is a key requirement in the Directorate to improve performance through integrity and accessibility of information, reducing storage costs and ensuring legal admissibility.

Pressures exist to keep Local Land Charges at the latest releases to comply with Legislation. Likewise the data integrity of the LLPG needs to be maintained at the highest standard, as it will be the basis for distributing the 2011 Census.

Other likely demand for IT Services includes:

- Introduction of **e-Benefits** in BLT and Customer Services;

- Expansion of the on-line payment capability (**e-Payments**);
- Treasury management;
- Budget management;
- Management of large capital programmes;
- Compliance of the purchase to pay process;
- Automated e-invoicing;
- Continuous improvement to the efficient and effective collection of council tax;
- Improved take up of housing benefits and more efficient processing; and
- Conversion to the new financial reporting standards (IFRS).

Benefit

The alignment of the SAP CRM strategy with the Customer Focus Strategy will enable the Council to improve its understanding of, and engagement with, customers, targeting consultation and the provision of services. This will also enable the Council to meet the CAA key lines of enquiry in this area.

Other initiatives will:

- improve financial management across the authority;
- increase compliance and efficiency;
- improve council tax collection rate; and
- improve housing benefit processing while reducing overpayments and fraud.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2 Corporate Level – Cross Business

2.1.2.1 Improving customer focus and integration

Today customer service is supported by processes which require customer service officers to use a variety of IT systems to fully satisfy a customer enquiry.

Within applications there are different standards for the key customer data entity.

The link between front and back office processes is often difficult.

The primary system in use is SAP CRM in the Customer Service Centres (CSCs); other systems such as iWorld and Civica are used dependent on the customer query and all are supported by e-forms.

There are no electronic interfaces between systems. The manual integration and the face-to-face, or phone, based nature of the transaction reduces efficiency, extends call durations and reduces the potential of delivering a self-service facility to our customers over a range of different channels.

The double keying of customer details into more than one system is commonplace.

Pressure for Change

A more integrated approach to the services which support customer relationship management is required. This can only be developed in consultation with the business. This demands simple services provided over multiple channels and needs a gradual increase in our understanding of and creation of the links between systems.

Customer Focus requires facilities that focus on the customer and track the customer experience over time. There is a desire to have a single view of the customer and the CSCs wants be able to process many more calls quickly, efficiently and effectively.

At a Glance: *How improving integration and customer focus supports the Business Strategy*

Delivering customer focused, cost effective service *by linking front and back office processes and focusing on the customer interaction*

Critically, it is desired that a customer is provided with an instantaneous formal close to the enquiry, not a delay to await the outcome of a transaction in another department.

Many of the services on offer in the call centre are also required over the web and thus improve 'self service' to our residents.

Areas for Action

This area will be addressed by a project which exploits the capability inherent in SAP; creates the potential for the customer to be used to link front and back office processes; links telephony and data; and makes use of new internet technologies. This will require in inclusion of CRM and a review of SAP's capability of linking processes and data within the **SAP strategy** project**.**

The exploitation of **IP Telephony** will enable enhancements to be made to the Call Centre telephony capability.

Multiple channel access and web self service will need to be explored in the **Web Development** project which investigates the use of web tools.

Benefits

The biggest benefit of this approach is that it will progress our journey to deliver a customer focused strategy. Better value for money will also be gained by reducing overheads on the delivery services.

SAP and its integration with the web will enable us to 'manage customer contact across all contact channels' and will allow 'customers to self-serve and to choose the channel most convenient to them'.

A 'get it right first time' approach will also have a direct impact on the achievement of an NI 14 (avoidable contacts) reduction.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.2 Improved communications with our residents, stakeholders and staff

The web continues to be one of the main channels of communication with our customers and a critical source of information for our staff.

However, the facilities provided are functionally poor when compared with the type of facilities available on popular websites such as google and yahoo.

Pressure for Change

Today there is considerable pressure for:

- greater community involvement in decision making and the promotion of democracy, through two way web casting, electronic surveying; and electronic petitioning;

- better communication with the wider community;

- simpler, unstructured, search and retrieve access to the millions of documents held by the Council;

- improved content management, the existing system is now out of date; and

- the use of the web as an additional channel for customer transactions which supplement and replace face-to-face and telephone interfaces.
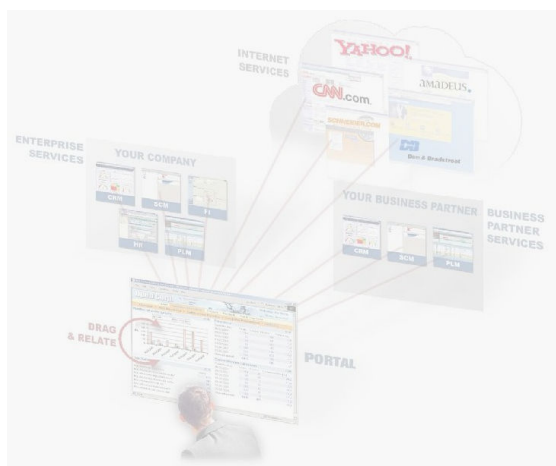
Figure 5 The web

At a Glance: How communicating with our customers supports the Business Strategy

***The Delivery of a new media website** is a critical component of the Community Engagement Framework.*

Areas for Action

The internet and intranet facilities will be developed to provide:

- a personalised web based access point for all customers and staff which will provide: a 'single point of entry' to all of the services provided by Haringey;

- two way broadcasting over the internet, e-petitioning and e-surveying;

- a replacement for the existing content management system;

- a route to other local authorities, community and government services; and

- tools for better engagement with our residents.

A business led **Web Development** project will be established to identify and document the business requirement, address business change and detail the plan for delivery.

Benefits

The benefits of this initiative are wide ranging.

It will enable a channel shift for customer transactions.

It will integrate a number of strategic objectives across the council for instance a customer focus strategy, the desire to provide a single point of contact for all services, the desire to expand self service both for customers and staff, personalisation and social networking.

It will be a key enabler of the Community Engagement Framework and create a vehicle through which customers can be more involved in Council decision making.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

At a Glance: *How extending the ways in which customers interact with the Council supports the Business Strategy*

Deliver customer focused, cost effective service *by providing customers with access to an on-line payment and benefits service.*

2.1.2.3 Extending the ways in which customers interact with the Council

Customer interaction takes place over the web on a 24x7 basis for the payment of: business rates, council rent, and council tax. Environmental issues are gathered online in electronic forms. Planning applications can be made over the web.

There is an electronic interaction with post offices, banks and retail outlets via All Pay.

There is phone and face-to-face contact made on a variety of issues with different business units.

Pressure for Change

There is a desire to extend the range of services which are available 24x7 over the web and other channels.

Providing a better service to our customers drives an improvement in the interaction with them and simpler methods of responding to their enquiries.

In parallel, there is the requirement to reduce the cost of customer interaction and, in particular, reduce the demands it makes on Frontline services.

The perception that customers have of the Council should be that it is responsive and modern and up to date in its use of the technology options which exist in providing an easy to use web service.

The Council should be compliant with the standards in this domain, such as the Payment Card Industry Data Security Standards (PCIDSS).

Areas for Action:

The **Web Development** project will deliver a platform upon which greater transactional activity can be undertaken with our customers. In particular:-
An **e-payments** project has been established, which will deliver new [centralised] ePayment

functionality to LB Haringey in 3 incremental phases:

- Upgrade ePayment system (AuthorityICON) to replace existing system (RadiusICON);
- Migrate Parking Fine payment services to the upgraded ePayment system; and
- Manage the take-up of ePayment functionality by other council services.

An **e-benefits** project (ABC) has been established to support BLT's objectives of automating benefits claims. This provides an intelligent form that enables mediated applications via Customer Services and potentially via other authorised third parties such as Registered Social Landlords (RSLs) and Citizen Advice Bureau (CAB).

The introduction of a self-service capability within the CRM will be investigated as part of the **SAP Strategy** project. This will deliver significant enhancements to the transactions which can take place over the internet.

Benefit

e-Payments will enable LB Haringey to be compliant with the PCIDSS, thereby delivering: improved and secure web payment; improved and secure telephone payment; secure chip and pin payment; minimised data security breaches; and counter fraud opportunities.

e-Benefits will simplify the application process for claimants, ensure validation where appropriate and enforce mandatory information.

Improvements will be delivered in NI 181 the time taken to process new benefit claims and reductions achieved in NI 14 the number of avoidable contacts.
This will increase the ease of use of services by our customers and their perception of Haringey as a Council which embraces modern developments.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.4 Green Computing

Green computing is a high profile item in everyday IT activities and influences many of the ways in which the department operates, from sourcing equipment, through delivering the service in the most energy efficient manner, to recycling. Implementing services, such as IP Telephony, also helps others reduce their carbon footprint.

The adoption of a 'Thin Client' strategy for our desktop has been very effective in reducing our energy consumption and our IT carbon footprint.

The problem is further addressed by a complex mix of people, networks, and hardware, and by a sophisticated range of solutions.

Pressure for Change

Figure 6 Data Centre power supply backup

The Greenest Borough Strategy priority four: Leading by Example indicates that the Council is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.

Areas for Action

The specific areas which will be addressed are often referred to elsewhere in this document. For visibility they include:

- The **Data centre equipment replacement** project which will reduce the number of servers in the data centre and the space and energy consumption required to support service delivery;
- Storage: there will be a migration to new high capacity, small footprint and energy efficient SANs under the same project;
- Thin Clients and efficient desktops – The thin clients, and their future replacements (**Desktop Replacement** project) will utilise far less energy than traditional workstations;
- Equipment sourcing: IT Services will only procure from manufacturers with the appropriate green credentials and seek to source PCs and servers which have operating systems which support power saving and efficient power supply units;
- Electronic management of paper documents will be promoted (**EDRMS** project);
- Move to colour MFD printing;
- Re-cycling of ageing equipment, printer cartridges and paper will be further expanded; and
- The use of telecomputing to reduce travel, and our staff footprint, will be encouraged by the delivery **IP Telephony** and services such as video conferencing.

Benefits

These initiatives will significantly reduce our carbon footprint and help meet the targets in NI 185 (Co2 reductions from local authority operations), 186 (per capita CO_2 emissions in the local authority area), and 194 (level of air quality). In so doing assist in the delivery of 'making Haringey one of London's greenest boroughs'.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.5 Electronic Document and Records Management

Physical records and documents are kept in all areas of the council. In many cases, these contain important information and legislation demands that they are kept for many years.

Much of this information is unstructured. It is stored in different filing systems, and standards vary across the Council. Files can be stored in business units, off site and in other Council premises. Searching for information can be time consuming and unproductive. Information is often duplicated taking up valuable space, and poor version control can mean it is not clear what versions are the most up to date.

Records and documents are held in many IT systems.

Pressure for Change

Records stores take up expensive space, they can sometimes be lost or deleted and staff productivity is reduced searching through them.

Difficulties in controlling access have led to important information being in inaccessible areas and thus unavailable, duplicated and in multiple versions. As a result it can be difficult to guarantee the integrity of information and to ensure the legal admissibility of appropriate documents.

Records are not always available to staff.

Improvements are required to process flows of information across the Council.

The Data Protection Act, Freedom of Information Act and Intellectual Property Rights increase the demand for good, flexible access to records.

Areas for Action

Haringey has established a project, the Information Governance Framework, to manage all media; and to identify how these information assets can be best used to improve council performance. Once the full plan is developed, there will be a demand for IT

At a Glance: How electronic records management supports the Business Strategy

Delivering customer focused, cost effective service by reducing storage space used by paper records and thus helping to deliver the SMART working initiative.

systems to manage the cataloguing, storage and retrieval of documents and records.

It is possible that any systems deployed will need to be integrated with secure off-site storage & scanning facilities to provide a complete operational management solution.

A corporate **EDRMS** (Electronic Document and Records Management System) project will be undertaken. The business strategy proposed in the project will address the way we manage documents and extend functionality to meet the full records management requirement.

Benefits

The council's accommodation strategy is focused on eliminating wasted space and disposing of excess buildings. The removal of unwanted records is a key enabler.

Significant benefits will be obtained by SMART working through: improved performance; greater staff effectiveness and efficiency; and document and process workflow.

Figure 7 Document management processes

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.6 Mobile Working

Mobile working is currently used in a number of areas across the Council but its use is sporadic and is an adjunct to business processes. Evaluation of the potential for efficiency savings and the associated change management has been limited.

Our current policy on wireless mobile working, for security reasons, has been to restrict its use to council members and a limited user group with modern secure laptops.

A pilot of network based telephony (IP Telephony) has been completed within IT Services. This has demonstrated that the further deployment of network based telephony will support the ability of our workforce to move around the Borough and still have access to telephony services.

The SMART working initiative aims to promote mobile working.

Pressure to Change

Mobile working, providing remote access to business applications and other services provided by IT, is recognised as having the potential to provide significant performance and efficiency savings across the Council and in particular, for field workers.

The desire here is to gain productivity from our personnel by making sure that computer based services are readily available to record transactions, access information and report progress.

A range of technology to support the different types of mobile working is now available; however, the rapid evolution of mobile technology and the introduction of security standards for the handling of classified information, through GCSx, will necessitate further review of the technology offering.

A more secure smart phone, such as the Blackberry is required.

Demands are emerging from frontline staff for increased access to IT systems from their place of work.

Areas for Action

The initial focus in this area will be the establishment of a **Mobile Working** Project which should gain a clear understanding of the requirements for this technology, the development of supporting business cases and the creation of any supporting policies.

It is likely this work will be undertaken in conjunction with People and Organisational Development to ensure that any changes to, or impact on, HR policies, are also considered.

A **Wireless Network** project will be undertaken, where it is cost effective, to implement a secure wireless capability for staff.

Benefits

It is envisaged that as the workforce becomes increasingly more mobile the expansion of wireless service will be critical to ensuring that access to the council's voice and data network is available irrespective of the Haringey location visited.

All areas will be accessed securely by mobile devices including breakout rooms and conference facilities.

The service will support a variety of devices including notebook computers and tablet PC's.

We will be able to record information in real-time or communicate with staff without the need for them to travel to a council office.

Staff will be able to work from home and as they travel to and from work. Frontline staff, with access to the systems they require when they require them, will feel more empowered to carry out their work.

Reduced travel has a consequential impact on reducing our CO_2 emissions.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.7 Exploiting key existing Corporate Business Systems

Service provision is catered for by a mixture of SAP at the corporate level, a large number of standalone systems delivering line of business functionality, and the Microsoft Office Suite for personal productivity.

SAP is currently utilised to support Finance, Human Resources and Payroll, Customer Relationship Management, Procurement (Supplier Relationship Management for on-line purchasing and Contract Management), and Asset Accounting.

Pressure for Change

The variety of systems in use presents many challenges:

- the integration and sharing of common data, such as customer or location, across platforms can be difficult, if not impossible;
- linking business processes together can be cumbersome and impractical;
- Linking front and back office efficiently is difficult;
- maintenance of multiple systems diverts scarce IT resource away from strategic projects;
- Functionality present in SAP and Microsoft is not fully exploited; and
- Cross-application management reporting is reduced.

Areas for Action

It makes sense to further develop our use of the SAP and Microsoft product suites and in so doing rationalise our portfolio and further develop our ability to integrate processes.

A **SAP strategy** project has been initiated to determine the Council's priorities over the next three years. This will:

- Investigate how we can make better use of what we currently have and ensure that the current modules are fully exploited;
- Identify Customer facing areas in the Council where SAP CRM's capability can deliver benefits;
- Determine whether there are requirements for any extension to SAP and whether there are requirements for new functionality;
- Review the potential of SAP to replace existing IT systems;
- Identify the requirements to Integrate SAP (Including SAP CRM) with other IT systems and the underlying technical requirements; and
- Determine the requirements for SAP Business Warehouse/Management Information requirements.

The Microsoft product suite is explored further in the Infrastructure Strategy.

Benefits

The effort required to provision and support these services will be reduced.

It will increase our bargaining power, as we reduce the number of suppliers we deal with, lower integration costs and improve the availability and delivery of support.

A smaller set of services will ensure simpler integration.

Better management information will assist the organisation in its understanding of costs and performance.

Process improvements will contribute to the reduction of avoidable contacts (NI14).

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision.

2.1.2.8 Geographic Information System (GIS) Strategy

Location based information is at the heart of GIS. The fundamental building blocks of this are maintained by the Authority Liaison Officers in Legal Services but attribute data, such as road works, housing and community information, is maintained across a number of departments.

There are a variety of GIS software products in use. Recently, we agreed to standardise on MapInfo and a new corporate GIS system, iSMART. This new software has Intranet and Internet GIS capabilities. It also has a mobile working feature and is able to link to other internal and external applications.

Pressure for Change

There is a need to rationalise the many applications in use.

Mobile GIS is required within Haringey for operational use to access records on the ground.

Information released through the web must be quality assured and maps produced for the public must follow Ordnance Survey Mapping Service Agreement (MSA) guidelines.

Functionality of the current web-based Internet GIS application is restricted.

The demand for GIS as an analysis and decision making tool has increased and is unlikely to abate.

Areas for Action

A **GIS Phase 2** project and sponsor will be established to:-

- Investigate further GIS Mobile Working and the use of the corporate GIS system;

- Integrate iSMART with internal business applications such as SAP, Confirm and M3PP;

At a Glance: How GIS supports the Business Strategy

Delivering customer focused, cost effective service *by delivering location based information to mobile workers*

- Link iSMART to external business agencies such as the police, central and government; and

- Develop iSMART's reports further.

Figure 8 GIS Population map of Haringey
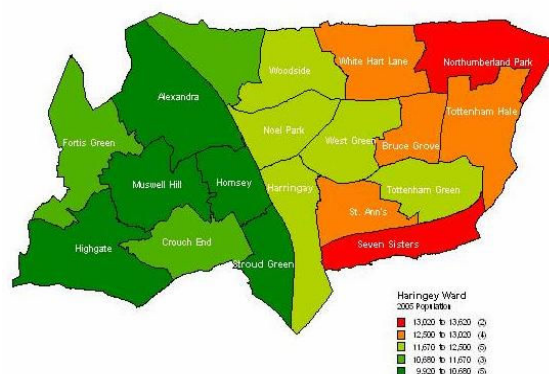
Benefits

iSMART is web-based, easy to use, and can present location information out in the field where it is most needed.

It will improve the perception of the council, deliver efficiency savings and provide enhanced location based information reported by ward: community data, services data and residents feedback.

The intelligent use of GIS data will improve evidence based decision making.

This will reduced the number of GIS suppliers and overall cost.

Improved location based intelligence will advance the community engagement strategy.

2.1 Objective 1. Develop strategic IT services that help underpin and provide innovative solutions to the Council's priorities and vision. (2.1.2 Corporate Level)

2.1.2.9 Business Intelligence

Business intelligence refers to skills, technologies, applications and practices used to help the Council acquire a better understanding of performance. Appropriately applied it provides historical, current and predictive views of Haringey's operations.

Today spreadsheet input is collated within Covalent and used for performance reporting against the Council's key indicators.

SAP reporting is used for procurement and CRM.

Business objects are used to interrogate many of the other systems in use.

Pressure for Change

There are almost 200 National Indicators which provide opportunity to measure our performance relative to other local authorities. Measuring, gathering, presenting and acting on this information is a big task.

To provide sophisticated input to performance management the data gathered must be current, and reflect today's performance.

The existing applications portfolio could be used to provide more clarity on the factors which influence performance. Cause and effect are not always clear and determining the implications of change can be difficult.

Information is often siloed and restricted by a particular business area's view of the data and the limitations in current applications. It can be difficult reconciling data in one system with data in another.

Opportunities for predictive analysis, forecasting and optimisation are limited.

Areas for Action

There is a fundamental need to develop the IT infrastructure to deliver a web based capability

of interrogating the data which lies within existing systems, exposing this data in a manner which it can be manipulated, compared analysed, integrated and then displayed in a simple to use dashboard. Microsoft SharePoint in conjunction with the **SAP Strategy** project will review the requirement to meet this demand.

This dashboard could integrate existing tools such as Covalent and the applications portfolio to present different views of this data to different strata of management and share across the web with other organisations such as Primary Care Trusts and residents.

Infrastructure developments can only provide the capability. Business projects require to be implemented in a manner which exploits these facilities.

Benefits

Management and residents will have a more informed, up to date, picture of performance and the items which influence that performance. This can be used to shape performance and align this with the Council's priorities.

With this information employees will be more empowered to perform in their areas of responsibility.

Employees and residents will be connected by information more efficiently and effectively and, as a consequence, collaboration and sharing will be simplified.

2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

The IT Infrastructure components are:

- The Data centre and its Server and Storage contents;
- The Security Infrastructure;
- The Voice and Data Network;
- The Desktop and Mobile devices; and
- The Support Service.

These are the fundamental technology components and services required to ensure the delivery of a robust and secure operational service.

Today our technical architecture is ageing and, in the future, will be prone to performance issues. The principal components have typically been in place for 5 years or more. This exceeds the normal approach in the IT world, where technology developments drive a more aggressive refresh cycle.

The recent customer satisfaction survey and benchmark indicate that although application availability is good there is a degree of frustration with the functionality and performance provided by our infrastructure.

Each component is now addressed in the following sections.

2.2.1 Efficient and Sustainable Data Centres.

Each application is supported by one or more servers hosted in two data centres with little spare capacity.

Within the data centres are two Storage Area Networks (SANs) which provide the bulk of data storage space for the council's 415 servers.

There are also 2 server rooms housing Libraries and Haringey Adult Learning Services managed equipment. Additionally there are a small number of other legacy servers in various locations.

Beyond the Borough there are various server groupings hosted by third parties for

At a Glance: How providing efficient and sustainable data centres supports the Business Strategy

Making Haringey one of London's greenest boroughs *is enabled by reducing the carbon footprint*

applications such as SAP and Civica Parking, which form part of managed service contracts.

Files are stored on the SANs in a directory structure which emulates the organisational structure of Directorates, Business Units, teams and individuals called the DFS (Directorate File System).

Pressure for Change

The current server population makes large demands on space and electricity supply.

As the content of the data centres age they will become less reliable and require greater support. Their environmental credentials are low and there is limited space for future expansion.

A number of servers run unsupported software and present security and business continuity risks.

The Directorate File System makes it difficult to share files in a structured manner using version control. This inevitably leads to the duplication of files and the overuse of storage space.

This structure also limits our ability to search and to share over the web.

Areas for Action

A **Data centre equipment replacement** project will reduce the number of components, the space utilised, the energy required and the impact on the environment by delivering:

1. Server Virtualisation which will introduce a virtual server environment for applications which will allow for multiple systems to be installed on a single computer server.
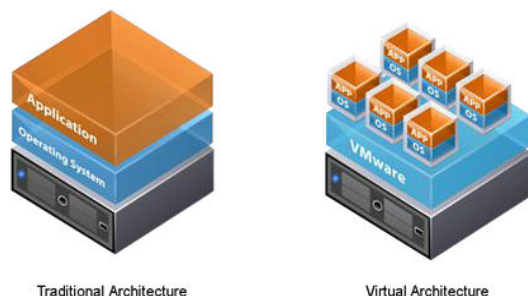
Figure 9 Server virtualisation

2. Server Rationalisation which will rationalise the existing server estate to reduce our licensing requirements and remove legacy servers, many of which run unsupported software and hardware. Government's and Haringey's policy will be that unsupported or un-patchable operating systems and applications will not be connected to the network unless a legitimate business case exists for their continuance.

3. SAN Replacement which will implement a number of new storage devices with a more resilient design, which will cater better for the information governance requirements of IGF.
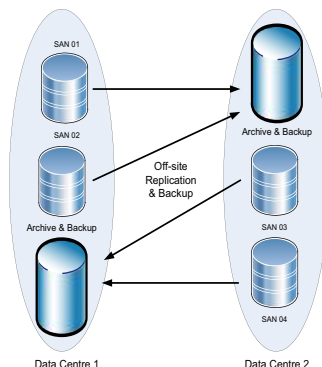
Figure 10 SAN resilience

4. A project which will define the roadmap for upgrading old and out of support software.

A **Sharepoint** project will be established to replace the existing Directorate File System. This project will set up new shared workspace areas for Directorates, Business Units and teams. These new workspaces will encourage staff to share data in a more structured way to remove duplication and bring document versioning control, a failing in the current DFS solution. The workspaces will be provided using Windows SharePoint Services Team Sites.

This technology is provided free to use by Microsoft, but also integrates into Windows SharePoint Portal Server. This integration provides the mechanism by which documents stored in team areas can be indexed and if appropriate made available for searching and viewing by other teams and individuals.

This project will provide the foundation for sharing, version control and better housekeeping but the full exploitation of this capability will only be achieved by authorised business projects which expand these features.

Benefits

This will improve the green credentials of the data centre and reduce energy consumption.

Running costs will be reduced and the implementation of virtual servers will ease future capital requirements.

Replication, improved reliability and resilience will guarantee a better level of business continuity.
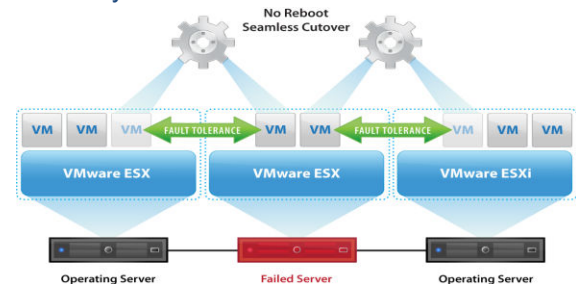
Figure 11 Virtual server resilience

The Sharepoint platform will also provide better foundations for file sharing, housekeeping and data classification on unstructured data.

An enhanced infrastructure wil provide a more reliable and easier to implement platform for future business applications.

The phased implementation of this strategy means that enhancements to the application infrastructure can be implemented gradually as capacity is created within the data centres.

This work will position Haringey well for future Government sponsored initiatives to migrate to shared datacentres.

2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

At a Glance: How improved security supports the Business Strategy

SMART working within a secure environment will be enabled by this facility.

2.2.2 Improved Security

The current security model is designed to restrict access on the perimeter of our network. This is achieved through the use of firewalls, proxy servers, content filtering devices and security processes.

The GCSx project has recently enhanced many security features.

Pressure for Change

The current approach will not cater well in the future with the requirement to provide greater access to the Council's IT services nor partnership working with the Police, PCTs, other Boroughs and government agencies. Nor will it satisfy the business requirement for greater diversity of network connection to support home and remote working.

Mobile devices require greater local security.

Often devices are not protected against Malware (malicious software) which attempts to infiltrate a computer without the owners consent.

Intruder detection must be strengthened and tools provisioned to help with security investigations.

The government has recently suffered some high profile security breaches and Haringey cannot afford to experience the same type of issues.

Areas for Action

A **Security project** will be established which will adopt a new security management approach, subject to debate with the business over the balance of cost v risk. This will develop a layered, strength in depth, approach to security. Clients and servers need to become self reliant for their first layers of defence. A number of security activities will be undertaken, either as business as usual activity or within new strategic projects. These include:-

- The development of new security profiles based on who, how and from what device a request is made;
- The development of technology solutions to support this approach;

Figure 12 Security factors

- The establishment of a Firewall upgrade project;
- The installation of personal firewalls on clients;
- The deployment of anti-virus software and anti-malware suites as appropriate;
- The security hardening of all servers; and
- The implementation of full Network Access Controls (NAC) and a Security Incident and Event Management (SIEM) tool.
.

Benefits

Haringey will be compliant with standards proposed in the Government's ICT strategy.

This will provide a security model which enables flexible and home working; and creates an environment which is conformant with GCSx and within which government agencies can partner.

SIEM will meet a number of audit requirements.

2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

At a Glance: How voice and data on one network supports the Business Strategy

*This is a key enabler of the **SMART working corporate initiative** and will build quality services.*

2.2.3 Voice & Data on One Network

Haringey Council, as in many other large organisations, has for many years kept the voice and data network separate. In 2008-09 a pilot of IP Telephony (network based telephony) was completed within IT Services. Approval has been given to replace the existing Ericsson telephony system with IP Telephony.

Pressure for Change

There will be pressure to provide home-worker staff with full functionality telephones utilising voice over data broadband services installed at their homes.

Internet Protocol Telephony (IPT) will also be required to connect Council sites which are not currently part of the old voice network.

The telephony platform needs to be augmented to provide additional functionality and services such as: soft-phones, instant messaging, integrated voice and data messaging, video calls and meetings, collaborative whiteboard and document meetings, and fixed to mobile convergence – presenting desk-phone functionality on Council owned mobile-phones.

Mobile and Smartphones are deployed to many staff in addition to desk phones. This means individuals have more than one contact number and this can cause confusion.

The council is dispersed over 200 sites and needs an inter-site video communications.

The requirement for instant messaging between sites and individuals is growing.

Areas for Action

IPT will be rolled out under the auspices of SMART working **IP Telephony** Project and further, should be implemented in all sites if a business case can be demonstrated.

A **Wireless network** project will introduce wireless networking into Council offices.

A **Telecommunications** project will:

- investigate the use of Microsoft Office Communications Server as the hub for instant messaging and the technique used to establish an individual's presence on the network;
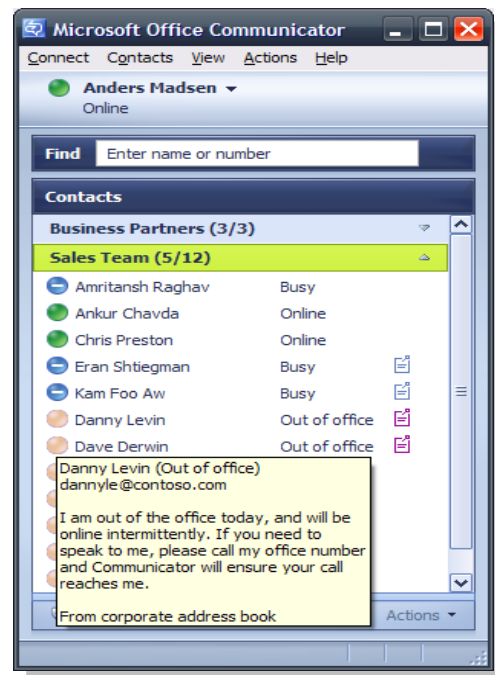
Figure 13 Office Communicator Server presence

- Rationalisation of the data network to make more efficient use of leased lines; and
- introduce a Video Meeting Service, if a cost benefit is demonstrated.

Benefits

This is a key enabler of SMART working and will build quality services.

This should significantly improve the flexibility of staff movement within the council, enabling staff to share desks, work from different locations and in so doing reduce space occupancy and cost.

Haringey will be able to integrate with the Government's Public Sector Network proposals for voice and data convergence.

2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

At a Glance: How providing personal productivity tools supports the Business Strategy

Delivering customer focussed, cost effective service *by providing modern, fast personal hardware and software*

2.2.4 Desktop / Mobile Strategy

The Council's desktop strategy is Thin Client which uses Citrix to publish IT applications and data to office, mobile and remote workers. There is a mixture of thin (70%) and thick clients (30%) currently deployed.

- 1%
- 5%
- 44%
- 29%
- 0%
- 4%
- 1%
- 16%

- Thin Clients (3600)
- Thick Clients (1300)
- Laptops (300)
- PODs (100)
- Tablets (20)
- Mobile Phones (2400)
- Smartphones (400)
- PDAs (100)
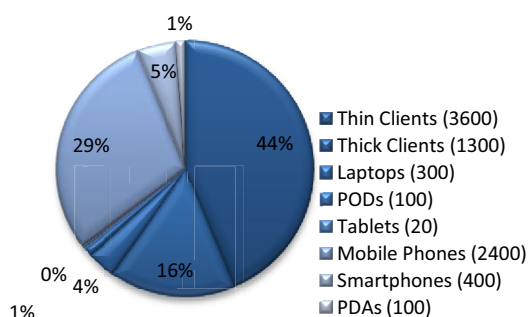
Figure 14 Breakdown of client device

The desktop/mobile strategy must address the requirements of the 5 types of worker defined by the SMART working initiative.

The use of Citrix implies that any office worker has access to IT facilities from any desk in the Council.

Webmail is available to all staff and has 1400 active users and secure access from home computers and laptops is provided by an IRAS (Internet Remote Access Service) system.

The main productivity applications are Microsoft Office 2003 and Outlook 2003. The browser is Internet Explorer v6. An upgrade to Exchange 2007 has commenced.

Mobile phones and Smartphones are increasingly being used to access the Council's network and applications. The Buying Solutions agreement provides for the replacement of handsets, free of charge, every two years.

Worker Type	Description	Current Facilities
Flexible Office Worker	Able to work from variety of desks, floors and potentially buildings. Possible now, but enhanced with IPT.	Thin Client (70%) or Thick Client, Phone tied to desk and Office 2003 via Citrix. Phone flexibility provided as IPT deployed.
Fixed Office Worker	Officer's duties enforce a dedicated desk provided for them to work at e.g. Receptionist, or adaptations needed for their needs.	Thin Client (70%) or Thick Client, Phone tied to desk and Office 2003 via Citrix.
Home Worker	Officer working from home more than 3 days a week, with network & equipment provided by Council (BLT have 50 currently).	Council provided network and equipment. Mobile and fixed lines for telephony.
Field Worker	Officer who works out in the community often using online & offline technology.	Small group. Tablets and laptops. Wireless disabled.
Mobile & Ad-hoc Home Worker	Requires access to network and limited set of applications from home or when travelling.	Range of options: Some use laptops others use home PC. Webmail, smartphones and IRAS.

Pressure for Change

The major concern for the user interface is the age of the equipment and software on it. The PCs nearly all date from 2004-05 and so are at least 5 years old and out of warranty. The specification of the units is low and insufficient to run newer versions of the Windows operating system. They also do not have the performance to run personal firewalls and security suites. The graphics performance is poor.

The Windows XP, Internet Explorer v6 and Office 2003 core software platform does not support many of the richer features being requested by users and already available in the home computing world. Microsoft has already released Internet Explorer v8 and Windows 7.

The business desire to use new web technologies, rich multimedia content and webcasts cannot be adequately provided on the current Citrix infrastructure.

GCSx security implications mean that: all PC equipment (desktop and mobile) must be compliant with the mandated Government roll out schedule; and alternative email phones such as the Blackberry need to be investigated.

Presence (the ability to detect that an individual is logged on to the network) whilst innately built into the Microsoft software has yet to be made available to our user community.

Areas for Action

There will be a phased upgrade of all desktops and mobiles. A **Desktop replacement project** will be established. This project will define the service offering for office, field, home and flexible workers. The migration will be phased, but also targeted to achieve the maximum benefit and the business consulted in the debate of cost to replace against risk of not.

The strategy adopted for each worker is defined in the table below.

Several server applications will need to be upgraded but these will also provide enhanced functionality to the user interface.

A software upgrade roadmap, which migrates the clients to Windows 7, IE8, and Office 2007, will be implemented at a pace consistent with business requirements and cost.

Benefits

By adopting standard refresh cycles for equipment the activity will be spread out and be able to become a continuous maintenance process rather than a large risky project.

This approach will also smooth the financial demand instead of a large call for capital every 3 or 5 years.

Worker Type	Strategy
Flexible Office Worker	Upgrade thin clients with low energy replacement, with sufficient computing power to replace thick as well.
Fixed Office Worker	All equipment capable of audio and video streaming, instant messaging and video meetings. Office 2007 & IE8 deployed over Citrix. IPT delivers phone extension mobility.
Home Worker	As above. Use IPT to provide Council extensions to home. Instant messaging and video meeting capability to improve communications.
Field Worker	Range of options: laptop to tablet to home PC. Laptops – upgrade to be GCSx compliant with wireless capability. Replace smartphone with Blackberry in line with GCSx compliance. Deliver compliant GCSx home working solution.
Mobile & Ad-hoc Home Worker	

2.2 Objective 2. Ensure that we deliver a secure and reliable infrastructure

2.2.5 Support Service

Operational problems/queries are raised by phone with the IT Service Desk. 300 calls are answered per day and 90% of all calls are answered within 20 seconds. Password resets account for 20% of all calls. 70% of problems are fixed on the initial call.
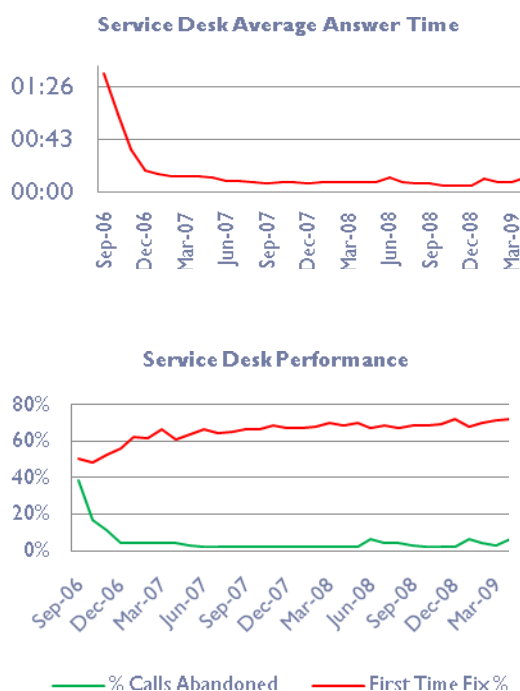
Figure 15 Service desk performance

The average call answer time has reduced and the number of calls fixed first time improved.

IT Services have adopted two frameworks to provide governance to its operational and project services: ITIL (the Information Technology Infrastructure Library) and Prince2 (Projects in a Controlled Environment).

Pressures for Change

The ageing infrastructure adds to the support pressure for operational staff. This will, if not addressed, lead to an increase in calls and a decrease in performance.

At a Glance: How the support service assists the Business Strategy

Delivering customer focused, cost effective service by improving ITS' operational performance, improving the service performance and reducing the cost.

Process efficiency can be gained around password reset with the adoption of appropriate tools.

The scope of configuration management could be extended to create more efficient processes around change, enabling a more comprehensive impact assessment of all change.

Areas for Action

The support service will be improved by the establishment of a 'Self Service' culture and a **Single Sign-On** project which will enable users to undertake activities such as password management, online help and single-sign on. The identity management approach will ensure consistency with national government standards.

This will be underpinned by process improvement using ITIL (Information Technology Infrastructure Library) support processes, the introduction of a CMDB (Configuration Management Database) and the implementation of an Enterprise Architecture toolset which will help define the information architecture within the Council.
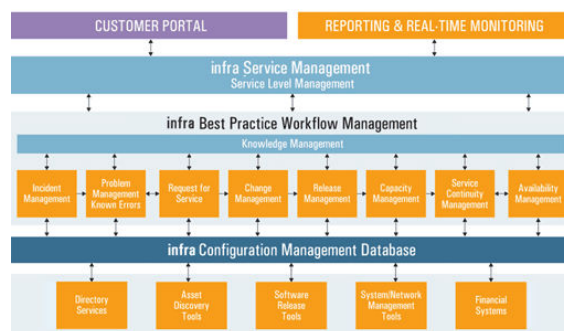
Figure 16 ITIL service management model

Benefits

The main benefits will be an improvement in the service and reduction in the cost to serve.

2.3 Objective 3. Actively pursue opportunities to both share and provide shared services to others.

At a Glance: *How partnership opportunities support the Business Strategy*

Delivering customer focused, cost effective service *by reducing the cost and simplifying customer processes.*

2.3 Partnership Opportunities

The Government's ICT Strategy proposes a common infrastructure; common standards; and common capability across central and local government. This is designed to position ICT as a key enabler for the exploitation of Shared Services. The main components of this will be:

- The **Public Sector Network** – a single, holistic voice and data network;
- The **Government Cloud (G-Cloud)** – an infrastructure which enables public bodies to select and host ICT services;
- The **Government Application Store (G-AS)** - a marketplace for the sharing and reuse of online business applications on a pay by use basis;
- **Data centre rationalisation** – a programme of data centre consolidation;
- **Common standards and capability** - for architecture, software and people who work in ICT.

Pressure for Change

Central Government, responding to the need to: improve public service delivery; improve access to public services; and increase the efficiency of public service delivery, is driving the agenda for shared services across local government.

By 2020 there will be a step change in the way that shared services are perceived, operated and paid for.

Areas for Action

IT Services will seek to perform a role in the Government's ICT Strategy for facilities which exploit the opportunities for partnership.

The development of Haringey's ICT infrastructure will progress in a manner which is aligned, where appropriate, with Government initiatives. This will enable Haringey to adopt beneficial developments when it is cost effective and consistent with the Council's strategy.

A good example of the type of initiatives this will spawn is Capital Ambition's Connected London Strategy, which aims to:

- Simplify access to London services such as call centres, websites, etc;
- Provide professionals across agencies with secure access to the information they need to carry out work from home and office;
- Reduce costs of ICT products and services through the development of shared services and joint procurement.

Figure 17 Capital Ambition strategy
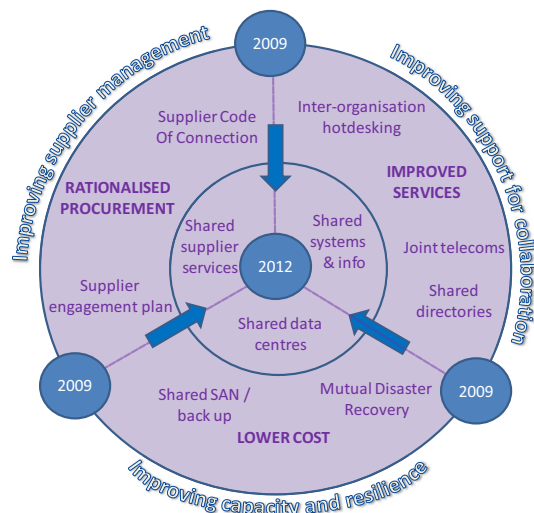
IT Services is actively participating in the projects underway for local government. ITS will seek to incorporate them into our roadmap when it is advantageous to do so.

Benefits

- Improved capacity, resilience, support for collaboration; and opportunities to combine contracts and supplier management;
- A simplification and standardisation of ICT across the public sector that enables interoperability and data sharing; and
- Successful partnerships which share data will help to safeguard vulnerable children and adults.

2.4 Objective 4. Demonstrate that all costs are transparent, agreed and represent value for money.

At a Glance: How demonstrating costs are transparent, agreed and represent value for money supports the Business Strategy.

Delivering customer focused, cost effective service *by demonstrating value for money.*

The revenue for 2009/10 is £17.1m including approximately £9.3m IT cost (staff, supplies and infrastructure), £5m business related cost (application support contracts) and £2.8m of financial (depreciation, accommodation etc.) cost.

Third Party support and maintenance or managed service contracts contribute to a large portion of the revenue recharge. As a consequence, Supplier and Contract Management is a critical area for the department.

Pressures for Change

The current economic climate creates pressure to reduce IT costs.

The Council's overall performance is reviewed and publicly reported by the Audit Commission. It is important that the Council, and therefore IT Services, can demonstrate continuous improvement in:

- The cost of services and efficiency in delivering them;
- The quality and impact of services provided;
- The performance and delivery of our services; and
- Customer satisfaction with our services.

Today, business units require greater clarity in the definition of the capital and revenue costs of IT. More transparent costs will also help Directorates in their understanding of the value of IT delivery.

A number of contracts are due for renewal in 2011/12 and the potential exists to tender these to both reduce cost and create more integrated applications.

Areas for Action

ITS will deliver a proposal on how a procurement exercise will seek to manage many of the contracts which expire in 2011/12

This will only be progressed if it is supported by the business.

IT costs, and their impact on Directorates, will be better understood; and IT will ensure that the full cost of IT projects and their subsequent impact on revenue is fully understood and examined during business case proposals.

To demonstrate our current value a Value for Money study is being undertaken during 2009/10 to:

- Identify ways of making positive improvements to the service;
- Identify existing strengths; and
- Identify a minimum of 3% cashable savings;

This will: involve a line-by-line breakdown and analysis of all IT costs; provide a better understanding of the cost drivers; define the Business requirement; compare IT costs in Haringey with other local authorities; and define the most appropriate organisational model. It will highlight areas of opportunity and instigate a roadmap for their delivery

Benefits

Implementation of these activities will ensure that ITS deliver the required budget cuts agreed over the next three years.

This should reduce third party IT support contracts and deliver more integrated applications (the degree of success achieved in this area will have an impact on the level of integration required between applications and as such influence the overall strategy for integration);

Delivering the VFM exercise, with its focus on what is the business requirement and what is affordable, will also support the Council's overall objective of delivering, customer focused, cost-effective services.

2.5 Objective 5. Communicate and consult with our stakeholders, customers and partners.

At a Glance: How communicating and consulting with our shareholders supports the Business Strategy

Delivering customer focused, cost effective service *by seeking to align and prioritise our work based on business priorities.*

The relationship between IT and the Business is defined around the senior IT management team's responsibilities. For instance interactions on: innovation and strategy take place with the Chief Technology Officer; problems, changes and outages are communicated through Operations; upgrades with the Application Support Group; projects through the Project Delivery team; cross business applications through the Corporate Applications Programme Manager; and supplier management through Service Delivery.

Pressure for Change

In today's financially constrained world, greater attention must be paid to the relationships with our stakeholders to improve our alignment with the Council's priorities. IT Services delivery performance in meeting these alignment objectives must also be better understood.

This will require a new set of stakeholder engagement processes, such as Demand Management, improved IT Governance, business involvement in IT Strategy decision making, prioritisation and risk management. These will all be designed around the need to consult more deeply with the business.

The IT Communications strategy will need to identify our key stakeholders and how we will communicate and consult with them to ensure that IT service delivery remains business focused and aligned with Council priorities.

Innovation through IT could help address some of the pressures exerted on the business to improve performance and perception, and reduce cost.

It will also seek to ensure that our customer base is able to understand what we can deliver and is able to engage with us to ensure effective use of our services. The strategy will be aimed at ensuring that communications remain current and effective, and wherever possible, embedded into our service delivery processes.

Areas for Action

A communications strategy will be developed.

IT Governance will be improved at senior management level within the organisation. A Corporate IT Board has been established and meets every two months. This enables the business to prioritise the work which is undertaken by ITS, ensuring its alignment with business priorities. It will approve the release of IT capital and the allocation of IT resources. Once prioritisation has been established, this board's involvement in IT Strategy, IT financial approval, IT Risk Management; and the evaluation of IT performance will all be explored.

A new approach to how IT can be used to provide innovative business solutions will be proposed to the Corporate IT Board.

A Value for Money exercise will ensure that the business service offering requirements are understood and costed proposals presented to the business for review and agreement on the definition of the future service.

A more interactive approach by IT Services in the Business Planning process could aid innovation.

An automated operational performance dashboard is a benefit which arises out of the strategic improvements within the operational area, and this could be presented to our customers on a Service Portal.

Benefits

The improved understanding of 'what is required' by the Council and 'how it will be delivered' by ITS will lead to a better deployment of IT systems, more aligned with the Council's strategy, and a more cost effective, efficient service.

2.6 Objective 6. Sustain a professional and highly motivated IT workforce which delivers 'right first time'.

The IT skills and organisation have been developed and shaped by centralisation and the in-sourcing of the Operations function. The focus, over recent years, has been to develop in-house technical and operational skills to ensure the performance of the infrastructure.

Figure 18 IT Services staff

The current People Plan is focused on developing our staff and has the following objectives:

- Retaining highly skilled and motivated staff;
- Continuing to build upon the Training and Development plan maintaining a culture of individual ownership of personal development;
- Effective Leadership and cross team working;
- Career development planning; and
- Internal communications - continue to improve communications/consultation with staff to work towards a better understanding of the purpose of the Council and its policies/values and how IT Services contributes to the success of Haringey.

Pressure for Change

Alignment with the Government ICT Strategy of developing a common capability in: professional IT-enabled change; reliable project

At a Glance: How sustaining a professional, highly motivated workforce supports the Business Strategy

Delivering customer focused, cost effective service by seeking to align the skills of our resources with the demands of the business.

delivery; and stronger supplier management and procurement.

Further strengthening of the IT skills set will be required to deliver this strategy.

In particular, the increased proliferation of ITIL Service processes implies the need for further training in these disciplines.

New Demand Management processes require to be supported within Business Relationship Management and Service Delivery.

The introduction of project portfolio management through the Corporate IT Board will significantly impact on Project Delivery resources.

Other critical areas of staff development required to support this strategy are: Web and data architecture to support integration; improved application maintenance and upgrades and business analysis skills to capture business requirements.

Areas for Action

The implementation of this strategy will require the development of the IT Services People Plan to support the new ways of working which provide greater communication with stakeholders and transparent costs, new service delivery and project delivery processes.

It will also require a programme to develop the skills within the department.

Benefits

The delivery of a more professional IT organisation, within which staff are highly skilled and motivated; apply a quality approach to the work they undertake; and subsequently are more productive. This will assist with staff retention, career development and recruitment.

3. Project List

IT Objectives	Project	Business Area
1. Develop Strategic IT Services that help underpin the Councils priorities and vision of excellence	SAP Strategy	Cross Business
	Children's Centre Database	C&YPS
	Framework-I Payments	ACCS
	NHS Code of Connection	ACCS
	Sport First	ACCS
	Parking	UE
	Housing Software	UE
	Electronic Document & Records Management System	Cross Business
	Mobile Working Projects	Cross Business
	Web Development	Cross Business
	e-Payments	Cross Business
	e-Benefits	Cross Business
	GIS Phase 2	Cross Business
2. Ensure we provide a secure and reliable environment	Data Centre Equipment Replacement	Cross Business
	SharePoint	Cross Business
	Security	Cross Business
	IP Telephony	Cross Business
	Telecommunications	Cross Business
	Wireless Network	Cross Business
	Desktop Replacement	Cross Business
	Single Sign-On	Cross Business

Each of the projects will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits to be achieved has been formally approved by the Corporate IT Board.

The timeline for delivery will be firmed up once project approval has been granted. There is a direct relationship between many of the items in sections 1 and 2. This interdependency is a key consideration in all Business Cases.

Measurement: The effectiveness of this strategy will be evaluated and measured by the Corporate IT Board.

4. Conclusion

During the reading of this strategy, the aim has been that the awareness of Haringey's IT landscape (the infrastructure, the applications hosted, the costs and governance involved) has increased; the issues confronting it have been explained; and the business drivers, which must be addressed to move the Council forward, detailed.

This document has proposed a strategic vision for IT which is designed to address Haringey's business priorities, presenting choice and flexibility to the management team within the Council.

The options available have been described on each page of the Strategy in a format which explains the current position, the pressures faced, the action which needs to be undertaken to ease the pressure and the benefits which will accrue.

Each of the projects proposed will only be undertaken after a Business Case outlining the financial cost; the resources required; the total cost of ownership; and the benefits achieved has been formally approved by the Corporate IT Board.

Once project approval has been granted the timeline for delivery will be defined.

Glossary of Terms

Active Directory – MS technology to provide directory services

Audit Commission – watchdog for public services

Blog – website which provides regular commentary on a topic

BSF – Building Schools for the Future investment program

Citrix – used to provide MS services across the network

Client – a system which accesses a remote service on another computer

CEF - Community Engagement Framework

CRM – Customer Relationship Management

Category Management – a range of products broken down into related groups

CAA - Comprehensive Area Assessment

Capital Ambition – London's improvement and efficiency partnership

CITB – Corporate IT Board for |IT governance

CMDB – Configuration Management Database

CSC – Customer Service Centre

Council Plan – the plan which outlines how Haringey will deliver the Community Strategy

Data Protection Act - regulations for the processing of information on individuals

Data Quality Standards – standards which improve the quality of public sector data

Demand Management – the process of assessing and prioritising the requirement for IT project services

e-Forms – an electronic version of a paper form

e-Government – the ICT used to deliver government services

e-Petition – an electronic petitioning facility

e-Survey – an online surveying capability

EDMS – electronic document management system

Enterprise 2.0 – the latest electronic technologies and business practices

Exchange – MS messaging product

Firewall – system designed to block unauthorised access

FIA - Freedom of Information Act

GCSx – Government Connect System (network)

GIS – Geographical Information System

Haringey Community Strategy – the Council's and partners strategy for working together

IPR - Intellectual Property Rights

ICT – Information, Communications & Technology

IE8 – Internet Explorer browser version 8

IGF – Information Governance Framework

IPT – Internet Protocol Telephony

ITIL- Information Technology Infrastructure Library

JAR - Joint Area Review

KLOE - Key Lines of Enquiry

LAA - Local Authority Agreement

LGfL – London Grid for Learning

LPSN – London Public Service Network

Malware – Malicious software

MS Office – Microsoft Office software

MS Outlook – email service

NAC – Network Access Controls

NI - National performance Indicators

NNDR - National Non-Domestic Rate

OCS – Office Communicator Services

Personalisation – tailoring services to the individual

PCIDSS – Payment Card Industry Data Security Standards

PCT – Primary Care Trust

PDA – Personal Digital Asssitant

Prince 2 – Projects IN Controlled Environments

PPM - Project Portfolio Management

SAN – Storage Area Network

SAP – Enterprise resource planning

SIEM – Security Incident and Event Management

SharePoint – tool for hosting web sites

Smartphone – PC functionality on a phone

SMART working – processes which support flexible, mobile and home working.

SOCITM – Society of IT Management

SRM - Supplier Relationship Management

Thick Client – Personal Computer assessing remote services on another computer

Thin Client - restricted PC device accessing remote services on another computer

Transformational Government – see e-government

URF - Use of Resources Framework

Virtualisation – a software implementation of a machine that executes programs like a real machine

VFM – Value For Money

VPN – Virtual Private Network shares a larger network

Webcasting – media file distributed over the internet using streaming media technology

Web 2.0 - web design which facilitates interactive sharing, collaboration and interoperability

Wiki – a tool often used to create collaborative web sites

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Agenda item:

[No.]

Cabinet	**On 15th July 2010**

Report Title: Equality Scheme 2010 - 2013

Report of: Wayne Longshaw. Assistant Chief Executive, PPP&C

Signed:

Contact Officer : Inno Amadi, Senior Equality & Diversity Officer, Ext. 2580

Wards(s) affected: **All**	Report for: **Key Decision**

1. Purpose of the report (That is, the decision required)

1.1 To secure Cabinet endorsement of the draft Equality Scheme 2010 - 2013

2. Introduction by Cabinet Member (if necessary)

2.1 As a public body, every three years, the Council has a legal duty to produce an Equalities Scheme setting out how we carry out defined activities that demonstrate that we are promoting equality in respect of disability, gender and race.

2.2 Like its predecessor from 2007-2010, the new Scheme adopts a single scheme approach and covers not only disability, gender and race but also age, religion and sexual orientation.

2.3 Implementing the arrangements set out in the Scheme will help us to meet that duty by enabling us to address known inequalities and disadvantage across the six equality strands and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

2.4 The Cabinet should note that a new Equality Act received Royal Ascent on the 8th

April this year (2010); we are awaiting confirmation when the main provisions come into force.

2.5 A separate briefing on the key provisions of that Act is being prepared for Members.

2.6 In relation to the Act, Members should be mindful that this Scheme may need to be reviewed if and when the provisions of the Act are implemented. In the meantime however, the statutory duty to have an Equality Scheme remains in place.

2.7 This Scheme has my endorsement and I commend it to the Cabinet.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 The Equality Scheme's delivery plan is linked to the following existing Council policies/strategies: Equal Opportunities Policy 2008; Equalities Impact Assessment Guide 2008; Consultation Charter; Community Engagement Framework and Delivery Plan; Overview and Scrutiny Report on Engaging with hard-to-reach communities 2010; Communications Strategy; Community Cohesion Framework; Procurement Strategy 2008-2012; Haringey Sustainable Community Strategy; Strategic Commissioning Policy; Haringey Guaranteed Interview Scheme (for disabled job applicants); People Strategy and externally, to the Equality Framework for Local Government.

4. Recommendations

4.1 That Cabinet:
   a) endorse the Scheme and its Delivery Plan (appended);
   b) note the observations made in paragraphs 2.4, 2.5 and 2.6 above.

5. Reason for recommendation(s)

5.1 The Council has a legal duty to produce an Equalities Scheme every three years setting out how we carry out defined activities that demonstrate that we are promoting equality in respect of disability, gender and race.

5.2 Implementing the arrangements set out in the Scheme will help us to meet that duty by enabling us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

6. Other options considered

6.1 Public authorities have the option of adopting **either**: a separate equality scheme for each of these three strands (race, gender and disability) **or** a single scheme covering all three, providing we demonstrate within the single scheme that we are meeting our duties in respect of each one.

6.2 As agreed in 2007 we have adopted a single scheme approach as all three strands share:

    a) A common vision and intention: for equalities to be mainstreamed into public services so as to ensure that all individuals are able to benefit equally from public services, regardless of their race or gender, or whether or not they are disabled.
    b) A common objective to promote equality and eliminate unlawful discrimination.

6.2 In addition, the national trend recognises this fact i.e. the Single Equality Act 2006 and the Equality Act 2010, which is consolidating all various pieces of equalities legislation into a single legal framework and a single equality duty.

6.3 A separate scheme approach would not only amount to an undue and unnecessary duplication but would be counter to the national trend.

7. Summary

7.1 The Equality Scheme adopts the Sustainable Community Strategy vision to help us ensure that there is equality of opportunity throughout the borough:

"A place of diverse communities that people are proud to belong to"

7.2 The Scheme identifies one overarching outcome and three priorities to help us deliver this vision:

Outcome: Fair treatment and equality of opportunity.

Priorities:
    i. To promote equality through strategic planning;
    ii. To promote equality in commissioning and procurement;
    iii. To promote equality in employment so that everyone has equal access to employment opportunity in the Council and is treated fairly while working for the Council.

7.3 As equality of opportunity is closely linked with our work to create a more cohesive borough, a separate document, the Haringey Strategic Partnership's Community Cohesion Framework 2010, explains our approach to cohesion work in Haringey.

7.4 The new Scheme sets out a clear list of roles and responsibilities involving the Council.

7.5 Responsibility for implementation of the Delivery Plan rests with directorates through their Business Plans, supported by equalities staff and forums and partners through delivery of our joint strategies.

1.6 The Scheme's Delivery Plan will be monitored and reviewed as follows:

    i. Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services;

ii.   Progress on developments and achievements within the Scheme and Framework will be reviewed annually by the Council's Corporate Equalities Group;

iii.   The Delivery Plan will be updated annually.

7.4 Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services. Progress on developments and achievements within the Scheme will be reviewed annually by the Council's Corporate Equalities Group and reported to the Community Cohesion Forum.

7.5 A summary of achievements since 2006 is shown in appendix 1 of the scheme. The Delivery Plan for 2010 - 2013 (in appendix 2 of the scheme) will be updated annually.

7.6 A list of relevant performance targets in our Local Area Agreement and other equalities performance indicators that we are monitoring are set out in appendix 3 of the scheme.

8. Chief Financial Officer Comments

The Chief Financial Officer has discussed the contents of this report with the author and confirms that the financial implications of any activities in the action plan should be met from within existing budgets either within Policy and Performance in terms of monitoring, support and reporting or other directorates in terms of delivery of specific activities.

9. Head of Legal Services Comments

The legal implications are set out in the body of this report.

10. Head of Procurement Comments –[Required for Procurement Committee]

N/A

11. Equalities &Community Cohesion Comments

Implementing the arrangements set out in the Scheme will help us to meet that duty by enabling us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing. As it brings equalities and cohesion together, the Scheme will also help to promote community cohesion.

12. Consultation

12.1 We have consulted extensively and have involved our equalities stakeholder groups

at every key stage in the preparation of this Scheme. These include organisations representing the six equality strands of age, disability, gender, race religion or belief, and sexual orientation and Council staff.

12.2 The result is that layout, contents, delivery plan and the performance management arrangements set out in this Scheme have been shaped in conjunction with the equalities communities in Haringey through our various equalities stakeholder groups.

13. Service Financial Comments

13.1 It is envisaged that the financial implications for the Policy and Performance Service of delivery actions on the Scheme will be met within the Service's budget.

14. Use of appendices /Tables and photographs

14.1   N/A

15. Local Government (Access to Information) Act 1985

The following documents informed the preparation of this Scheme:
  i.   Equalities legislation relating to Age, Disability, Gender, Race, Religion and Sexual Orientation;
  ii.   Haringey Equal Opportunities Policy;
  iii.   The Equality Bill (now Act 2010);
  iv.   Haringey Sustainable Community Strategy;
  v.   Haringey Community Cohesion Framework;
  vi.   Haringey Community Engagement Framework;
  vii.   Haringey Borough Profile;
  viii.   Haringey Consultation Charter;
  ix.   Haringey Overview and Scrutiny Report: Engaging Hard-to- Reach Communities;
  x.   Haringey Communications Strategy;
  xi.   Haringey Procurement Strategy;
  xii.   Haringey Commissioning Strategy;
  xiii.   Haringey People Strategy.

Ref: IA\REPORTS\Equality Scheme 2010-2013 Cabinet report July 2010

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Haringey Council

Haringey Council Equalities Scheme 2010-2013

and Delivery Plan

Draft to be presented at Council Cabinet: 13July 2010

www.haringey.gov.uk

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Contents

Executive Summary

Haringey Council's **Equalities Scheme 2010-2013** ensures that we meet our equalities public sector duties by setting out a structure that will enable us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

We do not deliver equality of opportunity as a separate programme of work within Haringey, and we have intentionally embedded equalities principles in our strategies and delivery plans across and throughout the Council.

Our Equalities Scheme has adopted the Sustainable Community Strategy vision to help us ensure that there is equality of opportunity throughout the borough:

"A place of diverse communities that people are proud to belong to"

We have also identified one overarching outcome and three priorities to help us deliver this vision:

Equalities Scheme 2010-2013: Outcome and Priorities

Outcome: Fair treatment and equality of opportunity

Priorities within this outcome:
1. To promote equality through strategic planning
2. To promote equality through commissioning and procurement
3. To promote equalities in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council

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This document sets out our Equalities Scheme for 2010-2013, covering the six equalities strands currently protected by legislation which will govern our equalities work over the next three years:

- Age
- Disability
- Gender
- Race
- Religion or belief
- Sexual orientation

Like its predecessor, the Scheme is built around the public duties relating to disability, gender and race. In Haringey we have taken this one step further and apply those public duties to all six strands.

Equality of opportunity is closely linked with our work to create a more cohesive borough. A separate document, the Haringey Strategic Partnership's **Community Cohesion Framework 2010**, explains our approach to cohesion work in Haringey. Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services. Progress on developments and achievements within the Scheme will be reviewed annually by the Council's Corporate Equalities Group and reported to the Community Cohesion Forum. A summary of achievements since 2006 is shown in appendix 1 with a full list available separately. The Delivery Plan up to 2013 (in appendix 2) will be updated annually. A list of relevant performance targets in our Local Area Agreement and other equalities performance indicators that we are monitoring are set out in appendix 3.

1. Foreword

Britain remains a place where people from different backgrounds generally get on well together. Haringey is one of the most diverse areas in Britain and Haringey's residents are proud of their diversity.

The diversity of the borough presents the Council and local communities with opportunities as well as challenges. We do not see the equality agenda as merely a compliance issue but as a way of trying to address real issues of inequality and disadvantage faced by people across backgrounds.

Our Equalities Annual Report 2008-2009 states:

> "Equality and diversity has always been much more than fulfilling our legal duties in Haringey. It is about democracy, participation and communities working together to improve quality of life for all. We have the legacies of equalities champions such as Bernie Grant, we were at the forefront of campaigns for the rights of Lesbian, Gay, Bisexual and Transgender people in the 1980s and we have led the way in promoting equality for children and young people with disabilities."

We cannot take either equality or opportunity for granted. We acknowledge that much remains to be done if we are to achieve a level playing field that ensures that everyone who lives or works in, or visits, our borough truly has equal life chances whatever their age, disability, gender, race, religion or belief, or sexual orientation.

We will continue to work to bring this about, and we are confident that we have identified the right outcomes to help us advance further along the path to a more equal and cohesive borough of which we can all be justifiably proud.

Councillor Bernice Vanier
Cabinet Member for Community Safety and Cohesion

2. Introduction

Haringey is a cosmopolitan borough of great diversity, with an estimated population of 226,200 which includes settled and new communities. It is a place of contrasts, with the relatively affluent neighbourhoods of Muswell Hill, Alexandra Palace and Hornsey in the west and the relatively deprived districts of Tottenham and Wood Green in the east.

The Equalities Scheme ensures that we meet our equalities public sector duties by setting out a structure that will enable us to address known inequalities and disadvantage and, where possible, pre-empt and avoid new inequalities and disadvantage from developing.

Our approach is to 'mainstream' equalities into all of our work, aiming to promote good relations in everything we do by:

- assessing all strategies and policies to make sure their adoption would not unfairly disadvantage one community while benefiting others
- encouraging interaction between different groups
- reviewing services to ensure they are reaching all groups who need them.

The Council is working hard with the communities it serves to ensure greater opportunities, equality and cohesion so that, whether people are living or working in or just visiting the borough, everyone enjoys high quality services and a sense of belonging, to which they can make a positive contribution.

To deliver equalities effectively it is vital that our priorities for equality are established within the core business of the Council and mainstreamed into service planning and performance management. Although the Equality Scheme relates to Haringey Council, this principle is also clearly reflected in the outcomes and priorities of the Haringey Strategic Partnership's Sustainable Community Strategy and the Local Area Agreement (LAA).

Equality of opportunity is inextricably linked with our work to create a more cohesive borough. We have therefore identified one single outcome for **Haringey Council's Equalities Scheme 2010-2013: Fair treatment and equality of opportunity.** This is set out on page 4. We believe that, by achieving the actions related to this single outcome, we have laid a solid foundation to help us achieve not only our Equalities Scheme but also the outcomes of the **HSP's Community Cohesion Framework 2010**. These are set out in the table on the following page.

The HSP's Community Cohesion Framework 2010 is set out in a separate document and explains our approach to cohesion work in Haringey.

Community Cohesion Framework 2010: The four outcomes and their priorities

Outcome 1: Fair treatment and equality of opportunity
- **To promote equality through strategic planning**
- **To promote equality through commissioning and procurement**
- **To promote equalities in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council**

Outcome 2: Low levels of crime and concern about crime and confidence in the criminal justice system
- **To work together to prevent and reduce hate crime and harassment**

Outcome 3: Group interaction
- **To work in partnership to draw on the strength of the voluntary and community sector**
- **To provide greater opportunity for civic engagement and participation**

Outcome 4: A sense of common belonging and shared vision
- **To enhance community cohesion**
- **To engage with local communities and empower them to shape policies, strategies and services that affect their lives**

3. Vision

Haringey Council's Equalities Scheme 2010-2013 fully endorses the over-riding vision for the borough set out in the Sustainable Community Strategy 2007-2016:

"A place of diverse communities that people are proud to belong to"

This was further reinforced through the signing of the **Community Cohesion Pledge** in 2008, where the HSP and Community Cohesion Forum agreed that a cohesive Haringey is a place where:

- there is equal opportunity to life's chances and a borough-wide commitment to work together to achieve equality and justice
- young people have hope and ambitions and the opportunity to realise them
- there are positive relationships and common values across the diverse communities and people of Haringey
- everyone, regardless of background, belief or circumstances, feels part of the wider Haringey community, is respected and valued, and has the opportunity to contribute to the life of the community
- there is trust and a sense of belonging across all communities
- people are safe from harassment and crime and are free from fear of crime
- the people of Haringey want to live and are proud of the borough's diversity

4. Purpose

The purpose of the Equalities Scheme is to ensure that we meet our equalities public sector duties, using our outcomes and priorities for 2010-2013 to help us achieve our vision by:

- ensuring that people who live, work or visit in Haringey can expect equal access to high quality services
- setting out a Delivery Plan up to 2013 involving organisations and individuals across the borough, including those who provide services to residents
- establishing a monitoring and reviewing process for the Equalities Scheme.

5. Scope

The Equalities Scheme applies to Haringey Council and is reflected in the way we do business, as part of our procurement and commissioning practices, and in the way we evaluate, develop and change the way we provide services.

The Equalities Scheme covers the six equalities strands currently protected by legislation which will govern equalities work locally over the next three years:

- Age
- Disability
- Gender
- Race
- Religion or belief
- Sexual orientation

We are required to produce an Equalities Public Duty Scheme every three years setting out our arrangements for carrying out defined activities that demonstrate we are promoting equality in respect of disability, gender and race. Public authorities have the option of adopting either:

- a separate equality scheme for each of these three strands
  or
- a single scheme covering all three, providing we demonstrate within the single scheme that we are meeting our duties in respect of each one.

Like its predecessor from 2007-2010, the 2010-2013 Scheme has adopted a single equality scheme. In Haringey we have taken this one step further and apply those public duties to all six strands in a single scheme.

Gypsies, Roma and Travellers

Gypsies, Roma and Travellers (GRT) people have been recognised by the courts as a distinct ethnic group which entitles them to the full protection of the Race Relations Act of 1976 and 2000 just like other ethnic groups. This means that GRT people are entitled not be discriminated against in employment and in service provision. It also means that the duty to promote good relations between people requires that public authorities take steps to promote good relations, positive social interaction and cohesion between Gypsies and Travellers and the rest of society. As a result, this Scheme also applies to the GRT community.

6. Local Context

Haringey is a borough of contrasts, with a mix of great prosperity and affluence on one hand, and of deprivation and poverty on the other. The north east, in particular,

contains some of the most economically deprived wards in London whereas wards in the west of the borough are among the more affluent. There are, of course, exceptions to this trend, with pockets of deprivation and wealth across all parts of the borough.

Age

Haringey has a relatively young age profile, with 24% of the population under 20 years of age and 29.5% aged between 30 and 44 years. Just over 9% of the population are over 65. The highest proportion of residents of working age is located in Stroud Green, Crouch End, Harringay and Highgate. Hornsey, Tottenham Green and Noel Park also have high proportions of working age residents.

There are approximately 54,200 children and young people under 20 living in Haringey. Wards with the largest number of people aged under 19 are in Seven Sisters, Northumberland Park, Tottenham Hale and White Hart Lane.

The highest proportion of residents of retirement age is in White Hart Lane, Highgate and Bounds Green. According to Experience Still Count 2009-2012:

- There are more older women than older men
- The percentage of older people from Black and Minority Ethnic (BME) groups is increasing – particularly in the east of the borough
- Over half of people aged 50+ own their homes. This varies greatly from 38% in White Hart Lane ward to 78% in Alexandra ward.

Disability

The Council has adopted the Disability Discrimination Act (DDA) definition of a disabled person as:

"Anyone who has a physical or mental impairment which has an effect on his or her ability to carry out normal day-to-day activities. This includes people with "limiting long-term illness."

Based on the 2001 Census, around 33,590 people (15% of Haringey's population) have a limiting long-term illness. Over 500 children and young people have a disability and 1,200 have a Special Educational Needs statement, accounting for 2.2% of the school population. An estimated 2,830 of 5-15 year olds have some sort of mental health need.

There are more than 1,700 people who are registered as either blind or with severe sight problems, although it is thought that there are many more people who are not registered and perhaps not aware of the services available. There are at least 156 British Sign Language users who use Council Services.

The table on page 10 shows, by age and service type, the number of people using social care services in the 2008-09 financial year.

Social services for people aged 18-64 years	Number of clients	Number receiving services in community
Physical disability, frailty and sensory impairment	1013	981
Learning disability	565	374

Social services for people aged 18-64 years	Number of clients	Number receiving services in community
Mental health	868	761
Substance misuse	183	183
Other vulnerable people	28	26
Social services for people aged 65 years or older	**Number of clients**	**Number receiving services in community**
Physical disability, frailty and sensory impairment	2751	2370
Learning disability	34	16
Mental health	395	211
Substance misuse	8	8
Other vulnerable people	338	323

Gender

Around 50% of the population in Haringey are women and 50% are men. Women tend to face inequalities relating to employment, earnings, and care responsibilities. However, men also face barriers in accessing some services which can lead to a disadvantage in areas such as health, and exclusion from opportunities such as involvement in their children's education and upbringing, for example, in the event of a separation or divorce. In order to promote gender equality it is important to account for the diverse needs of both men and women and deliver services that are appropriate to their circumstances.

We currently do not have any estimations regarding the number of people living in Haringey who would consider themselves as transgender or trans-sexual.

Race

Haringey is one of the most ethnically diverse boroughs in the UK. According to the 2001 Census:

- 45% of the population were of White British origin
- 20% of the population Black British, of which 10% were Afro-Caribbean
- 9% were Black African, and 1% were from 'Black Other' groups
- 16% of the population were from 'White other' groups, including Turkish, Greek Cypriot, Turkish Cypriot, Polish, Romanian and Western European Countries
- 8% are Asian
- 5% describe themselves as being of mixed ethnic origin, second highest of London boroughs after Lambeth.

Between 2001 and 2007, the largest growth was in the Pakistani community (38%), followed by Chinese (30%) and Bangladeshi (22%)[1]. In 2001, 37% of local people were not born in the UK; almost half of these were born in Asia and Africa. St Ann's ward in the east of the borough has the highest population of new arrivals from Eastern Europe.

Housing need disproportionately affects BME households. In common with the rest of the country, BME households in Haringey are over-represented (compared to overall numbers in the borough) on the housing register and in temporary accommodation. They are also especially at risk of homelessness, overcrowding and disadvantage. It

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[1] Haringey JSNA chapters 4 and 5: Risk factors illness and premature death

has been estimated that 40% of Black African and Asian households are living in unsuitable accommodation. There are some differences between ethnic groups with people of Black African and Black Caribbean origin being twice as likely to become homeless as people of Indian, Pakistani and Bangladeshi backgrounds.

The eastern wards tend to be home to higher numbers of BME groups, newly arrived migrants, refugees and asylum seekers, people from diverse faiths and people who have limiting long-term illnesses. As the east of the borough also contains the most deprived wards, our initiatives to tackle socio-economic deprivation are intrinsically tied into our commitment to reduce inequality on grounds of age, disability, ethnicity, gender, religion or belief, and sexual orientation. There is very little representation of BME groups in the west of the borough which is more affluent. In comparison the white population is more evenly represented across the borough with a higher representation in the west. As the map below shows, there is a higher concentration of people from BME communities in the east of the borough than in the west.

Black and Minority Ethnic Haringey Residents
Haringey Output Areas
2001

Percentage of Black and Minority Ethnic residents

- 69.8 to 87.5 (146)
- 52.1 to 69.8 (276)
- 34.4 to 52.1 (175)
- 16.7 to 34.4 (140)

Source: 2001 Census Key Statistics Table KS006. Crown copyright 2006.
Produced by Policy and Partnerships
Haringey Council, June 2006
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While the attainment of many minority ethnic groups has been improving at all key stages, the gap between Black Caribbean, Black African, Kurdish, Turkish and Other White pupils with their White British peers is still too wide and needs to be a constant focus.

At Key Stage 1, 38% of White UK pupils attain L3+ in reading compared to 12% African Caribbean, 13% African, 2% Turkish, 32% Irish, 29% Nigerian and 25% White Other pupils.

At Key Stage 4, there remain significant differences between ethnic groups in the five+ A* - C (including English and maths) indicator: 65% of White British pupils, compared to 36% of African pupils, 30% of Caribbean pupils, 27% of Turkish pupils, and 28% of Kurdish pupils.

Also statistics for teenage pregnancies, children excluded from schools, numbers of Looked After Children LAC, and young people Not in Employment, Education or Training (NEETs) show a disproportionately high number of young people from BME groups.

Haringey's Traveller Needs Assessment 2004 estimated that in Haringey there were 2,500 individuals from the GRT communities. The London Borough's Gypsy and Traveller Needs Assessment 2008 (GTANA) estimated that there were 420 GRT families in Haringey, broken down as follows:

- 206 Gypsy families
- 194 Irish Traveller families
- 5 new Travellers
- 5 travelling showperson families

Of these, only ten families are living in authorised sites (all Irish Traveller families), and the rest (410) are living in bricks and mortar accommodation.

The Pupil Level Annual School Census (PLASC) data from January 2010 showed 0.87% of pupils in primary, secondary and special schools were from white Gypsy/Roma/Irish traveller backgrounds. This low figure is thought to be in line with the national problem of under-reporting for this group. The ethnicity is dependent on the ethnicity given to schools by parents or older children.

Haringey attracts a relatively large number of asylum seekers. Haringey has 21.9% of London's 'supported in accommodation' asylum population, and 4% of London's 'subsistence only' asylum population.

Religion or belief
Haringey is a borough of religious diversity, with large Christian, Muslim, Jewish and Hindu communities. Based on the 2001 Census returns:

- just over 50% of Haringey residents are Christian
- 20% said they did not have a religion, higher than the London average of 16%
- 12% said 'Religion not stated' – the highest in the country
- 11% are Muslim
- 3% are Jewish
- just over 2% are Hindu
- just over 1% are Buddhist
- just over 0.5% describe themselves as Other Religions and 0.33% are Sikh.

A large proportion of Haringey's Muslim communities live in the east of the borough, whereas Jewish communities tend to live in the west.

There is not a great deal of local information on the experiences and outcomes for different religious groups. National research has focused mainly on analysis of outcomes for different ethnic groups; few studies have also looked at religion. Increasingly, research is looking at religion as a factor in explaining cultural differences within ethnic groups and also in terms of influencing discrimination, particularly in employment. We will work with Haringey Faith Forum to remedy this.

Sexual orientation
The Office of National Statistics (ONS) does not collect information on the sexual orientation of UK residents at the moment. However, the Greater London Authority (GLA) estimates that between 5% and 10% of the population of London is lesbian, gay or bisexual. The National Census does ask residents whether they are living in a 'same sex' household (of which there were 952 in 2001), but these figures are not a reflection of the lesbian, gay and bisexual population as a whole. During 2008-2009 Haringey's Registrar service conducted 34 Civil Partnership Ceremonies.

Haringey is developing its knowledge base of the equalities issues relating to people on the grounds of their sexual orientation and gender identity. The Lesbian, Gay Bisexual and Trans-Gender (LGBT) Network and local organisation Wise Thoughts have worked with LGBT residents to identify their concerns and aspirations about their involvement in making decisions that affect them. The result has been an action plan outlining the Council's work in promoting equalities for LGBT people.

Residents' views expressed in our Place Survey 2009 (based on LAA indicators)

Local area:
- 70% are very or fairly satisfied with Haringey as a place to live – up 9% from 2006/7
- Fewer people think that litter, vandalism and graffiti, and noisy neighbours are a big local problem compared with 2006-2007

Decision making:
- 38% feel well informed about public services
- 41% of people who live in the borough feel they can influence decisions in their local area – the fourth highest in London
- 89% know how and where to register to vote

Helping out:
- A fifth of people in Haringey (21%) say they have given unpaid help at least once a month over the past twelve months

Getting involved:
- One in six Haringey residents (17.8%) say they have been a member of some form of decision-making body

Respect and consideration:
- 76% people from different backgrounds get on well together
- 60% think local services treat all types of people fairly
- 61% say public services usually or always treated them with respect and consideration over the last year

Community safety:
- 82% feel safe in their local area during the day
- 42% feel safe in their local area after dark
- 63% say local services work to make the area safer

Community and voluntary sector
Haringey is characterised by a large and vibrant community and voluntary sector. There are over 600 community and voluntary organisations on the Council's database, although we believe there are more as not all of them are known to the Council. The majority of the groups are small and are widely spread across ethnic groups. BME groups make up about 48% of all groups followed by faith groups who make up 15%. Their client groups are also varied and evenly spread between children and families, young, women, older people and disabled people. About half of all the groups are involved in advice and welfare work; 45% in education activities; 32% in arts and culture and 28% in health and social care, and many in training. About 36% of the organisations receive funding from the Council and the rest from various other sources including from within their communities.

In recent years, there has been an increase in the number of newer communities, especially from the former eastern block countries, who have settled in Haringey, predominantly in the east of the borough. These communities are struggling to establish infrastructures such as community organisations to serve their people and

through which they can take part in engagement activities with the Council and the wider Haringey community.

At the same time, the Council's ability to expand support to community and voluntary sector organisations has become increasingly limited, especially with regard to assisting with premises. However, through our Community Cohesion Forum we are encouraging groups to work together and share resources.

Further detail about our local context can be found on the Council's website at [Haringey: Our Place](#). Links from this page include our Borough Profile and the programme of needs assessments established as a result of the Joint Strategic Needs Assessment (JSNA)[2].

7. National Context

The Scheme is set in the context of how we will meet our duties under UK equalities legislation and national good practice recommendations, including:

- Equal Pay Act 1970
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Human Rights Act 1998
- Race Relations (Amendment) Act 2000
- Employment Act 2002
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Civil Partnership Act 2004
- Disability Discrimination Act 2005
- Employment Equality (Age) Regulations 2006
- The Equality Act 2006

General and specific duties

Within the legislation for **race**, **gender** and **disability** issues there are two main components: the general duty and the specific duties. The general duty consists of the main objectives of each piece of legislation, whilst the specific duties are the specific steps that public bodies must take in order to demonstrate that they are meeting those objectives.

Together, the general duties and specific duties are described as "Equalities Public Sector Duties" or "Equality Public Duties" because they apply primarily to public sector bodies or any body that is carrying out a service "of a public nature".

A shared common intention for all race, gender and disability is that equalities are mainstreamed into public services to ensure that everyone is able to benefit equally, regardless of race, gender or disability:

- General duty: Promote equality of opportunity and eliminate unlawful discrimination
- Specific duties:

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[2] For more information on national trends relating to age, disability, gender, ethnicity, and religion or belief visit the Office of National Statistics www.statistics.gov.uk/census2001
More detailed statistics available at Neighbourhood Statistics www.neighbourhood.statistics.gov.uk

    o   Carry out equality impact assessment (EIA) 3
    o   Monitor and gather information on the effects of policies on these groups and use resulting information to plan for improvements in outcomes for these groups
    o   Consult and involve

Differences between the duties

The differences between the duties reflect the different nature of discrimination faced by different groups, for example:

Disability	
Specific duty	**General duty**
This is very strongly emphasised, requiring evidence demonstrating how disabled people were involved in the development of the equality scheme and in the framework for assessment impact of policies on disabled people.	• To have "due regard" to the need to eliminate harassment of disabled people that is related to their disabilities • To promote positive attitudes towards disabled people • To encourage participation of disabled people in public life and, where appropriate, take account of a person's disability even where this leads to more favourable treatment of a disabled person.

Equality Act 2006

The Equality Act 2006 created three further protected categories: **age**, **religion or belief** and **sexual orientation**. While the Act prohibits unjustified discrimination in employment, vocational training and services on grounds of age, religion, belief or non-belief or sexual orientation, it did not create any public duties in respect of any of these categories.

Single equality duty

In July 2008 the Government announced plans to introduce a new single equality duty. This will cover seven equality strands: **race**, **disability**, **gender**, **gender identity**, **religion/belief**, **age**, and **sexual orientation**. Haringey Council's Equalities Scheme does not cover this duty which will not come into force until 2011. We recognise that there may a need to revise the Scheme after the Equality Bill and the single equality duty have come into force.

Improvement and Development Agency IDeA) Equality Framework for Local Government

Haringey Council has adopted IDeA's Equality Framework for Local Government, a self-assessment framework that sets out criteria by which local authorities can assess how well they are performing on equal opportunity. It covers all the six equality strands: age, disability, gender, race, religion or belief, and sexual orientation.

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[3] An Equality Impact Assessment (EIA) is a thorough and systematic analysis of a policy, procedure or strategy to estimate the likely equality implications either on implementation or when making changes to an existing policy, function or service. It is a way of ensuring that we give due regard to the effect the actions we take as an organisation could have on customers and staff, in the delivery of services and employment practices.

8. Meeting our Equalities Public Duties

In this section, we set out the four outcomes and the priorities within each outcome, with links to relevant priorities in the Sustainable Community Strategy 2007-2016. We have included a list of key tools which we use to help us achieve each of the priorities and meet our public duties. Further details and key actions can be found in the Delivery Plan.

Outcome: Fair treatment and equality of opportunity			
People are much more likely to develop positive relations with other groups and contribute to society more generally when they feel that they and the groups to which they belong are fairly treated. For this reason, social justice and equality of opportunity have a vital role to play in promoting cohesion and integration. This outcome promotes equality: • through strategic planning • through commissioning and procurement • in employment			
Links to the Sustainable Community Strategy	**Links to Equalities Framework for Local Government Performance Areas**	**Priority**	**Key tools to deliver this priority**
• Economic vitality and prosperity shared by all • People and customer focused	• Knowing your communities and equality mapping • A modern and diverse workforce • Community engagement and satisfaction • Responsive services and customer care • Place shaping, leadership, partnership and organisational commitment	1. To promote equality in strategic planning	• Equalities impact assessments • Equalities monitoring • Translation and interpreting services, including sign language and easy read • Consultation, participation, partnerships and feedback processes.
		2. To promote equality through commissioning and procurement	• Tender evaluation process • Contract specifications • Contract monitoring
		3. To promote equalities in employment so that everyone has the equal access to employment in the Council and is fairly treated while working for the Council	• Induction and training on equalities • Special arrangements for disabled job applicants • Reasonable adjustments for disabled staff

9. How we developed the Equalities Scheme

The Scheme has been developed following extensive consultation involving local equalities groups representing a wide range of community interests. These included Council staff and organisations representing the six equalities strands. A list is given in appendix 4.

In December 2009, representatives of these groups were invited to attend a half-day seminar to identify key issues for each strand and how they would like to see those issues addressed. Organisations included the Haringey Disability Network, Haringey Race Equality Council, Haringey Women's Forum, Age Concern Haringey, Haringey Forum for Older People and the LGBT network.

In January 2010, a further consultation meeting considered which priorities to take forward, implementation plans, monitoring, evaluation and reporting of progress and outcomes identified in the Scheme. A consultation list can be found at the end of this document.

The Equalities Scheme and Delivery Plan 2010-2013, were agreed at Haringey Council's Chief Executive's Management Board in March 2010. The final draft was approved by the Cabinet Member for Community Cohesion and Involvement.

10. Implementation and Monitoring

Implementation

Implementation of the Equalities Scheme rests with directorates who are responsible for implementing it through their Business Plans.

Supported by Equalities staff and forums, Directors will champion and drive implementation in their respective directorates and monitor performance and results.

Monitoring and review

The Equalities Scheme Delivery Plan for 2010-2013 will be monitored and reviewed as follows:

- Each directorate within the Council has its own Equalities Forum which monitors equalities work within its services.
- Progress on developments and achievements within the Scheme and Framework will be reviewed annually by the Council's Corporate Equalities Group and the Community Cohesion Forum
- The Delivery Plan will be updated annually.

Detailed roles and responsibilities are described below.

Equalities and cohesion principles are embedded in our mainstream strategies. The Delivery Plan in appendix 2 shows links to existing strategies which will be responsible for managing progress, developments and achievements.

A list of relevant performance targets in our LAA and other equalities performance indicators that we are monitoring are set out in appendix 3.

We will use the Equality Scheme 2010-2013 to promote equality in the six equalities strands and the Equality Framework criteria to assess and grade our overall performance on equality across the Council.

Roles and responsibilities

Role	Responsibilities
Council Members	▪ Champion and promote equalities and community cohesion
Chief Executive's Management Board	▪ Champions the Equal Opportunities Policy, Equalities Scheme and Community Cohesion Framework ▪ Ensure the Council meets the relevant Public Duties ▪ Receives annual progress report ▪ Agrees annual programme of Equality Impact Assessments
Corporate Equalities Forum	▪ Co-ordinates and monitors Council-wide delivery of the Scheme ▪ Reports progress to the Chief Executive's Management Board and Cabinet ▪ Reports to the HSP Business Group and equalities stakeholders where appropriate ▪ Reviews and challenges EIAs council wide
Directorate Equalities Forums	▪ Lead on equalities in their directorates ▪ Drive implementation of the Scheme through annual work programme in their respective directorates ▪ Review equalities performance and outcomes ▪ Review and challenge Equality Impact Assessments ▪ Report to the Corporate Equalities Group
Equalities Team	▪ Supports the Directorate Equalities Forums ▪ Supports the Corporate Equalities Group ▪ Provides/supports equalities training and induction ▪ Supports the work on community cohesion ▪ Reviews and updates the Scheme annually

Appendices

Appendix 1:   Summary of achievements 2006-2010

Appendix 2:   Delivery plan 2010-2013

Appendix 3:   Performance indicators and targets

Appendix 4:   Consultation list

Appendix 1: Summary of Achievements 2006-2010
An achieving authority: Equalities Scheme Achievements 2006-2010 aligned with the Equalities Framework for Local Government

The five areas of performance are:

1. **Knowing your communities and equality mapping**
2. **Place shaping, leadership, partnership and organisational commitment**
3. **Community engagement and satisfaction**
4. **Responsive services and customer care**
5. **A modern and diverse workforce**

The following information demonstrates our overarching achievements to help us meet our Equalities Scheme public sector duties. A detailed listing of public-facing achievements is set out in a separate document.

1. Knowing your communities and equality mapping

We use a number of techniques to gather and analyse information to identify equality gaps. For example:

1. Knowing
Use of data and needs assessments:
1.1 Borough Profile
The Borough Profile – produced in 2008 – draws upon a wide variety of information and data to build a detailed and comprehensive picture of Haringey. It provides statistical data and analysis on demographics and socio-economic factors within the borough. We have embarked on a rolling programme to ensure that this information is up to date and in 2009-2010 we have updated three of the outcomes of the Profile:

- an environmentally sustainable future
- safer for all and
- people and customer-focused

Specific needs assessments relating to healthy people with a better quality of life are shown below.

1.2 Joint Strategic Needs Assessments (JSNA)
The JSNA will be used to inform service planning and commissioning strategies, by looking at the 'big picture' of the local population, specifically groups whose needs are not being met. A rolling programme of needs assessments has now been agreed to help us address some of the knowledge gaps.

To March 2010, the following needs assessments had been updated:

1. Update of ward profiles
2. Police ward profiles
3. Population projections
4. Community safety strategic audit (produced annually)
5. Adult drug treatment
6. Older people's needs assessment phase 1
7. NHS neighbourhood development plans
8. Third sector mapping
9. Equalities strands mapping
10. Children and young people's needs assessment
11. Business and enterprise data

Needs assessments are currently under way for:

1. Knowing your communities and equality mapping

1. Housing
2. Learning disabilities (adults)
3. Adults with autism spectrum disorder
4. Mental health (adults)
5. Annual public health report: focus on migrant health
6. Sexual health
7. Young people's substance misuse treatment service needs
8. Worklessness assessment

During 2010-2011, further needs assessments are being undertaken in relation to:
1. Older people's needs assessment phase 2
2. Local economic assessment
3. Children and Adolescent Mental Health Service (CAMHS) to adult services transition
4. Child poverty needs assessment
5. Carers
6. Physical disabilities – adults (including sensory impairment and long-term conditions)
7. Analysis of residents' survey
8. Update of children and young people's needs assessment

We have created Haringey: Our Place, a web page bringing together all needs assessment and other relevant data.

2. Techniques

2.1 Geographical Information Systems (GIS)

This is a tool that allows us to display and analyse information geographically. By overlaying different geographical information datasets on top of one another, trends in data can be identified. The information helps inform policy decisions across the Council. We are embarking on a project to bring together the information behind all of the GIS systems at the council, to produce a shared resource that everyone can use.

GIS can also be used to benefit local people, for example, it has helped Age Concern Haringey to map borough-wide activity helping older people to make more of later life. Haringey's GIS application is available to the public at maps.haringey.gov.uk in any internet browser, providing interactive maps including aerial views showing information about the community including:

- Council facilities (leisure centres, youth clubs)
- Health
- Transport
- Litter
- Crime
- Affordable housing
- Education

The 'report a problem online form' also has mapping facilities in case an exact address is not known.

We have purchased MOSAIC data at a postcode level. This gives a detailed description of the type of people which are most likely to live in a particular postcode. This information will provide us with good understanding of what type of people live in the borough, where they are, their behavioural characteristics and how best to engage with them.

3. Mapping

3.1 Equalities Impact Assessments (EIAs)

1.   Knowing your communities and equality mapping

EIAs were introduced in 2007 and are a requirement of our Public Duties outlined in race, gender and disability legislation. In the first twelve months from 2007-2008, 18 EIAs were completed.

Council policy is that EIAs are completed for all new policy and practice developments that are key and are in the Forward Plan. Outcomes and improvement actions arising from this process are fed back into service and business plans.

In 2009-2010, we delivered 28 sessions as part of an ongoing training programme on EIAs. Challenge sessions on EIAs in progress are also a feature of Equalities Forums. The Corporate Equalities Team delivers tailored training to all schools to enable them to produce their own equalities schemes and comply with equalities legislation.

We have published information online to help people produce EIAs. Further information appears in **section 2: Place shaping, leadership, partnership and organisational commitment**.

3.2   Equalities Framework for Local Government (EFLG)
We have completed EFLG statements for Adult, Culture and Community Services and for Housing.

2. Place shaping, leadership, partnership and organisational commitment

1. Haringey Strategic Partnership

We work in partnership to ensure that all residents including those from vulnerable groups have the chance to be involved in setting local priorities. Under the direction of our Chair and Leader the HSP, partners are able to challenge each other to ensure that outcomes for local residents are delivered.

2. Sustainable Community Strategy 2007-2016

To deliver equalities effectively it is vital that our priorities for equality are established within the core business of the Council and mainstreamed in service planning and performance management. This principle is also clearly reflected in the outcomes and priorities of the HSP Sustainable Community Strategy and the LAA, for example, NI 140 Fair treatment by local services. For a number of years, the inclusion of equalities comments have been a requirement on all Council reports, demonstrating leadership of and organisational commitment to equalities principles.

Relevant SCS outcomes	SCS High level priorities	Community Cohesion Priorities
People at the heart of change	Enhance community cohesion	Common belonging and shared vision Group interaction
Economic vitality and prosperity shared by all	Increase skills and educational achievement	Fair treatment and equality of opportunity
An environmentally sustainable future	Encourage our future citizens to be our first 'green generation'	Common belonging and shared vision
People and customer focused	Deliver high quality, needs based and customer focused services that offer value for money	Fair treatment and quality of opportunity Low crime and concern about crime- Confidence in the Criminal Justice System
	Increase resident satisfaction with services and the area they live in	
	Deliver transparent and accountable local leadership	Common belonging and shared vision
	Provide greater opportunity for civic engagement and participation	Fair treatment and equality of opportunity
	Draw on the strength of the voluntary and community sector	Group interaction
	Make out children and young people active citizens	Common belonging and shared vision Fair treatment and equality of opportunity

Our Sustainable Community Strategy (SCS) sets out how we will protect vulnerable people and those in the greatest need, ensuring that they are treated with respect and dignity. Through it we aim to

2. Place shaping, leadership, partnership and organisational commitment

tackle deprivation and low pay and make child poverty a focus. The SCS also includes priorities related to strong and cohesive local communities with community cohesion being central to the SCS and our overarching vision for the borough: A *place of diverse communities that people are proud to belong to*.

3. Equalities Impact Assessments

Key policies and strategies on the Council forward plan have EIAs undertaken to assess equalities implications. At the start of each year a report is presented at CEMB and Cabinet detailing the programme of EIAs to be carried out throughout the council during the next year and another report with a synopsis of EIA findings, detailing the progress, actions and outcomes from all the EIAs that were carried out the previous year. Summaries of these reports are published on the council's website.

We are unifying our approach to EIAs across the HSP so that we give due regard to the effect the actions we take as a partnership have on residents in the delivery of services. Actions we are taking include:

- Undertaking further research with specific equality target groups to identify how we can ensure all residents feel treated with respect and consideration when dealing with public services
- Undertaking EIAs at the beginning of partnership policy/strategy development, monitoring the six equalities strands and ensuring that the element of challenge is built into the process
- Attaching EIAs (with key action points) with the subsequent actions to redress imbalances and any outcomes from previous EIAs on partnership policies and strategies) to reports and ensuring they are signed off at the relevant thematic partnership
- Ensuring that the relevant delivery plan reflects the actions arising from EIAs and monitoring the outcomes at the relevant thematic partnership.

Further information appears in **section 1: Knowing your communities and equality mapping**.

4. Community Cohesion Framework

We have developed a Community Cohesion Framework which is inextricably linked with our equalities public sector duties. The Framework will help us to enhance community cohesion locally ensuring that there is equality of opportunity throughout Haringey as set out in our Sustainable Community Strategy vision. The outcomes are:

- Fair treatment and equality of opportunity
- Low levels of crime and concern about crime and confidence in the criminal justice system
- Group interaction
- A sense of common belonging and shared vision

We review the effectiveness of the partnership activity through performance management. The Sustainable Community Strategy is reported annually through a progress report. It is reported to both Members through the HSP and Cabinet and to residents in Haringey People. The LAA is regularly updated and residents are informed of our progress.

The Community Cohesion Framework is currently being reviewed and the updated version will help us progress our work from 2010 to 2013.

We have also established a Community Cohesion Forum which is described In **section 3: Community engagement and satisfaction.**

5. Overview and Scrutiny

Our Overview and Scrutiny review programme demonstrates our organisational commitment to

2. Place shaping, leadership, partnership and organisational commitment

equalities. In 2009-2010, reviews have focused on:

- Developing new, high-quality major trauma and stroke services for London
- Support to carers
- Sexual health in teenagers
- Engagement of hard to reach communities
- Transition from children's services to adult services
- Support to small businesses
- Sustainable travel
- Breast screening

6. Communicating equalities

In order to communicate equality, we produce a newsletter, *Equalities Matters*. This is distributed to staff, strategic partners, community groups and service users. The next edition of Equalities Matters, plus the newsletter from a recent Community Cohesion conference will be published after the May 2010 elections. We include regular articles about equalities, particularly new legislation, in our staff newsletter *Smart Talk*.

3. Community engagement and satisfaction

Engagement with Haringey's diverse communities is essential to delivering outcomes under our Sustainable Community Strategy priority of *people and customer focused*.

1. Community Engagement Framework

The Council and partners in the HSP have a shared understanding of the principles of engagement and are driving this agenda through Haringey's Community Engagement Framework which has been agreed by the HSP. The HSP has strong representation from the voluntary and community sector with 31 representatives sitting on the HSP and its theme boards.

Our **definition** of community engagement includes the following activities:
1. Informing
2. Listening
3. Consulting
4. Involving
5. Collaborating
6. Empowering

Our implementation plan for the CEF sets out our plans up to 2012.

2. COMPACT

Our Haringey COMPACT, *Working BETTER Together*, is an agreement for the voluntary, community, public and private sectors in Haringey to work together for services which meet the social, economic, health, and environmental needs of all our local communities. An equalities perspective is integrated into the Compact toolkit, which is used to assess new strategic documents. We are embedding the COMPACT way of working by promoting its use and evaluating its effectiveness.
Haringey has a thriving Community Link Forum (CLF) delivered by HAVCO which has a membership of over 230 local voluntary and community organisations, individuals and strategic partners taking part. The CLF involves voluntary and community sector organisations 'to increase the level, accessibility, and quality of services meeting local need and community cohesion through greater engagement and influence'.

As we have already described in **section 1: Knowing your communities and equalities mapping**, we are updating the borough profile on a rolling programme. The outcome **People and Customer Focused**, which includes Place Survey results on satisfaction, have now been completed.

3. Translation and Interpretation

Haringey Council has a translation and interpretation service. All leaflets, publications and strategies include a translation panel for requesting the information in different languages, in large print, on audio tape, in Braille and as an easy-read version for those with a learning disability or for whom English is not their first language. Letters to key client groups, for example, Housing, include a translation panel in the top community languages and an invitation to advise the service of specific needs / arrangements. In addition to providing translating and interpreting services, we are encouraging people to enrol on English as a Second Language training (ESOL) which are proving very popular leading to the need to increase provision.

4. Consultation

3.   Community engagement and satisfaction

We are committed to undertaking consultation through Have Your Say Haringey so that people who live and work in the borough have a say in the Council decision making process and know that their views have been taken into account. The Council has drawn up a Consultation Charter so that local people know what they can expect from consultations. This includes the following commitment:

We will follow good practice and legal requirements that relate to equality and social inclusion.

5.   Community Cohesion

5.1   Community Cohesion Forum

The Community Cohesion Forum, launched in March 2008, takes forward the partnership's work by bringing together a wide range of local community organisations. These groups represent residents of different ages, genders, disabilities, ethnic backgrounds and cultures, religions and those with no religion and people from lesbian, gay bisexual and transgender (LGBT) communities. The Forum builds on the work Haringey Council already does in supporting networks which bring together community groups with a commonality of interest. Membership is drawn from practically every community in Haringey including faith communities. Within its first year, by October 2008, the Forum had developed the Community Cohesion Pledge. In 2009, the Forum met twice focusing on intergenerational issues.

5.2   Community Cohesion Pledge

At a Community Cohesion Conference, HSP members and representatives of community networks made a commitment to the four outcomes of cohesion in Haringey in October 2008, signing up to the Community Cohesion Pledge. The pledge aims to help shape the work of the forum as well as providing a basic approach to community cohesion for those who deliver services.

5.3   Hard to reach communities

The Overview and Scrutiny Committee has undertaken a scrutiny review into engaging with hard to reach communities. Key partners and officers have been engaged to gain an insight into where our 'hard to reach' communities are.

The review aims to consider barriers to greater participation and what can be done to break down these barriers. The scoping report will be available in early September 2010. It is planned that parts of the community previously deemed as 'hard to reach' but who now actively participate will be involved in the review to gain their perspective.

6.   Local Involvement Network (LINk)

Haringey LINk is independently run by individuals and community group representatives working together to improve the way health and social care services are delivered. The LINk is made up of local volunteers and supported by a host organisation. It is independent of external organisations and is led by the LINk membership. The host organisation is responsible for supporting the LINk membership and comprises two staff members based at Wood Green Central Library.

Overview and Scrutiny Committee (OSC) invited LINk to jointly prepare, present and facilitate an Annual Health Check Day for any interested group in Haringey. The day was very well attended and LINk facilitated four of the eight sessions which provided feedback on the performance of NHS Trusts serving Haringey – NHS Haringey, Enfield, Barnet and Haringey Mental Health Trust, the Whittington Hospital and North Middlesex University Hospital.

7.   Safeguarding

Work is underway to deliver improvements in the safeguarding of children. The three year

3. Community engagement and satisfaction

Safeguarding Plan was designed to ensure that Haringey's services for children and young people are among the best by March 2012. The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. In February 2010 Ofsted found "extensive and consistent evidence of good progress" in the services provided to protect vulnerable children. They also found "good capacity for further improvement".

To help further embed our approach to adult safeguarding, we have established a Champions Forum – a sub group of the Safeguarding Adults Board (SAB). It consists of nominated safeguarding leads – senior operational managers who champion the work on safeguarding within their organisation, and work in partnership with other safeguarding leads through the SAB. The Forum includes representatives from Haringey Council, North Middlesex University Hospital NHS Trust, the Whittington Hospital NHS Trust, NHS Haringey, Barnet, Enfield and Haringey Mental Health Trust (BEHMHT), police, voluntary sector, providers of domiciliary and day care services, housing providers, carers, BME and other groups less likely to make safeguarding referrals.

In April 2008 we implemented the Research Governance Framework for social care, an ethics framework, to protect the rights and interests of social care service users in any research and consultation that involves them, their personally identifiable data, or the staff who work with them. As research is completed and the results analysed, the resulting knowledge will be available to inform strategic planning.

8. Research Governance Framework (RGF)

An RGF Panel has been constituted to oversee the operation of the Research Governance Framework in Haringey, and to make decisions on applications identified on initial screening as having potentially medium or high levels of risk.

Further work is being done to obtain reports of completed research and consultation which has gone through the Panel. These reports will be entered on both the Council's consultation database and the National Social Care Research Register so that the results are publicly available to inform strategic planning. An EIA was completed in Feb 2008.

The following table shows the applications or enquiries received since the RGF was implemented.

Applications/ enquiries received 1 April 2008- 3 September 2009			
Source of application	Number of applications received	Advice and consultation provided	Referred to another Research Governance Body
Council	9	2	0
External organisations	6	2	1
Students	5	0	0
TOTAL	20	4	1

4. Responsive services and customer care

We have created a cabinet portfolio for community cohesion and involvement which reflects the

4.   Responsive services and customer care

importance that we place on this activity and ensures that it remains part of our core business and managed at senior levels.

1.   Procurement of Services

In 2007, we produced a *Guide to Assuring Equalities in Procurement*, to help officers ensure minimum equalities standards are met at key stages in the procurement process. The Guide covers:

- preparing tender documents where any relevant equalities issues would be identified and included
- selecting tenders where we use the Equal Opportunities Section of the Pre-Qualification Questionnaire (PQQ) to assess ability to deliver on equalities outcomes of the contract
- drafting of the contract where a Standard Equalities Clause included
- monitoring and contract reviews where any concerns, including equalities concerns were raised with the contractor and remedial actions agreed.

2.   Disability

10,000 copies of our Disability Access Guide have been distributed.

In 2009 we funded Haringey Disability First an umbrella organisation to represent and advocate on the behalf of disabled people.

We have run three focus groups with disabled staff which has helped us to focus our programme of reasonable adjustments, for example, staff reported difficulties in training on voice recognition software. We worked with Organisational Development and Learning (ODL) and IT services to facilitate the delivery of both software and training at the same time.

Our flourishing Mobility Forum has now been made part of the mainstream Transport Forum.

3.   Community safety

As a result of under-reporting of hate crime across all equalities strands, Haringey launched a third party reporting system in February 2009.

We have revamped our Multi-Agency Risk Assessment Conference (MARAC), a multi agency domestic violence case conference which is now working well.

We are involved in the pilot of a Specialist Domestic Violence Court (SDVC).

The programme to prevent violent extremism is developing steadily and training is underway for frontline staff to support the main objectives of the programme. These entail challenging ideology; disrupting those who promote extremism; supporting individuals, who are vulnerable to recruitment; and addressing the grievances that ideologues are promoting.

We are taking a measured approach to preventing violent extremism, working closely with community groups. We have been awarded a Beacon Status for community engagement work. Historically we have low levels of recorded Hate Crime which could be seen as evidence of a high level of community cohesion.

We identified the need to work with Muslim women (especially Somalis), young people and the need to provide a generic forum/network for the Muslim community. We are working closely with the Haringey Muslim Network and Safety Forum, the Jan Trust, the Islamic Community Centre and the College of North East London around this work. We also work with BRACE, a developmental programme for young people of any culture and faith, has been well received, with many young people who have been through the programme then expressing a wish to provide support. We were

4.   Responsive services and customer care

also aware of the need to engage with Somali young men and in 2009, we began outreach work targeted at Somali street gangs and with the Assunah Centre (Masjid) to help develop Somali/North African men in discussion around this agenda.

4.   Human Rights

The principles of equality, diversity and Human Rights are inextricably linked and the principles of Human Rights underpin the approaches we take to delivering service. The Human Rights Act outlines the basic rights entitled to all people, regardless of whether they can prove a person of a different gender / race etc. is treated more favourably. Equalities and Human Rights legislation is interlinked, but while Equalities focuses on *groups* Human Rights focuses on *individuals.*

We have guidance for staff on our website and manuals, policies and strategies are updated with changes in case law.

5.   Monitoring equality and cohesion objectives

Our LAA includes several relevant indicators including NI 140 which based on Place Survey data and shows that:

- 60% think local services treat all types of people fairly
- 61% say public services usually or always treated them with respect and consideration over the last year.

Equalities and cohesion principles are embedded in our mainstream strategies.

Implementation of the Equalities Scheme and of the Community Cohesion Framework rests with directorates who are responsible for implementing them through their Business Plans. Supported by Equalities staff and forums, Directors champion and drive implementation in their respective directorates and monitor performance and results.

- Progress on developments and achievements within the Equalities Scheme will be reviewed annually by the Council's Corporate Equalities Group and the Community Cohesion Forum and the Delivery Plan updated annually. The Delivery Plan will be updated annually.
- Progress on developments and achievements within the Community Cohesion Framework will be reviewed annually by the Council's Corporate Equalities Group and by the HSP Business Group. The Delivery Plan will be updated annually.

5.   A modern and diverse workforce

The equality aspects of the workforce strategy are implemented and monitored. Objectives are based

5.   A modern and diverse workforce

on internal monitoring, consultation and assessments. Employment objectives and data are published to fulfil statutory duties. Examples below:

1.   The People Strategy

Our People Strategy and Equalities Impact Assessment includes an action plan that responds to the need for the improvements identified in the EIA. The actions include:

- Redeveloping Harinet to ensure accessibility standards continue to be met
- Ensuring equalities impacts are assessed within the Smart Working programme and that the correct equipment and policies are in place to support a variety of staff needs
- Reviewing HR policies and procedures to ensure applicability to all groups
- Continued implementation of single status ensuring equality of pay and conditions for all groups
- Ensuring learning and development activity run through ODL continues to take account of equalities needs
- Continued evaluation and delivery of equalities training and network events
- Improving the quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data.
- We undertook EIAs on our revised Grievance, Capability, Harassment procedures.

2.   Skills Development

Barriers such as the age of the local government workforce and the level of worklessness within the local population cannot be removed, but the strategy intends to reduce the impact of these factors through:

- Development of a Skills for Life programme focussed on increasing basic skill levels to help people progress in their career
- Continued running of the Haringey Guarantee scheme to encourage local people into work
- Continued running of the graduate programme, 'Aiming High' and the development of additional talent management activities to support greater representation of younger age groups within the workforce
- Creating pathways into employment through ensuring a skills development and knowledge transfer element to all contracts with external providers.

We have a range of equalities development opportunities for councillors, staff community groups and strategic partners such as:

- On line courses
- Specific targeted training such as EIA training
- Equalities elements of mainstream training such as NVQs
- Equalities events such as the Equalities Includes Me showcase
- The annual programme for the Institute of Customer Service professional awards of which equalities is an essential elements for participants, coaches and assessors.

Haringey Council is an Investor in People (IiP). This means that we have been recognised as an organisation that invests effectively in the development of its people, to ensure that together we achieve what we want to achieve and that we look to improve, even further, the way we work. Equalities is a core competency in our appraisal scheme, the form prompts equalities questions, the staff development section is useful for recording equalities training needs.

3.   HR monitoring

The Council Employment Profile provides key information about the workforce, including gender,

5.   A modern and diverse workforce

ethnicity, disability, age, turnover, agency staff and sickness.

The Employment Profile helps the HR Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the HR Strategy are achieved.

The 2008-2009 Employment Profile tells us that:
* 49% of the Council workforce are from BME groups
* 20% of our top earners are from BME groups
* 74% of the workforce are women
* 54% of top earners are women
* 7% of staff declared they are disabled

All of these show a slight increase on previous years.

4.   HR policies and procedures

We have a rolling programme for reviewing HR policies and procedures. We have undertaken EIAs on our revised Grievance, Capability, Harassment procedures. We are carrying out and analysing equalities monitoring on all these processes and reporting annually to the Corporate Equalities group. As well as monitoring service performance the directorate scorecards and dashboards include 'corporate health' data on finance and HR (e.g. sickness).

5.   Equal Pay and Conditions Review

The Council and Employee Joint Consultative Committee, which is the council's collective bargaining committee, agreed the new pay and conditions package on 11 September 2008. The new package of pay and conditions was also agreed by the council's General Purpose Committee on 29 September 2008. We have now made significant progress in implementing the Equal Pay and Conditions Review.

Appendix 2: Equalities Scheme Delivery Plan 2010-2013

Data on LAA targets and local indicators is set out in appendix 2 of the Equalities Scheme 2010-2013. The following tables set out our priorities for equalities, showing key actions and the tools for delivering those actions. All actions will be completed within existing resources.

Outcome: Fair treatment and equality of opportunity
Sustainable Community Strategy outcome: People and customer focused

	Priority 1: To promote equality in strategic planning					
Key actions	**Measure of progress**	**Lead**	**When**	**Equality strand**	**Link to existing strategy**	**Link to Equalities Framework for local government**
Mainstream equality performance indicators (EPIs)	EPIs on Covalent and presented on directorate and corporate scorecards	Head of Service	**Quarterly** (Monitored at Directorate Equalities Forums)	All	Haringey Council Equal Opportunities Policy 2008	Knowing your communities and equality mapping
Strengthen use of equalities monitoring to improve services and employment practices	Equalities monitoring informs EIAs	EIA authors	**Quarterly** (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
	Sexual orientation monitoring encouraged	Head of Service	**Quarterly** (Monitored at Directorate Equalities Forums)	Sexual Orientation		Knowing your communities and equality mapping
	Equalities data on newer communities identified and mapped	Corporate Equalities Team	**Annually** (Monitored at Directorate Equalities Forums)	Race / Faith		Knowing your communities and equality mapping
Ensure Equalities Impact Assessments (EIAs) are used to improve services and employment practices	Annual Equalities progress report published	Corporate Equalities Team	**May 2010** (Monitored at Corporate Equalities Group & Corporate SMT)	All	Equalities Impact Assessment Guide 2008	Knowing your communities and equality mapping
	EIAs carried out as identified in business plans & Directorate Equalities Plans	Head of Service	**Quarterly** (Monitored at Directorate Equalities Forums & Directorate Management Teams)	All		Knowing your communities and equality mapping

Priority 1: To promote equality in strategic planning						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality strand**	**Link to existing strategy**	**Link to Equalities Framework for local government**
	Key findings and actions from EIAs included in delivery/business plans	Head of Service	**Quarterly** (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
	EIA outcomes from strategies/delivery plans on Covalent	EIA authors	**Quarterly** (Monitored at Directorate Equalities Forums)	All		Knowing your communities and equality mapping
Ensure equalities principles are mainstreamed	Directorate Equalities Plans monitored	Chair of Directorate Equalities Forums	**Quarterly**	All	Haringey Council Equal Opportunities Policy 2008	Knowing your communities and equality mapping
	Equalities Framework for Local Government assessments for all Directorates completed	Chair of Directorate Equalities Forums	**September 2010**	All		Knowing your communities and equality mapping
	Equalities Framework for Local Government assessments for all Directorates updated	Chair of Directorate Equalities Forums	**Annually**	All		Knowing your communities and equality mapping
Evidence stakeholder involvement in development of EIAs	Consultation toolkit and evidence from new and existing surveys routinely used	EIA authors	**Quarterly** (Monitored at Directorate Equalities Forums)	All	Equalities Impact Assessment Guide 2008	Community engagement and satisfaction
Increase community engagement capacity	Quality assurance approach to community engagement and consultation agree	Corporate Consultation Manager / Have Your Say Haringey Group	**March 2011**	All	• Consultation Charter • Community Engagement Framework	Community engagement and satisfaction
	Overview & Scrutiny recommendations on "Engaging with hard to reach communities"	Assistant Chief Executive PPP&C	September 2011	All	O&S Report: Engaging with hard to reach communities	Community engagement and satisfaction

Priority 1: To promote equality in strategic planning						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality strand**	**Link to existing strategy**	**Link to Equalities Framework for local government**
	implemented					
	Annual community engagement conference for service providers and community representatives established	Corporate Consultation Manager	**Autumn 2010** (Monitored by the CEF Steering Group)	All	Community Engagement Framework Delivery Plan	Community engagement and satisfaction
Overcome barriers to effective information sharing, communication and participation	Partnership approach to Translation and Interpretation developed	Communications Manager (Marketing)	**April 2011** (Monitored by the CEF Steering Group)	Race	Community Engagement Framework Delivery Plan	Responsive services and customer care
	Increased take up of communications training e.g. writing for the web, easy-read documents, Braille, translation & interpretation	Communications Unit	**Annually** (Monitored at Directorate Equalities Forums)	All	Communications Strategy Translation and Interpretation Service	Responsive services and customer care
	The number of people supported by the council achieving an ESOL Skills for Life qualification at any level increased	AD Culture, Libraries and Learning, ACCS	**Annually** (Monitored at ACCS Equalities Forum)	Race	Community Cohesion Framework	Responsive services and customer care
	Keep publication of accessible council buildings and meeting venues up to date	Corporate Equalities Manager	**Bi-annually**	Disability	Haringey Council Disability Equality Statement 2006	Responsive services and customer care
	Payment for service user participation in wellbeing	Assistant Director Adult Services,	**July 2011** (Monitored by WBPB)	All	Community Engagement	Responsive services and customer care

Priority 1: To promote equality in strategic planning						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality strand**	**Link to existing strategy**	**Link to Equalities Framework for local government**
	partnership boards established	ACCS			Framework Delivery Plan	
	Partnership advocacy commissioning framework developed	Assistant Director Adult Services, ACCS	**Sept 2011** (Monitored by WBPB)	All	Well-being Strategic Framework	Responsive services and customer care

Priority 2: To promote equality through commissioning and procurement						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality duty**	**Link to existing strategy**	**Link to Equalities Framework for local government**
Ensure that all procurement activities are fair, transparent and consistent	All procurement opportunities and contracts are published consistently, transparently and via Corporate Procurement	Head of Corporate Procurement	Annually	All	Procurement Strategy 2010-2013 (in development) Haringey Council Sustainable Procurement Strategy 2008-12	Place shaping, leadership, partnership and organisational commitment
	Increased use of small and medium enterprises, BME voluntary and social enterprises	Head of Corporate Procurement	Annually	All		Place shaping, leadership, partnership and organisational commitment
	Procurement training for staff and members includes understanding of equalities and diversity in procurement	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment
	Voluntary charter re: equalities implemented to support the Council's	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment

Priority 2: To promote equality through commissioning and procurement						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality duty**	**Link to existing strategy**	**Link to Equalities Framework for local government**
	priorities					
	All suppliers invited to attend "Meet the Buyer" events to keep up to date with Council opportunities & policies	Corporate Procurement Team	Ongoing	All		Place shaping, leadership, partnership and organisational commitment
Ensure that all commissioning activities are fair, transparent and consistent	EIA undertaken & actions implemented on Strategic Commissioning Policy	Head of Strategic Commissioning	March 2011	All	Strategic Commissioning Policy	Place shaping, leadership, partnership and organisational commitment

Priority 3: To promote equality in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality duty**	**Link to existing strategy**	
Ensure equalities principles are embedded in council employment practice	Equalities issues as standard on all induction training	Head of ODL	**Ongoing**	All	Equal Opportunities Policy	A modern and diverse workforce
	Equalities monitoring as standard in all recruitment established	Head of Human Resources	**March 2011**	All	Equal Opportunities Policy	A modern and diverse workforce
	Employment profile produced	Head of Human Resources	**Annually**	All	Equal Opportunities Policy	A modern and diverse workforce
	Flexible working arrangements and flexible working hours support staff with work/life	Head of Human Resources	**June 2010 (Bi-annually)**	All	Equal opportunities in jobs and training	A modern and diverse workforce

	Priority 3: To promote equality in employment so that everyone has equal access to employment and opportunity in the Council and is fairly treated while working for the Council						
Key actions	**Measure of progress**	**Lead**	**When**	**Equality duty**	**Link to existing strategy**	
	balance/caring responsibilities (Staff Survey)					
	Development of training priorities and programmes linked to performance appraisals	Heads of Service	**Annually**	All	Haringey Council Corporate Training Strategy	A modern and diverse workforce
	Continuation of guaranteed interview scheme for all disabled applicants who meet essential criteria	Head of Human Resources	**Ongoing**	Disability	Haringey Council Guaranteed Interview Scheme	A modern and diverse workforce
	Extension of the reasonable adjustments programme in the workplace for disabled employees	Head of Human Resources	**Ongoing**	Disability	Haringey Council Disability Equality Statement 2006	A modern and diverse workforce
	SMART Working and Talent Management programmes – EIAs completed and findings actioned	Head of OD & L	**Completed June 2010** **Actioned March 2011**	All	People Strategy	A modern and diverse workforce

Appendix 3: Performance indicators and targets

Outcomes	LAA indicators	Baseline	2009-10 target	2010-11 target
Fair treatment and equality of opportunity	• NI 4: % of people who feel they can influence decisions in their locality • NI 140: Fair treatment by local services – proxy to what extent does your local council treat all types of people fairly	40.3% 60.8%	42.9% 62.6%	45.1% 65%
Low levels of crime and concern about crime and confidence in the criminal justice system	• NI 21: Dealing with concerns about anti-social behaviour and crime by the local council and police – proxy % of people who feel well informed about what the Council is doing to tackle anti-social behaviour	28.2%	32%	34%
Group interaction	• NI 6: Participation in regular volunteering • NI 7: Environment for a thriving third sector	21% 18.9%	22.7% 21.9%	24.7% 24.9%
Common belonging and shared vision	• NI 1: % of people who believe people from different backgrounds get on well together in their local area	75.6%	78.4%	81.2%

Other Equalities Performance Indicators			
	Covalent Code	**Indicator Description**	**Equalities Duty**
Local Performance Indicators	PD02_H_L0027	% of top 5% of earners from ethnic minority communities	Race
	PD02_H_L0028	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	Disability
	PD02_H_L0031	% of staff declaring they meet the Disability Discrimination Act disability definition	Disability
	PD02_H_L0032	% of staff from minority ethnic communities	Race
	AC02_H_L0211	To what extent does your local council treat all types of people fairly	All
	AC02_H_L0337	(E47) Ethnicity of 18-64 Clients Receiving an Assessment	Race / Age
	AC02_H_L0334	(E47) Ethnicity of 65+ Clients Receiving an Assessment	Race / Age
	AC02_H_L0342	(E48) Ethnicity of 18-64 Clients receiving services following an assessment	Race / Age
	AC02_H_L0335	(E48) Ethnicity of 65+ Clients receiving services following an assessment	Race / Age
	AC02_H_L0344	(EPI10) Ethnicity of 18-64 Clients Receiving Direct Payments	Race / Age
	AC02_H_L0346	(EPI12) Ethnicity of 65+ Clients Receiving Direct Payments	Race / Age
	AC02_H_L0348	(EPI14) Ethnicity of 18-64 Carers Receiving Services	Race / Age
	AC02_H_L0350	(EPI16) Ethnicity of 65+ Carers Receiving Services	Race / Age
	AC03_H_L0353	(EPI19) ActiveCard Holders by Ethnicity	Race
	AC03_H_L0357	(EPI23) Sports & Leisure Satisfaction Ethnicity	Race
	AC03_H_L0360	(EPI24) Parks Satisfaction Ethnicity	Race
	AC04_H_L0363	(EPI27) Libraries Active Borrowers Ethnicity	Race
	AC04_H_L0367	(EPI31) Libraries Satisfaction Ethnicity	Race
	AC04_H_L0369	(EPI33) Adult Learning Service Enrolment Ethnicity	Race
		Total number of people supported by the council achieving an ESOL Skills for Life qualification at any level	All
	UE06_H_L0374	Percentage difference between Housing Applications and Lettings for BME applicants	Race
	UE06_H_L0376a	Satisfaction of council tenants with the overall service provided by their landlord - BME	Race

Other Equalities Performance Indicators			
	UE06_H_L0376b	Satisfaction of council tenants with the overall service provided by their landlord - non BME	Race
	UE06_H_L0377a	Satisfaction of council tenants with opportunities for participation in management and decision making - BME	Race
	UE06_H_L0377b	Satisfaction of council tenants with opportunities for participation in management and decision making - non BME	Race
	AC04_H_L0398	PLSS1 Proportion of households living near Library	All
Place Survey	PP03_H_L0532p	Most important in making somewhere a good place to live? :Race relations (%)	Race
	PP03_H_L0533p	Most need improving? :Race relations (%)	Race
	PP03_H_L0534	Satisfaction with your local area as a place to live?	All
	PP03_H_L0549	Do you agree that your local area is a place where people from different backgrounds get on well together?	All
National Indicators	PP03_H_N0001	% of people who believe people from different backgrounds get on well together in their local area	All
	CY03_H_N0107	Key Stage 2 attainment for Black and minority ethnic groups	Race
	CY03_H_N0108	Key Stage 4 attainment for Black and minority ethnic groups	Race
	AC04_H_N0013	Migrants' English language skills and knowledge	Race
	PP02_P_N0044a	Ethnic composition of offenders on Youth Justice System disposals (white)	Race
	PP02_P_N0044b	Ethnic composition of offenders on Youth Justice System disposals (mixed)	Race
	PP02_P_N0044c	Ethnic composition of offenders on Youth Justice System disposals (black or black British)	Race
	PP02_P_N0044d	Ethnic composition of offenders on Youth Justice System disposals (asian or asian British)	Race
	PP02_P_N0044e	Ethnic composition of offenders on Youth Justice System disposals (Chinese/Other)	Race
Mori Survey		% of people expressing satisfaction with waste collection	All
		% of people expressing satisfaction with recycling facilities monitored by disability	All

Appendix 4: Consultation List

In preparing this document we consulted:

External

- Haringey Age Concern
- Haringey Forum for Older People
- Haringey Youth Council
- Haringey Disabilities First
- Haringey Racial Equality Council
- Black & Minority Ethnic Support Service
- Haringey Women's Forum
- Haringey LGBT Network.
- Hearthstone
- Haringey Travellers Community Support Team
- NHS Haringey

Internal

- Corporate Equalities Group
- Directorate Equalities Forums
- Staff representatives

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Haringey Council

Cabinet Response to Overview and Scrutiny	13th July 2010

Report Title: **Cabinet Response to Scrutiny Review – Support to Victims of Crime**

Report of: **Wayne Longshaw, Assistant Chief Executive, Policy, Performance, Partnerships and Communications**

Contact Officer: Claire Kowalska, Community Safety Strategic Manager

Tel: 0208 489 6949

Wards(s) affected: All	Report for: Non Key Decision

1. Purpose of the report (That is, the decision required)

To request the Cabinet's response, as proposed in this report, to the recommendations made by the Overview & Scrutiny Committee following the above mentioned review

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

2.1. Creating a Better Haringey: Cleaner, Greener, Safer
2.2. Safer for All 2008-2011

3. Recommendations

3.1   To note the key findings
3.2   To note and approve the response to each recommendation as suggested in the action plan at Appendix 1

4. Reasons for recommendations

Please refer to the Scrutiny Review report (attached)

5. Introduction by Cabinet Member

I welcome this review and there are some valuable recommendations. Haringey has a robust and experienced partnership and I am confident that the recommendations we accept can and will translate into action. This review highlights the need to assess our governance structures at strategic and operational levels to ensure the best possible levels of co-operation and efficiency with minimal duplication, and the best possible service to victims of crime in the borough. Alternative approaches will need to be considered for any recommendation that implies a resource need in the current climate.

6. Chief Financial Officer Comments

6.1 The proposed responses to the recommendations can be addressed within existing grant and / partnership budgets.

6.2 As Members will be aware, the outcome of the Autumn spending review is likely to impact on resources available to support victims of crime across all partners and further review may be required at that time on the allocation of scarce resources.

7. Head of Legal Services Comments

7.1 The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments:

7.2 The Code of Practice for Victims of Crime came into force on 3rd April 2006. Aspects of the Code do place obligations on the Council via the work carried out by the Youth Offending Team (YOT) see additional recommendation 16.

7.3 Mindful of the comments made by the Chief Financial Officer at paragraph 6 above, the Head of Legal Services advises that in the event of non compliance with the Code, that of itself would not give rise to the risk of any legal proceedings being issued by the victim of crime. The victim would, however, have the right to make a complaint under the Council's complaints procedure, and then onto the Ombudsman in the usual way once the complaints process has been exhausted.

8. Head of Procurement Comments

N/A

9. Equalities &Community Cohesion Comments

These recommendations equally apply to victims from all communities in the borough. We know that some communities are more affected by crime than others. By increasing support, we will by definition be offering a stronger net of support to members of those communities in particular.

10. Consultation

10.1 The review received evidence from a wide range of stakeholders, including service commissioners and providers. It also received an indication of the views of victims and witnesses through engagement with volunteers from Victim Support and the Witness Service. The Panel explored the possibility of meeting directly with a group of victims but, after receiving advice from Victim Support, this was considered impractical as it was felt unlikely that it would be possible to get sufficient numbers of victims together who were prepared to share their experiences in the time available. Consultation was supplemented by documentary evidence on the views of victims and witnesses that was undertaken as part of a national survey of their experiences.

11. Service Financial Comments: The report focuses on strategic and policy issues arising from strategic partnership activity undertaken by the Council and its partners. The recommendations generally refer either to services that are funded by area based grant (ABG) or the Council's strategic partners.

12. Local Government (Access to Information) Act 1985

The background papers relating to this report are:

* Report to Overview & Scrutiny on 29 June 2009 – Overview and Scrutiny work programme
* Council Plan
* Sustainable Community Strategy
* Haringey Local Area Agreement

These can be obtained from Robert Mack, Principal Scrutiny Support Officer on 0208 489 2921, 7th Floor, River Park House,
 E- Mail rob.mack@haringey.gov.uk

Haringey Council

Appendix One

Action Plan to Address the Recommendations Arising from the Scrutiny Review of Support to Victims of Crime

	Recommendation	Action/Response	By Whom	By When
1	That SCEB collaborates with the LCJB group for Haringey to establish clearer strategic ownership and governance structures for the support of victims and witnesses and that closer working arrangements be developed between the two bodies on this and other areas where there is a shared interest and responsibility .(SCEB) (paragraph 3.10)	This will be picked up at the Autumn Safer Communities Executive Board. A report will be requested which delineates between the core work and responsibilities of the LCJB and those of the SCEB. This should include proposals for improvements for discussion and agreement by the board. Some interface currently exists between these boards through the Police Borough Commander, who is Chair of the LCJB and Vice-Chair of the SCEB.	Community Safety Strategic Manager and Haringey Police Borough Commander	October
2	That the SCEB works with the local LCJB group to assist it in the development of a joint area strategy and improvement plan for the borough, as required in response to the Joint Thematic Review, and that this considers fully the overall co-ordination	See above	Community Safety Strategic Manager and Haringey Police Borough Cdr.	October

	of services and any areas of duplication, overlap and inconsistency in services. (SCEB) (paragraph 3.10)			
3	That the installation of CCTV in the vicinity of the Magistrates Court in order to deter disorder be considered when decisions are being made by the Council and its partners on the future installation of cameras. (SCEB) (paragraph 4.17)	There is a high level of police presence in and around Highgate Magistrates Court, which we believe will provide the most effective deterrent to disorder. CCTV is only one of many crime and disorder deterrent responses and is not always effective. In the absence of robust evidence and a business case to the contrary, we do not see a rationale for this suggestion. Furthermore, there is currently no funding available for the purchase or installation of this equipment.	Court Manager, Branch Prosecutor Crown Prosecution Service and Community Safety Team	-
4	That the Police Service and the CPS be requested to establish, in consultation with the Witness Service, a system for ensuring that a relevant senior Witness Care Unit officer is notified immediately of any instances of the details of witnesses requiring support not being passed onto the Witness Service and especially vulnerable or intimidated witnesses and that the number of such cases and their cause be monitored. (Police/CPS)	The Police Victim Focus team makes contact with all screened-in victims of crime except domestic matters which are catered for in a different process. The WCU makes contact with all victims where a subject has been charged via phone first and then through follow-up letters and subsequent agreed correspondence. This is coupled with contact from the CPS and the Court witness service unit. All of the mentioned contacts are	Haringey Police and Branch Prosecutor, Crown Prosecution Service	Ongoing

		part of the embedded process with the current criminal justice system. There are effective and efficient systems in place that notify the relevant units of the needs of a victim at different stages of the criminal justice process and capture information. This is monitored and any failure to comply with these systems will be pursued		
5	That local strategic partners raise this issue of the accommodation needs of the Witness Service at Highgate Court House with the LCJB and jointly explore whether improved arrangements can be made. (SCEB). (paragraph 4.23)	This is outside the remit of most partners. However, we will invite the issue to be aired at the next meeting of SCEB. Those responsible will be asked to propose whether any options for improvement exist.	Chair, LCJB	October
6	That, as part of wider measures to increase awareness of the services offered by Victim Support, the Police Service be requested to reinforce the need for police personnel and, in particular, front line officers, to determine whether victims of crime wish to be referred. (Police (para4.32)	The current police priority is to improve public confidence and officers are briefed locally to make sure that the quality of their encounters with all members of the community is a positive one. This is embedded in their training and entails dealing with the needs of the person as required i.e. vulnerable victim/witness. All officers have received the briefing on professionalism and referral as part of the Commissioner's drive to improve the service provided. Victims and witnesses satisfied with contact from criminal justice system in Haringey is at	Police Chief Inspector for Safer Neighbourhood	Ongoing

		82%; 2% above the London average. We note the key role of the Safer Neighbourhood Chief Inspector and we will work closely with the newly appointed officer.		
7	That a visit to Victim Support be included as part of the training provided to probationary police officers within the borough. (Police) (paragraph 4.32)	Effective victim awareness and liaison should be an integral part of police training. The Manager of Victim Support will agree with the newly appointed SNT Chief Inspector how best to keep this training comprehensive and up-to-date	Police Chief Inspector and Manager Victim Support Haringey	September
8	That strategic partners, in liaison with Victim Support, consider the provision of access, when required, to appropriate psychological support for Victim Support volunteers. (SCEB) (paragraph 4.37)	This will be dealt with as an integral part of supervision. Volunteers currently receive one to one supervision every 6-8 weeks from a Senior Co-ordinator. This person is available to listen to any concerns and help them cope. Supportive and educational team meetings are also taking place every 6-8 weeks. All volunteers are invited to discuss and air views at the North Area Forum. We would also take this opportunity to re-iterate the importance of the robust vetting of volunteers.	Manager Victim Support Haringey	Ongoing
9	That the Police Service, in consultation with Victim Support, be requested to	We propose that one SNT Inspector be designated as the key contact point for	Manager Victim Support Haringey	September 2010

	develop a system for obtaining regular feedback from Victim Support volunteers on any relevant issues that may have arisen in their work with victims. (Police) (paragraph 4.39	Victim Support volunteers for the early flagging up of important issues and to facilitate the smooth exchange of selected information and intelligence	Chief Inspector Safer Neighbourhoods	
10	That the proposal to commission a review of support services for young people and ,in particular, increasing their awareness of Victim Support services and encouraging the reporting of crime by them, be supported. (SCEB/C&YPS) (paragraph 5.2)	A new contract has been signed with funding from ABG 2010-11 for the delivery of awareness and targeted support for young victims of crime. This contract requires that the Victim Support Officer work closely with Council departments. And key partners to provide a mainstreaming plan to embed this work in future years, thus alleviating reliance on external grant funding	Community Safety Strategic Manager and Manager Victim Support	In place since April Monitored quarterly
11	That the YOS be requested to follow up all letters to victims regarding restorative justice processes in order to explain the process fully and encourage a greater level of participation. (Asst. CE PPP&C) (paragraph 5.8)	Current position is that all victims of YOS clients are contacted by letter (currently being revised) and offered restorative approaches. The police office vacancy is due to be filled in the next few weeks and this person will make face to face contact with victims in an attempt to increase the levels of participation.	YOS Strategic Manager and YOS Police Sergeant	July
12	That the Council and its partners consider the future funding	Sustainable funding concerns apply to all services that currently rely heavily	Head of Safer Stronger	October – December

	arrangements and strategic role of the ASBAT with a view to establishing a sustainable service model, including access to support for victims. (SCEB) (paragraph 5.16)	on external grants and this will have to be looked at in the round. Creative and alternative ways of delivering high quality services for less will be required across many Council services	Communities	
13	That statistical information on the nature of abuse suffered by clients be routinely collected by Hearthstone. (Asst. CE PPP&C) (paragraph 5.21)	A great deal of information is already routinely collected and presented regularly to the DV Strategic Board. Specific requests have to be made for accessing detailed breakdowns of all types of domestic violence incidents but this can be done. Managers should approach the Community Safety Data Team if this is required	Hearthstone Manager and Victim Support Manager	Ongoing
14	That the Council's Domestic Violence Co-ordinator be requested, in liaison with the Hearthstone Centre and Victim Support, to compile detailed statistics on the prevalence of domestic violence affecting men and that a target that is consistent with this be set for the employment of men in relevant domestic violence services. (Asst. CE PPP&C) (paragraph 5.26)	Best practice from other boroughs will be investigated to establish how they respond to this issue. Relevant managers will also meet to scrutinise the current data with a view to validating and analysing it before it is re-presented to the DV Partnership Board	Hearthstone Mgr. VS Managers	Sept/Oct
15	That the role undertaken by the IDVAs be reviewed with a view to establishing a more sustainable means of providing the support that they currently provide and addressing any overlap that there might be with other support services. (Asst. CE PPP&C)	The SCEB Performance Management Group has agreed funding for this financial year (2010-11) for the continuation of IDVA work – someone is already in place but funding was due to cease on 31 May	Principal Equalities & Diversity Officer	Ongoing

	(paragraph 5.29)			
16	That the YOS confirm compliance with section 9 of the Code for Victims section 9**	This will be done at the next meeting of the Executive Board	Head of Service, Safer & Stronger Communities	October

** This is an additional recommendation following advice from legal services.

Agenda Item 13

Haringey Council

Agenda item:

[No.]
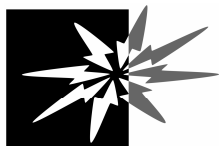
Cabinet	**On 13th July 2010**

Report Title. Annual School Place Planning Report

Report of **Peter Lewis – Director, The Children and Young People's Service**

Signed :

Contact Officer :

Ian Bailey – Deputy Director – Ext 2450

Corinne David – Head of Place Planning – Ext 5019

Wards(s) affected: **All**	Report for: **[Key / Non-Key Decision]**

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1. Purpose of the report

1.1. To report on demand for pupil places in Haringey's Primary, Secondary, Special schools and Post 16 settings. Also to provide an update on actions to respond to this demand.

2. Introduction by Cabinet Member

2.1. If we are to support parental choice and ensure all children have a place at primary and secondary school we need to plan ahead using the best available information.

2.2. This is difficult as, with rising birth rates and the impact of the recession on the housing market, we are in a period of uncertainty. This is clearly more acute at the primary school level. Although this makes future predictions difficult we need to

make provision so that we avoid a situation where we do not have sufficient primary places.

2.3. During the past year officers have been looking in detail at every school to see what expansion capacity they may have so we can respond quickly to demand.

2.4. We know we are not alone among London authorities, and indeed our neighboring boroughs face greater challenges. We therefore supported the work done by London Councils in pressing Government for additional resources.

2.5. We were delighted when in November 2009 we were awarded an additional £8.57 million from Central Govt. However, within a few days of the General Election this money was withdrawn. We are disputing the decision to do this but if we are not successful in getting the decision reversed meeting the need for sufficient primary places will be very challenging. We are still confident we can meet the need but how we do so will be dependent on the resources available.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. The careful planning and control of school places in the borough will contribute to the Council's Priority 3 "Encouraging lifetime well-being, at home, work, play and learning" and Priority 5 "Delivering excellent, customer focused, cost effective services".

4. Recommendations

4.1. That Cabinet agree the working priorities as set out in paragraph with recommendations arising from this work to be presented in July 2011.

4.2. That Cabinet support the work to identify four primary schools to accommodate bulge classes for the expected September 2011 reception demand, and that in-depth discussions are held with schools and works commissioned to allow the schools to take the additional children.

4.3. That Cabinet supports the work in challenging and disputing the Department for Schools decision to withdraw the £8.57 million primary capital grant originally awarded in November 2009.

4.4. That Cabinet agree for work to continue with secondary schools to ensure that planned admission numbers meet demand for places.

4.5. That Cabinet agree our continued work to ensure post 16 provision meets demand.

4.6. That a further annual report on school places be presented in July 2011.

5. Reason for recommendation(s)

5.1. To ensure adequate places and robust planning to meet demand for main stream and special school and post 16 places across the borough.

6. Other options considered

    6.1. [click here to type]

7. Summary

    7.1. This is the seventh annual report on school places in Haringey. This report looks ten years ahead with updated projections and updates on school organisational developments.

    7.2. Reception place demand is projected to continue to rise, requiring urgent need for action to increase the number of reception primary school places from September 2011. Rhodes Avenue will take an additional reception class in September 2011 and will help in addressing the additional demand. However further capacity will be required for September 2011. We are now planning to meet the expected surge in demand for reception places. Our current thinking, just for the September 2011 cohort, is that 4fe can be created through bulge classes (one-off additional classes) and 1fe will be created through the expansion of a school whose PAN was reduced in the past, but can relatively easily be increased again.

    7.3. Until April of this year we were planning on the basis of an injection of £8.57m capital grant. We applied for this grant in August 2009 and (following problems with the applications process, which initially allocated almost none of the money the government had announced), we received a letter awarding the grant in November 2009. Accordingly, the council's capital budget was set in January 2010 on the basis that this grant would underpin our plans to meet the unprecedented demand for reception places expected in September 2011. In May 2010, this grant was withdrawn.   We are currently engaged in disputing this decision. Our plans to ensure a reasonable standard of provision using very restricted capital resources are still under development. We will report further to cabinet in Autumn.

    7.4. For secondary, the long term trend is upwards, although in the short term, we are expecting some surplus capacity in part due to the smaller cohorts working their way through the upper key stage 2 year groups. Therefore we are managing all the school PANs to match projected pupil numbers. The biggest challenge we are facing in the secondary sector is the increasing numbers of applicants for places in years 8-11. There are very limited places in these year groups so applications are being heard and placed through an In-Year Fair Access Panel (IYFAP).

    7.5. At post 16 level, pupils have a greater choice of what they study, where they study and are willing to travel greater distances and across borough boundaries. This means that we need to continue to work collaboratively with a range of providers, boroughs to ensure that post 16 projections are as accurate as possible in light of the changes in legislation which will increase the school leaving age. Not only is it important that future demand is accurately projected, it will also be necessary to attempt to accurately project the demand for each type of course, and to work flexibly with a range of educational settings to ensure that this demand is met.

7.6. Moselle and William C Harvey are coming together to develop a primary special school on the site of Broadwater Farm for 100 planned places opening for September 2012, and a secondary special school on the site of Woodside High with 120 planned places opening for September 2011. In addition to this, there will be two new secondary resource bases for pupils with ASD each providing 25 places, one at Alexandra Park school and the other at Heartlands High school. Within the primary sector all the ASD provision in the maintained sector is concentrated in the east of the borough. Further consideration is being given to establishing provision in the west of the borough.

8. Chief Financial Officer Comments

8.1 The Chief Finance Officer has been consulted in the preparation of this report and has set out below the general financial implications and financial uncertainties of the Council's duty to secure sufficient school places.

8.2 The financial settlement for the public sector from April 2011 will not be known in detail until the autumn but will be considerably constrained. There is an expectation that schools expenditure will be protected but the position is not yet known.

8.3 A review of the Dedicated Schools Grant (DSG) is currently underway but again details will not be known until the autumn. Following the campaign for a 'Fair Deal for Haringey Children' it is hoped that the outcome will be relatively favorable.

8.4 The outcome in Haringey of the recent promotion of academies is unknown and the method of 'recouping' central budgets from local authorities may change. Schools that become academies take with them a proportion of the budgets that would have been centrally retained by an authority.

8.5 The impact of free schools is also not known.

8.6 There is a time lag of seven months between pupils entering an authority's schools for the first time in September and funding being received for that pupil for the financial year beginning the following April. Funding for new forms of entry and bulge classes beginning in September will therefore need to be met from existing DSG resources.

8.7 Funding for 16+ pupils is provided by the Young Peoples Learning Agency (YPLA), the successor to the Learning and Skills Council (LSC). A new commissioning regime for 16+ places begins in the autumn. Under the LSC there had always been a shortfall in funding for 16+ special needs places, topped up from the DSG, the success of the Sixth Form Centre in retaining 16+ pupils with special needs has increased the shortfall.

8.8 The creation of the Integrated Learning Campus (ILC) will provide more local places for children with complex needs and reduce the need for costly out borough

placements. There will be additional integration costs associated with the campuses that will be contained within the DSG.

8.9 The service financial comments identify the issues associated with funding capital works to respond to place planning issues following the removal of £8.57m of grant. It is important that decisions are not taken on schemes in isolation which may fetter future planning.

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted on the content of this report. Continued consideration of the need for school places in the Authority's area assists the Council in complying with its general duties to secure that sufficient schools for providing primary and secondary education are available to meet the needs of the population of the borough under Sections 13 and 14 of the Education Act 1996 and its general duties and powers regarding post-16 education under Sections 15ZA and 15A of the 1996 Act.

10. Equalities & Community Cohesion Comments

10.1. Providing local school places to meet local demand helps to contribute towards the development of sustainable communities.

11. Consultation

11.1. The council consulted on the school place planning appendices with head teachers and chair of governors of local schools, Haringey councillors and relevant Haringey officers. The Haringey School Organisation and Admissions Forum (HASOF) will be consulted on a draft of this report and their comments reported to Cabinet at this meeting.

12. Service Financial Comments

12.1. The report has implications for the CYPS capital programme, which sets out the planned expenditure across the CYPS estate until March 2013. Over the next 3-5 years, significant levels of additional resources will be required in order to ensure sufficient capacity in the primary sector particularly. In addition, the move towards increased participation in post 16 education and training, may require additional investment in our secondary schools, or in other assets subject to collaborative partnerships with other providers.

12.2. The existing approved capital programme is currently under review as a result of the government's withdrawal of the promise of Basic Need Safety Valve funding of £8.57m for new reception places. In addition, the current pressures on the Council's revenue budget have required a review of the level of borrowing which can be afforded to support capital investment in schools. Government support in the future is also likely to be severely curtailed, and unless additional support is provided in the form of capital grants, it is unlikely that the Council will be able to undertake additional investment. As yet it is

unclear how future capital resources will be allocated to local authorities by the new government. Further information is expected in December after the new government's first comprehensive spending review has concluded

Primary provision

12.3. Until the Council is able to secure additional external resources and/or afford to undertake new borrowing, investment to provide additional reception places is likely to be limited to the provision of bulge classes housed in temporary accommodation. The capital programme includes a contingency for pupil place planning sufficient to provide 10 such classrooms over the next 3 years.

12.4. In terms of permanent provision, feasibility studies will be commissioned to provide more robust costings of the options for permanent expansions of existing primary schools. There are a limited number of options which can be carried out for less than the costs of complete new build solutions. However, the early planning for new places suggest that at least 3 new build solutions will be required over the next 10 years. Costs for a new build school will depend on the exact requirements and site solutions available, but will range between £7m to £11m each. There is currently no provision in the CYPS capital programme for this level of investment, and individual bids for additional resources are likely to be required to assemble the funds to undertake any of these projects.

Secondary provision

12.5. In relation to secondary provision, the BSF programme is scheduled to deliver additional capacity to meet need up to 2018. There are no current plans for the further expansion of existing secondary schools which require further investment.

Post 16 provision

12.6. Increased Post 16 capacity in Haringey schools and 6th Form Centre of a total 500 places is planned for September 2010 as a result of the BSF programme which is fully funded. The implications of increased participation for young people up to the age of 18 are not yet clear. Whilst the provision of post 16 places in schools can potentially be more flexibly provided using timetable adaptations, it may be that in the future, additional accommodation will be required. Demand forecasting for this sector will be the main challenge over the next few years. Apart from the investment through BSF, there are currently no further capital projects planned to support the post 16 sector

SEN provision

12.7. The Broadwater Farm Inclusive Learning Campus will provide a 100 place special school for children on the autistic spectrum and for those with profound and multiple needs. A budget of £16.9m is provided for within the capital programme for this project

12.8. The establishment of specialist provision for ASD in the west of the borough

will be dependant on additional funding being made available to support the primary capital programme in future years

12.9. Secondary age provision at Woodside High is being funded from the BSF programme.   At present there are no further capital implications for secondary SEN provision

Revenue implications

12.10. The revenue implications of changes in school population will impact on individual school budgets as the Dedicated Schools Grant and school delegated budgets are determined by reference to actual pupil numbers

12.11. In addition, where new school places are provided there may be a consequent impact on the authority's costs of asset management where responsibilities fall outside those that are delegated to school governing bodies. Where new assets are designed and developed the ongoing lifecycle and asset holding costs will be factored into the options appraisal for each solution

13. Use of appendices /Tables and photographs

Appendix 1	Major planning applications affecting school place planning.
Appendix 2	Background information on school roll projections, new housing policies & housing trajectory information.
Appendix 3	Tables and graphs for reception and primary place planning.
Appendix 4	Local provision of primary school places.
Appendix 5	Detailed information about each Planning Area.
Appendix 6	Table and graphs for secondary place planning.
Appendix 7	School roll situation across all Haringey secondary schools.
Appendix 8	Post 16 table for place planning.
Appendix 9	SEN projections.
Appendix 10	School Organisational Plans in adjoining boroughs.
Appendix 11	Principles for school place planning in Haringey.
Appendix 12	Reporting arrangements for school organisational statutory consultation in Haringey.

14. Local Government (Access to Information) Act 1985

14.1.	GLA roll projections for Haringey 2010
14.2.	1998-2010 Haringey PLASC returns
14.3.	ONS birth data

15. Introduction

15.1 This is the seventh annual report on school places in Haringey. This report looks ten years ahead with updated projections and updates on school organisational developments. This report, subject to Cabinet agreement, will be published on Haringey's website. As in previous years we have welcomed questions and contributions from any interested party. Thank you to those who have contacted us through out the year and influenced this report.

15.2 As we have reported in previous years, the greatest challenge is the growing demand for primary school admissions. This is a challenge not just in Haringey but across the whole of London and other metropolitan areas, driven by the building of new homes and the relatively young population. Haringey has invested almost all non-BSF capital available for schools in creating new primary school places, so has not yet experienced the crisis that many adjoining boroughs have had to manage in 2009 and 2008, leading to many additional emergency classes in temporary accommodation. In 2009/10 we were able, with some difficulty, to deliver sufficient school places. To do this it was necessary to put an additional reception class in at Seven Sisters primary school. This was due to the high numbers of late reception applications received between June – August 2009. The additional 30 places provided enough capacity to allow us to offer a reception place to everyone who wanted one in a Haringey school, though not all at the start of the Autumn Term.

15.3 Until April of this year we were planning on the basis of an injection of £8.57m capital grant. We applied for this grant in August 2009 and (following problems with the applications process, which initially allocated almost none of the money the government had announced), we received a letter awarding the grant in November 2009. Accordingly, the council's capital budget was set in January 2010 on the basis that this grant would underpin our plans to meet the unprecedented demand for reception places expected in September 2011. In May 2010, this grant was withdrawn. We are currently engaged in disputing this decision.

15.4 Accordingly, while we will show in this report that reception place demand is projected to continue to rise, requiring urgent action to increase the number of primary school places from September 2011, our plans to ensure a reasonable standard of provision using very restricted capital resources are still under development. We will report further to cabinet in Autumn. Rhodes Avenue will take an additional reception cohort in September 2011 and will help in addressing the additional demand. We estimate that at least an additional five forms of entry 150 new primary places will be required in addition to Rhodes Avenue. .

15.5 For secondary, the long term trend is upwards, although in the short term, we are expecting some surplus capacity, partly due to the smaller cohorts working their way through the upper key stage 2 year groups. Therefore we are managing all the school PANs to match projected pupil numbers. The biggest challenge we are facing in the secondary sector is the increasing numbers of applicants for places in years 8-11. There are very limited places in these year groups so applications are being heard and placed through an In-Year Fair Access Panel (IYFAP).

15.6 With a new government and the announcement of an emergency budget we will have to wait and see what the impact is on school place planning. If there are major

changes to legislation or capital budgets we will report back to cabinet before the next school place planning report in July 2011.

15.7   This report is accompanied by further detailed appendices, these set out in detail all the information we collect that feeds into our decision making. It includes information on:

- overall pupil roll projections;
- area by area data;
- local provision of secondary school places;
- post 16 provision;
- Special Educational Needs provision;
- major planning applications affecting school place planning;
- School Organisational Plans in adjoining boroughs.

16   **Provision of primary school places**

16.1   The number of children entering Haringey's reception year group has been steadily increasing since September 2002. This has been primarily driven by an increasing birth rate and the increasing popularity of our primary schools.

16.2   The graph below shows the main trends affecting the planning of reception and primary school places. Birth rates in Haringey are rising more quickly than Greater London Authority (GLA) projections had previously indicated, resulting in an increased demand for reception places across the borough. For 2006/7, the GLA projected the birth rate for Haringey would be 3983 the actual birth figure was 4292. This means there have been 309 more births than anticipated, an increase of 7.2% This was also an increase of 270 births from the previous year's birth figure of 4022 (2005/6). The May 2009 GLA's DMAG update shows Haringey's birth rate increased by 7% between 2004 (4017 births) to 2008 (4289 births).
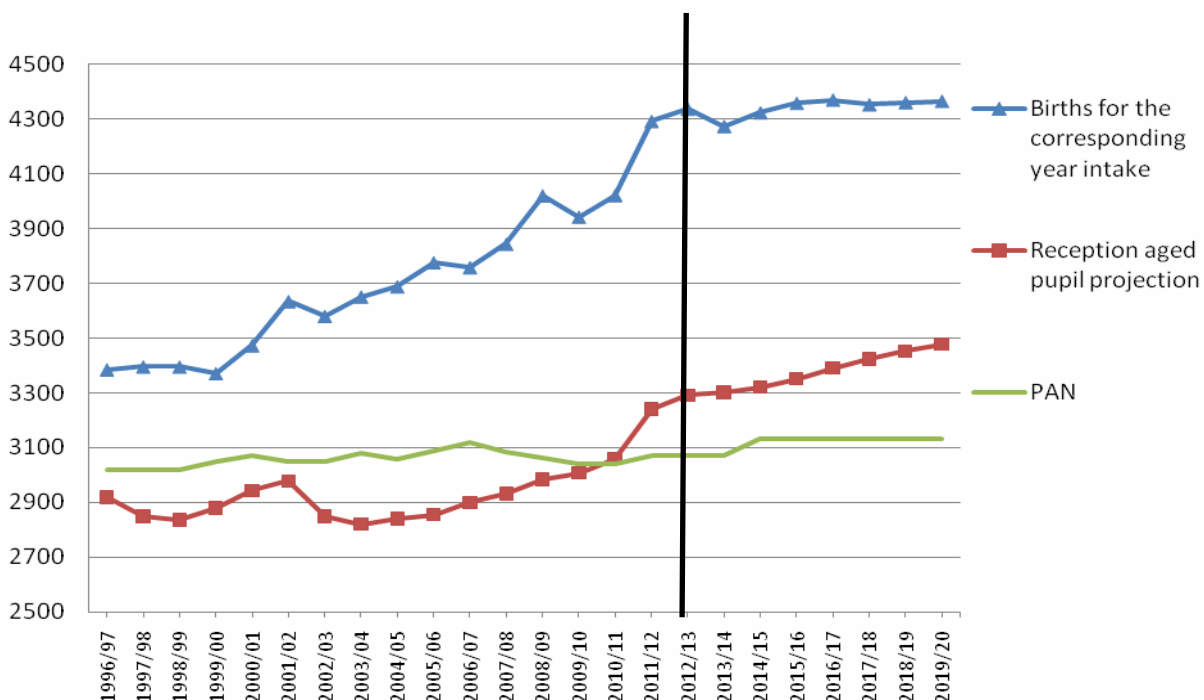
16.3   The number of reception applications received by Haringey reflects this increasing birth rate. Reception applications are up from 2662 on-time applications for reception admission in September 2007, to 3059 applications for admission in September 2010. The demand for places is now – as it did prior to 2002/03 – shadowing birth rates. This will be for a number of reasons:
   • Rising standards in Haringey schools
   • Reduced capacity in adjoining boroughs
   • The economic downturn and the collapse of the housing market, making it more difficult for families with small children to move out in search of larger accommodation
   • some movement from the private sector.

16.4 The upper line on the graph above shows the number of births for the relevant year of entry to school. Everything up to the vertical line corresponds to actual births. Data beyond this is based on population projections provided by the GLA. Since September 2008 the demand for, and the supply of places has been tight, with 34 reception places free in January 2010. The latest figures from our Admissions team sees this reduced to fewer than 10 places across 63 primary schools. Projections indicated that the demand for reception places will substantially outstrip supply for September 2011 creating a shortfall of around 6 forms of entry across the borough.

16.5 The tabulated data behind the above graph is in appendix 3.

16.6 Haringey's overall surplus capacity is 6.22%, most of which is concentrated in the upper year groups of key stage 2. A dip in rolls dating from 2001 is currently working its way through the primary system, with those cohorts now in years 5 and 6. These lower cohorts will have all entered the secondary sector by 2013. Rolls subsequent to this have seen much more robust numbers. The lower key stage 2 numbers have skewed the overall surplus capacity at a time when foundation and key stage 1 rolls are high and projected to increase still further.

16.7 The tabulated and graphical data on Haringey's overall primary school population and capacity is in appendix 3.

16.8 Providing sufficient places in the right location is a balancing act, as we have to ensure that if additional capacity is created at one school, we are not inadvertently creating large amounts of surplus capacity at another school, which causes budgetary difficulties. Appendix 4 looks at the current local provision of primary school places with appendix 5 providing detailed information on the 14 planning areas used since 2005.

16.9 There are 3 major planning applications, which will dramatically affect school place planning – these being Tottenham Hale/ Greater Ashley Road, Tottenham Hotspur and Heartlands. We are continuing to talk to local schools along with colleagues in planning and corporate property on the likely increase in demand for school places as a result of these developments – see appendix 1 for further details of these developments and discussions. We will continue to monitor the situation and report back in 2011.

16.10 For September 2011 we are projecting a shortfall of 170 places (3241 reception pupils for 3071 available places). Historically, Haringey's reception projections have tended to over project demand. However, the closer the year of projection is to the current year, the more accurate the projections become – i.e. projections are more accurate for 1 or 2 years in the future than 9 or 10 years in the future. The table below shows how accurate previous rounds of projections have been in predicting the 2009/10 reception cohort numbers.

Year of projection	2005/06	2006/07	2007/08	2008/09	2009/10
Projected Jan 2010 roll	3,051	3,051	3,030	3,013	3007
% difference	+1.5	+1.5	+0.8	+0.2	Actual roll

16.11   We are now planning to meet the expected surge in demand for reception places projected for September 2011 and beyond. Rhodes Avenue will take an additional reception class in September 2011. However, based on the assumption that the current round of projections have over-estimated demand by 0.2% a further 5 forms of entry (150 places) would be required to meet the projected demand for September 2011.

16.12   Our current thinking, just for the September 2011 cohort, is that 4fe can be created through bulge classes (one-off additional classes) and 1fe will be created through the expansion of a school whose PAN was reduced in the past, but can relatively easily be increased again. The table below provides an overview of how we might provide the additional classes to meet demand between September 2011 – 2015. We will report in the Autumn on a capital delivery strategy with in-depth detail on how we will finance and physically deliver the required school capacity.

	Sept 2011	Sept 2012	Sept 2013	Sept 2014	Sept 2015
Number of Bulge classes	4	6	2	1	1
Number of Permanent classes	2	2	6	9	9
Total number of additional classes	6	8	9	10	10
Capacity against projection	-⅔fe	-⅓fe	-⅔fe	+⅔fe	-⅓fe

16.13   For September 2011 and 2012 we plan to use bulge classes to address the vast majority of the expected demand. This will allow us to effectively manage the risk and allow us to provide enough places in the short term, but not over provide places if the peak in demand is 2012 – as projections become less certain the further into the future they predict.   This is what happened between 2000 -2002 where reception rolls were projected to continue to increase – subsequently permanent solutions were commissioned, but the actual demand for places dropped which created substantial surplus capacity - these are the cohorts currently working their way through the upper key stage 2 year groups.

16.14   Bulge classes are not ideal but they are achievable within the current reduced capital budgets, allow us to deal with the current demand quickly and don't require the same statutory process as permanent building solutions. This means that it is quicker and cheaper to mobilise resources to allow a school to accommodate a bulge class than take on a permanent expansion. Also, if further in to the admissions cycle the demand for either 2011 or 2012 is not as great as projected, than that capacity can either be used at a further point in time should some of the planned permanent expansions be delayed or simply not implemented.

16.15   We face a very real challenge of rising reception demand, especially over the next two years, and how we meet that demand. In-depth discussions are being held with the schools most able to accommodate these additional pupils and work is being commissioned to allow the schools to take the additional children.

17 **Provision of secondary school places**

17.1 The long term trend in the demand for secondary school places is upwards. In the short term (next three years) we are expecting to see some surplus capacity in secondary school places. This is in part due to smaller cohorts in the upper end of primary sector (Years 4, 5 & 6) working their way through into the secondary sector - as described in paragraphs 16.6, and in part a reduction in demand for some secondary schools in the borough. However our expectation is that the net exporting of secondary aged pupils residing in Haringey and attending mixed community schools in neighbouring boroughs will begin to reduce as Heartland High (Haringey's new secondary school) opens for September 2010 and standards continue to improve across all Haringey schools.

17.2 The graph below shows the main trends affecting the demand for year 7 places. The tabulated data behind the graph is in appendix 6.
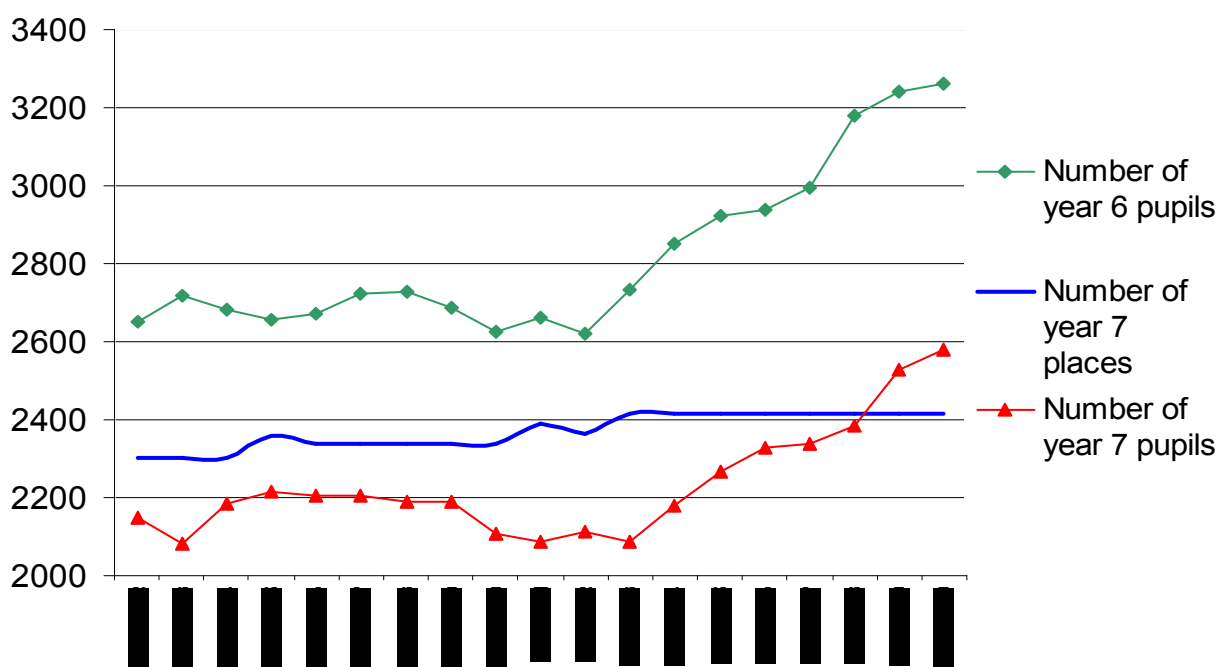
17.3 Heartlands High School is having a phased opening where the PAN of 162 will apply for September 2010 and 2011, increasing to 216 for September 2012 when pupil numbers for the borough are expected to start increasing. This phased opening will allow for the school to set up and work through any teething problems in a new building with a manageable number of pupils.

17.4 Similarly, the PANs for every other school in the borough have been calculated to match the projected numbers of pupils over the next decade, ensuring all Haringey schools are sustainable in terms of pupil numbers and secure financial management during the period of reduced pupil numbers. As a consequence, the year 7 PAN at Woodside High has been reduced from 9fe to 6fe for September 2010. Under the Building Schools for the Future programme (BSF) the school is being redeveloped as an 8fe. Park View Academy's year 7 PAN has been reduced from 9fe to 8fe from September 2010 – this is a permanent reduction under the BSF rebuild programme.

17.5   It is likely that in 6 to 7 years time the PAN at Woodside High school will need to be increased as these additional places will be required for the higher numbers of children currently working their way through the primary sector.

17.6   The challenge currently facing Haringey's secondary schools is the increasing demand for places in the upper year groups (year 8 – 11) – driven by the increasing number of in-year admission applications from pupils, who are newly arrived to the borough from other parts of the county and from abroad. Currently there are limited places, which means the applications have to be heard by the In Year Fair Access panel. The panel then decides which school the pupil will be placed into (not necessarily their local school). Under the Admissions Code of Practice and associated regulations, a decision of the panel can allow a school to take in pupils beyond its planned admission number.   Appendix 6 provides detailed tables and graphs on Haringey's overall secondary school population and capacity.

18   Provision of post 16 places

18.1   From September 2013 young people will be required to continue to participate in education and training up to the age of 17. The first cohort to be part of this new requirement will be the young people who started secondary school in September 2008 and who are currently in year 8. From September 2015 the participation age will be raised to 18 and will take effect with 17 year olds starting in September 2015.

18.2   Pupils will have a choice of how they participate in education. This could include:
- full-time education, such as school or college;
- work based learning, such as apprenticeships;
- part-time education or training, if they are employed, self-employed or volunteering more than 20 hours a week.

18.3   Under the BSF programme Haringey has increased post 16 capacity in school settings by 500 places from September 2010. To offset this increase in provision the Learning Skills Council (LSC) reduced the number of places at The College of Haringey, Enfield and North East London from 2111 to 1961. This has meant that more pupils are able to study at a school based setting and consequently increased Haringey's post 16 rolls. Appendix 8 provides a detailed table on Haringey's overall school based post 16 population and capacity.

18.4   The number of young people staying on for post 16 education in Haringey has increased substantially over the past 3 years. This increase in rolls reflects the opening of Haringey's Sixth Form Centre in September 2007. The graph below shows the projections for year 11 pupils, post 16 pupils and Haringey's post 16 school based capacity. The vertical line on the graph represents the year when the leaving age will be raised.
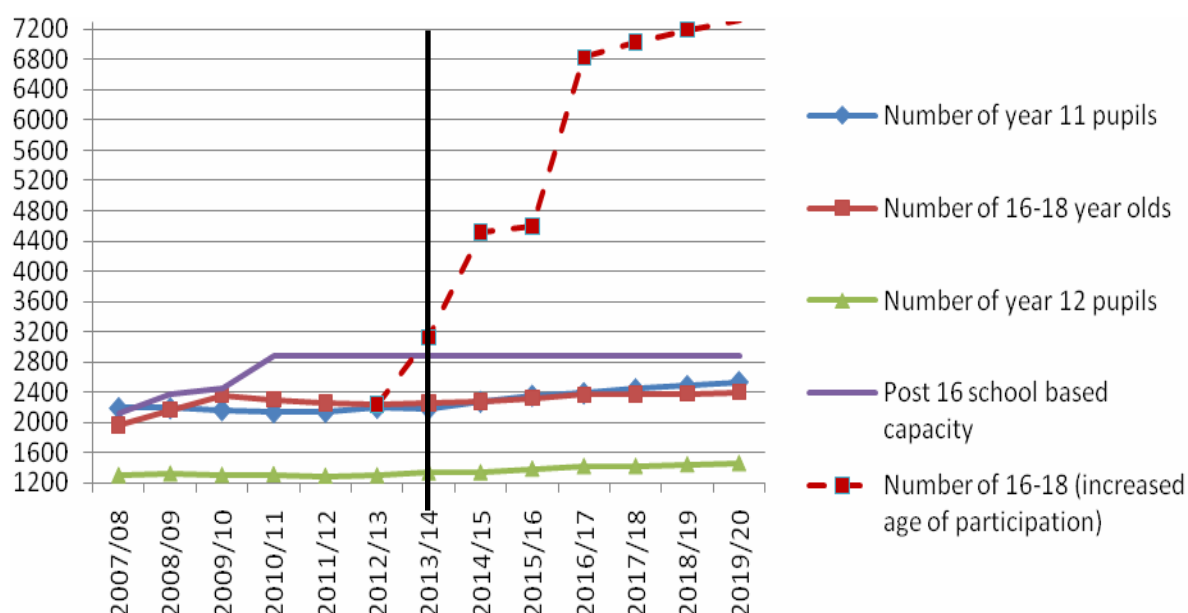
18.5   Currently 42.4% of Haringey's resident year 11 population either move on to post 16 education outside of Haringey's post 16 school based provision, into training or employment or becomes a NEET (not in employment or training). According to 2008 data from the LSC, 45% of year 11 pupils wanted to study A/AS levels, 31% wanted to

study for an NVQ with the remaining 24% pupils wishing to pursue other avenues of advancement.

18.6   From 2013 we should be planning provision on the basis of 100% retention rate of year 11s, due to the legislation requirements described above. This projected increase in pupil numbers is represented by the dashed line on the graph above. This shows that if 100% of year 11s wished to seek their post 16 education in a Haringey school based setting then currently there is not the capacity to deal with this demand.

18.7   Although the initial data indicates that the number of post 16 pupils is expected to significantly increase from September 2013, how these pupils choose to participate in education is flexible – see para 18.2 above. Not all pupils will be looking for a Haringey school based setting as their provider - as is the case now, and there is no reason to expect this trend to dramatically change in the foreseeable future. For example if 59.4%, (the September 2009 retention rate of year 11 to year 12), of year 11 in September 2013 wished to stay at a Haringey school based setting – this would amount to 1306 pupils. Haringey's capacity is 2880. Assuming that 928 pupils were already in years 13 and beyond finishing off courses, then the potential post 16 cohort would be 2237 pupils resulting in a surplus capacity of 643 places or 22%. This could mean for that for September 2013 588 pupils studying A/AS level and 405 pupils studying NVQs in year 12.

18.8   For September 2014 the post 16 cohort would increase again as the second year of the increased leaving age pupils move into the post 16 sector. Based on the same assumptions as before, the possible size of the post 16 cohort in a Haringey school based setting could be 2736, resulting in a surplus capacity of 144 places or 5%. However the impact of the increase in the age of participation on Haringey school based post 16 provision will only truly be known in September 2013.

18.9   At post 16 level, pupils have a greater choice of what they study, where they study and are willing to travel greater distances and across borough boundaries. This means that we need to continue to work collaboratively with a range of providers, boroughs and colleagues in the 14 -19 team to ensure that post 16 projections are as accurate as possible in light of the changes in legislation which will increase the school leaving age. Not only is it important that future demand is accurately projected, it will also be necessary to attempt to accurately project the demand for each type of course, and to work flexibly with a range of educational settings to ensure that this demand is met.

19   Provision of special school places

19.1   The number of children with a statement of educational need in Haringey is at a four year high at 1077 statements. The table below provides a break down of the number of children with statements who attend Haringey schools by primary need – it includes children who are Haringey residents and children who live out of the borough. Over the past 4 years the number of children being diagnosed with Autism Spectrum Disorder (ASD) has steadily increased. Children being diagnosed with other types of primary needs have remained relatively stable. The number of children diagnosed with a specific learning difficulty has decreased. This decrease demonstrates the impact of a wide range of National Strategies targeted at literacy and numeracy difficulties and also the increase in the amount of Additional Educational Needs (AEN) funding allocated to schools to support early and targeted interventions.

Primary Need	2007	2008	2009	2010
Autistic Spectrum Disorder	163	184	222	245
Behavioural, Emotional & Social Difficulties	117	114	112	109
Hearing Impaired	71	72	72	70
Moderate Learning Difficulties	139	124	116	128
Multi Sensory Impairment	4	3	1	3
Other	20	20	19	29
Physical Disability	103	85	108	116
Profound Multiple & Learning Disabilities	92	65	60	61
Speech, Language & Communication	175	163	174	173
Severe Learning Difficulties	59	63	62	63
Specific Learning Difficulties	112	95	83	68
Visual Impairment	16	13	15	12
Total	1,072	1,001	1,044	1,077

Source: PLASC 2007-2010

19.2   The Special Educational Needs team is responsible for ensuring all children and young people with a special educational need statement residing in Haringey have the most appropriate care tailored to that child's specific need. There are slight differences between the two tables – the above table includes all children with an SEN at a Haringey school so will include children who reside outside of Haringey. The table below is compiled from the Special Educational Needs team database so includes only children residing in Haringey, but could be attending schools anywhere in the country.

19.3   The SEN team's database also shows that the number of children diagnosed with Autistic Spectrum Disorder has increased in both the primary and secondary sectors – this supports the current trend seen in Haringey's schools.

Statemented Children by Primary Need	Primary			Secondary		
	2008[*1]	2009[*2]	2010[*3]	2008[*1]	2009[*2]	2010[*3]
Autistic Spectrum	113	136	210	67	81	138
Behavioural, Emotional &	62	56	51	137	140	113
Hearing Impaired	10	9	11	29	30	26
Moderate Learning	135	122	105	224	209	188
Multi Sensory Impairment				1	1	
Physical Disability	40	40	41	31	39	45
Profound Multiple &	21	19	18	8	14	18
Severe Learning	29	26	18	60	65	44
Specific Learning	6	9	4	40	37	41
Speech, Language &	106	107	94	97	95	100
Visual Impairment	8	9	10	11	10	9
Missing		1				
Total	530	534	562	705	721	722

*1- data taken from SEN team in February 2008
*2 – data taken from SEN team in January 2009
*3 – data taken from SEN team in January 2010

19.4   The continued rise in autism presents particular challenges. Where possible we aim to make provision for their needs within the borough. To reduce Haringey's reliance on out borough placements, Moselle and William C Harvey are coming together to develop a primary special school on the site of Broadwater Farm for 100 planned places opening for September 2012, and a secondary special school on the site of Woodside High with 120 planned places opening for September 2011.

19.5   In addition to this, there will be two new secondary resource bases for pupils with ASD each providing 25 places, one at Alexandra Park school and the other at Heartlands High school. Within the primary sector all the ASD provision in the maintained sector is concentrated in the east of the borough. Further consideration is being given to establishing provision in the west of the borough.

19.6   We are currently exploring the possibility of creating a new primary special school for children with Emotional and Behaviour Disorders. This work is still in very early discussion stages with a range of partnership agencies including the PCT.

19.7   We are also exploring the possibility of setting up a virtual school initially targeting pupils in years 9-11. The school will mainly work with those pupils how are outside of mainstream education or disengaged from learning. The aim is to build a relevant and flexible curriculum for those pupils by developing and commissioning education placements at schools, colleges and voluntary/community organisations. The pupils would be on roll at the virtual school, but receive their education entitlement at recognised establishments. This could mean that a pupil would be on roll at the virtual school but access the curriculum at a mainstream school. However their exam results would be counted towards the virtual school.

19.8   Progress on these projects will be reported in the July 2011 report.

20   **School place planning working priorities**

20.1   On the basis of the above discussion, our main work priorities for 2010/11 will be:
- Develop detailed plans to provide four bulge classes for September 2011.
- Continue to work with planning and corporate property colleagues on major planning applications and the impact on school place planning.
- Continue to monitor demand for secondary school places.
- Continue to develop post 16 projections.
- Continue monitoring changes in need for special school provision and work with colleagues in establishing provision that meets the needs of Haringey's children and young people.

20.2   Conclusions from this work will be reported to Cabinet in July 2011.

21   **Use of Appendices/Tables/Photographs**

Appendix 1 Major planning applications affecting school place planning Tottenham Hotspurs in Northumberland Park ward

1.1   Tottenham Hotspur Football Club have submitted a planning application to the Urban Environment Directorate (UE) of the council for the redevelopment of the club's ground, involving relocation of the stadium, provision of retail units, a hotel and development to provide residential units. Originally the application sought to provide 434 units, but amended plans are in the process of being drawn up and it is likely that the number of residential units will be reduced to 200 units.

1.2   The Council's Draft Core Strategy has just finished its final round of public consultation before it is submitted to a Governor Inspector for a Public Inquiry prior to its adoption. The Core Strategy (Chapter 3 'Managing Growth, and Spatial Policy 1 Managing Growth) recognises that Northumberland Park is an area with potential for significant change and investment over the next 15 years and one or more Area Action Plans are being developed to guide this change both in Northumberland Park and in other parts of Haringey. Any Area Action Plan will take into account school place provision in development of the area as a whole.

1.3   Birth rates are generally rising more quickly than have been previously predicted. Demand for, and supply of, school places in this ward is almost at capacity – in September 2009 343 first places reception applications were received for the 268 available places in local schools (Lancasterian Primary, Lea Valley Primary, St Paul's & All Hallows CE Infants and Junior schools and St Francis de Sales RC Infants and Junior schools). In January 2010 these four schools had a combined overall surplus capacity of 2% (36 spare places out of an overall capacity of 1876), indicating that the schools in this ward were near full capacity across all year groups from reception through to year 6. In terms of reception places, 269 of the 268 available places were filled (0.4% over capacity).   This falls well below the Department for Schools (DfS) recommended surplus capacity of 5% to allow parents to have some choice over the schools that they can chose to send their child(ren) to.

1.4   In response to the high demand for school places in the area and the expected increase in demand as a result of development at Tottenham Hotspur, we are currently exploring options as to how additional capacity can be provided in the local area. There are physical on-site constraints at all of the existing schools in the area meaning expansion at an existing school would prove to be very challenging if not impossible.

1.5   The Council is negotiating with Tottenham Hotspur to agree a section 106 settlement for additional school places resulting from the housing development of the Spurs ground. The value of this contribution will be dependant upon the expected child yield which is calculated from the number of residential units provided on site. As the likely number of units is still in discussion between the planners and Tottenham Hotspur, it is not yet possible to ascertain what the exact settlement will be.

Tottenham Hale and Greater Ashley Road

1.6   The London Plan designates Tottenham Hale as one of twenty-eight Opportunity Areas across the capital. Opportunity Areas have been identified on the basis that they are capable of accommodating substantial new jobs and homes. Tottenham Hale as a whole is also defined by the draft Core Strategy as a Growth Area.

1.7   The Council's Urban Environment Directorate adopted the Tottenham Hale Urban Centre Masterplan Supplementary Planning Document (SPD) in October 2006 to guide the development of key sites within the Tottenham Hale Urban Centre. Four key areas make up the Urban Centre area (Tottenham Hale, Greater Ashley Road, Hale Waterside/Wharf and Tottenham Gyratory).

1.8   Tottenham Hale area has suffered from the continued decline in manufacturing and remains characterised by deprivation, a poor physical environment, divisive transport corridors, underused and vacant sites. Currently the area fails to capitalise on its many advantages and exciting new vision for its transformation as a bustling new urban centre. This includes its exceptional natural environmental assets such as its waterside location next to the River Lee and close proximity to Lee Valley Regional Park.

1.9   The Council's aspirations for the area as a whole are outlined in paragraph 3.1.10 of the draft Core Strategy, and include the integration of new and existing communities. The provision of additional school places in the area will have at its heart the need to ensure that the school communities are inclusive and sustainable.

1.10   A mini masterplan is being devised to underpin a comprehensive, residential led development for the entire Hale Waterside site which could provide a significant number of new homes as well as commercial uses. A proposed pedestrian footbridge across the River Lee will form an integral part of the scheme, and one element of the east-west pedestrian 'green link'. Once again, school place provision will form an integral part of this mini masterplan as well as a need to link it to overall development in the Tottenham Hale Urban Area, ensuring that additional school place provision is joined up and sustainable.

1.11   Work at Tottenham Hale is continuing and will eventually provide in the region of 1600 new homes. At the time that planning permission was given for the development, a section 106 settlement towards school place provision was agreed. We are continuing to consider how best these additional places can be provided in the local area to 1) meet the expected increased demand, and 2) ensure that the economic viability of the existing schools is maintained and enhanced. We have begun talks with local schools and anticipate that the first round of consultation on how the provision of additional places will be provided to start this autumn.

1.12   The Greater Ashley Road is the next phase in the borough's regeneration of Tottenham Hale and will focus on the area around Ashley Road and Tottenham Hale Station. The Council has also carried out a first round of consultation on the development area known as the Greater Ashley Road (GAR) which centres around the area to the north of the Tottenham Hale station interchange and retail centre. It is expected that a further round of consultation will be carried out by UE in the autumn of 2010.

1.13   It is anticipated that the development of GAR will result in (approximately) 1000 – 1200 residential units, probably resulting in a large child yield.   We are exploring the options for meeting the expected rise in demand for school places as a result of development at GAR. We have commenced preliminary talks with local schools as well as some feasibility work around a number of options for how to increase primary provision in the area.   We are also working closely with our colleagues in Planning to ensure that our options for school provision are included, where appropriate, in their further consultation on GAR in the autumn.

Heartlands

1.14   The London Plan designates Haringey Heartlands/Wood Green as one of ten Areas of Intensification across the borough, with proposals for the creation of approximately 1500 new jobs between 850 to 1700 new homes, to enhance new river walk, and to enhance transport links between Hornsey and Wood Green by creating a new spine road. Areas of Intensification have significant potential for increases in residential, employment and other uses through development or redevelopment of available sites and exploitation of potential for regeneration, through higher densities and more mixed and intensive use.

1.15   The borough produced the Haringey Heartlands Development Framework in 2005 setting out the Council's overall vision for the area. It includes promoting and expanding the Cultural Quarter, providing new homes and jobs and high quality open space.

1.16   The Council's draft Core Strategy identifies Heartlands as one of the borough's two Growth Areas (Tottenham Hale being the other one). The Council's aspirations for Heartlands, as identified by the draft Core Strategy (paragraph 3.1.9) include substantial new housing, and integration of the Heartlands with the wider area to benefit local communities and ensure sustainable development that will meet local and strategic goals.

1.17   Due to the large number of additional housing, school places will be needed in the future. A figure for the proposed number of units is not yet available, meaning that a clear child yield from the development cannot be calculated. However, based on 1000 units, a child yield of 811 would result, while, based on 1500 units, 1216 children would result. These figures are derived using Urban Environment's Housing Supplementary Planning Document.   The lower estimate of 811 children overall would yield 355 primary school children and 253 secondary school pupils. If there were 1500 units, 532 primary children, and 380 secondary school pupils could result.

1.18   The nearest and best placed school to deal with the expected increase in primary demand is Alexandra primary school. The school is currently a 1fe (30 pupils per year group with a total capacity of 210 pupils). To deal with the expected increase in demand the school would have to be expanded by 1fe to create a 2fe (60 pupils per year group with a total capacity of 420 pupils) all-through primary school.

1.19   The school is currently deficient in external play space as a 1fe and to expand to a 2fe (an additional 210 pupils) would require additional land (approx 1,500m2) to allow building work to accommodate the additional pupils and larger play ground for the increased number of pupils to access the curriculum.

1.20   We are in discussions with the school and colleagues in planning and corporate property how the additional land can be acquired to ensure the additional places are delivered in the best way for the future of the school and the local community.

Appendix 2 Background information on school roll projections, housing policies & housing trajectory

The model used for the 2009 school roll projections

2.1   Once again we have been working with the Greater London Authority (GLA) to ensure the assumptions in the projections reflect the Haringey picture, including the recent school expansions and PAN reductions.

2.2   From January 2009 four year old GLA population projections have been rebased to provide numbers by gender and age at the start of each school year (i.e. at 1st September) to bring them into line with education practice.

2.3   For the primary sector, the model used in this set of projections gives the most recent PLASC count the highest weighting and the 2007 data the lowest weighting. This is worked out as follows:

2.4   The ratio for the most recent year is multiplied by 4, the ratio for 2009 is multiplied by 3, the ratio for 2008 is multiplied by 2 and the ratio for 2007 is multiplied by 1. These are then added together and the result divided by 10.

2.5   Here we have tried to account for the natural fluctuations in pupil numbers associated with school organisational changes. For example the increasing numbers in the 3 expanded schools in the west and the PAN reductions in schools in the east.

2.6   For the secondary school sector (11-15 year olds) the same weighting has been used as that for primary, described above. For the 12-15 year age group, the past three years rolls have remained relatively steady following the opening of the sixth form centre, this is why a three year average was used.

Background information on school roll projections

2.7   School place demand is dynamic and cannot be predicted precisely. In addition to birth rates and population movements, it is affected by factors such as school standards, perceptions, popularity of individual schools, where they are located in the borough, mobility and new housing developments. For these reasons, school roll projections and plans are re-visited annually.

2.8   The last 6 years projected demand for reception children and actual numbers show historically the projections have tended to over project the actual pupil number (with the exception of 2005). With the joint work with the GLA projections have become increasingly more reliable.

Year of projection	Reception pupil count			% difference
	Year	Projected	Actual	
2004	2005	2942	2841	3.4%
2005	2006	2728	2855	-4.4%
2006	2007	2974(projection set A)	2899	2.5%
2007	2008	3021	2932	2.9%
2008	2009	3027	2983	1.5%
2009	2010	3013	3007	0.2%

2.9　Fluctuations found in school roll data following a change in PAN can only be introduced into the standard model once they have happened. For example, with Coldfall expanding four years ago and Tetherdown expanding in 2007 in PA 1, the rolls will have risen for that year and expectations are they will stay at the new higher level in the coming years.

2.10　The data used in this report is based on the 2009 round of population projections produced by the GLA. The population projections have been updated since the July 2009 report and are now projecting a faster increase in London's total population. This is primarily driven by increased birth rates and updated housing figures. These population projections feed the school roll projections using 2007 to 2010 PLASC actual roll counts.

2.11　Another aspect to the school roll projections is the impact of housing developments within the borough. The GLA demographic projections use a combination of actual housing data from the London Development database and the latest London Capacity Study to forecast borough and ward level housing developments. An updated London Capacity Study was published in September 2009 this set out new housing targets for London boroughs from 2011 to 2031. This was used to inform this set of projections. Haringey's housing trajectory figures have recently been updated and will be used to inform future school roll projections.

Temporary accommodation and its impact on place planning

2.12　Pupil mobility in schools – defined as 'a child joining or leaving a school at a point other than the normal age at which children start or finish their education at that school, whether or not this involves a move of home" (Dobson and Henthorne) – is recognised nationally as having an impact on both the school and the pupils who are mobile. Among other things, pupil mobility can have implications for funding to both Haringey and its schools, as well as potential to impact on school performance, target setting, bench marking and league tables.

2.13　In Haringey we have recognised the impact that pupil mobility is having on some of our schools and their ability to plan effectively. We are working closely with our colleagues in Housing to analysis and assess the impact that temporary accommodation in the borough is having on mobility in local schools, and to see what measures can be put in place to link the placement of families to the provision of stable and long term education for any school aged children within those families. Housing are also continuing to seek to reduce the amount of temporary accommodation across the

borough as a whole. At present there are approximately 3500 temporary housing units in the borough, but that figure is on a downward trend.

2.14   Recent work on temporary accommodation and mobility in the south east of the borough suggested that the link between the two was less strong than might have been expected in an area that is characterised by fairly high mobility within its schools. We will be looking more closely at mobility in the northern part of the borough (around Noel Park) in the coming months, and this will include an assessment of the correlation (if any) between mobility and housing in this area.

Child yield

2.15   When individuals/developers apply to the borough for planning permission for residential development, town planners use Supplementary Planning Guidance (known as SPG - SPG 10c - Educational Needs Generated by New Housing) to determine the likely child yield as a result of the development and, from this, the predicted increase in demand for both primary and secondary school places in the local area. A calculation of the predicted cost for these additional places is then worked out using cost indicators provided by the Department for Education and the developer/applicant is asked to make a financial contribution towards the expected increase in demand for school places as a result of their development. The purpose of this contribution or 'planning obligation' is to make acceptable development which would otherwise be unacceptable in planning terms, perhaps by making a demand on the infrastructure of an area/borough for which provision could not be met. Local authorities are guided in how they seek these obligations by the Town and Country Act 1990 as substituted by the Planning and Compensation Act, and supplemented by Planning Circular 05/2005 – Planning Obligations.

2.16   Child yield is used as part of school place planning to estimate the likely number of additional families/children that will be seeking a school place in the borough over the next ten years. Along with birth rates and school roll projections, it provides us with a useful tool to help us to plan for how and where we should be providing school places to meet anticipated demand over a ten year period. Anticipated child yield for any given development(s) are looked at as part of this annual School Place Planning Report.

2.17   The child yield calculation in our current SPD was derived from the London Research Council (now part of the GLA) for the outer London area. These figures are now broadly recognised as being out of date, and the current best source of information for calculating child yield comes from an analysis of the 2002 London Household Survey undertaken by the Greater London Authority. The Council's Urban Environment Directorate is currently working on producing a Core Strategy which will guide land use and spatial planning across the borough up to 2016 and beyond.   A Development Management document will supplement the policies contained in the Core Strategy and will contain a policy – policy DMP32 - on Pre-School and Educational Needs Generated by New Housing . This new policy will use the 2002 analysis to inform its child yield calculation. The new policy is going through a period of consultation and may be subject to change. Until such time as the new policy has been formally adopted by the Council, probably during 2011, the formula contained within the current SPD will apply for the purposes of child yield calculation.

Haringey's Housing Trajectory

2.18   In accordance with Planning Policy Statement 3 (Housing) the Urban Environment Directorate of the Council has drawn up a list of developable sites for new housing in the next 5 years. This list of sites is called the housing trajectory.   The housing trajectory contains sites of 10 units or more, unimplemented planning permissions for residential development, the Opportunity Areas identified in Haringey's Unitary Development Plan (adopted July 2006) and sites used in the Greater London Authority (GLA) Housing Capacity Study (2004). The housing trajectory also illustrates how Haringey is performing against the conventional supply figure of the London Plan target (595 dwellings per year). The list of sites will be regularly updated.

2.19   Estimates of additional forms of entry required in the future are based on a combination of the GLA roll projections and the child yield from proposed housing developments. Haringey's housing trajectory is taken into account in the GLA population projections in a general way, where the expected population increase is evenly distributed across Haringey. However, the projections do not take account of the type of housing, the precise location and the number of bedrooms, which are all important factors in predicting child yield. We have regular contact with our planning colleagues in Urban Environment to see how the housing trajectory is evolving year on year. It provides a good general indicator, along side the roll projections from the GLA, as to how demand might unfold over the next five years.   The map below shows the housing trajectory data superimposed over the Planning Areas providing an idea where major housing developments are likely to have an impact on school place demand over the next 15 years.

PA 10

PA 14

PA 11

PA 1

PA 13

PA 9

PA 12

PA 5

PA 8

PA 3

PA 6

PA 7

PA 2

PA 4

Key

School Place Planning Area's

London Borough of Haringey's 15 year land supply

5 Year Phase (Below 100 units)

5 Year Phase (100 to 500 units)

5 Year Phase (Above 500 units)

10 Year Phase (Below 100 units)

10 Year Phase (100 to 500 units)

10 Year Phase (Above 500 units)

15 Year Phase (Below 100 units)

15 Year Phase (100 to 500 units)

15 Year Phase (Above 500 units)
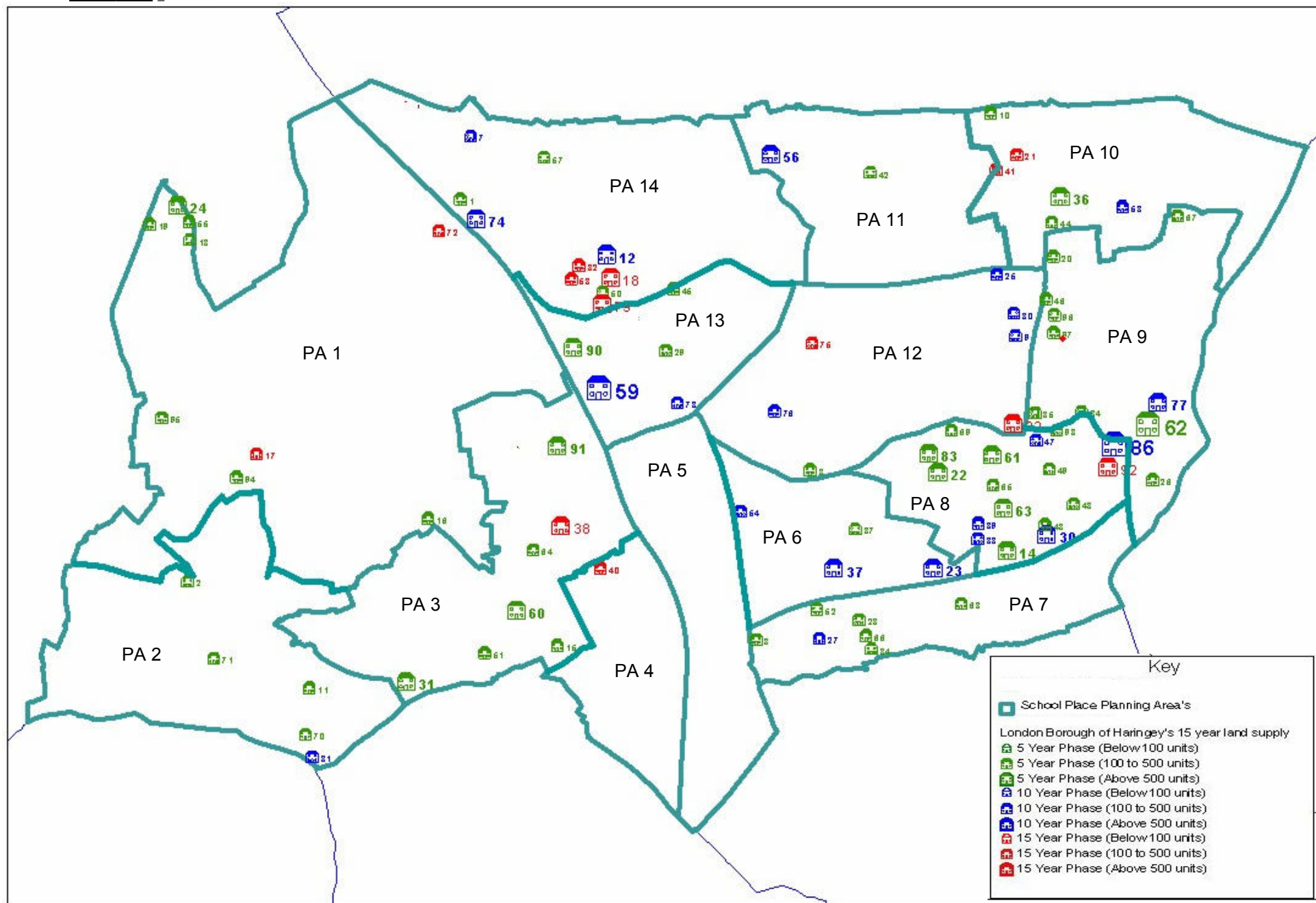
Appendix 3 **Tables and graphs for reception and primary place planning**

3.1 Number of births and pupil roll projections by corresponding intake year compared against reception PAN and surplus capacity

Intake year	Actual & projected births applicable for that cohort intake	Actual (1996-2010) & Projection (2011-2019) reception aged pupils	PAN figure	% of reception surplus
1996/97	3386	2919	3020	3.34%
1997/98	3397	2849	3020	5.66%
1998/99	3396	2835	3020	6.13%
1999/00	3372	2880	3050	5.57%
2000/01	3474	2943	3071	4.17%
2001/02	3635	2978	3050	2.36%
2002/03	3581	2849	3050	6.59%
2003/04	3652	2820	3080	8.44%
2004/05	3689	2840	3059	7.16%
2005/06	3777	2855	3089	7.61%
2006/07	3759	2899	3119	7.05%
2007/08	3844	2932	3083	4.90%
2008/09	4021	2983	3062	2.91%
2009/10	3943	3007	3071	2.11%
2010/11	4022	2059	3041	-0.59%
2011/12	4292	3241	3071	-5.54%
2012/13	4337	3291	3071	-7.16%
2013/14	4274	3301	3071	-7.49%
2014/15	4324	3321	3131	-6.07%
2015/16	4359	3351	3131	-7.03%
2016/17	4371	3390	3131	-8.27%
2017/18	4354	3423	3131	-9.33%
2018/19	4362	3452	3131	-10.25%
2019/20	4366	3478	3131	-11.08%

Source: 2002-2010 PLASC counts and 2010 GLA Projections

Haringey's overall primary school roll population projection and capacity

Year	Total number of pupils	Primary net capacity	% of surplus capacity
2004/05	19509	21101	7.54%
2005/06	19568	21170	7.57%
2006/07	19398	21159	8.32%
2007/08	19289	20931	7.84%
2008/09	19270	20913	7.86%
2009/10	19613	20916	6.22%
2010/11	19912 Projection	21036	5.34%
2011/12	20377 Projection	21186	3.82%
2012/13	20932 Projection	21306	1.76%
2013/14	21388 Projection	21396	0.04%
2014/15	21776 Projection	21486	-1.35%
2015/16	22126 Projection	21576	-2.55%
2016/17	22504 Projection	21666	-3.87%
2017/18	22843 Projection	21756	-5.0%
2018/19	23062 Projection	21816	-5.71%
2019/20	23253 Projection	21876	-6.29%

Source: 2002-2010 PLASC counts and 2010 GLA Projections
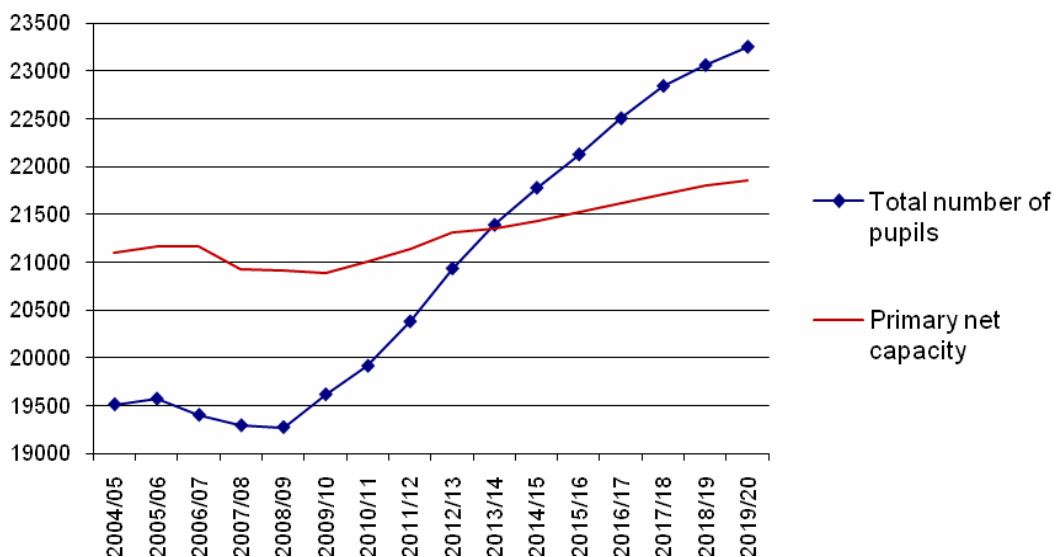
3.2 Haringey's overall surplus capacity in January 2010 was 6.09%. With an increasing population, the total amount of surplus capacity is expected to reduce, and by September 2013 demand is predicted to outstrip supply. This demand is being driven by the higher numbers of pupils currently working their way through

Appendix 4   Local provision of primary school places

4.1   Sufficient overall provision does not necessarily prevent demand in popular locations and surplus capacity in other areas.   Providing sufficient places in the right location is a balancing act, as we also have to ensure that if additional capacity is created at one school, we are not inadvertently creating large amounts of surplus capacity at another school, which causes budgetary difficulties. The 14 planning areas used in this report have not changed since the 2005 report. Detailed information about each of these is shown in appendix 5.

4.2   Appendix 5 also provides GLA projections for 4 year olds by planning area. This should be viewed with some caution as delivery of onsite housing has slowed down. We will continue to monitor all sites and make adjustments where appropriate. The current reception and total surplus position, by planning area, is as follows:

PA Ward(s)	Total reception PAN	Percentage of reception surplus places	Net capacity (total number of places)	Percentage of surplus capacity
1 Alexandra, Fortis Green and Muswell Hill	360	0%	2370	1.1%
2 Highgate	116	2.59%	812	2.3%
3 Crouch End and Hornsey	390	2.31%	2490	5.6%
4 Stroud Green	120	0%	840	10.7%
5 Harringay	120	0.83%	840	4.6%
6 St Ann's	300	7%	1920	6.3%
7 Seven Sisters	210	2.86%	1470	15.0%
8 Tottenham Green	120	0.83%	840	7%
9 Tottenham Hale	210	1.91%	1470	9%
10 Northumberland Park	268	-0.37%	1876	1.9%
11 White Hart Lane	150	0.66%	1050	5.0%
12 Bruce Grove and West Green	236	0.42%	1652	4.6%
13 Noel Park	111	3.60%	777	13.5%
14 Bounds Green and Woodside	360	5.27%	2509	7.9%
Total	3071	2.1%	20916	6.2%

4.3   Overall, since 2006 surplus capacity has decreased within the borough because of PAN reductions and the increasing numbers of reception aged children. Reception surplus capacity has decreased over the years from 7.61% in 2005/2006 to 2.1% in 2009/2010 and the total primary surplus capacity fell from 7.52% in 2005/2006 to 6.22% in 2009/2010.

4.4   An additional 120 reception places have been created in the west of the borough by the expansions at Coldfall, Tetherdown and Coleridge. A further 30 reception places will be created at Rhodes Avenue when an additional cohort will be admitted for September 2011.

4.5 Planning area 6 (St Ann's ward) for September 2009 Seven Sisters primary accommodated an additional reception class to assist in the placement of large numbers of late reception applications received by the Local Authority. Although the number of applications indicated that the class should be full, the class never filled to maximum capacity. We are working with the school to try and ensure that the school does not sustain undue financial difficulty.

4.6 Planning area 7 (Seven Sisters ward) has a high percentage of surplus capacity. We have been looking at the school rolls in the area around Seven Sisters. Local primary schools have expressed concern that their rolls are falling slightly, and that they are having to respond to high levels of mobility. In response to this, we have spoken to Housing and looked at where and how temporary accommodation is allocated in the area to see if this is having an impact on mobility in these local schools. We are exploring ways to ensure that the allocation of families with school age children to temporary accommodation in the area does not have a negative impact on the stability of rolls in the local schools. We have also been talking to our neighbours in Hackney about the slow down in the delivery of the Woodberry Down Regeneration scheme. We anticipate that this scheme, which sees an increase in the number of homes in the Woodberry Down regeneration area from less than 2000 to more than 4500, will have an impact on the demand for school places in schools that are in Haringey, but close to the border with Hackney. We will continue to liaise with Hackney on the roll out of housing for the regeneration and how the timetable will impact on the provision of places in the local area.

4.7 Planning area 13 (Noel Park ward) has a high percentage of surplus capacity which is predominately at one school. The surplus capacity in this planning area has decreased over the past two years. The PAN reduction of North Harringay from 81 to 60 for September 2009 has not had a significant impact on the demand for school places in this area. Demand for school places in the Wood Green area has fallen over the past two years.

4.8 Planning area 10 (Northumberland Park ward) demand for places has remained high, with demand consistently outstripping supply of places. There is surplus capacity in the two planning areas adjacent. Access between PA 9-11 is relatively easy, as there are no major barriers to impede the movement of people. However, as the pupil population across Haringey increases, demand for places in the adjacent PAs also increases making it more challenging to place children. Additional school places will be required in future years. See appendix 1 and 5 for further information.

Appendix 5   Detailed information about each planning area

To enable manageable analysis and planning, primary school roll data is provided in localities. Dating from the 2005, report the borough has been split into 14 planning areas. Each corresponds to one or more wards (the Greater London Demography system does not permit more than 14 areas). This appendix contains detailed demographic and trend data for each of the 14 planning areas.
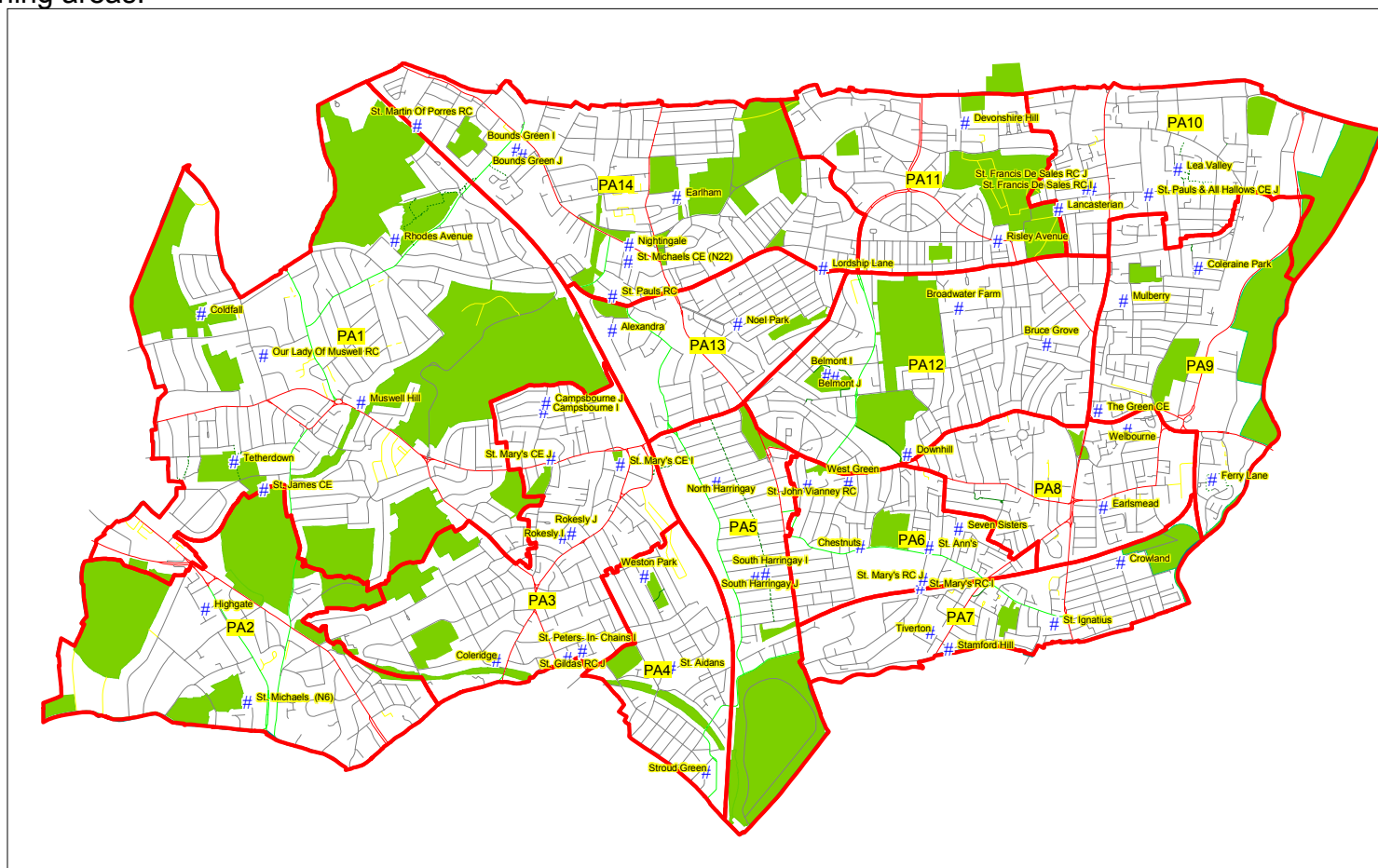
Planning Area (PA)	Wards
1	Alexandra, Fortis Green and Muswell Hill
2	Highgate
3	Crouch End and Hornsey
4	Stroud Green
5	Harringay
6	St Ann's
7	Seven Sisters
8	Tottenham Green
9	Tottenham Hale
10	Northumberland Park
11	White Hart Lane
12	Bruce Grove and West Green
13	Noel Park
14	Bounds Green and Woodside

For each planning area we show a range of information:
- The Planned Admission Number (PAN) compared with current reception numbers from the 2010 PLASC count.
- Total school roll trends and surplus capacity.
- School mobility.
- Temporary Accommodation Units
- Summary of distances pupils live from their school.
- Completed and proposed major housing developments, with child yield estimates, where available.
- GLA projections & comparisons against first place preference information.

 Notes:
- Admissions operate on an equal preference application system. First place preference data is used here simply as a measure of the number of unique applicants to Haringey schools.
- From September 2006 the council co-ordinated all maintained schools admissions in the borough. This has meant that parents can only express a 1st place preference at either a voluntary aided or community school, not both.
- This means that direct comparison of post 2006 preference data with that for 2002-2005 can be misleading. Until 2006, parents could express a preference for both a voluntary aided (church) school **and** a community school.

Planning Area Summary

Table 1: Schools, PANs, reception numbers and unfilled reception places in planning area 1

Planning Area	Planned admission number		Current Reception Nos.		Current Unfilled reception places	
	Sep 08	Sep 09	Jan 09	Jan 10	2009	2010
Planning area 1	360	360	356	360	4	0
Planning area 2	116	116	117	113	-1	3
Planning area 3	390	390	384	381	6	9
Planning area 4	120	120	119	120	1	0
Planning area 5	141	120	135	119	6	1
Planning area 6	270	300	269	283	1	17
Planning area 7	210	210	196	205	14	5
Planning area 8	120	120	119	119	1	1
Planning area 9	210	210	195	206	15	4
Planning area 10	268	268	269	269	-1	-1
Planning area 11	150	150	150	149	0	1
Planning area 12	236	236	228	235	8	1
Planning area 13	111	111	99	107	12	4
Planning area 14	360	360	347	341	13	19
Haringey Total	**3,062**	**3,071**	**2,983**	**3,007**	**79**	**64**

Source: January PLASC 2009 and 2010

Table 2: First place preference information by planning area and year

Planning Area	2005	2006	2007[*1]	2008[*2]	2009[*3]	2010[*4]
Planning area 1	439	409	471	458	464	461
Planning area 2	162	127	113	129	110	119
Planning area 3	422	385	370	406	400	473
Planning area 4	181	136	142	150	137	122
Planning area 5	117	105	105	103	115	119
Planning area 6	307	222	245	272	269	263
Planning area 7	187	135	162	168	169	162
Planning area 8	102	90	107	111	88	107
Planning area 9	186	151	158	142	169	164
Planning area 10	307	281	301	292	343	314
Planning area 11	131	119	110	111	104	113
Planning area 12	213	229	198	229	269	262
Planning area 13	77	56	61	69	74	75
Planning area 14	405	349	271	350	312	305
Haringey Total	**3236**	**2794**	**2814**	**2990**	**3023**	**3059**

[*1] Source: admissions data as of 22nd January 2007
[*2] Source: admissions data as of 25th February 2008
[*3] Source: admissions data as of offers day -17th March 2009
[*4] Source: admissions data as of 30th April 2010

Table 3: Percentage of surplus capacity (reception to year 6) by planning area and year

Percentage of Surplus capacity by planning area	2005	2006	2007	2008	2009	2010
Planning area 1	1.3%	1.3%	1%	1%	1%	1.05%
Planning area 2	7.3%	6.2%	8.1%	8.1%	4.8%	2.34%
Planning area 3	7.1%	7%	6.3%	6.6%	7.7%	5.6%
Planning area 4	8.6%	8.5%	8.8%	11.5%	11.1%	10.7%
Planning area 5	15.5%	14.2%	14.3%	13.6%	17.4%	4.6%
Planning area 6	3.1%	4.9%	8.2%	4.4%	7.5%	6.3%
Planning area 7	17.3%	15.9%	18.6%	16.9%	16.9%	15.0%
Planning area 8	9.8%	10.4%	10.1%	10.7%	11.8%	7.0%
Planning area 9	5.1%	5.2%	6.5%	7.6%	8.4%	9.0%
Planning area 10	2.8%	1.9%	1%	1.5%	2.2%	1.9%
Planning area 11	11.9%	13.3%	14.4%	9.5%	5.8%	5.0%
Planning area 12	7.1%	9.2%	10.8%	11.2%	4.4%	4.6%
Planning area 13	35.6%	32.5%	35.7%	19.3%	16.7%	13.5%
Planning area 14	9.6%	9.4%	10.4%	6.7%	8.8%	7.9%
Haringey Average	**7.6%**	**7.5%**	**8.3%**	**7.9%**	**7.8%**	**7.0%**

Source: January PLASC 2005-2010

Table 4: Summary of distances pupils live from their school by planning area

Planning area	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Planning area 1	99%	52%	84%	91%	8%
Planning area 2	96%	16%	40%	63%	33%
Planning area 3	98%	53%	80%	89%	9%
Planning area 4	98%	57%	79%	88%	9%
Planning area 5	97%	52%	77%	85%	13%
Planning area 6	97%	50%	74%	83%	14%
Planning area 7	97%	47%	67%	80%	18%
Planning area 8	94%	45%	58%	74%	20%
Planning area 9	97%	56%	73%	84%	14%
Planning area 10	97%	51%	73%	82%	14%
Planning area 11	97%	35%	74%	87%	10%
Planning area 12	98%	52%	79%	89%	8%
Planning area 13	96%	36%	66%	80%	16%
Planning area 14	96%	43%	75%	83%	13%
Haringey Average	**97%**	**46%**	**71%**	**83%**	**14%**

Source: January PLASC 2010

Planning area 1

This planning area incorporates Muswell Hill, Fortis Green and Alexandra wards.

Table 1.1: Schools, PANs, reception numbers and unfilled reception places in planning area 1

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Coldfall Primary	90	90	0
Muswell Hill Primary	60	60	0
Our Lady of Muswell RC Primary	60	60	0
Rhodes Avenue Primary	60	60	0
St. James' CE Primary	30	30	0
Tetherdown Primary	60	60	0
Totals	**360**	**360**	**0**

Table 1.2: GLA projections for planning area 1

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		294	300	-
2002/3		295	300	391
2003/4	382	292	300	448
2004/5	429	300	300	477
2005/6	440	325	330	439
2006/7	428	355	360	409
2007/8	441	358	360	471
2008/9	487	356	360	458
2009/10	437	360	360	464
2010/11	458	361	360	461
2011/12	491	376	360	
2012/13	463	377	360	
2013/14		374	360	
2014/15		374	360	
2015/16		375	360	
2016/17		377	360	
2017/18		377	360	
2018/19		376	360	
2019/20		374	360	

Table 1.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Coldfall Primary	63	97	78	55	86	92	104	99
Muswell Hill Primary	121	102	91	69	63	81	67	85
Our Lady of Muswell RC Primary	60	60	60	63	73	58	63	57
Rhodes Avenue Primary	78	102	114	93	105	98	101	89
St. James' CE Primary	55	56	58	34	39	38	20	32
Tetherdown Primary	71	60	38	95	105	91	109	99
Totals	**448**	**477**	**439**	**409**	**471**	**458**	**461**	**461**

Table 1.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Coldfall Primary*	399	409	416	445	474	507	537	567
Muswell Hill Primary	420	418	420	420	418	420	419	419
Our Lady of Muswell RC Primary**	314	345	365	400	408	404	402	401
Rhodes Avenue Primary	418	241	421	419	420	420	420	421
St. James' CE Primary	208	205	207	206	208	205	205	207
Tetherdown Primary***	213	213	214	213	241	272	302	330
Totals	**1972**	**2011**	**2043**	**2103**	**2169**	**2228**	**2285**	**2345**
Total Capacity	**2010**	**2040**	**2070**	**2130**	**2190**	**2250**	**2310**	**2370**
Percentage of Surplus capacity	**1.89%**	**1.42%**	**1.30%**	**1.27%**	**0.95%**	**1%**	**1%**	**1.05%**

- Coldfall expanded was in Sept 96 to take 60 pupils per year and again Sep 2005 to take 90 pupils per year.

** Our Lady of Muswell was expanded in Sept 1999 to take 60 pupils.

*** Tetherdown was expanded in Sept 06 to take 60 pupils

Table 1.5: Total School Roll trends by year group

| Year | Rolls PA 1 | | | | | | | |
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	265	233	263	243	266	227	218	1715
1998	265	262	237	268	238	268	229	1767
1999	256	267	266	233	267	235	266	1790
2000	293	260	269	265	237	263	236	1823
2001	262	296	267	268	273	238	261	1865
2002	294	295	301	267	270	266	237	1930
2003	295	299	292	292	264	267	263	1972
2004	290	303	296	292	294	267	269	2011
2005	300	291	303	296	296	292	265	2043
2006	325	299	293	300	298	297	291	2103
2007	356	330	301	293	298	293	298	2169
2008	358	354	326	300	295	300	295	2228
2009	356	360	350	327	297	293	302	2285
2010	360	360	360	351	323	296	295	2345

Table 1.6: 2009 Mobility

School	Total
Coldfall Primary	12%
Muswell Hill Primary	11%
Our Lady of Muswell RC Primary	16%
Rhodes Avenue Primary	11%
St. James' CE Primary	13%
Tetherdown Primary	4%

Table 1.7: 2010 Temporary accommodation units

Ward	Number of units
Alexandra	58
Fortis Green	38
Muswell Hill	33
Total	**129**

Table 1.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coldfall Primary School	97%	27%	64%	77%	20%
Muswell Hill Primary School	100%	54%	84%	93%	7%
Rhodes Avenue Primary School	99%	56%	91%	96%	4%
Tetherdown Primary School	100%	70%	95%	98%	2%
PA1 Average	**99%**	**52%**	**84%**	**91%**	**8%**

Completed building developments in PA1

There have been 12 major housing developments completed since 1996.

Table 1.9: Completed building developments in PA1

Site	Number of units	Child yield calculation
24a Church Crescent	44	4
50-66 Park Road	24	11
17 Muswell Hill	11	5
91-105 Durnsford Road	24	15
258-260 Alexandra Park Road	18	34
135 Alexandra Park Road	14	10
Coppetts Road	55	33
Coppetts Road	116	103
Coppetts Road	85	133
131 Coppetts Road	10	7
Southern road	28	31
48-62 Fordington Road	10	19
Total	**439**	**405**

Proposed housing developments in PA 1 since 2002

There are a total of 7 major housing developments which have been granted planning approval. One major housing development is being considered by the planning authority.

Table 1.10: Proposed housing developments in PA1

Site	Decision	Number of units	Child yield calculation
Raglan Hall Hotel 8-12 Queens Avenue N10	Granted	18	9
Lynxs Depot, Coppetts Road N10 2JR	Granted	128	77
53-55 Quens Av. N10 3PE	Granted	11	10
72-96 Park Road	Granted	9	6
Cranley Gardens	Granted	4	7
38 Connaught Gardens	Granted	7	11
Former Hornsey Hospital	Pending	58	30
Woodlands Terrance	Granted	9	17
Total		**244**	**167**

Update on school building program

Coldfall

The main school expansion works are completed. The school admitted its fifth expanded cohort in September 2009. It will be full to capacity of 630 in 2012.

Tetherdown

The main school expansion works were completed in September 2008. The school admitted its fourth expanded cohort in September 2009. It will be full to capacity of 420 in 2013.

Conclusion

The projections for 4 year olds show a continuing upward trend. This is supported by a high birth rate. Planning area 1 is characterised by low mobility and an overall high demand for school places.

For September 2009 entry, there were no vacant reception places. Planning area 1 still has pressure for places. This is evidenced by the high demand and low surplus capacity of 1.05%.

We have recently expanded both Tetherdown and Coldfall within this planning area to alleviate some of this pressure. The Rhodes Avenue will admit an additional reception class for September 2011.

Planning area 2

This planning area incorporates Highgate ward.

Table 2.1: Schools, PANs, reception numbers and unfilled reception places in planning area 2

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Highgate Primary School	56	53	3
St Michael's CE Primary N6	60	60	0
Totals	**116**	**113**	**3**

Table: 2.2 GLA projections for planning area 2

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		110	116	-
2002/3		110	116	142
2003/4	142	115	116	174
2004/5	164	114	116	188
2005/6	146	117	116	162
2006/7	142	110	116	127
2007/8	118	112	116	113
2008/9	176	117	116	129
2009/10	141	113	116	110
2010/11	155	114	116	119
2011/12	146	120	116	
2012/13	142	120	116	
2013/14		121	116	
2014/15		121	116	
2015/16		122	116	
2016/17		125	116	
2017/18		126	116	
2018/19		126	116	
2019/20		128	116	

Table 2.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Highgate Primary School	74	88	62	46	40	43	33	39
St Michael's CE Primary N6	100	100	100	81	73	86	77	80
Totals	**174**	**188**	**162**	**127**	**113**	**129**	**110**	**119**

Table 2.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Highgate Primary School	328	330	341	355	340	340	358	377
St Michael's CE Primary N6	413	413	412	407	406	406	415	416
Totals	**741**	**743**	**753**	**762**	**746**	**746**	**773**	**793**
Total Capacity	**812**	**812**	**812**	**812**	**812**	**812**	**812**	**812**
Percentage of Surplus capacity	**8.74%**	**8.50%**	**7.27%**	**6.16%**	**8.13%**	**8.13%**	**4.80%**	**2.34%**

Table 2.5: Total School Roll trends by year group

Year	Rolls PA 2							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
1997	107	100	97	88	99	93	83	667
1998	111	104	99	89	80	92	83	658
1999	111	106	107	92	89	79	95	679
2000	98	115	102	96	89	85	70	655
2001	118	101	113	102	94	85	88	701
2002	110	112	102	103	101	99	85	712
2003	110	110	107	103	111	103	97	741
2004	115	111	113	103	100	102	99	743
2005	114	116	116	101	100	101	105	753
2006	116	114	115	98	99	98	104	762
2007	110	112	111	110	106	95	102	746
2008	112	104	108	113	113	105	95	746
2009	117	114	109	102	114	111	106	773
2010	113	117	118	116	104	116	109	793

Table 2.6: 2009 Mobility

School	Total
Highgate Primary School	32%
St Michael's CE Primary N6	16%

Table 2.7: 2010 Temporary accommodation units

Ward	Number of units
Highgate	17
Totals	**17**

Table 2.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Highgate Primary School	96%	16%	40%	63%	33%
PA2 Average	**96%**	**16%**	**40%**	**66%**	**34%**

Completed building developments in PA 2 since 2002

There have been 2 major housing developments completed since 1996.

Table 2.9: Completed building developments in PA 2

Site	Number of units	Child yield calculation
16-18 Stanhope Road	20	12
Cholmeley Dene / Copley Dene	21	26
Total	**41**	**38**

Proposed housing developments in PA 2

One major housing development in PA2 has been granted planning approval.

Table 2.10: Proposed housing developments in PA 2

Site	Decision	Number of units	Child yield calculation
Furnival House, 50 Cholmeley Park, N6 5EW	Granted	14	10
Total		**14**	**10**

Conclusion

The roll projections for 4 year olds show an upward trend over the next ten years. This area is characterised by high mobility. There has been a steady growth in the school population over the past 12 years. There are relatively few major building works and no known housing developments in the area that would have additional impact upon the demand for school places.

Demand for school places in Highgate ward has slightly increased for September 2010. The situation will be closely monitored to ensure the recent school expansion programmes do not create instability within these schools.

The need for school places in this PA will be kept under regular review.

Planning area 3

This planning area incorporates the Hornsey and Crouch End wards.

Table 3.1: Schools, PANs, reception numbers and unfilled reception places in planning area 3

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Campsbourne Infants	60	51	9
Campsbourne Junior			
Coleridge Primary*	120	120	0
Rokesly Infants	90	90	0
Rokesly Junior			
St Gildas' RC Junior			
St Mary's CE Infant	60	60	0
St Mary's CE Junior			
St Peter in Chains RC Infants	60	60	0
Totals	**390**	**381**	**9**

Table 3.2: GLA projections for planning area 3

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		316	321	-
2002/3		311	321	410
2003/4	325	310	330	390
2004/5	317	324	330	418
2005/6	350	329	330	422
2006/7	347	326	330	385
2007/8	370	370	390	370
2008/9	381	384	390	406
2009/10	395	381	390	400
2010/11	368	399	390	473
2011/12	420	426	390	
2012/13	417	436	390	
2013/14		441	390	
2014/15		448	390	
2015/16		458	390	
2016/17		469	390	
2017/18		479	390	
2018/19		481	390	
2019/20		481	390	

Table 3.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Campsbourne Infants	45	63	49	40	40	38	34	43
Campsbourne Junior								
Coleridge Primary	100	104	114	132	141	157	154	224
Rokesly Infants	105	111	119	89	83	99	90	86
Rokesly Junior								
St Gildas' RC Junior								
St Mary's CE Infant	80	80	80	67	62	66	63	56
St Mary's CE Junior								
St Peter in Chains RC Infants	60	60	60	57	44	46	59	64
Totals	**390**	**418**	**422**	**385**	**370**	**406**	**400**	**473**

*Rokesly was expanded in Sep 2003 to take 90 pupils.
* Coleridge was expanded in Sep 2007 to take 120 pupils

Table 3.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Campsbourne Infants / Junior	405	373	356	343	343	334	337	370
Coleridge Primary	417	416	415	411	415	476	525	594
Rokesly Infants / Junior*	563	582	576	587	602	617	611	604
St Gildas' RC Junior	203	209	213	213	217	226	224	229
St Mary's CE Infant / Junior	375	386	390	395	396	382	378	380
St Peter in Chains RC Infants	163	165	162	172	174	169	168	174
Totals	**2126**	**2131**	**2112**	**2121**	**2147**	**2204**	**2243**	**2351**
Total Capacity	**2256**	**2265**	**2274**	**2283**	**2292**	**2361**	**2430**	**2490**
Percentage of Surplus capacity	**5.70%**	**5.90%**	**7.10%**	**7%**	**6.30%**	**6.60%**	**7.70%**	**5.58%**

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Table 3.5: Total School Roll trends by year group

Year	Rolls PA 3							total
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	332	326	360	335	302	308	301	2264
1998	339	338	328	330	334	312	308	2289
1999	331	344	337	323	322	318	313	2288
2000	324	327	339	315	320	313	299	2237
2001	331	319	320	326	313	307	304	2220
2002	316	328	310	317	337	314	299	2221
2003	311	315	318	295	289	311	287	2126
2004	310	313	313	310	297	287	301	2131
2005	324	302	304	317	294	284	287	2112
2006	327	324	300	293	311	285	281	2121
2007	329	315	321	300	295	306	281	2147
2008	370	327	313	316	295	390	293	2204
2009	384	371	315	307	304	288	274	2243
2010	381	385	373	309	304	312	287	2351

Table 3.6: 2009 Mobility

School	Total
Campsbourne Infants	6%
Campsbourne Junior	19%
Coleridge Primary	18%
Rokesly Infants	8%
Rokesly Junior	10%
St Gildas' RC Junior	8%
St Mary's CE Infant	4%
St Mary's CE Junior	11%
St Peter in Chains RC Infants	3%

Table 3.7: 2010 Temporary accommodation units

Ward	Number of units
Crouch End	58
Hornsey	145
Totals	**203**

Table 3.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Campsbourne Infants School	99%	67%	83%	88%	12%
Campsbourne Junior School	96%	55%	74%	85%	12%
Coleridge Primary School	99%	42%	81%	94%	5%
Rokesly Infant School	99%	53%	86%	90%	9%
Rokesly Junior School	98%	46%	79%	89%	10%
PA3 Average	**98%**	**53%**	**80%**	**89%**	**9%**

Completed building developments in PA 3

There have been 7 major housing developments completed since 1996.

Table 3.9: Completed building developments in PA 3

Site	Number of units	Child yield calculation
Former Hornsey waterworks (phase i)	223	40
130-132 Tottenham Lane	75	29
Duke House, 75 Crouch Hall Road	14	8
Telecom House , Crouch End Hill	84	40
Holly Innocents Vicarage, Hillfield Avenue	12	5
122 Hillfield Avenue	21	15
12 Shepherds Hill	15	8
Womersley House, Womersley Road and, Dickenson House Dickenson Road	44	27
Total	**488**	**172**

Proposed housing developments in PA 3 since 2002

There are 4 major housing developments currently being considered and 7 major housing developments have been granted by the planning authority.

Table 3.10: Proposed housing developments in PA 3

School Place Planning Report 2010

Site	Decision	Number of units	Child yield calculation
72-96 Park Road N8	Granted	40	12
40 Coleridge Road N8	Granted	8	11
Telecom House Crouch End Hill	Granted	84	40
124 Hillfield Avenue N8	Granted	11	4
Former Hornsey Waterworks High Street N8	Granted	397	109
42-48 Newland Road	Granted	12	14
Roden Court, 113-115 Hornsey Lane, N6 5NL	Granted	136	25
158 Tottenham Lane N8 9BT	Pending	26	13
Pembroke Works, N8 7PE	Pending	21	7
Hornsey Town Hall, N8 9JJ	Pending	123	64
115-119 Park Road, N8	Pending	9	6
Total		**867**	**305**

Update on school building program

Coleridge

In May 2010 work began on the final phase of expansion from a 2 form of entry to 4 form of entry school. The school expansion building work will be completed in October 2010. The school admitted its second expanded cohort in September 2009. It will be full to capacity of 840 in September 2013.

Conclusion

The projections for 4 year olds show a continuing upward trend. This is supported mainly by increasing birth rates. This area is characterised by low mobility and a steady growth in school population. For the September 2010 reception intake, demand for school places in this planning area is at a seven year high.

The first 120 cohort was admitted to Coleridge in September 2007 and was full. Reception places at Coleridge were also full for the reception 2008 and 2009 cohorts.   We will regularly review the need for school places in this PA, especially as a result of building developments planned at Hornsey town hall.

Planning area 4

This planning area incorporates Stroud Green ward.

Table 4.1: Schools, PANs, reception numbers and unfilled reception places in planning area 4

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
St Aidan's	30	30	0
Stroud Green	60	60	0
Weston Park	30	30	0
Totals	**120**	**120**	**0**

Table 4.2: GLA projections for planning area 4

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		122	120	-
2002/3		118	120	145
2003/4	188	111	120	155
2004/5	196	109	120	188
2005/6	183	119	120	181
2006/7	172	115	120	136
2007/8	184	111	120	142
2008/9	188	119	120	150
2009/10	174	120	120	137
2010/11	182	122	120	122
2011/12	181	130	120	
2012/13	154	132	120	
2013/14		132	120	
2014/15		135	120	
2015/16		137	120	
2016/17		140	120	
2017/18		143	120	
2018/19		145	120	
2019/20		147	120	

Table 4.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
St Aidan's	62	78	73	57	49	52	50	43
Stroud Green	54	51	45	41	33	42	42	41
Weston Park	39	59	63	38	60	56	45	38
Totals	**155**	**188**	**181**	**136**	**142**	**150**	**137**	**122**

Table 4.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
St Aidan's	210	210	210	209	207	210	210	208
Stroud Green	372	344	328	333	329	327	331	337
Weston Park	232	231	229	226	230	206	206	205
Totals	**814**	**785**	**767**	**768**	**766**	**743**	**747**	**750**
Total Capacity	**840**	**840**	**840**	**840**	**840**	**840**	**840**	**840**
Percentage of Surplus capacity	**3.10%**	**6.50%**	**8.70%**	**8.50%**	**8.80%**	**11.50%**	**11.10%**	**10.71%**

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Table 4.5: Total School Roll trends by year group

Year	Rolls PA 4							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	134	128	74	76	70	73	54	609
1998	128	130	118	109	78	69	76	708
1999	138	124	132	117	109	72	66	758
2000	129	118	110	129	115	109	69	779
2001	145	130	117	110	125	112	109	848
2002	118	145	112	120	114	111	109	829
2003	118	118	136	111	110	110	111	814
2004	111	117	113	131	101	103	109	785
2005	109	109	113	111	126	102	97	767
2006	118	114	104	107	105	120	100	768
2007	113	117	114	100	104	102	116	766
2008	111	108	119	109	95	100	101	743
2009	119	109	101	115	110	93	100	747
2010	120	110	106	100	110	113	91	750

Table 4.6: 2009 Mobility

School	Total
St Aidan's	9%
Stroud Green	14%
Weston Park	10%

Table 4.7: 2010 Temporary accommodation units

Ward	Number of units
Stroud Green	63
Totals	**63**

Table 4.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Stroud Green Primary School	96%	41%	71%	83%	13%
Weston Park Primary School	100%	72%	87%	94%	6%
PA4 Average	**98%**	**57%**	**79%**	**88%**	**9%**

Completed building developments in PA 4

There has been one major housing development in this area.

Table 4.9: Completed building developments in PA 4

Site	Number of units	Child yield calculation
6-18 Mount Pleasant Villas	16	5

Proposed housing developments in PA 4 since 2002

There are no major housing developments proposed in PA4.

Conclusion

The roll projections for 4 year olds show an upward trend over the next ten years. This area has a low mobility and a low number of temporary accommodation units. For the September 2009 reception intake, there were no vacant reception places.

Demand for school places in Stroud Green ward has slightly decreased for September 2010. Rolls increased slightly this year.

This situation will be kept under continuous review.

Planning area 5

This planning area incorporates Harringay ward.

Table 5.1: Schools, PANs, reception numbers and unfilled reception places in planning area 5

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
North Harringay Primary*	60	60	0
South Harringay Infants	60	59	1
South Harringay Juniors			
Totals	**120**	**119**	**1**

- North Harringay PAN was reduced from 81 to 60 from Sep 2009

Table 5.2: GLA projections for planning area 5

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		138	141	-
2002/3		121	141	118
2003/4	207	110	141	138
2004/5	194	139	141	118
2005/6	198	135	141	117
2006/7	191	131	141	105
2007/8	215	129	141	105
2008/9	229	135	141	103
2009/10	215	119	120	115
2010/11	233	131	120	119
2011/12	247	138	120	
2012/13	235	139	120	
2013/14		140	120	
2014/15		142	120	
2015/16		144	120	
2016/17		146	120	
2017/18		148	120	
2018/19		150	120	
2019/20		154	120	

Table 5.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
North Harringay Primary	64	67	68	49	55	52	43	53
South Harringay Infants	74	51	49	56	50	51	72	66
South Harringay Juniors								
Total	138	118	117	105	105	103	115	119

Table 5.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
North Harringay Primary	423	410	434	441	465	465	433	408
South Harringay Infants	176	170	177	172	162	167	171	175
South Harringay Juniors	235	224	223	230	219	221	211	218
Totals	834	804	834	847	846	853	815	801
Total Capacity	987	987	987	987	987	987	987	840
Percentage of Surplus capacity	15.5%	18.5%	15.5%	14.2%	14.3%	13.6%	17.4%	4.6%

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| Year | Rolls PA 5 | | | | | | | Total |
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	137	137	143	124	126	110	113	890
1998	134	145	127	150	125	132	116	929
1999	128	146	147	120	150	117	132	940
2000	116	129	132	134	117	144	119	891
2001	127	107	124	130	129	109	147	873
2002	138	118	107	115	120	118	106	822
2003	121	139	114	107	115	118	120	834
2004	108	119	131	114	101	116	115	804
2005	139	116	121	136	116	97	109	834
2006	134	127	115	117	140	112	102	847
2007	131	128	126	114	113	125	109	846
2008	129	131	120	113	120	114	126	853
2009	135	128	119	108	100	115	110	815
2010	119	126	119	109	114	96	118	801

Table 5.6: 2009 Mobility

School	Total
North Harringay Primary	20%
South Harringay Infants	7%
South Harringay Juniors	17%

Table 5.7: 2010 Temporary accommodation units

Ward	Number of units
Harringay	262
Total	**262**

Table 5.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
North Harringay Primary School	97%	56%	74%	82%	15%
South Harringay Infant School	99%	55%	84%	87%	11%
South Harringay Junior School	96%	45%	74%	85%	11%
PA5 Average	**97%**	**52%**	**77%**	**85%**	**13%**

Completed building developments in PA 5

There have been 8 major housing developments completed since 1996.

Table 5.9: Completed building developments in PA 5

Site	Number of units	Child yield calculation
Former filling station, 278b Wightman Road	14	7
Coliseum, Green Lanes	15	1
Dylan Thomas House, Denmark Road	31	31
4-14 The Mews, Turnpike Lane	12	3
461 West Green Road	12	1
Railway Approach, 010 Wightman Road	13	1
Dylan Thomas House, Denmark Road	12	6
Wightman road depot, Wightman Road	17	2
Total	**126**	**52**

Proposed housing developments in PA 5 since 2002

There are no major housing developments proposed in PA 5

Conclusion

The roll projections for 4 year olds show an upward trend. Overall, first place preferences for schools in planning area 5 have increased since last year. This area has variations in mobility, with South Harringay infant school experiencing a lower mobility than all other schools located in this planning area. The area also has a high number of temporary accommodation units.

Following the PAN reduction at North Harringay primary, the current reception classes are nearing full capacity. Surplus capacity has been significantly reduced. Although the school's population has fluctuated over the past 11 years, school rolls have stabilised.

The situation will be kept under annual review.

Planning area 6

This planning area incorporates St Ann's ward.

Table 6.1: Schools, PANs, reception numbers and unfilled reception places in planning area 6

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Chestnuts Primary	60	60	0
Seven Sisters Primary*	90	70	20
St Ann's CE Primary	30	30	0
St John Vianney RC	30	29	1
St Mary's RC Infant	60	60	0
St Mary RC Junior			
West Green Primary	30	34	+4
Totals	**300**	**283**	**17**

*Seven sisters PAN was reduced to 60 from Sep 2007
Due to demand, a bulge class was placed in Seven Sisters for 2009/10
See appendix 4 for further details

Table 6.2: GLA projections for planning area 6

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		296	291	-
2002/3		285	291	310
2003/4	198	271	291	303
2004/5	222	284	291	300
2005/6	212	275	291	307
2006/7	215	272	291	222
2007/8	233	268	270	245
2008/9	214	269	270	272
2009/10	241	283	300	269
2010/11	221	282	270	263
2011/12	271	302	270	
2012/13	229	308	270	
2013/14		311	270	
2014/15		315	270	
2015/16		320	270	
2016/17		327	270	
2017/18		333	270	
2018/19		335	270	
2019/20		337	270	

Table 6.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Chestnuts Primary	63	53	60	30	35	45	58	63
Seven Sisters Primary	60	62	56	36	47	58	42	38
St Ann's CE Primary	50	50	50	28	40	31	41	34
St John Vianney RC	30	30	30	36	40	49	48	38
St Mary's RC Infant	56	58	56	53	50	61	47	70
St Mary RC Junior								
West Green Primary	44	47	55	39	33	28	33	20
Total	**303**	**300**	**307**	**222**	**245**	**272**	**269**	**263**

Table 6.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Chestnuts Primary	405	397	394	401	402	380	366	391
Seven Sisters Primary*	574	523	533	515	432	392	352	380
St Ann's CE Primary	210	203	209	198	203	208	210	206
St John Vianney RC	210	202	201	202	205	201	202	201
St Mary's RC Infant	176	120	178	172	176	178	180	180
St Mary RC Junior	236	235	239	230	238	237	232	232
West Green Primary	210	198	220	220	214	211	207	210
Total	**2007**	**1938**	**1974**	**1938**	**1870**	**1807**	**1749**	**1800**
Total Capacity	**2037**	**2037**	**2037**	**2037**	**2037**	**1890**	**1890**	**1920**
Percentage of Surplus capacity	**1.5%**	**4.9%**	**3.1%**	**4.9%**	**8.2%**	**4.4%**	**7.5%**	**6.3%**

*Seven Sisters Primary reduced its Pan in Sep 07 to take 60 pupils per year

Table 6.5: Total School Roll trends by year group

Year	Rolls PA 6							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	307	300	295	284	294	260	274	2014
1998	276	308	293	289	281	297	261	2005
1999	284	282	298	276	289	283	290	2002
2000	302	293	276	286	281	283	282	2003
2001	286	303	293	274	294	288	281	2019
2002	296	287	293	293	275	291	286	2021
2003	285	303	285	290	284	271	289	2007
2004	230	290	293	278	294	288	265	1938
2005	284	274	286	291	267	284	288	1974
2006	273	284	269	275	281	273	283	1938
2007	271	264	268	247	278	269	273	1870
2008	268	266	256	255	236	266	257	1807
2009	269	258	255	240	246	232	249	1749
2010	283	272	263	248	248	248	238	1800

Table 6.6: 2009 Mobility

School	Total
Chestnuts Primary	33%
Seven Sisters Primary	19%
St Ann's CE Primary	17%
St John Vianney RC	11%
St Mary's RC Infant	6%
St Mary RC Junior	13%
West Green Primary	25%

Table 6.7: 2010 Temporary accommodation units

Ward	Number of units
St. Ann's	211
Total	**211**

Table 6.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Chestnut's Primary School	98%	43%	73%	83%	15%
Seven Sisters Primary School	98%	60%	79%	86%	12%
West Green Primary School	96%	47%	71%	81%	15%
PA6 Average	**97%**	**50%**	**74%**	**83%**	**14%**

Completed building developments in PA 6

There have been 3 major housing developments completed since 1996.

Table 6.9: Completed building developments in PA 6

Site	Number of units	Child yield calculation
250-266 St Ann's Road	71	31
The Salisbury Public House, Green Lanes	14	1
Conway Road Depot, Conway Road	11	4
Total	**96**	**36**

Proposed housing developments in PA 6 since 2002

There is 1 major housing development currently being considered and 2 major housing developments granted by the planners.

Table 6.10: Proposed housing developments in PA 6

Site	Decision	Number of units	Child yield calculation
20-22 Avenue Road N15	Pending	12	1
Dagmar Arms, Cornwall Road N15 5AR	Granted	25	10
103-149 Cornwall Road N15	Granted	22	11
Total		**59**	**22**

Conclusion

The roll projections for 4 year olds show an upward trend. Rolls increased slightly this year – predominately at two schools. Overall, demand for school places remains high. This area is characterised by high levels of temporary accommodation units and variations in mobility. Generally, the community schools experience higher levels of pupil mobility then the church schools.

For the September 2009 reception intake there were few vacant reception places, with the exception of Seven Sisters primary school. Please see appendix 4 for further details.

Due to current economic climate, plans for a major development of 4000 units of affordable housing (of which 2000 units is new housing) over in the Hackney border on the Woodbury Down estate by Seven Sisters have been delayed.

The expectation was for school rolls to increase in the area within the next 3 - 4 years, once families were moved back into the Woodbury Down development.   For

further information on Hackney's school development plans for Woodburry Down please see Appendix 4 paragraph 4.6.

The situation for school places will be kept under regular review.

Planning area 7

This planning area incorporates Seven Sisters ward.

Table 7.1: Schools, PANs, reception numbers and unfilled reception places in planning area 7

School	Planned admission number 2009	Current Reception Nos.	Current Unfilled reception places
Crowland	60	57	3
St Ignatius RC primary	60	60	0
Stamford Hill primary	30	31	+1
Tiverton primary	60	57	3
Totals	**210**	**205**	**5**

Table 7.2: GLA projections for planning area 7

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		211	210	
2002/3		205	210	215
2003/4	279	189	210	192
2004/5	244	169	210	205
2005/6	242	172	210	187
2006/7	240	184	210	135
2007/8	240	189	210	162
2008/9	268	196	210	168
2009/10	269	204	210	169
2010/11	281	201	210	162
2011/12	297	214	210	
2012/13	402	218	210	
2013/14		219	210	
2014/15		220	210	
2015/16		222	210	
2016/17		223	210	
2017/18		226	210	
2018/19		228	210	
2019/20		230	210	

Table 7.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Crowland	59	54	55	24	41	54	28	44
St Ignatius RC primary	65	65	65	59	52	49	74	53
Stamford Hill primary	28	42	30	18	28	24	22	29
Tiverton primary	40	44	37	34	41	41	45	36
Total	**192**	**205**	**187**	**135**	**162**	**168**	**169**	**162**

Table 7.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Crowland	380	367	348	343	317	331	357	361
St Ignatius RC primary	396	342	357	363	361	372	359	363
Stamford Hill primary	187	188	193	187	172	172	152	165
Tiverton primary	343	314	318	344	346	346	354	362
Total	**1306**	**1211**	**1216**	**1237**	**1196**	**1223**	**1222**	**1251**
Total Capacity	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**
Percentage of Surplus capacity	**11.2%**	**17.6%**	**17.3%**	**15.9%**	**18.6%**	**16.9%**	**16.9%**	**15.0%**

Error! Not a valid link. Table 7.5: Total School Roll trends by year group

Year	Rolls PA 7							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	197	199	179	202	179	165	168	1289
1998	188	204	190	179	205	174	171	1311
1999	182	204	203	198	170	195	175	1327
2000	189	171	189	202	186	164	200	1301
2001	201	190	169	188	203	186	169	1306
2002	221	211	183	165	190	202	178	1350
2003	205	199	184	182	149	183	204	1306
2004	153	190	188	181	169	148	182	1211
2005	169	178	194	182	174	170	149	1216
2006	173	158	183	196	192	171	164	1237
2007	183	163	156	169	184	176	165	1196
2008	189	186	154	164	166	187	177	1223
2009	196	186	178	153	155	161	193	1222
2010	205	202	192	168	160	160	164	1251

Table 7.6: 2009 Mobility

School	Total
Crowland	31%
St Ignatius RC primary	14%
Stamford Hill primary	32%
Tiverton primary	24%

Table 7.7: 2010 Temporary accommodation units

Ward	Number of units
Seven Sisters	162
Total	**162**

Table 7.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Crowland Primary School	97%	40%	66%	80%	20%
Stamford Hill Primary School	95%	49%	66%	78%	16%
Tiverton Primary School	99%	52%	69%	81%	18%
PA7 Average	**97%**	**47%**	**67%**	**80%**	**18%**

Completed building developments in PA 7

There has been one major housing development completed since 1996.

Table 7.9: Completed building developments in PA 7

Site	Number of units	Child yield calculation
Woodberry Down Baptist Church, Varity Road.	24	2

Proposed housing developments in PA 7 since 2002

There are 3 major housing development currently being considered and 9 major housing developments granted by the planners.

Table 7.10: Proposed housing developments in PA 7

Site	Decision	Number of units	Child yield calculation
318-320 High Road N15	Pending	15	6
Arena Estate off Finsbury Park Avenue N4	Granted	28	13
Corner of Lemsford Close & Grovelands Road N15	Granted	58	25
Omega Works Hermitage Road N4 1NA	Granted	66	10
Former Goods Yard Site adjacent to S. Tottenham Station, High Road N15	Granted	246 (225 bedsits)	7
145-156 High Road N15	Pending	27	7
381-481 Seven Sisters Road	Granted	27	32
242-274 Hermitage Road N4 1NR	Granted	20	15
12 Ovbury Road N15 6RH	Granted	8	4
16-52 High Road N15 6LS	Granted	9	3
Lawrence Road	Pending	414	221
Plevna Crescent N15 6RH	Granted	16	8
Total		**917**	**343**

Due to current economic climate, plans for a major development of 4000 units of affordable housing (of which 2000 units is new housing) over in the Hackney border on the Woodbury Down estate by Seven Sisters Road have been delayed. Hackney council will not be expanding Woodbury Down primary school to 3fe until there is proven sufficient demand.

Conclusion

The projections for 4 year olds show a continuing upward trend. This is supported mainly by an increasing birth rate. Planning area 7 experienced a sharp increase the number of births between 2006/07 (297) to 2007/08 (402). Rolls within this planning area have increased year on year since 2007. This area is characterised by high mobility.

Due to current economic climate, plans for a major development of 4000 units of affordable housing (of which 2000 units is new housing) over in the Hackney border on the Woodbury Down estate by Seven Sisters have been delayed.

The expectation was for school rolls to increase in the area within the next 3 - 4 years, once families were moved back into the Woodbury Down development. For further information on Hackney's school development plans for Woodburry Down please see Appendix 4 paragraph 4.6.

The situation for school places will be kept under regular review.

Planning area 8

This planning area incorporates Tottenham Green ward.

Table 8.1: Schools, PANs, reception numbers and unfilled reception places in planning area 8

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Earlsmead	60	60	0
Welbourne	60	59	1
Totals	**120**	**119**	**1**

Table 8.2: GLA projections for planning area 8

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		124	120	-
2002/3		110	120	102
2003/4	225	111	120	126
2004/5	250	110	120	113
2005/6	251	99	120	102
2006/7	246	120	120	90
2007/8	288	120	120	107
2008/9	257	119	120	111
2009/10	252	119	120	88
2010/11	259	126	120	107
2011/12	240	134	120	
2012/13	259	138	120	
2013/14		138	120	
2014/15		139	120	
2015/16		141	120	
2016/17		143	120	
2017/18		145	120	
2018/19		147	120	
2019/20		148	120	

Table 8.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Earlsmead	75	63	47	35	51	65	44	48
Welbourne	51	50	55	55	56	46	44	59
Total	**126**	**113**	**102**	**90**	**107**	**111**	**88**	**107**

Table 8.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Earlsmead	398	396	392	386	379	370	363	384
Welbourne	384	358	366	370	376	380	378	397
Total	**782**	**754**	**758**	**753**	**755**	**750**	**741**	**781**
Total Capacity	**840**	**840**	**840**	**840**	**840**	**840**	**840**	**840**
Percentage of total Surplus capacity	6.9%	10.2%	9.8%	10.4%	10.1%	10.7%	11.8%	7.0%

Table 8.5: Total School Roll trends by year group

Year	Rolls PA 8							
	Reception	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**total**
1997	108	94	94	81	87	77	80	621
1998	111	106	86	98	69	85	70	625
1999	116	105	108	76	101	73	80	659
2000	116	114	112	112	71	105	85	715
2001	119	117	114	116	109	80	105	760
2002	124	115	110	109	116	115	76	765
2003	110	119	119	113	108	108	105	782
2004	111	108	115	112	107	102	99	754
2005	110	114	110	108	115	99	102	758
2006	99	115	111	113	109	107	99	753
2007	120	96	113	107	110	104	103	755
2008	120	118	97	108	107	105	95	750
2009	119	119	111	82	106	103	101	741
2010	119	117	118	106	93	116	112	781

Table 8.6: 2009 Mobility

School	Total
Earlsmead	27%
Welbourne	28%

Table 8.7: 2010 Temporary accommodation units

Ward	Number of units
Tottenham Green	182
Total	**182**

Table 8.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Earlsmead Primary School	94%	49%	64%	76%	17%
Welbourne Primary School	94%	40%	52%	72%	22%
PA8 Average	**94%**	**45%**	**58%**	**74%**	**20%**

Completed building developments in PA 8

There have been 6 major housing developments completed since 1996.

Table 8.9: Completed building developments in PA 8

Site	Number of units	Child yield calculation
Former Goods Yard Site, High Road	246 (majority are studio flats)	6
Jewish Home And Hospital, 295 High Road	63	34
Jewish Home And Hospital, 295 High Road	16	11
Former Stone Works, Dorset Road	12	9
Mountford House, Tottenham Green East	25	14
Playground Site adjoining Stainby Road, Monument Way	9	6
Total	**371**	**80**

Proposed housing developments in PA 8 since 2002

There are 2 major housing development currently being considered and 9 major housing developments have been granted by the planning department.

Table 8.10: Proposed housing developments in PA 8

Site	Decision	Number of units	Child yield calculation
1 & 2 Tottenham Green East & 280-288 High Road N17	Granted	22	4
280-296 High Road & 1-3 Tottenham Gr. East N15 4DQ	Granted	30	12
344 High Road N15 4BN	Granted	41	15
278 High Road N15 4AJ	Granted	14	8
Saltram Close Housing Estate N15	Granted	44	33
Wards Corner High Road N15	Granted	197	99
1-13 Herbert Road N15	Pending	18	11
97-99 Philip Lane N15 4JR	Granted	12	5
Tottenham Town Hall	Granted	109	50
125-127 West Green Road	Pending	28	5
Portland Place 45-57 Portland Road N15 4SY	Granted	15	7
Total		**530**	**249**

Building work has begun on Hale village (former GLS Site). The location of the development is around Tottenham Hale station. There will be 1210 units within the Hale Village development, yielding an estimated 608 children (see PA 9). A separate application for the Hale Wharf site, which was anticipated to create 500 units of housing has been withdrawn due to the current economic climate.

Conclusion

The projections for 4 year olds show an upward trend. This is supported by an increasing birth rate. Demand for school places in this area has increased since last year. Rolls have also steadily increased over the past 6 years and are currently at the highest they have been since 2004.

We further expect these trends to increase once the large housing developments in the area become populated. Due the extent of building development planned for Tottenham Hale, we are proposing that consultation for additional school provision is undertaken from September 2010. This is discussed in further detail in appendix 1 of this report.

We will continue to closely monitor the school places situation for this area.

Planning area 9

This planning area incorporates Tottenham Hale ward.

Table 9.1: Schools, PANs, reception numbers and unfilled reception places in planning area 9

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Coleraine Park Primary	60	58	2
Ferry Lane Primary	30	29	1
Mulberry Primary	90	89	1
The Green CE Primary	30	30	0
Totals	**210**	**206**	**4**

Table 9.2: GLA projections for planning area 9

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		209	210	
2002/3		196	210	195
2003/4	253	198	210	207
2004/5	257	197	210	201
2005/6	266	199	210	186
2006/7	245	200	210	151
2007/8	249	207	210	158
2008/9	261	195	210	142
2009/10	242	206	210	169
2010/11	257	201	210	164
2011/12	275	211	210	
2012/13	276	212	210	
2013/14		211	210	
2014/15		211	210	
2015/16		210	210	
2016/17		211	210	
2017/18		212	210	
2018/19		216	210	
2019/20		220	210	

Table 9.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Coleraine Park Primary	51	66	46	33	33	28	33	36
Ferry Lane Primary	38	31	27	11	29	21	25	20
Mulberry Primary	88	74	73	82	71	62	74	81
The Green CE Primary	30	30	40	25	25	31	37	27
Total	**207**	**201**	**186**	**151**	**158**	**142**	**169**	**164**

Table 9.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Coleraine Park Primary	414	404	407	401	399	390	395	395
Ferry Lane Primary	195	197	199	193	187	190	185	183
Mulberry Primary	606	613	585	607	598	593	572	567
The Green CE Primary	201	200	204	193	190	185	194	192
Total	**1416**	**1414**	**1395**	**1394**	**1374**	**1358**	**1346**	**1337**
Total Capacity	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**	**1470**
Percentage of Surplus capacity	**3.7%**	**3.8%**	**5.1%**	**5.2%**	**6.5%**	**7.6%**	**8.4%**	**9.0%**

Table 9.5: Total School Roll trends by year group

Year	Rolls PA 9							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	194	198	189	203	197	196	157	1334
1998	199	205	197	187	198	203	193	1382
1999	190	209	208	199	197	195	188	1386
2000	195	204	211	209	197	197	184	1397
2001	196	210	208	217	205	197	193	1426
2002	209	204	207	209	211	198	190	1428
2003	196	211	201	205	195	204	204	1416
2004	198	210	207	202	203	194	200	1414
2005	197	194	206	209	191	200	198	1395
2006	203	195	189	211	209	193	194	1394
2007	198	195	198	188	211	204	196	1374
2008	207	195	189	187	188	189	202	1358
2009	195	200	201	188	178	184	203	1349
2010	269	265	267	260	258	259	262	1337

Error! Not a valid link. Table 9.6: 2009 Mobility

School	Total
Coleraine Park Primary	31%
Ferry Lane Primary	16%
Mulberry Primary	25%
The Green CE Primary	28%

Table 9.7: 2010 Temporary accommodation units

Ward	Number of units
Tottenham Hale	350
Total	**350**

Table 9.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Coleraine Park Primary School	97%	48%	71%	82%	15%
Ferry Lane Primary School	97%	64%	72%	85%	13%
Mulberry Primary School	97%	55%	77%	84%	13%
PA9 Average	**97%**	**56%**	**73%**	**84%**	**14%**

Completed building developments in PA 9

There have been 5 major housing developments completed since 1996.

Table 9.9: Completed building developments in PA 9

Site	Number of units	Child yield calculation
636-638 High Road	26	7
Former Dairycrest Depot, Hampden Lane	28	13
178 Landsdowne Road	26	11
Former Wisepart Ltd. Factory Lane	14	2
Silver Industrial Estate. Reform Row N17	25	10
The Narrow Boat & 146-152 Reedham Close	30	20
Total	**149**	**63**

Proposed housing developments in PA 9 since 2002

Nine major housing developments have been granted in PA9. Together there is a combined unit total of 319. The estimate for the child yield is 152. One housing development is pending agreement by the planning department.

Table 9.9: Proposed housing developments in PA 9

Site	Decision	Number of units	Child yield calculation
612 High Road N17	Granted	18	4
658-660 High Road N17	Granted	27	17
691-693 High Road N17	Granted	58	24
22-70 Dowsett Road N17 9DD	Granted	19	8
143 Broad Lane N15 4QX	Granted	54	10
2-70 Dowsett Road N17 9DD	Granted	10	7
Park Tavern Park Road N17	Granted	34	28
686& 700-702 High Road N17	Pending	27	9
624 High Road N17 9TL	Granted	42	25
Total		**289**	**132**

Building work has begun on Hale village (former GLS Site). The location of the development is around Tottenham Hale station. There will be 1210 units within the Hale Village development, yielding an estimated 608 children. Further information can be found in appendix 1. A separate application for the Hale Wharf site, which was anticipated to create 500 units of housing has been withdrawn due to the current economic climate.

Conclusion

School Place Planning Report 2010

The projections for 4 year olds show an upward trend over the next 10 years. This is supported by an increasing birth rate. Overall demand for school places has increased since 2006 but fell slightly between 2009 (169) and 2010 (164). The schools in this planning area have experienced falling rolls. However, we expect this trend to reverse once housing developments become populated and the projected increase of children materialises.

Due the extent of building development planned for Tottenham Hale, we are proposing that consultation for additional school provision is undertaken from September 2010. This is discussed in further detail in appendix 1 of this report.

We will continue to closely monitor the school places situation for this area.

Planning area 10

This planning area incorporates Northumberland Park ward.

Table 10.1: Schools, PANs, reception numbers and unfilled reception places in planning area 10

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Lancasterian Primary	58	59	+1
Lea Valley Primary	60	60	0
St Francis de Sales RC Infants	90	90	0
St Francis de Sales RC Juniors			
St Paul's & All Hallows CE Infants	60	60	0
St Paul's & All Hallows CE Juniors			
Totals	**268**	**269**	**+1**

Table 10.2: GLA projections for planning area 10

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		271	268	-
2002/3		266	268	339
2003/4	204	286	289	318
2004/5	193	264	268	304
2005/6	252	266	268	307
2006/7	234	271	268	281
2007/8	263	275	268	301
2008/9	279	269	268	292
2009/10	254	269	268	343
2010/11	294	282	268	314
2011/12	280	299	268	
2012/13	295	307	268	
2013/14		307	268	
2014/15		306	268	
2015/16		305	268	
2016/17		303	268	
2017/18		302	268	
2018/19		307	268	
2019/20		312	268	

Table 10.3: First place preference

School	2003	2004	2005	2006	2007	2008	2009	2010
Lancasterian Primary	72	57	56	47	59	55	61	58
Lea Valley Primary	74	75	79	77	89	74	82	93
St Francis de Sales RC Infants	95	95	95	94	88	102	119	96
St Francis de Sales RC Juniors								
St Paul's & All Hallows CE Infants	77	77	77	63	65	61	81	67
St Paul's & All Hallows CE Juniors								
Total	**318**	**304**	**307**	**281**	**301**	**292**	**343**	**314**

- Lancasterian had two budge years these have now been worked out of the system.

** Lea Valley last took a budge year of 30 in September 95

***St Francis de Sales RC expanded in September 1999 to take 90 pupils.

Table 10.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Lancasterian Primary*	431	419	415	416	402	390	385	387
Lea Valley Primary	423	426	425	424	424	425	426	422
St Francis de Sales RC Infants	266	268	264	269	269	269	269	269
St Francis de Sales RC Juniors***	301	326	350	356	347	349	345	352
St Paul's & All Hallows CE Infants	180	180	179	180	180	175	175	180
St Paul's & All Hallows CE Juniors	233	227	232	236	235	239	235	230
Total	**1834**	**1846**	**1865**	**1881**	**1857**	**1847**	**1835**	**1840**
Total Capacity	**1858**	**1888**	**1918**	**1918**	**1876**	**1876**	**1876**	**1876**
Percentage of Surplus capacity	**1.3%**	**2.2%**	**2.8%**	**1.9%**	**1.0%**	**1.5%**	**2.2%**	**1.9%**

Table 10.5: Total School Roll trends by year group

| Year | Rolls PA 10 | | | | | | | Total |
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
1997	260	264	240	233	230	234	206	1667
1998	234	262	262	235	238	233	231	1695
1999	262	237	262	264	237	242	232	1736
2000	261	267	232	261	260	232	235	1748
2001	293	265	262	237	263	263	232	1815
2002	271	290	264	262	238	248	261	1834
2003	266	273	287	266	258	236	248	1834
2004	286	269	269	287	262	251	222	1846
2005	264	274	263	267	285	262	250	1865
2006	265	266	278	266	265	283	258	1881
2007	271	262	260	270	263	263	268	1857
2008	275	261	258	254	271	264	264	1847
2009	269	266	257	260	259	264	260	1835
2010	269	265	267	260	258	259	262	1840

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Table 10.6: 2009 Mobility

School	Total
Lancasterian Primary	25%
Lea Valley Primary	18%
St Francis de Sales RC Infants	3%
St Francis de Sales RC Juniors	7%
St Paul's & All Hallows CE Infants	3%
St Paul's & All Hallows CE Juniors	7%

Table 10.7: 2010 Temporary accommodation units

Ward	Number of units
Northumberland Park	115
Total	**115**

Table 10.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Lancasterian Primary School	97%	43%	75%	89%	8%
Lea Valley Primary School	96%	60%	71%	76%	20%
PA10 Average	**97%**	**51%**	**73%**	**82%**	**14%**

Completed building developments in PA 10

There have been 3 major housing developments completed since 1996.

Table 10.9: Completed building developments in PA 10

Site	Number of units	Child yield calculation
Northumberland Park House	20	9
Blaydon Close	15	5
1-49 Meridian Walk	74	54
Total	**109**	**68**

Proposed housing developments in PA 10 since 2002

Two housing developments are currently being considered. Nine major housing developments have been granted by planning.

Table 10.10: Proposed housing developments in PA 10

Site	Decision	Number of units	Child yield calculation
62-70 Northumberland Park N17	Granted	16	6
Blaydon Close, Northumberland Park N17	Granted	15	5
Northumberland Park House, Northumberland Park	Granted	20	10
6-8 James Place N17 8NR	Granted	12	5
Three Compasses, Queen Street N17 8HU	Granted	23	10
Harpers Yard, Ruskin Road N17 8QQ	Granted	16	5
Harpers Yard, Ruskin Road N17 8QQ	Granted	9	9
761-767 High Road Tottenham N17 0JP	Granted	16	8
691-693 High Road N17	Granted	58	24
700-702 High Road N17 0AE	Pending	16	14
Garage colony, Waverley Road N17	Pending	12	13
Total		**213**	**109**

Plans for major works at Tottenham Hotspur Football Stadium are in negotiations. This will have an impact on the demand for school places in the local area. Further information on this can be found in appendix 1. Four major housing developments have been granted by planning.

The Central Leeside development, which extends from Pickett's Lock in the North East Tottenham (in Enfield) to Northumberland Park in the south, could further increase school place demand in Northumberland Park ward. The development is large scale and will transform the area by creating a mix of community businesses and homes. There is currently no information available about the number of units this development will bring, however initial estimates range between 5,000-10,000. It is expected that the Central Leeside Area Action Plan (CLAPP) will be adopted by 2010. Haringey is working in partnership with Enfield to assess the impact on demand for future school places.

Conclusion

The projections for 4 year olds show an upward trend. The area has a large number of temporary accommodation units and experiences variations in pupil mobility.

The schools in this planning area are either full or very close to capacity across all their year groups. For September 2009, there were no vacant reception places. Overall demand for school places in this planning area remains high.

We will continue to work with planners and colleagues in Enfield to understand the impact of all the housing developments planned for the area and how this will affect the demand for school places. This work is on going and updates will be provided annually.

Planning area 11

This planning area incorporates White Hart Lane ward.

Table 11.1: Schools, PANs, reception numbers and unfilled reception places in planning area 11

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Devonshire Hill	60	60	0
Risley Avenue	90	89	1
Totals	**150**	**149**	**1**

Table 11.2: GLA projections for planning area 11

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		154	165	
2002/3		149	165	153
2003/4	181	136	165	145
2004/5	208	135	165	145
2005/6	190	135	165	131
2006/7	234	142	165	119
2007/8	205	144	150	110
2008/9	193	150	150	111
2009/10	234	149	150	104
2010/11	227	146	150	113
2011/12	260	152	150	
2012/13	256	152	150	
2013/14		151	150	
2014/15		150	150	
2015/16		149	150	
2016/17		149	150	
2017/18		149	150	
2018/19		150	150	
2019/20		151	150	

Table 11.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Devonshire Hill	58	62	59	46	54	55	51	48
Risley Avenue	87	83	72	73	56	56	53	65
Total	**145**	**145**	**131**	**119**	**110**	**111**	**104**	**113**

Table 11.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Devonshire Hill *	424	409	408	397	393	369	391	399
Risley Avenue	622	620	610	604	589	581	598	599
Total	**1046**	**1029**	**1018**	**1001**	**989**	**950**	**989**	**998**
Total Capacity	**1155**	**1155**	**1155**	**1155**	**1155**	**1050**	**1050**	**1050**
Percentage of Surplus capacity	9.4%	10.9%	11.9%	13.3%	14.4%	9.5%	5.8%	5.0%

*from Sep 2007 the PAN was reduced to 60

Table 11.5: Total School Roll trends by year group

Year	Rolls PA 11							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	157	141	147	143	128	153	119	988
1998	140	147	152	148	151	148	132	1018
1999	141	139	161	147	155	151	146	1040
2000	135	134	140	153	141	150	158	1011
2001	151	139	141	147	147	139	148	1012
2002	154	146	148	146	144	145	151	1034
2003	149	156	149	148	151	146	147	1046
2004	136	152	152	149	147	147	149	1032
2005	135	143	149	152	147	145	147	1018
2006	136	141	140	147	151	144	142	1001
2007	142	136	132	135	145	150	142	989
2008	144	138	125	129	130	134	150	950
2009	150	143	147	124	147	135	143	989
2010	149	150	147	146	124	147	135	998

Table 11.6: 2009 Mobility

School	Total
Devonshire Hill	31%
Risley Avenue	24%

Table 11.7: 2010 Temporary accommodation units

Ward	Number of units
White Hart Lane	172
Total	**172**

Table 11.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Devonshire Hill Primary School	95%	34%	74%	86%	9%
Risley Avenue Primary School	98%	36%	74%	87%	11%
PA11 Average	**97%**	**35%**	**74%**	**87%**	**10%**

Completed building developments in PA 11

There have been two major housing developments completed since 1996.

Table 11.9: Completed building developments in PA 11

Site	Number of units	Child yield calculation
White Hart P.H, Devonshire Hill Lane	24	18
Falconer Court, Compton Crescent N17 7SU	21	8
Land North Off Allington Avenue	16	5
Middx University White Hart Lane N17 8HR	81	33
Middlesex University White Hart Lane N17	123	51
Total	**265**	**115**

Proposed housing developments in PA 11 since 2002

Plans for major works at Tottenham Hotspur Football Stadium are in negotiations. This will have an impact on the demand for school places in the local area. Further information on this can be found in appendix 1. Four major housing developments have been granted by planning.

Table 11.10: Proposed housing developments in PA 11

Site	Decision	Number of units	Child yield calculation
Falcomer Court, Compton Crescent	Granted	21	8
Hesta Annexe White Hart Lane N17	Granted	13	10
Total		**34**	**18**

On the Enfield border planning permission was granted for part residential development of the Bull Lane site by Enfield's Planning Committee in 2004, subject to a section 106 agreement. The Bull Lane site is just under 11 acres and it is proposed that up to 4 acres of this land could be developed for family housing. Negotiations on this are still ongoing. There is an option that the site will be developed in its entirety for sports in conjunction with the Community Action Trust and that no new housing will be provided. We are continuing to monitor the situation.

Conclusion

The reception class projections remain steady. However, since 2006 there has been an increase in the number of reception age children admitted to schools in this planning area. First place preference applications have increased since last year and schools rolls have also begun to steadily increase since 2008. This area is characterised by high mobility.

We will continue to work with planners and colleagues in Enfield to understand the impact of all the housing developments planned for the area and how this will affect the demand for school places. This work is on going and updates will be provided annually.

Planning area 12

This planning area incorporates Bruce Grove ward and West Green ward.

Table 12.1: Schools, PANs, reception numbers and unfilled reception places in planning area 12

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Belmont Infant	56	56	0
Belmont Junior			
Broadwater Farm Primary*	60*	59	1
Bruce Grove Primary School	60	60	0
Downhills Primary	60	60	0
Totals	**236**	**235**	**1**

*reduced the PAN to 60 for September 08.

Table 12.2: GLA projections for planning area 12

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		249	257	-
2002/3		246	257	259
2003/4	465	249	257	276
2004/5	414	234	257	256
2005/6	480	222	257	213
2006/7	480	235	257	229
2007/8	471	228	257	198
2008/9	508	228	236	229
2009/10	494	235	236	269
2010/11	468	233	236	262
2011/12	540	247	236	
2012/13	520	250	236	
2013/14		250	236	
2014/15		250	236	
2015/16		251	236	
2016/17		253	236	
2017/18		254	236	
2018/19		256	236	
2019/20		256	236	

Table 12.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Belmont Infant	65	71	70	66	66	79	110	89
Belmont Junior								
Broadwater Farm Primary	66	52	32	57	47	45	61	60
Bruce Grove Primary School	70	67	58	46	34	58	56	65
Downhills Primary	75	66	53	60	48	47	42	48
Total	**276**	**256**	**213**	**229**	**198**	**229**	**269**	**262**

Table 12.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Belmont Infant	162	168	166	168	165	157	164	168
Belmont Junior	207	203	204	218	206	207	210	199
Broadwater Farm Primary*	475	495	481	450	418	410	395	387
Bruce Grove Primary School	416	410	416	400	412	415	409	407
Downhills Primary	392	391	404	397	404	407	401	415
Total	**1652**	**1667**	**1671**	**1633**	**1605**	**1596**	**1579**	**1576**
Total Capacity	**1757**	**1778**	**1799**	**1799**	**1799**	**1799**	**1652**	**1652**
Percentage of Surplus capacity	**6.0%**	**6.2%**	**7.1%**	**9.2%**	**10.8%**	**11.3%**	**4.4%**	**4.6%**

*Broadwater Farm was expanded in sep 1998 to take 81 pupils. The PAN was reduced 60 for September 08.

Table 12.5: Total School Roll trends by year group

Year	Rolls PA 12							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	249	234	261	224	256	217	225	1666
1998	251	253	215	234	230	253	221	1657
1999	243	257	240	233	232	229	256	1690
2000	243	243	247	226	237	236	221	1653
2001	245	246	239	237	226	228	226	1647
2002	249	255	240	230	231	229	228	1662
2003	246	243	248	239	219	220	237	1652
2004	248	253	244	239	238	220	225	1667
2005	234	256	250	241	235	236	219	1671
2006	223	218	251	240	235	230	236	1633
2007	235	223	222	237	229	233	226	1605
2008	228	233	221	219	237	225	223	1596
2009	228	223	231	219	218	236	224	1579
2010	235	236	232	222	216	209	226	1576

Table 12.6: 2009 Mobility

School	Total
Belmont Infant	7%
Belmont Junior	12%
Broadwater Farm Primary	19%
Bruce Grove Primary School	29%
Downhills Primary	29%

Table 12.7: 2010 Temporary accommodation units

Ward	Number of units
Bruce Grove	159
West Green	145
Total	**304**

Table 12.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Belmont Infant School	99%	53%	88%	94%	5%
Belmont Junior School	98%	44%	75%	86%	12%
Broadwater Farm Primary School	98%	70%	82%	93%	5%
Bruce Grove Primary School	96%	49%	74%	86%	10%
Downhills Primary School	98%	43%	74%	87%	11%
PA12 Average	**98%**	**52%**	**79%**	**89%**	**8%**

Completed building developments in PA 12

There have been 8 major housing developments completed since 1996

Table 12.8: Completed building developments in PA12

Site	Number of units	Child yield calculation
6 Bruce Grove	19	14
3-25 Pembury Road	19	9
579d High Road	13	6
Former High cross upper school, High Road	28	8
Pembury House, 593-599 high road	13	3
Milton Road depot,70 Milton Road	67	42
Dagmar Arms Cornwall Road	26	9
Tangmere house Willan Road	12	5
Total	**197**	**96**

Proposed housing developments in PA 12 since 2002

There is 1 major housing development currently being considered and 3 major housing developments granted by the planners.

Table 12.9: Proposed housing developments in PA 12

Site	Decision	Number of units	Child yield calculation
472-480 West Green Road N15	Granted	22	11
415-419 High Road N17	Granted	52	5
339 Lordship Lane N17 6AZ	Granted	14	5
308 West Green Road N15	Pending	43	16
Total		**131**	**37**

Conclusion

The projections for 4 year olds show an upward trend. This is supported mainly by an increasing birth rate. This area is characterised by fairly high mobility. The schools have remained relatively stable over the past three years. There are few major housing developments and no plans that would affect the current situation.

Broadwater Farm's PAN was reduced to 60 for September 2008. This has subsequently reduced the overall surplus capacity in this planning area. With the development of the Primary Inclusive Learning Campus on this site and the remodelling of the school building under the ILC development the PAN will be kept at 60.

Planning area 13

This planning area incorporates Noel Park ward.

Table 13.1: Schools, PANs, reception numbers and unfilled reception places in planning area 13

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Alexandra Primary*	30	30	0
Noel Park Primary	81	77	4
Totals	**111**	**107**	**4**

*30 from Sep 2007

Table 13.2: GLA projections for planning area 13

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		120	141	-
2002/3		75	141	69
2003/4	177	87	141	79
2004/5	188	104	141	89
2005/6	197	96	141	77
2006/7	209	85	141	56
2007/8	168	88	111	61
2008/9	208	99	111	69
2009/10	194	107	111	74
2010/11	214	101	111	75
2011/12	201	109	111	
2012/13	210	111	111	
2013/14		113	111	
2014/15		114	111	
2015/16		116	111	
2016/17		118	111	
2017/18		120	111	
2018/19		122	111	
2019/20		124	111	

Table 13.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Alexandra Primary	32	28	32	20	24	27	28	25
Noel Park Primary	47	61	45	36	37	42	46	50
Total	**79**	**89**	**77**	**56**	**61**	**69**	**74**	**75**

Table 13.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Alexandra Primary*	216	205	181	192	182	183	185	188
Noel Park Primary	450	435	455	474	453	444	462	484
Total	**666**	**640**	**636**	**666**	**635**	**627**	**647**	**672**
Total Capacity	**987**	**987**	**987**	**987**	**987**	**777**	**777**	**777**
Percentage of Surplus capacity	**32.5%**	**35.2%**	**35.6%**	**32.5%**	**35.7%**	**19.3%**	**16.7%**	**13.5%**

*from Sep 2007 the PAN was reduced to 30

Table 13.5: Total School Roll trends by year group

Year	Rolls PA 13							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	127	109	116	118	130	95	101	796
1998	113	121	106	101	107	127	91	766
1999	109	116	117	100	115	104	126	787
2000	124	120	111	117	104	132	118	826
2001	120	112	128	110	115	109	127	821
2002	120	100	104	100	104	105	93	726
2003	75	106	98	98	95	103	91	666
2004	87	83	98	95	89	88	100	640
2005	104	87	82	93	91	95	84	636
2006	97	110	91	90	95	88	95	666
2007	85	90	106	88	87	88	91	635
2008	88	81	89	94	93	90	92	627
2009	99	90	85	89	95	98	91	647
2010	107	109	96	90	80	98	92	672

Table 13.6: 2009 Mobility

School	Total
Alexandra Primary	30%
Noel Park Primary	31%

Table 13.7: 2009 Temporary accommodation units

Ward	Number of units
Noel Park	209
Total	**209**

Table 13.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Alexandra Primary School	94%	22%	60%	78%	16%
Noel Park Primary School	97%	50%	73%	81%	15%
PA13 Average	**96%**	**36%**	**66%**	**80%**	**16%**

Completed building developments in PA 13

There have been 7 major housing developments completed since 1996.

Table 13.9: Completed building developments in PA 13

Site	Number of units	Child yield calculation
Buller Road, Redvers Road	17	8
51 Mayes Road	18	5
675-679 Lordship Lane	16	8
Former Car Park And Building At Altair Close	24	5
Park Lane Health Centre, Park Lane	24	14
Garages Off, William Street	14	9
3-11 Station Road	10	1
Total	**123**	**50**

Proposed housing developments in PA 13 since 2002

There is 1 major housing development currently being considered and 7 major housing developments have been granted by the planners

Table 13.10: Proposed housing developments in PA 13

Site	Decision	Number of units	Child yield calculation
136 A, B, C High Road N22	Pending	14	3
673 Lordship Lane N22	Granted	18	9
Goulding Court, Turnpike Lane N8	Granted	69	24
1-3 Whymark Avenue N22 6DJ	Granted	13	4
761-767 High Road N17 8AH	Granted	16	7
120-128 Mayes Road	Granted	9	5
2A Brabant Road N22 6XB	Granted	31	9
725-733 Lordship Lane N22	Granted	90	22
Total		**260**	**72**

The Haringey Heartlands development will have a minimum of 1000 units on the Land between Kings Cross East coast main line, Mayes Rd & Hornsey Park Rd N8. A conservative estimate would be a child yield figure of between 197 – 300.

Update on school building program

Noel Park

The first phase of building work is scheduled to commence in July 2010 to create an additional classroom. The second phase of building work will include a remodel of the nursery, reception and school offices. The development is scheduled to be completed by September 2011.

Conclusion

The birth rate and reception class projections indicate steady growth over the next ten years. Overall, demand for school places has increased since 2006 but remained steady between 2009 and 2010.

The area is characterised by high mobility and has a high number of units of temporary accommodation.

We will continue to work with planners and colleagues to understand the impact of all the housing developments planned for the area.

Planning area 14

This planning area incorporates Bounds Green and Woodside wards.

Table 14.1: Schools, PANs, reception numbers and unfilled reception places in planning area 14

School	Planned admission number 2009	Current reception Nos.	Current Unfilled reception places
Bounds Green Infants*	60	60	0
Bounds Green Juniors			
Earlham	60	55	5
Lordship Lane	90	87	3
Nightingale	60	53	7
St Martin of Porres RC Primary	30	30	0
St Michael's CE Primary N22	30	26	4
St Paul's RC Primary	30	30	0
Totals	**360**	**341**	**19**

*60 from Sep 2007

Table 14.2: GLA projections for planning area 14

Year	Number of Births for the equivalent school year	GLA 4 year old roll projection	Planned admission number	Total number 1st place preferences
2001/2		364	390	-
2002/3		362	390	392
2003/4	434	355	390	431
2004/5	380	357	390	404
2005/6	373	365	390	405
2006/7	353	353	390	349
2007/8	388	333	360	271
2008/9	358	347	360	350
2009/10	401	341	360	312
2010/11	405	360	360	305
2011/12	443	383	360	
2012/13	479	391	360	
2013/14		393	360	
2014/15		396	360	
2015/16		401	360	
2016/17		406	360	
2017/18		409	360	
2018/19		413	360	
2019/20		416	360	

Table 14.3: First place preference information

School	2003	2004	2005	2006	2007	2008	2009	2010
Bounds Green Infants	62	66	64	53	37	73	69	63
Bounds Green Juniors								
Earlham	68	51	48	48	24	37	35	33
Lordship Lane	74	75	102	88	72	88	82	73
Nightingale	93	78	57	59	50	55	35	38
St Martin of Porres RC Primary	36	36	36	54	42	53	44	47
St Michael's CE Primary N22	70	70	70	24	24	20	20	20
St Paul's RC Primary	28	28	28	23	22	24	27	31
Total	**431**	**404**	**405**	**349**	**271**	**350**	**312**	**305**

Table 14.4: Total number of pupils on roll (reception to year 6)

School	2003	2004	2005	2006	2007	2008	2009	2010
Bounds Green Infants*	211	221	227	216	195	175	168	176
Bounds Green Juniors	257	266	241	243	245	240	238	225
Earlham	388	386	372	380	385	350	358	387
Lordship Lane	605	604	621	623	622	611	607	599
Nightingale	406	397	394	403	406	384	343	345
St Martin of Porres RC Primary	202	204	203	203	205	204	202	201
St Michael's CE Primary N22	204	197	202	197	188	185	183	179
St Paul's RC Primary	199	201	207	206	202	202	200	199
Total	**2475**	**2476**	**2467**	**2474**	**2445**	**2351**	**2299**	**2311**
Total Capacity	**2730**	**2730**	**2730**	**2730**	**2730**	**2509**	**2509**	**2509**
Percentage of Surplus capacity	**9.5%**	**9.3%**	**9.6%**	**9.4%**	**10.4%**	**6.3%**	**8.4%**	**7.9%**

*Bounds green schools were expanded in Sep 1996 to take 90 pupils and reduced to take 60 in Sep 2007.

Table 14.5: Total School Roll trends by year group

Year	Rolls PA 14							
	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	total
1997	346	359	345	351	341	303	335	2380
1998	360	339	352	331	348	341	307	2378
1999	345	358	340	370	324	361	334	2432
2000	347	363	360	318	361	331	362	2442
2001	349	359	361	346	323	351	331	2420
2002	364	342	351	361	347	326	345	2436
2003	362	368	343	346	369	357	327	2472
2004	354	367	358	351	328	367	351	2476
2005	357	365	364	344	345	334	358	2467
2006	367	369	356	356	346	352	328	2474
2007	353	357	348	344	347	347	349	2445
2008	333	334	338	330	328	341	347	2351
2009	347	339	327	320	322	313	3312	2299
2010	341	358	343	316	311	327	315	2311

Table 14.6: 2009 Mobility

School	Total
Bounds Green Infants	2%
Bounds Green Juniors	8%
Earlham	32%
Lordship Lane	24%
Nightingale	23%
St Martin of Porres RC Primary	6%
St Michael's CE Primary N22	22%
St Paul's RC Primary	15%

Table 14.7: 2010 Temporary accommodation units

Ward	Number of units
Bounds Green	159
Woodside	267
Total	**426**

Table 14.8: Summary of distances pupils live from their school

School Name	% of pupils postcodes mapped	% of pupils living between 0-0.3 miles from the school	% of pupils living between 0-0.6 miles from the school	% of pupils living between 0-1 miles from the school	% of pupils living 1 miles or more from the school
Bounds Green Infants School	98%	44%	83%	86%	11%
Bounds Green Junior School	96%	38%	77%	82%	14%
Earlham Primary School	96%	43%	69%	81%	14%
Lordship Lane Primary School	97%	52%	79%	86%	11%
Nightingale Primary School	96%	38%	67%	80%	15%
PA14 Average	**96%**	**43%**	**75%**	**83%**	**13%**

Completed building developments in PA 14

There have been 7 major housing developments completed since 1996.

Table 14.9: Completed building developments in PA 14

Site	Number of units	Child yield calculation
33 Commerce Road	17	11
Bounds Green Centre, Park Road	54	19
68-76 Truro Road	29	6
R/O Bounds Green Br Depot, Imperial Road	30	30
65 Trinity Road & 110-114 Nightingale Road	17	6
Adj. To Woodall House Lordship Lane	114	38
The Family Tree Public House &472-480 Lordship Lane	80	33
Corner Of Nightingale Road, High Road	23	3
Former St. Gabriel's Church ,Bounds Green Road	20	6
Freemasons Tavern, 646 Lordship Lane, N22 5JH	9	3
Total	**393**	**155**

Proposed housing developments in PA 14 since 2002
There have been 7 major housing developments granted by the planners.

Table 14.10: Proposed housing developments in PA 14

Site	Decision	Number of units	Child yield calculation
133 Whittington Road N22	Granted	14	1
419 High Road N22	Granted	40	14
Former Middlesex University Bounds Green Road	Granted	260	88
98 White Hart Lane N22	Granted	27	6
Corner of Nightingale Road & High Road N22	Granted	23	4
Adjacent to Woodhall House Lordship Lane N22	Granted	114	39
Former St Gabriel's Church Bounds Green Road N11	Granted	20	7
Aneurin Bevan House Tredegar Road N11 2QA	Pending	35	13
Total		**533**	**172**

The are plans to regenerate the area around the North Circular Road (A406) between the A109 at Bounds Green and the A10 Great Cambridge Road. Enfield are continuing consultation on the North Circular Area Action Plan (NCAAP) which will aim to facilitate the refurbishment of run-down or surplus buildings and maximise new housing. The NCAPP may create up to 2000 new homes along the North Circular Road in the next 5-10 years. Provision of these homes will impact on school place provision in Haringey and we will continue to work closely with Enfield to monitor delivery of these homes and how we will anticipate it will affect our school place provision.

Conclusion

The roll projections for 4 year olds show an upward trend. This is supported by an increasing birth rate. Overall demand for reception places has slightly decreased since last year. The area has high levels of temporary accommodation units and is characterised by variations in mobility with schools located in the northern part of Bounds Green ward having a lower mobility.

There are a few major housing developments that may affect the future demand for school places in this area. We will continue to work with planners and colleagues to understand the impact of all the housing developments planned for the area.

Appendix 6   Table and graphs for secondary place planning

Year 6 and Year 7 pupil analysis

	year	Number of year 7 places	Number of year 6 pupils	Number of year 7 pupils	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2001/2002	2304	2652	2151	153	6.6%
Actual	2002/2003	2304	2719	2082	222	9.6%
Actual	2003/2004	2304	2684	2183	121	5.3%
Actual	2004/2005	2358	2658	2215	143	6.1%
Actual	2005/2006	2336	2672	2203	139	5.7%
Actual	2006/2007	2336	2724	2207	144	5.5%
Actual	2007/2008	2336	2728	2190	146	6.3%
Actual	2008/2009	2336	2687	2192	144	6.2%
Actual	2009/2010	2336	2625	2110	226	9.7%
Projection	2010/2011	2390	2659	2087	303	12.7%
Projection	2011/2012	2390	2623	2115	275	11.5%
Projection	2012/2013	2444	2735	2086	358	14.7%
Projection	2013/2014	2444	2850	2177	267	10.9%
Projection	2014/2015	2444	2925	2267	177	7.2%
Projection	2015/2016	2444	2939	2327	117	3.8%
Projection	2016/2017	2444	2996	2338	106	4.3%
Projection	2017/2018	2444	3178	2383	61	2.5%
Projection	2018/2019	2444	3243	2528	-84	-3.4%
Projection	2019/2020	2444	3264	2580	-136	-5.6%

Source: 2002-2010 PLASC counts and 2010 GLA Projections

11-15 year old projections and planned places

The number of planned places corresponds to numbers if Gladesmore remains at 8fe and Woodside high remains at 6fe.

	year	11-15 planned places	Number of 11-15 year old pupils	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
Actual	2001/02	11196	10447	749	7.0%
Actual	2002/03	11358	10641	717	6.0%
Actual	2003/04	11490	10808	682	6.0%
Actual	2004/05	11544	10821	723	6.0%
Actual	2005/06	11582	10924	658	6.0%
Actual	2006/07	11620	11003	617	5.0%
Actual	2007/08	11658	11070	588	5.0%
Actual	2008/09	11696	10958	738	6.0%
Actual	2009/10	11680	10,861	819	7.0%
Projection	2010/11	11734	10,734	1000	8.5%
Projection	2011/12	11788	10,736	1052	8.9%
Projection	2012/13	11896	10,828	1068	8.9%
Projection	2013/14	12004	11,087	917	7.6%
Projection	2014/15	12112	11,510	602	5%
Projection	2015/16	12166	11,895	271	2.2%
Projection	2016/17	12220	12,181	39	0.3%
Projection	2017/18	12220	12,441	-221	-1.8%
Projection	2018/19	12220	12,790	-570	-4.7%
Projection	2019/2020	12220	13,151	-931	-7.6%

.Source: 2002-2010 PLASC counts and 2010 GLA Projections
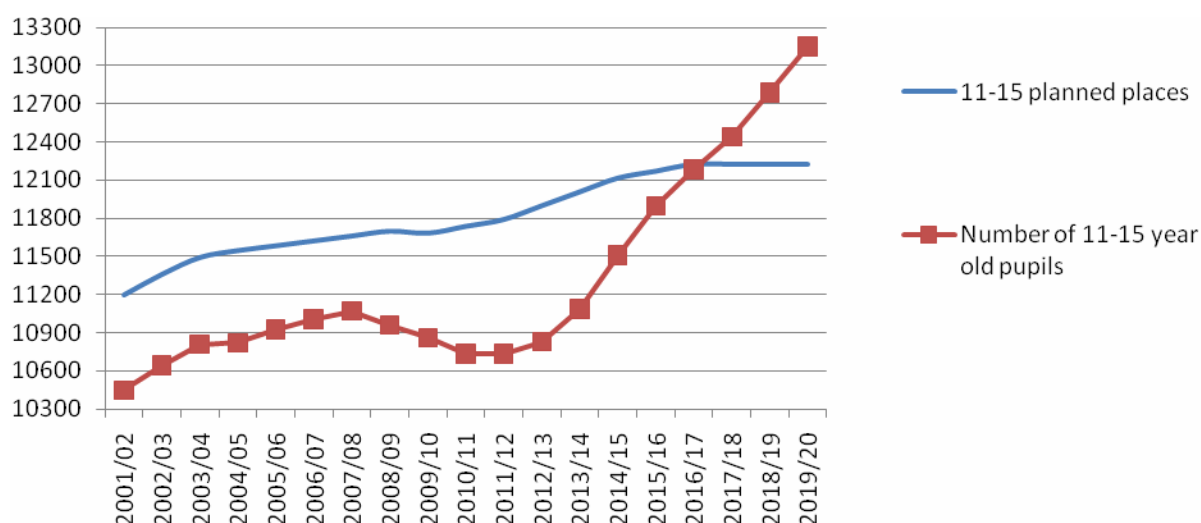
Appendix 7   **School roll situation across all Haringey secondary school**

Alexandra Park	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	0	0	0	0	0	0
	1997-1998	0	0	0	0	0	0
	1998-1999	0	0	0	0	0	0
	1999-2000	163	0	0	0	0	0
	2000-2001	162	162	0	0	0	0
	2001-2002	167	166	161	0	0	0
	2002-2003	167	162	163	162	0	0
	2003-2004	162	161	159	160	160	0
	2004-2005	216	162	161	162	162	105
	2005-2006	216	216	162	162	162	168
	2006-2007	165	158	214	217	217	229
	2007-2008	214	216	215	218	164	230
	2008-2009	214	213	216	214	219	235
	2009-2010	217	219	217	214	214	264

Fortismere	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	237	218	218	216	214	346
	1997-1998	243	239	218	216	215	359
	1998-1999	245	239	238	216	220	181
	1999-2000	239	248	241	241	215	369
	2000-2001	244	240	245	242	241	345
	2001-2002	239	240	238	246	246	322
	2002-2003	232	247	244	238	247	382
	2003-2004	237	242	246	245	237	398
	2004-2005	237	242	238	246	245	405
	2005-2006	242	243	244	242	242	435
	2006-2007	245	237	243	244	241	445
	2007-2008	251	243	243	242	242	379
	2008-2009	244	246	244	243	235	406
	2009-2010	241	244	242	242	244	421

Gladesmore	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	216	207	215	202	191	90
	1997-1998	241	214	208	210	190	70
	1998-1999	237	236	207	201	197	52
	1999-2000	234	242	233	214	200	54
	2000-2001	240	239	246	245	217	62
	2001-2002	242	242	241	244	244	45
	2002-2003	243	241	242	239	244	67
	2003-2004	239	242	238	244	239	72
	2004-2005	239	245	238	241	242	69
	2005-2006	240	240	246	241	238	50
	2006-2007	247	265	243	237	241	57
	2007-2008	242	243	240	261	263	0
	2008-2009	251	240	240	274	235	0
	2009-2010	243	244	248	273	239	0

	Year	Rolls					
		7	8	9	10	11	Post 16
Greig City Academy	1996-1997	169	179	174	209	188	83
	1997-1998	169	179	195	150	186	101
	1998-1999	160	166	191	195	149	84
	1999-2000	153	168	166	189	188	65
	2000-2001	159	162	168	166	170	80
	2001-2002	155	154	180	197	149	24
	2002-2003	100	160	150	182	197	0
	2003-2004	142	99	165	145	185	0
	2004-2005	136	114	90	149	134	89
	2005-2006	159	137	121	87	150	99
	2006-2007	117	84	182	156	134	115
	2007-2008	184	172	154	125	116	113
	2008-2009	199	180	161	149	122	142
	2009-2010	196	194	172	157	146	178

	Year	Rolls					
		7	8	9	10	11	Post 16
Highgate Wood	1996-1997	215	211	211	214	196	105
	1997-1998	243	213	204	209	199	114
	1998-1999	249	236	210	208	205	93
	1999-2000	243	231	240	209	207	93
	2000-2001	243	243	243	240	209	104
	2001-2002	240	235	244	238	246	119
	2002-2003	237	243	234	241	234	114
	2003-2004	236	240	241	242	235	136
	2004-2005	241	239	241	241	242	107
	2005-2006	243	243	240	245	230	166
	2006-2007	241	235	240	243	242	212
	2007-2008	239	240	241	241	238	209
	2008-2009	243	241	243	244	237	220
	2009-2010	240	242	240	246	240	179

	Year	Rolls					
		7	8	9	10	11	Post 16
Hornsey School for Girls	1996-1997	240	209	209	205	197	120
	1997-1998	241	239	212	205	209	148
	1998-1999	236	239	237	208	201	189
	1999-2000	239	235	237	233	202	192
	2000-2001	237	238	233	237	235	165
	2001-2002	240	238	241	235	238	191
	2002-2003	239	237	235	237	239	194
	2003-2004	237	238	237	231	242	109
	2004-2005	236	240	237	242	243	256
	2005-2006	240	242	243	243	243	253
	2006-2007	240	242	240	239	239	277
	2007-2008	240	237	242	237	247	229
	2008-2009	238	231	235	235	235	206
	2009-2010	241	238	233	240	228	192

John Loughborough

	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	0	0	0	0	0	0
	1997-1998	0	0	0	0	0	0
	1998-1999	0	0	0	0	0	0
	1999-2000	58	86	57	53	48	0
	2000-2001	49	65	83	57	51	0
	2001-2002	53	53	63	78	60	0
	2002-2003	48	57	53	64	78	0
	2003-2004	59	54	62	55	58	0
	2004-2005	58	62	56	61	55	0
	2005-2006	59	60	60	59	55	0
	2006-2007	59	57	57	59	60	0
	2007-2008	55	51	54	60	57	0
	2008-2009	37	57	48	46	59	0
	2009-2010	26	48	64	57	52	0

Northumberland Park

	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	205	206	200	201	183	64
	1997-1998	203	203	203	203	183	78
	1998-1999	234	205	204	199	180	72
	1999-2000	208	230	203	207	191	70
	2000-2001	212	211	234	214	197	78
	2001-2002	205	206	205	226	192	40
	2002-2003	202	205	207	204	232	0
	2003-2004	205	200	203	205	194	0
	2004-2005	207	208	204	211	194	0
	2005-2006	195	207	209	207	198	0
	2006-2007	213	198	199	206	209	0
	2007-2008	202	200	206	208	208	0
	2008-2009	200	205	202	210	206	0
	2009-2010	203	211	211	196	207	0

Park View Academy

	Year	Rolls					
		7	8	9	10	11	Post 16
	1996-1997	155	179	192	190	159	25
	1997-1998	113	163	192	205	183	34
	1998-1999	123	146	177	179	177	74
	1999-2000	208	128	153	175	185	86
	2000-2001	242	209	136	133	152	70
	2001-2002	235	233	198	132	130	39
	2002-2003	227	237	232	208	135	59
	2003-2004	234	237	224	239	207	49
	2004-2005	228	234	240	233	235	44
	2005-2006	240	239	240	240	237	56
	2006-2007	247	243	241	238	241	63
	2007-2008	239	244	243	245	245	0
	2008-2009	242	247	239	242	239	0
	2009-2010	243	246	239	244	240	0

		Rolls					
	Year	7	8	9	10	11	Post 16
St Thomas More	1996-1997	169	194	192	199	190	140
	1997-1998	188	175	189	198	190	133
	1998-1999	195	198	191	196	193	145
	1999-2000	200	197	201	201	177	142
	2000-2001	196	202	201	200	174	133
	2001-2002	199	197	201	201	183	151
	2002-2003	199	200	198	204	184	179
	2003-2004	196	206	203	206	191	165
	2004-2005	199	198	199	204	196	170
	2005-2006	181	201	196	201	185	170
	2006-2007	198	194	190	191	194	173
	2007-2008	145	179	185	190	188	150
	2008-2009	149	131	167	179	183	163
	2009-2010	100	148	129	154	174	146

		Rolls					
	Year	7	8	9	10	11	Post 16
Woodside High	1996-1997	228	232	205	203	173	76
	1997-1998	238	229	235	197	198	77
	1998-1999	238	236	220	234	199	93
	1999-2000	241	228	231	222	228	90
	2000-2001	192	237	229	243	229	100
	2001-2002	173	180	221	235	240	92
	2002-2003	163	194	182	232	234	80
	2003-2004	233	165	207	198	243	119
	2004-2005	218	228	191	201	204	97
	2005-2006	192	224	232	211	213	92
	2006-2007	240	205	162	203	235	66
	2007-2008	179	175	213	232	229	0
	2008-2009	175	184	171	197	222	0
	2009-2010	159	181	185	175	188	0

Appendix 8   Post 16 tables and graphs for place planning

Year	Number of year 11 pupils	Number of year 12 pupils	Year 14	Year 15	Number of 16-18 year olds	Post 16 school based capacity	Number of 16-18 (100% retention within a Haringey setting-increased age of participation)	Year 11	year 12	year 13
2007/08	2192	1299	529	142	1970	2130				
2008/09	2192	1320	792	58	2170	2380				
2009/10	2168	1302	913	149	2364	2455				
2010/11	2139	1312	830	165	2307	2880				
2011/12	2145	1290	823	145	2258	2880				
2012/13	2198	1296	799	140	2235	2880	2235			
2013/14	2189	1334	795	133	2262	2880	3126	2198	795	133
2014/15	2278	1336	813	130	2279	2880	4517	2189	2198	130
2015/16	2359	1385	807	131	2323	2880	4598	2278	2189	131
2016/17	2391	1418	822	127	2367	2880	6826	2359	2278	2189
2017/18	2444	1421	826	127	2374	2880	7028	2391	2359	2278
2018/19	2484	1442	816	126	2384	2880	7194	2444	2391	2359
2019/20	2540	1458	818	123	2399	2880	7319	2484	2444	2391

Source: 2008-2010 PLASC counts and 2010 GLA Projections

Appendix 9   **SEN projections**

9.1 This is the second year that we have been able capture the number children and young people known to Haringey with highest needs. The tables below provides a breakdown of Haringey resident children and young people with a disability and those with statements with values of 15 hours and above or who attend special schools either in and out of borough.

9.2 Since 2009 the number of children with a diagnosis of Autism has increased in both the primary and secondary sectors. This is in line with the national trend and children may receive a diagnosis at any age between 3 years and 19 years of age.

9.3 The Early support programme is now well stabilised and identifies children aged 0-5 years with a disability. Referrals are received from a wide range of medical professionals post diagnosis. There are currently 101 children on the Early support programme. The data shows that more children are having their needs identified early or before starting school then in 2009.

9.4 In the post 16 sector, there has been an increase in the number of children with statements of severe learning difficultly. Generally, more children have remained on roll at special schools for the academic year 2009 – 2010 then the previous academic year.

9.5 We will continue to work with colleagues on SEN data and projections.

Number of Haringey children with an SEN in special schools in and out of borough and number of children with an SEN receiving 15 or more hours of support by year group in the pre-school and primary sectors.

Primary Need	not yet of school age		Pre-school - Pre/Nur		Reception		Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Total	
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	**2009**	**2010**
Autistic Spectrum Disorder		5		3	23	22	24	38	23	28	13	36	20	23	19	30	14	22	136	207
Behavioural, Emotional & Social Difficulty					2	1	2		5	9	7	4	10	9	9	13	14	11	49	47
Hearing Impairment	1	3			2	1	1	1	1	1	2	1	2	3	1	2		1	10	13
Moderate Learning Difficulty			1	1	3	5	11	6	15	14	13	17	22	12	18	22	25	19	108	96
Multi-Sensory-Impairment																			0	0
Physical Disability	2		2	5	6	5	7	5	1	8	5	1	9	5	5	9	6	4	43	42
Profound & Multiple Learning Difficulty	1	2			2	2	3	3	4	3	1	4	4	1	1	3	4	1	20	19
Speech, Language & Communication Needs	3	2	1	1	4	6	1	10	4	9	8	6	1	11	6	20	3	19	31	84
Severe Learning Difficulty		3		1		1		3				1		6		1	3	5	3	21
Specific Learning Difficulty	1				10		7		8		12		19	1	17		17	1	91	2
Visual Impairment		1		1	1	1		1				3	1	4	1	1	2	1	8	10
unknown	48	53		11	1	3	1		1			1			1	1			52	69
Grand Total	**56**	**69**	**4**	**23**	**54**	**47**	**57**	**67**	**62**	**72**	**64**	**71**	**88**	**75**	**78**	**102**	**88**	**84**	**551**	**610**

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Number of Haringey children with an SEN in special schools in and out of borough and number of children with an SEN receiving 15 or more hours of support by year group in the secondary and post-16 sectors

Primary Need	Year 7		Year 8		Year 9		Year 10		Year 11		Higher - Year 16+		Total	
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010
Autistic Spectrum Disorder	16	19	8	25	13	16	10	18	6	14	19	33	72	140
Behavioural, Emotional & Social Difficulty	15	18	18	16	19	18	21	18	29	18	7	7	109	99
Hearing Impairment	6		3	6	6	2	4	6	3	5	3	1	25	20
Moderate Learning Difficulty	31	26	29	28	20	23	25	17	22	28	29	24	156	156
Multi-Sensory-Impairment									1			0	1	0
Physical Disability	10	5	4	9	5	4	6	4	5	5	8	13	38	45
Profound & Multiple Learning Difficulty	3	5	1	3	2	1	1	2	5	1	2	7	14	25
Speech, Language & Communication Needs	7	15	7	7	2	9	8	9	13	13	24	9	61	67
Severe Learning Difficulty	3	3	5	5	3	6	3	1	1	6		23	15	51
Specific Learning Difficulty	7	6	10	4	11	6	13	3	8	3	3	0	52	22
Visual Impairment	2	2	4	2		2			2		3	3	11	10
unknown	1							1				0	1	1
Grand Total	101	99	89	105	81	87	91	79	95	93	99	120	556	636

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Appendix 10   **School Organisational plans in adjoining boroughs**

Barnet

10.1   Primary rolls have been showing gradual increases in Barnet, particularly in nursery, reception and year 1. Surplus capacity is around 5% but this is concentrated in certain year groups and certain areas of the borough, with very few places in reception and year 1. GLA projections predict over 20% increase in demand for primary places over the next 10 years. There has been a significant increase in the number of births to Barnet residents since 2002, with live births increasing by 12% from 2005 to 2009. This is expected to result in significant increases in children entering primary schools over the coming years.

10.2   Barnet Council has just finished rebuilding a number of primary schools, including Whitings Hill in the north of the borough, and Parkfield, Broadfields and The Hyde in the west. A further three schools (Colindale, Northway and Fairway) are in construction. Further plans for investment in primary schools are being developed to ensure there is sufficient capacity to meet demand for school places in the borough.

10.3   At secondary level, there are around 6% surplus places; these are concentrated in four of Barnet's 19 mainstream secondary schools. Barnet also has two academies and two secondary special schools. Barnet is part of the Building Schools for the Future (BSF) programme, and those schools in the first wave of the BSF programme are: St Mary's CoE High School, Bishop Douglass RC, The Ravenscroft, Copthall, Oak Lodge Special School, and the Pavilion Pupil Referral Unit (PRU). Other recent investment in Barnet's secondary school estate includes: East Barnet School, newly rebuilt and offering 10 more places per year from September 2010; JCoSS a new parent-promoted Jewish school opening in September 2010 to year 7 pupils; and the new Wren Academy which opened in September 2008 and currently accommodates 334 pupils in two year groups. The latest GLA data predicts a 16% increase in demand for 11-15 year old school places over the next 10 years.

Enfield

10.4   The latest primary projections confirm the ongoing significant increase in reception numbers from 2008/09 onwards, which is fundamentally driven by a major rise in the birth rate in Enfield between 2001 and 2008. While this increase is forecast to level off in later years, numbers will remain at a higher level than at present as further new housing is built. Enfield is therefore continuing to review its primary places strategy in light of this latest information and is planning to provide permanent additional places through the expansion of existing schools.

10.5   Within the area close to our boundary the recent North Circular Area Action Plan (NCAAP) could provide up to 2000 new residential units along the North Circular Road (NCR) in the next 5 -10 years. Enfield are keen to see a large portion of these units in the form of family housing with the resultant impact on demand for school places. Bowes Primary, situated just over the borough boundary, currently provides places for 90 Haringey children. As part of the NCAAP, there is an aspiration to eventually move Bowes primary to the other side of the NCR onto

the Broomfield (Secondary) School site which would take it further from the borough boundary and make it less likely that Haringey children would gain a place there. There are also proposals to redevelop the nearby Ladderswood Estate which will include the provision of a significant number of new residential dwellings, a large proportion of which would be family sized units. The Estate is located in New Southgate in close proximity to the boundaries of Barnet, Enfield and Haringey, and its redevelopment could therefore have an impact on the availability of school places in all three authorities.

10.6   In the secondary sector demand indicates a deficit in year 7 places from 2015/16 onwards and an overall deficit from 2015/16.

10.7   From September 2007 Salisbury school, now called Turin Grove School was reorganised into a 6fe school on one site, reducing from a split site 9fe school. This school is a mile and half from the Haringey/Enfield border so there may be an impact upon a small number of residents in the north east of Haringey. Both Turin Grove and The Gladys Aylward School, which is within half a mile of the borough boundary, are due to become Academies from September 2010.

10.8   The Oasis Academy Enfield opened in September 2007 as a 6fe school. The school is a ten minute walk from Enfield Lock station, so may attract some pupils who live by Tottenham Hale railway line. These changes have resulted in a total net secondary gain of 3fe (90 places) per year group.

10.9   Major residential development is likely in south east Enfield/north east Haringey as part of a joint Enfield/Haringey Area Action Plan for what is known as the Central Leeside area. As primary schools in both boroughs in this area are full to capacity and oversubscribed, new primary places will need to be provided as part of the regeneration proposals for this area. The level and location of this provision will depend upon the size, scale and type of residential development. There will also be a subsequent knock-on effect on the need for additional secondary provision which will require the provision of a new school.

10.10   Albany School in the north east of the borough became Oasis Academy Hadley in September 2009 and its intake reduced from 9 to 8fe. It is also due to relocate to new purpose built accommodation in Ponders End by September 2012, where it will offer 2fe of primary provision, thereby addressing the demand for primary places in that part of the borough.

10.11   Enfield is now in Wave 6a of BSF. The programme includes the re-organisation of Edmonton County School from its existing 9fe split site structure to two 6fe schools, thereby creating a net growth of 3fe.

Islington

10.12   The City of London Academy Islington opened in September 2008 on the site previously occupied by Islington Green Secondary school. The Academy is a 4fe school and is phasing out the current 6fe of Islington Green secondary school, which should be completed by September 2013. It is proposed to have post 16 provision once all the 6fe years are phased out.

10.13   Samuel Rhodes Special school – the primary department has co-located at Montem Primary School, the secondary department has been co-located at Highbury Grove Secondary School from September 2009.

10.14   Islington are in the planning stages for the Crouch Hill Project, which includes relocating Ashmount Primary school on that site for September 2012.

10.15   Robert Blair Primary school, located on Brewery Road near Caledonian Road tube station, reduced their admission number from 45 to 30 from September 2009.

10.16   Ambler Primary school located on Blackstock Road near Finsbury Park tube station, reduced their admission number from 60 to 30 from September 2009.

Hackney

10.17   City Academy (6fe, mixed school) opened in Homerton in September 2009 and Skinners Academy will open (6fe, mixed school) on the Woodberry Down estate – there are a handful of Haringey residents on roll, probably due to the point for measuring distance is not the school itself, but a point further into Hackney.

10.18   Lauriston Primary increased from 1 to 2fe for September 2009. Southwold in the east of the borough has increased by 15 places from September 2009.

10.19   In order to meet the unexpected demand for reception places this September, Hackney are looking to provide 4-5fe across the borough, mostly as bulge years, but some more permanent by increasing provision in existing schools.

10.20   Work is starting again on the Woodberry Down Regeneration so Hackney will be reviewing the need to expand Woodberry Down Primary from 2 to 3fe.

Waltham Forest

10.21   On 23 February 2009 Waltham Forest published statutory notices in respect of their Building Schools for the Future programme. The proposals published in the statutory notices include:

Sixth Form Provision

10.22   Establishing new post 16 provision at 12 schools, comprising of a total of 605 places, to be implemented by 1 September 2010. The three LA school sixth forms that are already in place will have their sixth form numbers increased from 1 September 2010 by a total of 225 places across the three schools. This proposal means that every secondary school in Waltham Forest (including the two all-through schools) will offer sixth form provision.

All-through schools

10.23   Tom Hood Community College Science College closed on 31 December 2009. Pupils registered at the school on this date transferred to the roll of Cann Hall Primary School.   The age range of Cann Hall Primary School was extended from

a 3-11 school to a 3-16 school on 1 January 2010 and will become a 3-18 school from 1 September 2010. The all-through school is now known as Buxton School.

10.24   The Beaumont School closed on 31 August 2009. Pupils registered at the school on this date transferred to the roll of George Mitchell School. The age range of George Mitchell School was extended from an 11-16 school to a 3-16 school from 1 September 2009 and will become a 3-18 school from 1 September 2010.

Expansions

- Leytonstone Business and Enterprise Specialist School will expand from 6fe to 7fe from 1 September 2011.
- Willowfield Humanities College will expand from 4 to 6fe from 1 September 2011. Willowfield Humanities College will be relocated into a new building on a new site in April 2013.
- Highams Park School will expand by 25 places (1fe) from 7 to 8fe from 1 September 2012.
- Kelmscott School will expand from 6 to 8fe from 1 September 2014.
- George Mitchell School (as the 3-18 school) will increase its reception intake by 1fe from 1 September 2010. The year 7 intake will remain the same.
- Buxton School will increase its reception intake by 1fe from 1 September 2012. The year 7 intake will remain the same.

Special Educational Needs

10.25   Proposal to establish Additional Resource Provision to the following schools:
- Heathcote School And Science College - 15 places for Hearing Impairment (HI) to be implemented from 01 September 2010.
- Rush Croft Sports College - 15 places for Physical Disability (PD) to be implemented from 01 September 2010.
- Frederick Bremer School - 15 places for Autistic Spectrum Disorder and Speech, Language and Communication Needs (ASD/SLCN) to be implemented from 01 September 2010.
- Willowfield Humanities College - 15 places for Severe Learning Difficulty (SLD) to be implemented from 01 September 2011.
- George Mitchell School - 20 places for Autistic Spectrum Disorder (ASD) to be implemented from 01 September 2010.
- Buxton School - 10 places for Speech, Language and Communication Needs (SLCN) to be implemented from 01 September 2010.
- Highams Park School - 15 places for Visual Impairment (VI) to be implemented from 01 September 2010.
- Chingford Foundation School - 20 places for Speech, Language and Communication Needs (SLCN) to be implemented from 01 September 2010.

10.26   The secondary rolls are projected to rise from 2011/12. As part of BSF the Borough has proposed the expansion of a number of secondary schools. However in order to ensure that there are sufficient secondary school places to meet local demand, it will be necessary to consult on a new secondary school in Waltham Forest. Consultation on the new school will begin in 2010.

10.27   As a result of rising births and migration from 2002 onwards, the primary rolls have started rising and are projected to do so in the next five years. The following primary schools are being expanded to meet demand:

- Willow Brook Primary School expanded from 2 to 3fe from 1 September 2009.
- St Saviour's CE Primary School expanded from 1 to 2fe from 1 September 2009.
- Edinburgh Primary School expanded from 1 to 3fe from 1 September 2010 and being relocated on a new site in 2011.
- George Tomlinson Primary School from 2 to 3fe from 1 September 2011 (subject to final approval of the statutory proposal).

Camden

10.28   Roll projections received in 2007 and 2008 pointed to particular pressures in Planning Area (PA1- Fortune Green, Frognal & Fitzjohn, Hampstead Town, West Hampstead and Kilburn wards) in the north west of the Borough, and, in the longer term, in Planning Area 4 (PA4- Regent's Park, St Pancras and Somers Town wards) in the south central part of the borough. The Primary Capital Strategy includes a proposal to deliver additional places in the north west of the borough by expanding Emmanuel CoE Primary School by a half form of entry (to roll through from reception from September 2012).

10.29   Demand for places in PA4 is likely to be affected significantly by inflow from the Kings Cross development where substantial housing development will occur during the Primary Capital Programme (PCP) period. Provision has been made through a Section 106 agreement to provide the shell of up to a 2fe primary school, subject to the confirmation that this is required.

10.30   Camden is in Wave 5 of the Building Schools for The Future (BSF) Programme. Camden's BSF proposal aims to meet the increase in demand projected within the planning timescale to 2017 through the creation of an additional 8fe (1,200 places) at 11-16 in mainstream secondary schools. A new 6fe (900) school is proposed on the Adelaide Road site in the north west of the Borough, and an expansion of up to 2fe (300) to South Camden Community School in the south of the borough. Current plans are for numbers at the new school to roll through from year 7 from 2011, with an increase of 1fe at South Camden from 2011 and 2fe from 2012. The new school on the Adelaide Road is approximately 2 and a half miles away from the Haringey/Camden border and is within close proximity of several underground stations so there may be an impact upon a small number of residents in the south west of Haringey.

10.31   Plans also include an increase of 530 Post 16 school places (including 250 in the new secondary school).

10.32   Frank Barnes School for Deaf Children (primary) will be moved from its current site in 2010 to a temporary new location in the Kings Cross area. It is proposed a new Frank Barnes school will then be co-located with a Camden mainstream primary school. Frank Barnes School has not been full for a number of years, and

the Executive approved the formal reduction in pupil numbers to a maximum of 30 places from 1 September 2009.

10.33   A new primary and secondary age special school with 230 places, is proposed, merging two existing special schools, Swiss Cottage and Jack Taylor schools. An increase of 27 places on 2008 numbers is planned. It is proposed to co-locate the school with the new secondary school on the Adelaide Road site.

Appendix 11   **Principles for school place planning in Haringey**

11.1   To guide the planning process in Haringey the following principles were agreed by Cabinet in July 2005, with a further principle added in 2008.

We should:

- seek to meet demand for places within local communities, having regard for the role of schools at the heart of sustainable communities;

- seek to make all our schools popular and successful. Where expansion is needed to meet demand for places, we should favor the expansion of schools where there is proven demand and well-established and successful leadership and management;

- have regard to the impact of any changes on the viability and standards at existing and new schools;

- bring forward proposals that make best use of scarce capital resources;

- work towards more schools having at least 2 forms of entry when building any new schools and through active support for federation of schools to help give each school the capacity to meet our aspirations.

Appendix 12   **Reporting arrangements for school organisational statutory consultation in Haringey**

12.1   HASOF (Haringey Admissions School Organisation Forum) meets regularly to discuss the effectiveness of local admission arrangements, consider how to deal with difficult admission issues and advise admission authorities on ways in which their arrangements can be improved. Part of the Local Authorities role also includes decision making about the establishment, alteration and closure of any maintained mainstream, special and nursery school. The Local Authority also has extended powers to propose the enlargement of premises and the addition or discontinuance of SEN provision.

12.2   The statutory process illustrated in the diagram on the following page was agreed by Cabinet in the 2007 School Place Planning report.

Cabinet agree proposal subject to statutory consultation

Consultation

C&YP Cabinet Member formally consulted on consultation outcome, or report to Cabinet

Agree to publish Statutory notices

No

Statutory representation

Objection received

No

Yes

Recommendations by HASOF

Finish consultation

Implementation and completion of proposal

Approval by Cabinet

No

Yes

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Haringey Council

Agenda item:

[No.]
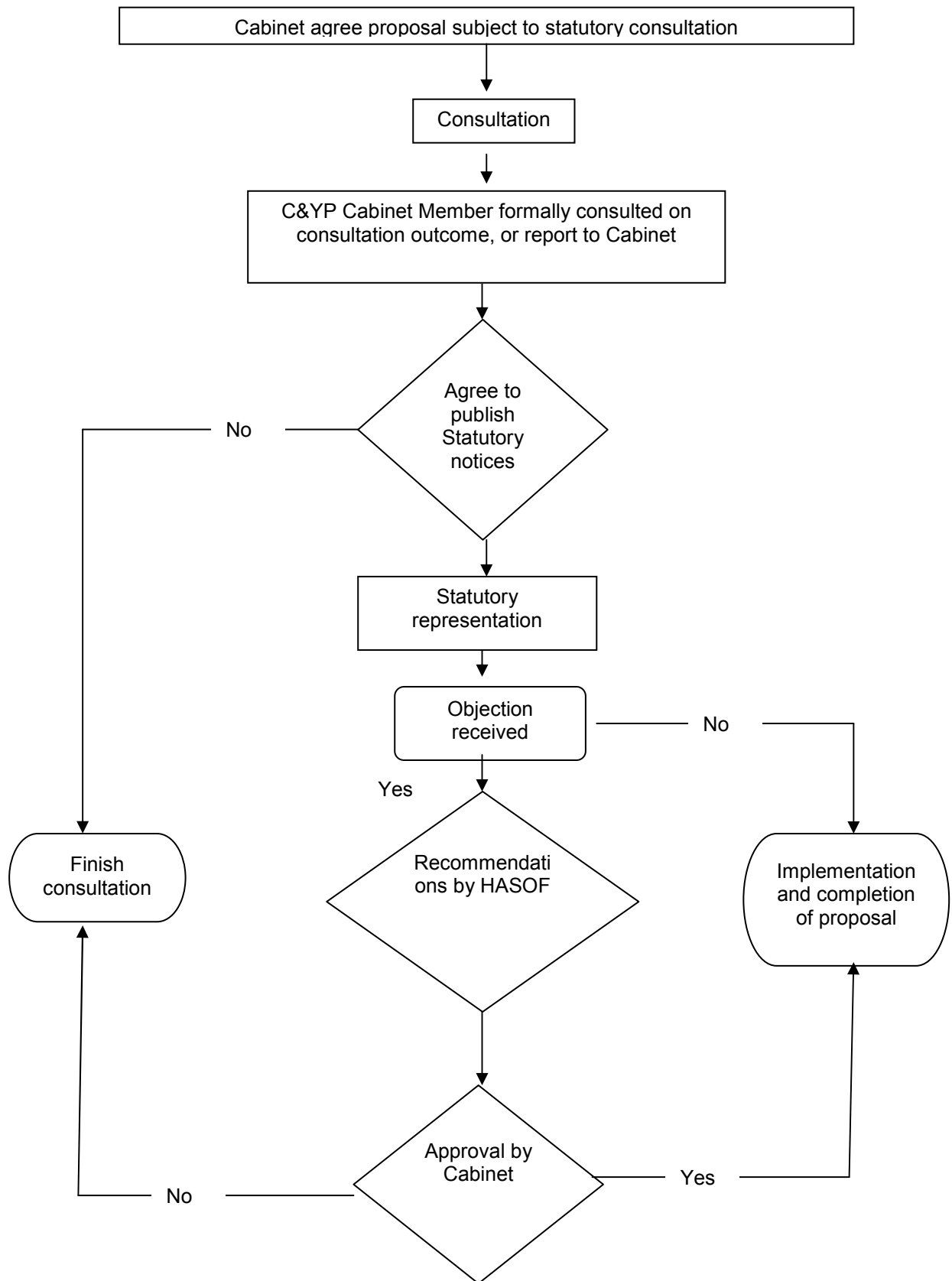
| Cabinet | On **13 July 2010** |

Report Title: Safeguarding Plan for Haringey

Report of **Peter Lewis, Director of Children & Young People's Service**

Signed :

Contact Officer : Mark Gwynne, Safeguarding Plan Programme Manager

| Wards(s) affected: **ALL** | Report for: **Non Key Decision** |

1. Purpose of the report (That is, the decision required)

1.1. This report presents for consideration the refreshed Safeguarding Plan for Haringey, as approved by Children's Trust on 24th June 2010.

1.2. The plan sets out the programme of activity to enable safeguarding of children and young people within Haringey to be recognised as being amongst the best by December 2011.

2. Introduction by Cabinet Member (if necessary)

2.1. We have pledged to improve our children's services so that they become amongst the best in the country. We are not there yet, though we have made significant progress since winter 2008. This Safeguarding Plan sets out what we need to do to ensure that this progress continues and does so at a pace.

2.2. We, the Council, cannot achieve the safeguarding of children on our own. We have to work in partnership and that is why this plan is not just the Council's plan, it is a partnership commitment and has already been approved by the Children's Trust.

2.3. Our staff, and those of our partners, are key to success and I wish to place on record my thanks to them for their hard work.

3. **State link(s) with Council Plan Priorities and actions and / or other Strategies:**

   3.1. The Haringey Community Strategy 2007-2016 in particular the 'Safer for all' key outcome. In response to the JAR Action Plan we have strengthened our commitment to provide support and protection to the most vulnerable people in our community through the following priority: We will *'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'* – *Community Strategy Update, March 2009*

   3.2. The Council Plan 2007-2010 priority of 'Encouraging lifetime well-being at home, work, play and learning'

   3.3. The Children and Young People's Plan 2009-20 in particular the 'Stay Safe' element which, in part, replicates the key actions developed within the Safeguarding Plan.

   3.4. Haringey Strategic Plan (NHS) 2008-2013

   3.5. Safer for all, Haringey's Community Safety Partnership Strategy 2008-2011

4. **Recommendations**

   4.1. To note the refreshed Safeguarding Plan which has been considered by the Towards Excellence in Children's Services Board and approved by the Children's Trust (attached as Appendix 1).

   4.2. To note the revised governance arrangements including the establishment of a Towards Excellence in Children's Services Board as agreed with the former Secretary of State (contained in Appendix 2).

5. **Reason for recommendation(s)**

   5.1. This report presents Cabinet with the refreshed Safeguarding Plan for Haringey.

   5.2. It was originally stated within the Safeguarding Plan that it would be refreshed following the January Ofsted follow-up inspection, to incorporate this feedback and the learning from other inspections across the country.

6. **Summary**

   6.1. The refreshed JAR Action Plan forms the Safeguarding Plan for Haringey. Following delivery of the first phase of actions within the Safeguarding Plan and the feedback from Ofsted, the plan has been refreshed to take forward improvements over the period to December 2011, enabling the partnership to be amongst the best at safeguarding children and young people by 2012. The plan continues to incorporate key findings from the serious case reviews (SCRs) and initial learning where these are yet to be completed.

   6.2. There were several challenges to achieve the desired outcome from phase 1 of

the Safeguarding Plan, the period June – December 2009. These challenges have been achieved, as demonstrated through Ofsted follow-up inspection which took place at the end of January 2010. This follow-up inspection was designed to assess the progress we have made since the urgent JAR in November 2008 and the follow-up visit in June 2009 in relation to specific areas for improvement identified in the previous inspections.

7. Chief Financial Officer Comments

7.1. During 2009-10 the Council made available significant additional resources in order to assist in the implementation of the Safeguarding Plan; some of which were supported by one-off grant resources from the Government. In addition the Council has, as a part of its 2010-11 budget strategy, allocated additional resources on an on-going basis to support safeguarding work. Despite these additional resources, put in over a two year period, there remains significant budgetary pressures apparent in safeguarding services during 2010-11.

7.2. It is important that the actions set out in the safeguarding plan can be sustained on an on-going basis within the overall existing level of resource allocated to Children's Services. This is particularly relevant in the context of constrained public finances over the short to medium term.

7.3. A separate bid has been submitted to the Department For Education (DFE) to assist with work targeted at improving safeguarding services and included within the safeguarding plan. However, the success of this bid is not certain and, in the event that those additional resources are not forthcoming, the service needs to be in a position where it can continue to deliver the plan within the resources available. The overall priorities of the actions within the plan needs to be understood so that adjustments can be made to match resources to the actions set out in the plan.

8. Head of Legal Services Comments

8.1. N/A

9. Head of Procurement Comments

9.1. N/A

10. Equalities & Community Cohesion Comments

10.1. N/A

11. Consultation

11.1. N/A

12. Service Financial Comments

    12.1. Please see CFO comments above.

13. Use of appendices / Tables and photographs

    13.1. Appendix 1: Safeguarding Plan Refresh, June 2010

    13.2. Appendix 2: Secretary of State Communications on Progress

14. Local Government (Access to Information) Act 1985

    14.1. JAR Report (December 2008)

    14.2. Annual Performance Assessment (December 2008)

    14.3. Inspection of Progress in the Provision of Safeguarding Report (July 2009)

    14.4. Inspection of Progress in the Provision of Safeguarding Report (February 2010)

1. Background

1.1.1 In developing the JAR Action Plan back in January 2009, partners across the borough were keen that the Plan was ambitious and represented more than just addressing the JAR (Dec 2008) and APA (Dec 2008) inspection reports. The intention was to unite all partners in the borough to implement more fundamental changes in the quality of safeguarding work.

1.1.2 The ambition was to achieve a 'positive direction of travel' by June 2009 which was to be validated by the inspection. Whilst the inspection report recognised progress in some areas, their overall assessment fell short of the desired outcome.

1.1.3 Senior officers across the partnership embraced the inspection findings and agreed that it provided an opportune moment to review the plan. The inspection team also endorsed the need for this at their feedback session and suggested that the timelines for delivering the plan be revisited.

1.1.4 The Safeguarding Plan for Haringey (the refreshed JAR Action Plan) identified a streamlined plan of the key actions that were required in the short term to establish solid foundations on which future performance improvements could be delivered. The first phase of this set out the key actions to be delivered by December 2009 in readiness for the January 2010 follow-up visit from Ofsted.

1.1.5 A range of quality assurance mechanisms were put in place to assess improvement in the quality of work ahead of the inspection. External assessments of progress have been commissioned to validate improvements and identify areas where further work is required. In addition, a review of the published reports from unannounced safeguarding inspections has ensured that we continue to learn from others and are aware of key issues arising nationally as well as locally.

2. Next Steps

2.1.1 Governance and programme management arrangements for delivery of the refreshed plan are contained within the Safeguarding Plan and are designed to ensure that there is effective internal and external challenge, monitoring and control, without adversely impacting on the ability of managers and staff to continue to deliver the required improvements. This will ensure that the momentum is maintained.

2.1.2 Robust governance arrangements are a key component of the capacity to improve judgement. Whilst our significant improvement has been recognised, it is important that we do not remove the governance controls that support the continuing improvement of the service. Following discussions held shortly before the general election 'purdah' period agreement was reached with the Secretary

of State and DCSF on the appropriate governance arrangement for the next stage of the safeguarding plan. The key changes to the governance arrangements are the replacement of the Quality Outcomes Board and the regular 'challenge ' meetings with GOL / DCSF with a Towards Excellence in Children's Services Board, which meets on a quarterly basis. This board will have an independent chair as well as senior representation from the Department for Education, Government Office and the Audit Commission. Further information on the terms of reference and remit of this group is set out within Appendix 2 Annex A as is correspondence with the Secretary of State on this matter.

2.1.3   The refreshed plan, addressing areas for further development arising from the Ofsted visit has been developed in partnership and approved by the Children's Trust in June 2010.

together…
…we protect children

Safeguarding Plan for Haringey

The JAR Action Plan

Together we ensure that every child matters

NHS
Haringey

METROPOLITAN POLICE
Working together for a safer London

Haringey Council

Refresh v1

Updated June 2010

Our Commitment

Together…. we protect children

Messages

- **Together we build a living picture of a child's needs.** We are always watchful. We always listen to the child's voice. We never ignore a child who needs our help or protection.

- **Together we pool our resources, time and information.** We never assume it is someone else's responsibility. We never leave a gap through which a child can fall.

- **Together we work for the children of Haringey.** Children are at the centre of everything we do. Together we will make this the best place to work for the welfare of children.

- **Together we ensure that every child matters.**

Background

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by December 2011.

The subsequent inspection of progress was carried out by Ofsted in June 2009, demonstrating that whilst some improvements have been made, there is limited progress overall in addressing the weaknesses identified in the November 2008 joint area review. The July 2009 report from Ofsted identified 11 recommendations for improvement, all of which were built into the Safeguarding Plan for addressing before the end of December 2009. In the meantime, there have been other findings from Serious Case Reviews (SCRs) and reports from other inspectorates following up the events that led to the death of Baby Peter.

The refresh of the JAR Action Plan was designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This formed the Safeguarding Plan for Haringey. Several of the actions within the original plan have been completed, whilst others now appear within the Children & Young People's Plan (CYPP), which has been developed alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in

Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part of the "Stay Safe" element of the CYPP. The first phase of this plan ran through to December 2009 ahead of the January 2010 Ofsted follow-up inspection. This refresh builds further detail into the next phase of the plan: enabling our safeguarding to be amongst the best.

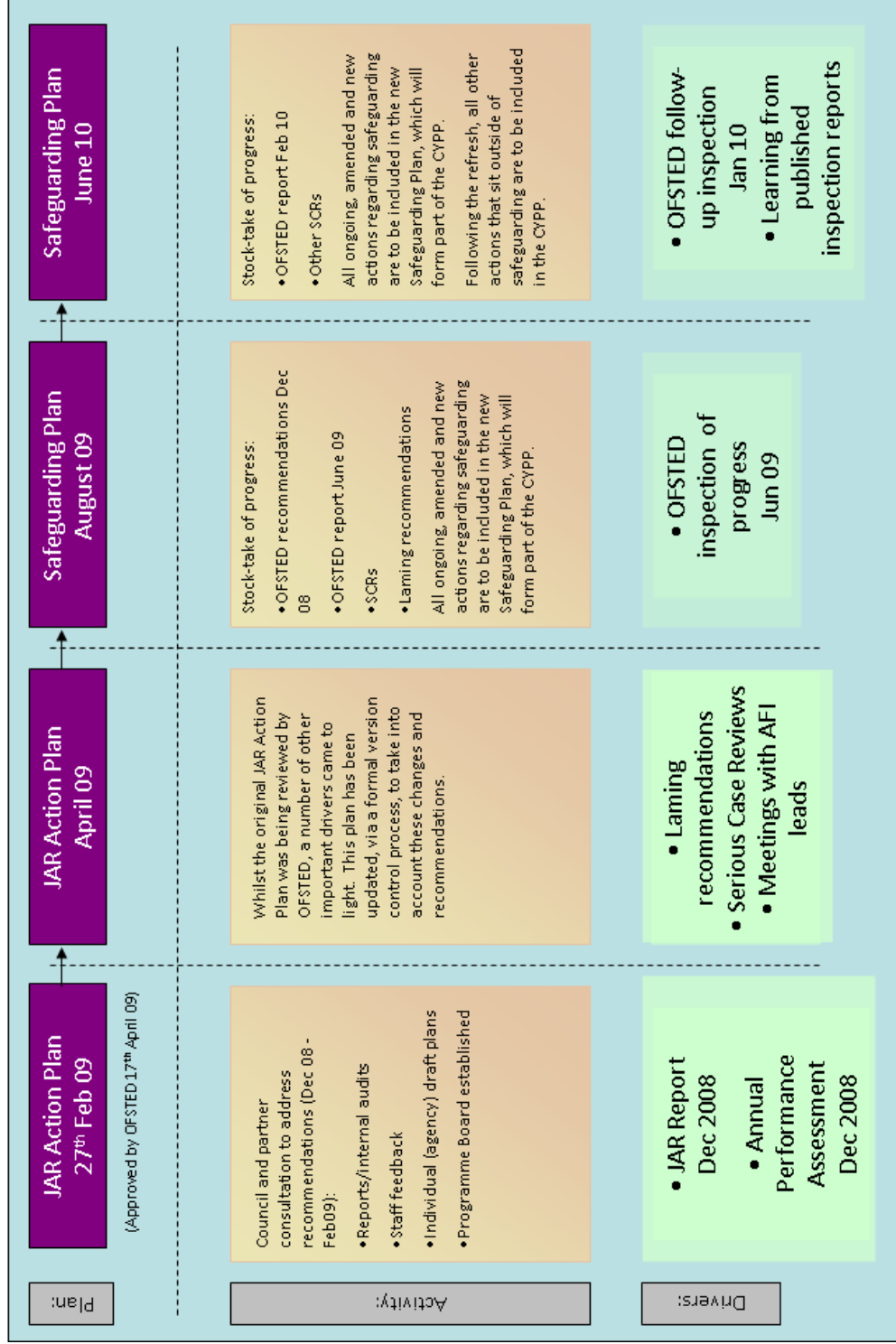The evolution of the plan showing these stages of development can be summarised in the figure 1.

	JAR Action Plan 27th Feb 09 (Approved by OFSTED 17th April 09)	JAR Action Plan April 09	Safeguarding Plan August 09	Safeguarding Plan June 10
Plan:				
Activity:	Council and partner consultation to address recommendations (Dec 08 - Feb09): •Reports/internal audits •Staff feedback •Individual (agency) draft plans •Programme Board established	Whilst the original JAR Action Plan was being reviewed by OFSTED, a number of other important drivers came to light. This plan has been updated, via a formal version control process, to take into account these changes and recommendations.	Stock-take of progress: •OFSTED recommendations Dec 08 •OFSTED report June 09 •SCRs •Laming recommendations All ongoing, amended and new actions regarding safeguarding are to be included in the new Safeguarding Plan, which will form part of the CYPP.	Stock-take of progress: •OFSTED report Feb 10 •Other SCRs All ongoing, amended and new actions regarding safeguarding are to be included in the new Safeguarding Plan, which will form part of the CYPP. Following the refresh, all other actions that sit outside of safeguarding are to be included in the CYPP.
Drivers:	•JAR Report Dec 2008 •Annual Performance Assessment Dec 2008	•Laming recommendations •Serious Case Reviews •Meetings with AFI leads	•OFSTED inspection of progress Jun 09	•OFSTED follow-up inspection Jan 10 •Learning from published inspection reports

Figure 1 – Plan Development Stages

The June 2009 visit demonstrated that further improvement was needed as a priority in eleven areas. These were the focus for, and have been addressed through, the Safeguarding Plan. This refresh builds on these actions to ensure that safeguarding within Haringey is amongst the best in the country.

Whilst the January Follow-Up Inspection demonstrated that there was good improvement and good capacity for further improvement it recognised that there is still further work that we can do. This refresh of the plan pulls together these areas of work and other work that we have identified, which will enable Haringey to stand out for all the right reasons.

Purpose

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008, July 2009 and February 2010 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as being "among the best" through whatever assessment mechanisms exist.

Themes

The refreshed plan retains the 5 themes introduced within the Safeguarding Plan during 2009, around which the improvement actions will be delivered:

* Good Practice
* Early Intervention
* Leadership & Governance
* Capacity & Staffing
* Performance Management

Explicit within each of these improvement themes is the need for quality and sustainability. The refresh of the Safeguarding Plan builds on the solid foundations delivered through the first phase of the plan.

Throughout these periods of activity, emphasis is placed equally on the harder aspects of workflow, systems and procedures and the softer elements of change management and leadership to make implementation of the systems happen, now and in the future. The emphasis throughout is **working in partnership** to deliver **high quality services** to the people of Haringey. As such, partnership has

not been identified as a separate theme, but instead is a means of achieving each of the improvement areas. This in itself adds an extra layer of complexity, but it is viewed as essential in delivering the improvements. For this reason governance and service delivery improvements will be considered in the partnership dimension and built into the relevant actions, rather than being identified separately for each partner organisation.

Many actions have been removed or refocused in this streamlined and refreshed version. In accordance with the agreed programme management arrangements, the status for each of these actions has been recorded.

The Outcomes

The Safeguarding Plan aimed to deliver visible outcomes for children and young people across the borough over a two and a half year period (June 2009 – December 2011) through creating improved ways of working and customer focused service delivery, enabling Haringey to be recognised as providing safeguarding services that are amongst the best. This refresh adds further detail and focus to the period April 2010 to December 2011.

Good Practice – Joint working is essential to maximise expertise and resources. We will deliver high quality social work and professional practice across the partnership. We will commission services with greater market intelligence to make the most of resources and maximise value for money. Through the provision of all our services, we will put children at the centre of all we do. There will be new protocols for information sharing, agreed thresholds for action, improvements in communications and decision-making and better outcomes for families.

Outcome: *Good staff, working across organisational boundaries, that are supported in their duties by effective systems and procedures, helping them improve working practices and making sure we improve timeliness, effectiveness and quality of decision making and interventions.*

Early Intervention – We will ensure the safety and wellbeing of children through early intervention, ensuring that families receive the appropriate support at an early stage to meet their lower level needs. With a seamless transition between the tiers of need, we will ensure that those children whose needs do escalate can access a range of services that can respond to their changing needs. Through working within the partnership we will put the child's needs at the centre of all we do, supporting families in their role.

Outcome: *An improved balance between universal and specialist services, which ensures that families are supported in order to reduce demand on specialist services. Families have, or are supported to develop, the appropriate skills and support networks and are engaged by all appropriate universal services.*

Leadership & Governance – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children's Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed commitment to the children and young people of the borough, regardless of agency or individual. The Children's Trust is one element of the Haringey Strategic Partnership (HSP).

Within the Council, members play a key role in the Corporate Parenting Member Group, monitoring the quality of our work for the most vulnerable children and young people. The 'Safeguarding Policy & Practice Panel' reviews the Council's practice in safeguarding children and young people.

Outcome: *Leadership that is visible across the partnership; owning, demonstrating and effectively communicating the clarity of purpose and the framework for accountability that delivers high performing safeguarding services.*

Capacity & Staffing – We will continue to develop our staff across the partnership to build a confident and competent workforce providing excellent safeguarding services. This will require investment in the skills, capacity, training and development of our workforce, and attracting the very best in the sector to the challenges and benefits of working in Haringey. Professionals, including social workers, health workers and the police, will work closely together understanding the needs and demands placed on each agency to ensure that the child is protected by our skilled and knowledgeable staff.

Outcome: *A motivated and successful workforce comprising the right people, doing the right thing at the right time within clear systems of information sharing, communication and decision-making across the partnership.*

Performance Management – We need systems to recognise and measure achievements to improve poor practice. High quality supervision and management across the agencies, working to shared values and standards, will raise the performance and quality of all our interventions. We will make the best use of the systems we have in place to ensure that those to whom we report are able to ensure greater scrutiny than ever before and confirm the quality of what we do. We will establish more consistent monitoring of how children and young people feel about the services and support we provide. The Children's Trust Executive Performance Monitoring Group will make sure that targets are set and met across the partnership by the safeguarding services.

Outcome: *Performance on safeguarding children is clearly known and seen to be improving, with performance information used to drive quality of service performance and delivery of outcomes vigilantly, transparently and consistently across the partnership.*

Programme Management

The programme management arrangements have been streamlined, recognising that the extra controls put in place in the Safeguarding Plan, which were essential at the time, are no longer required to the same degree given the progress made and the capacity in place to drive this improvement. There will be quarterly reporting to the Towards Excellence Board, the Children's Trust, the Council's Overview & Scrutiny Panel and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures.

The small group of chief officers from key partners established in the Safeguarding Plan is retained in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Children & Families, Haringey Council, Assistant Chief Executive – People & Organisational Development, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group is responsible for overseeing day to day delivery of the Plan, and meets twice per month. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

The reports to this group, the Children's Trust and Scrutiny are being streamlined in order that sufficient information is reported without the reporting detracting from delivery. Programme reporting continues to be against milestone delivery and overall assessment of progress in delivering the overall action. Each milestone has a named lead, responsible for ensuring that progress updates on their milestones feed into the reporting processes. A small set of performance indicators continue to be monitored to ensure that the required process improvements are being made in the short term, leading to improved outcomes in the longer term.

In order to keep the plan fresh, respond to changing local and political needs, and ensure that we meet our objective of being recognised as providing safeguarding services that are amongst the best, we must be prepared to refresh the plan on a regular basis. Through the established programme management arrangements, the steering group will approve a refresh of the plan on a quarterly basis for consideration by the Towards Excellence Board. This will include the milestones, performance indicators and targets. It is the responsibility of the steering group to ensure that performance targets set are sufficiently challenging to deliver the ambition, whilst responsibility for achieving these performance targets rests with the appropriate lead officer.

Performance Indicators

As well as monitoring progress of the milestones within this plan, a manageable set of performance indicators will continue to be used to ensure that the required process / system improvements are being implemented and the targeted outcomes delivered. Most of these key indicators are taken from, or contribute to, delivery of the Local Area Agreement (LAA). The other indicators used are drawn from:

- Safeguarding National Indicators
- Staffing / Corporate Health Performance Indicators

As a part of this stage of delivery of the Safeguarding Plan, there will be a refresh of the performance indicators used with the Children's Trust, LSCB and in other reporting, ensuring that this is streamlined, integrated and aligned with health and other partners performance management arrangements. These performance indicators will be collected, reported and managed on a monthly basis. At the same time, we will ensure that the quality and reliability of data is continuing to improve and actions are in place to drive genuine improvements in service delivery.

Action Plan

The following Action Plan comprises the actions that are live at June 2010 and will be completed by December 2011. Each action is aligned to one of the five themes and will help achieve the outcomes set out for each theme as well as building on the effective foundations established in the first phase of this plan, enabling our continued and sustainable improvement.

Good Practice

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality technology used effectively to support staff in their day-to-day work	4.01	Use new technology including mobile technology to improve and support staff in delivering the service	• Mobile technology plan implemented & all identified social workers have access to pooled mobile technology and individual RAS keys	Mar 10	Jun 10	Rachel Oakley	
			• Identify which Children's Centres have FW-I access	May 10	May 10	Sarah Barter	
			• Children's Centres identified to host and set up with FWI	May 10	Sep 10	Jan Doust	
			• Identify other priority teams / facilities requiring FW-I access	May 10	Jun 10	Rachel Oakley	
			• Implementation plan developed to meet the identified need	Jun 10	Sep 10	Rachel Oakley	
			• Users who have 24 hour access to child protection register identified in each A&E and walk in centre	May 10	Jul 10	Karen Baggaley	
			• Procedures established to ensure that GPs are keeping records of children subject to a child protection plan up to date and informing social care when they have seen that patient if they have a concern	May 10	Jul 10	Karen Baggaley	
Support and approach for commissioning is in place across the partnership	4.02	Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	• Refresh of the Joint Strategic Needs Assessment for safeguarding and vulnerable children and young people completed	Apr 11	Jun 11	Ian Bailey	
			• Initial priorities for joint commissioning / partnership agreement developed	Oct 09	Jul 10	Ian Bailey	
			• Resourcing and support needs to sustain commissioning approach agreed	Apr 10	Sep 10	Ian Bailey	
			• Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes	Jul 10	Sep 10	Claire Wright	
			• Implement programme of reviews addressing priority areas first	Oct 10	Dec 11	Claire Wright	
An improved universal service leading to a reduction in demand for targeted and specialist services	4.03	Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a	• Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence	May 10	Jul 10	Marion Wheeler	
			• Nominated domestic violence champion from each school joined the designated teacher	May 10	Jul 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		joint understanding of thresholds for referral to targeted and specialist services.	group / network • Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.	Jul 10	Oct 10	Marion Wheeler	
Safeguarding services of a high quality are provided across the Borough	4.04	Implementing "best practice" in identifying, assessing and managing risk	• Programme of operational meetings established with adults services to progress areas of mutual interest	May 10	Jul 10	Marion Wheeler	
			• Risk management strategy developed to ensure integration between children & families, adults, police and health	Jun 10	Oct 10	Marion Wheeler	
			• Risk management practice guidance developed	Sep 10	Nov 10	Marion Wheeler	
			• Social care and CRAM / RARA follow-up requirements aligned	May 10	Jun 10	Sylvia Chew	
			• Systematic process for communicating learning from Serious Case Reviews across the partnership developed	May 10	Sep 10	Rachel Oakley	
			• Best practice for working with domestic violence cases identified	Apr 10	Aug 10	Deirdre Cregan	
			• Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed	May 10	Oct 10	Marion Wheeler	
			• Risk management aligned between children's and adults to ensure holistic approach and flow of information	May 10	Oct 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	4.05	FW-I developed to record and monitor outcomes to support and embed best practice procedures.	• Use of FW-I extended to Children in Care Health Team	Oct 09	Apr 10	Marion Wheeler	ICS Corelogic Working Group
			• Review of CAF and Children in Need processes completed	Nov 09	Jul 10	Rachel Oakley	
			• System established to share Youth Justice information with FW-I	Jul 10	Sep 10	Claire Wright	
			• Other linkages for FW-I determined and implementation programme developed	Sep 10	Sep 10	Rachel Oakley	
			• Delivery of implementation plan concluded	Apr 10	Mar 11	Rachel Oakley	
			• Initial and Core Assessment FW-I forms made more outcome focussed	Apr 10	Jul 10	Rachel Oakley	
			• Managers trained, as part of supervision training, in use of the new forms	Jul 10	Sep 10	Rachel Oakley	
			• New forms implemented and utilised by managers	Sep 10	Sep 10	Sylvia Chew	
			• Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams (name teams here)	Jun 10	Dec 11	Rachel Oakley	
			• FW-I development to meet best practice completed	Jun 10	Mar 12	Rachel Oakley	
			• FW-I Child Protection core assessment templates updated	Jun 10	Sep 10	Rachel Oakley	
			• First Response Multi-Agency Team ICS systems and support in place	Apr 10	Sep 10	Rachel Oakley	
			• First Response MAT reflected in FW-I and its development	Jul 10	Aug 10	Rachel Oakley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	4.06	First Response Multi-agency team introduced and working effectively	• Processes and procedures integrated	Mar 10	Sep 10	Dave Grant	Integrated Working Strategy Group
			• Accommodation arranged and staff co-located	Jan 10	Apr 10	Dave Grant	
			• Staff trained in new integrated procedures and multi-agency team operational	Apr 10	Jul 10	Marion Wheeler	
			• First Response MAT role in audit and assessment determined and implemented	Jun 10	Sep 10	Marion Wheeler	
			• Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team.	Jul 10	Oct 10	Sylvia Chew	
			• Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations	Jun 10	Sep 10	Sylvia Chew	
			• Integrated procedures reviewed in light of extended team	Nov 10	Dec 10	Marion Wheeler	
Cutting edge domestic violence work integrated with safeguarding services across the Borough	4.07	Integrating "best practice" domestic violence work to safeguard children & young people	• Opportunities for linking domestic violence work and flow of information with adults services and partners identified	May 10	Jun 10	Deirdre Cregan	LSCB Domestic Violence Sub-Group
			• Supporting guidance developed on domestic violence thresholds using triangle model	May 10	Jul 10	Deirdre Cregan	
			• 4 lunchtime training sessions on domestic violence for social workers completed	May 10	Jul 10	Deirdre Cregan	
			• Strategy for roll out of Barnardo's Risk Assessment training agreed	May 10	Jun 10	Deirdre Cregan	
			• Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented	May 10	Jul 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Clear linkage and read across between case files supports the safeguarding of children in schools and through health services	4.08	Consistent approach to recording and presenting information within school and health files established and implemented	• Standard contents / format for inclusion in all school case files agreed	May 10	Jul 10	John Edwards	
			• Quality assurance / reporting mechanisms established	Sep 10	Dec 10	John Edwards	
			• Annual compliance reporting integrated within Safeguarding Plan reports	Jan 11	Jul 11	John Edwards	
			• Standard contents / format for inclusion in all school case files agreed	May 10	Jul 10	Karen Baggaley	
			• Quality assurance / reporting mechanisms established	Sep 10	Dec 10	Karen Baggaley	
			• Annual compliance reporting integrated within Safeguarding Plan reports	Jan 11	Jul 11	Karen Baggaley	
Children and young people's voice is heard and responded to in Safeguarding Services	4.09	Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	• Mechanisms for more effectively hearing and recording children and young people's views at initial and review conferences determined	Jun 10	Sep 10	Debbie Haith	LSCB Best Practice Sub-Group
			• Mechanisms implemented to ensure that children and young people's views at initial and review conferences are effectively heard	Oct 10	Dec 10	Debbie Haith	
			• Review mechanisms for the above established and implemented	Dec 10	Jan 11	Marion Wheeler	
			• Systems to engage young people in the work of the LSCB implemented	Sep 10	Dec 10	Marion Wheeler	
			• Child's Champion scheme developed and implemented for case conferences	Jul 10	Sep 10	Sylvia Chew	
			• Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan	May 10	Sep 10	Sylvia Chew	
			• Suite of mechanisms for gaining feedback from children and young people at varying stages of involvement identified and implemented (to include Have Your Say leaflets, children's visits and post-conference feedback)	Jun 10	Dec 10	Marion Wheeler	
			• Mechanisms for responding to views and providing feedback established	Sep 10	Dec 10	Debbie Haith	
			• MPS assessed whether feedback from children and young people after ABE interviews can be sought	Jul 10	Oct 10	Graham Dean	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
	4.10	Ensure that feedback from parents and carers is received and acted on	• Mechanisms for gathering feedback from parents and carers reviewed in light of best practice	May 10	July 10	Iain Low	
			• Improved mechanisms for gathering and reporting on feedback received established	Aug 10	Oct 10	Iain Low	
			• Log of service enhancements made as a result of user feedback developed and implemented for ongoing use	Oct 10	Oct 10	Iain Low	
Improved cross partnership working and communication	4.11	Ensure that feedback to referrers is provided in a timely and appropriate manner	•System for feedback to referrers implemented	May 10	May 10	Sylvia Chew	
			•Monitoring of feedback integrated within performance management reporting	Jul 10	Aug 10	Sylvia Chew	
			•Effectiveness of feedback mechanisms reviewed and improvements implemented	Sep 10	Oct 10	Sylvia Chew	
Timely transfer of cases between teams ensures no break in service delivery	4.12	Delays in transfers are significantly reduced and notification arrangements for meetings are improved	• Protocol and mechanism for timely and smooth transfer of cases between children's teams and services developed	Apr 10	Jun 10	Iain Low	
			• Case transfer summary element of the Audit Tool reviewed and new version implemented	May 10	Jul 10	Marion Wheeler	
			• Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed	Jun 10	Sep 10	Marion Wheeler	
			• Staffing levels in long term teams reviewed	Jun 10	Dec 10	Marion Wheeler	
			• Process milestones for acknowledging / updating notifications to be written	Apr 10	May 10	Sylvia Chew	
More vulnerable children and you people are identified and effectively safeguarded	4.13	Lead the way in how we identify and assist those who are most vulnerable in gangs	• Establish systems through the Gangs Action Group for identifying and working with 14-18 year olds who are putting themselves at risk by being part of a gang	TBC	TBC	Aidan Gibson	
			• Develop and implemented procedures for working with known gang members	TBC	TBC		
			• Protocols developed for social workers on working with vulnerable children and young people who are in gangs	TBC	TBC		

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage	4.14	Increase the involvement of health professionals in complex case meetings	• Identify opportunities for health involvement at complex case meetings	Jun 10	Aug 10	Karen Baggaley	
			• Trial involvement of named or designated nurse in these meetings	Aug 10	Oct 10		
			• Review effectiveness of involvement in preventing the escalation of cases	Oct 10	Nov 10		
			• Amend processes and procedures as a result of the trials if required	Dec 10	Dec 10		
	4.15	Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	• Criteria for health involvement in child protection conferences established	Apr 10	Jul 10	David Elliman	
			• Criteria for health involvement in child protection conferences established	Apr 10	Jul 10]	John Edwards	
			• Guidance issued to appropriate staff	Aug 10	Aug 10	Debbie Haith	
			• Mechanisms for monitoring established and built into performance management framework	Oct 10	Nov 10	Debbie Haith	
			• Initial audit of compliance undertaken within health	Dec 10	Feb 11	Bridget Owen	
			• Initial audit of compliance undertaken within schools	Dec 10	Feb 11	John Edwards	
	4.16	Improved usage of legal support and meetings	• Milestones to be incorporated around use of LPMs, pre-meetings, etc and legal support to avoid the need for cases to escalate	TBC	TBC	Dorothy Simon (Mark Gurrey)	

Early Intervention

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	5.01	All Haringey Children's Centres, children's community health services and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	• Roll-out CAF across all schools and other settings	Feb 09	Jul 10	Alison Botham	
			• Develop communications and support programme to enable embedding of CAF	May 10	Jul 10	Alison Botham	
			• Deliver effective support and communications to enable embedding of CAF	Jul 10	Dec 10	Alison Botham	
			• Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings	Jan 10	Jul 10	Alison Botham	
			• Deliver support mechanisms for CAF in				

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			private, voluntary and independent (PVI) settings	Jul 10	Dec 10	Alison Botham	
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	5.02	Provide advice, support and challenge for universal settings so that they support a wider range of need	• Training needs assessment for universal services completed	Jul 10	Oct 10	Rachel Oakley	
			• Training programme for universal services developed	Oct 10	Dec 10	Rachel Oakley	
			• Consultation on improving the Vulnerable Children's Conversation completed	Jan10	Feb 10	Jan Doust	
			• Refreshed Vulnerable Children's Conversation piloted	Mar 10	May 10	Jan Doust	
			• Vulnerable Children's Conversation pilot reviewed and rolled out	Jun 10	Sep 10	Jan Doust	
			• Vulnerable children's conversation used to challenge universal services understanding of need	Jun 10	Sep 10	Jan Doust	
Enhanced partnership working delivering joined up services in local areas	5.03	Further develop the role, understanding and performance management of the CAF	• CAF assessors training rolled-out	Jul 10	Jul 10	Alison Botham	
			• North Network CAF Panel piloted	Sep 10	Dec 10	Alison Botham	
			• Evaluation of North Network pilot completed	Jan 11	Mar 11	Alison Botham	
			• Performance management framework for CAF developed and implemented	Jun 10	Sep 10	Alison Botham	
			• Outcomes for children and young people who have been subject to CAF measured	Oct 10	Dec 10	Alison Botham	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Integrated inter-agency working leading to a more efficient and effective early intervention service	5.04	Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	• Early intervention services mapped to include workforce and resources	Jun 10	Dec 10	Ngozi Anuforo	
			• Local population needs identified for each area partnership and appropriate services planned	Nov 10	Apr 11	Ngozi Anuforo	
			• GPs incorporated into the early intervention system and made aware of services available in their area	Nov 10	Dec 10	Claire Wright	
			• Understanding of care pathways alongside tiers of need embedded	Sep 10	Dec 10	Ngozi Anuforo	
			• The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19	Jan 11	Apr 11	Alison Botham	
			• Multi-agency teams co-located within each area partnership	Sep 10	Aug 11	Jan Doust	
			• Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy	Jun 10	Dec 11	Heather Johnston	
Effective multi-agency provision of early years services which are outcome focussed	5.05	Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	• Review Healthy Child Programme (0-5) and agree implementation plan	Apr 10	Jul 10	Claire Wright	Health Early Years Child Programme Group
			• Healthy Child Programme rolled-out in the North and South Networks	Sep 10	Dec 10	Jane Elias	
			• Review Healthy Child Programme (5-19)	Jun 10	Sep 10	T Edmans	
			• Schools effectively supporting the Healthy Years Programme	Sep 10	Jul 11	T Edmans	
			• Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented	Sep 10	Dec 10	Claire Wright	
Value for money and best practice delivered effectively in early intervention services	5.06	As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	• Resources identified	Jun 10	Oct 10	Jan Doust	
			• Strategy action plans revised and actions re-prioritised as a result of needs and resource analysis, in line with aspiration to be amongst the best by December 2011	Nov 10	Mar 11	Jan Doust	
			• Delivery of Early Years Strategy on track	Jun 10	Dec 11	Jan Doust	
			• Delivery of Parenting and Family Support Strategy on track	Jun 10	Dec 11	Jan Doust	
			• Delivery of Preventative Strategy on track	Jun 10	Dec 11	Jan Doust	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions.			• Delivery of Schools Strategy on track	Jun 10	Dec 11	Jan Doust	
	5.07	Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	• Review management structures • Review composition of teams • Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	Jun 10 Sep 10 Jan 11	Sep 10 Dec 10 Jul 11	Jan Doust Jan Doust Jan Doust	
All Ofsted inspections of childminders and childcare providers required safeguarding standards	5.08	Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	• Child protection procedures green handbook circulated to child care settings • Understanding of Child protection Procedures green handbook embedded	Jan 10 Jun 10	May 10 Dec 10	Sarah Peel Ngozi Anuforo	
	5.09	Ensure that the inadequacies identified by Ofsted inspections of childminders and childcare provision are addressed through training and communications	• Model safeguarding policy provided to all • Roll-out of online safeguarding induction training for all settings completed • Evaluation of the impact of training completed • Determine further training needs and costs of continuing to fully fund safeguarding training requirements	Apr 10 May 10 Jun 10 Jun 10	May 10 Dec 10 Sep 10 Sep 10	Ngozi Anuforo Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of childminders and childcare providers required standard	5.10	Develop an accreditation scheme for non–school settings	• Accreditation scheme developed for all non-school settings • All non-schools settings completed self-assessment for accreditation • Accreditation visits to all settings • Accredited levels for all settings agreed and published • Lobby Ofsted for timely de-registration of childcare providers that fail to meet the required standards	May 10 Nov 10 Jan 11 Feb 11 Sep 10	Oct 10 Dec 10 Jan 11 Mar 11 Dec 10	Ros Cooke Ros Cooke Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of schools meet the required safeguarding standards	5.11	Develop and embed an understanding of child protection procedures within schools	• Child protection procedures green handbook circulated to schools • Understanding of LSCB child protection Procedures green handbook embedded • Children & Young people's service service holding	Jan 10 Jun 10 Jun 10	May 10 Dec 10 Jul 11	Sarah Peel Sarah Peel John Edwards	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			school governors to account where safeguarding procedures are not being delivered correctly				

Leadership & Governance

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality safeguarding services provided across the Borough	6.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	• LSCB identified for peer review	Jun 10	Jul 10	Graham Badman	
			• Review takes place	Sep 10	Oct 10		
			• Lessons learnt and areas for improvement identified	Nov 10	Jan 11		
	6.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	• Annual review of compliance undertaken	Sep 10	Oct 10	Peter Lewis	
			• Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	Jul 10	Sep 10	Peter Lewis	
Increased ownership of and responsibility for CYP by senior managers across the partnership	6.03	Safeguarding Champions scheme expanded to enhance the corporate parenting role	• Safeguarding Champion scheme extended across other senior managers in the Council	Apr 10	Jul 10	Marion Wheeler	
			• Safeguarding Champion scheme extended across the Children's Trust	Sep 10	Oct 10	Marion Wheeler	
Vision for safeguarding children and young people within Haringey is understood within partners and the community	6.04	Develop and communicate the vision for safeguarding within Haringey	• Vision for outstanding safeguarding services established and agreed by the Children's Trust and LSCB	Mar 10	Sep 10	Peter Lewis	
			• Vision communicated to and owned by staff across the partnership	Sep 10	Nov 10	Peter Lewis	
			• Vision communicated to and understood by stakeholders	Sep 10	Dec 10	Peter Lewis	
Clear role for the voluntary sector with effective support and capacity building mechanisms in place	6.05	Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	• Role of the voluntary sector determined and agreed	Jun 10	Oct 10	Peter Lewis	
			• Capacity building requirements identified to enable the sector to fulfil this role	Nov 10	Dec 10	Peter Lewis	
			• Capacity building requirements delivered	Dec 10	Dec 11	Peter Lewis	
Clear governance arrangements that are understood across the partnership	6.06	Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their	• Role and responsibilities of the Children's Trust determined and communicated	Mar 10	Jun 10	Peter Lewis	
			• Role and responsibilities of the LSCB determined and communicated	Mar 10	Jun 10	Graham Badman	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		sub-groups	• Structure and sub-groups of the Children's Trust determined and communicated	Jun 10	Oct 10	Peter Lewis	
			• Structure and sub-groups of the LSCB determined and communicated	May 10	Oct 10	Graham Badman	
			• Responsibilities for cross-cutting issues such as domestic violence determined and communicated	May 10	Dec 10	Kevin Crompton	
Enhanced partnership working delivering joined up services in local areas	6.07	Further develop multi-agency relationships, planning and service delivery	• Relationships enhanced between key agencies and the voluntary sector	Jun 10	Oct 10	Peter Lewis	
			• Governance structures and multi-agency strategic planning timetables mapped	Sep 10	Dec 10	Peter Lewis	
			• Multi-agency strategic planning aligned or integrated	Dec 10	Mar 11	Peter Lewis	
Children and young people feel involved in informing and improving our services	6.08	Determine the role of CYP in improving services	• Involve CYP in reviewing the current engagement of CYP in informing services	Sep 10	Nov 10	Peter Lewis	
			• Mechanisms established for involvement of children & young people in the work of the LSCB	Sep 10	Dec 10	Peter Lewis	
			• Mechanisms established to involve CYP in reviewing / improving services	Nov 10	Dec 10	Peter Lewis	
			• Role of CYP in the Children's Trust determined and established	Nov 10	Dec 10	Peter Lewis	
Users are actively involved in shaping, informing and improving services	6.09	Children and their families are given an active role in informing and improving services	• Mechanisms established to gain feedback from service users	Jun 10	Sep 10	Debbie Haith	
			• Feedback utilised effectively to evidence resulting improvements in services	Oct 10	Dec 10	Debbie Haith	

Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Well trained and highly competent staff	7.01	Further develop the child protection core training curriculum for staff of all agencies	• Domestic violence training programme implemented	Oct 09	Mar 10	Rachel Oakley	LSCB Training Sub-Group
			• Risk assessment strategy developed	Oct 09	Mar 10	Rachel Oakley	
			• Determine how the strategy is delivered through the training programme	Apr 10	Jul 10	Rachel Oakley	
			• Map out all mandatory and optional child protection training within key agencies	Jun 10	Jul 10	Rachel Oakley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			• Identify agency specific and cross partnership gaps in training provision	Aug 10	Sep 10	Rachel Oakley	
			• Revised training programme implemented	Aug 10	Dec 10	Rachel Oakley	
			• Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework	Aug 10	Sep 10	Rachel Oakley	
			• Impact of training programmes evaluated	Jan 11	Feb 11	Rachel Oakley	
	7.02	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	• Managerial competency programme developed including a specific programme focused on social care team and senior team managers	Jan 10	Mar 10	Stuart Young	
			• Support and mentoring scheme introduced for children and families team managers	Jan 10	Mar 10	Stuart Young	
			• Personal development objectives for all managers identified	Apr 10	Jun 10	Stuart Young	
			• Development programme to address these needs determined	Jul 10	Sep 10	Stuart Young	
			• Development programme delivered	Sep 10	Mar 11	Stuart Young	
			• Review additional training needs in safeguarding across the partnership	Feb 10	Apr 10	Stuart Young	
Shared responsibility for safeguarding activity by others who are able to take an active role	7.03	Review Third Sector involvement to increase capacity across statutory agencies	• Investigate potential for Third Sector support for Child Protection Processes	Jul 10	Dec 10	Debbie Haith	
			• Analysis of sector and capacity completed	Jun 10	Oct 10	Debbie Haith	
			• Determine role for the sector, support / capacity building requirements	Oct 10	Dec 10	Debbie Haith	
			• Structured programme of capacity building / support for the sector implemented	Dec 10	Dec 11	Debbie Haith	
			• Implement proposals for involvement	Apr 11	Mar 12	Debbie Haith	
	7.04	Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care	• Safeguarding requirements built into GPs Continual Professional Development	Jan 10	Jul 10	Julie Quinn	
			• Method of determining impact / evidence base	Aug 10	Oct 10	Julie Quinn	
			• Impact assessed and learning incorporated into review (Clair to provide)	Jan 11	Mar 11	Julie Quinn	
Staff have the skills required to effectively perform their roles	7.05	Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	• Implement structured appraisal programme and format in line with council system, even if previous appraisal had not been done	Mar 10	Jun 10	Philippa Morris	
			• Incorporate upward appraisal of managers	Nov 10	Nov 10	Philippa Morris	
			• Feedback and QA processes incorporated	Jun 10	Dec 10	Philippa Morris	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			through the staff survey				
			• Implement structured appraisal programme and format in line with health systems, even if previous appraisal had not been done	Mar 10	Jun 10	Karen Baggaley	
			• Incorporate reporting on appraisal completion within performance management framework	May 10	Aug 10	Mark Gurrey	
	7.06	Improve council and multi-agency training and development with all agencies	• CWDC standards mapped	Mar 10	Jun 10	Rachel Oakley	
			• Options for delivery scoped	Jun 10	Aug 10	Rachel Oakley	
			• Delivery plan developed	Jul 10	Aug 10	Rachel Oakley	
			• Training programme piloted	Sep 10	Oct 10	Rachel Oakley	
			• Training programme rolled-out and transferred to business as usual activity	Nov 10	Dec 10	Rachel Oakley	
			• Individual agencies programmes mapped	Jul 10	Dec 10	Rachel Oakley	
			• Programmes aligned	Dec 10	Mar 11	Rachel Oakley	
			• Integrated training programme developed drawing on combined skills	Mar 11	Sep 11	Rachel Oakley	
	7.07	Building resilience training	• Building resilience training designed & commissioned	Jun 10	Aug 10	Steve Dryden	LSCB Training & Development Sub-Group
			• Training delivered to staff	Sep 10	Oct 10	Steve Dryden	
			• Future training built into the suite offered through the LSCB training programme	Oct 10	Mar 11	Steve Dryden	
Potential new and agency staff view Haringey as the employer of choice	7.08	Develop the Haringey Offer around resources, support, valued staff and the quality of the workplace. Enhancing working together (needs to reflect partnership not just Council)	• Fully develop the Haringey Offer as a cross partnership offer based on the support and opportunities offered by a career in Haringey	May 10	Jul 10	Philippa Morris	
			• Develop mechanisms for monitoring impact of the Haringey Offer	Aug 10	Sep 10	Philippa Morris	
			• Launch the Offer across the partnership	Sep 10	Dec 10	Philippa Morris	
			• Opportunities for secondments between adults and children's social work developed to share learning and understanding	May 10	Oct 10	Philippa Morris	
Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard	7.09	Undertake self assessments against Social Work Taskforce "Health Check"	• Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level	Jun 10	Jul 10	Peter Lewis	
			• Health checks at team level completed	Jun 10	Oct 10	Peter Lewis	
			• Health checks at service level completed	Jun 10	Oct 10	Peter Lewis	
			• Health check at directorate level completed	Jun 10	Oct 10	Peter Lewis	
			• Actions to address any issues arising developed and integrated within Safeguarding	Nov 10	Dec 10	Peter Lewis	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			Plan through change control processes				

Performance Management

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
The needs of children effectively shared across early years, children's centres and partners	8.01	Improve information sharing with Children's Centres and Early Years	• Mechanism established to enable information sharing	Jan 10	Apr 10	Jan Doust	
			• Mechanisms for monitoring timeliness of information sharing developed	Jun 10	Sep 10	Dave Grant	
			• Targets for information sharing set and being monitored	Sep 10	Dec 10	Dave Grant	
			• Mechanism for Early Years to find out who is on a child protection plan developed and communicated	Jun 10	Oct 10	Jane Elias	
Close performance management of the MAT leads to improved multi-agency workings	8.02	Develop cross-partnership performance management of the First Response MAT	• Success criteria for the First Response MAT identified	Feb 10	Mar 10	Marion Wheeler	
			• First Response MAT outcome based performance scorecard developed	May 10	Jul 10	Marion Wheeler	
			• First Response MAT working arrangements process mapped	Apr 10	Sep 10	Marion Wheeler	
Robust approach to managing performance and target setting supports across the partnership supports partnership attainment of our goals	8.03	Develop a shared understanding of performance management frameworks and capacity across the partnership	• Partnership performance teams better coordinated as result of developing an understanding of each others performance management frameworks	Jun 10	Nov 10	Mark Gurrey	
			• Feasibility and appropriateness of bringing together auditing / monitoring roles from across the partnership explored and report developed	Sep 10	Dec 10	Mark Gurrey	
Information used more effectively across the partnership, leading to an improved service for children and young people, parents and carers	8.04	Develop a greater understanding of performance information across the partnership	• Performance teams from across the partnership brought together to share and discuss what information they hold and how the information can be better used	Jun 10	Sep 10	Dave Grant	
			• Analysis of what services children and young people are being referred to completed	Sep 10	Dec 10	Dave Grant	
More effective oversight	8.05	Widen cross - partnership	• LSCB Quality Assurance Subgroup's	May 10	Sep 10	Mark Gurrey	LSCB QA Sub-

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
of performance by the Children's Trust		performance management					Group
			• performance scorecard revised to include greater proxy measures and staffing indicators	Sep 10	Dec 10	Dave Grant	
			• Children's Trust's performance monitoring expanded beyond LAA and National Indicators	Jun 10	Dec 10	Julie Quinn	
			• NHS assurance framework rolled out to all health providers	Jun 10	Dec 10	Julie Quinn	
			• Quality of data collection improved in all NHS Trusts				
Effective interventions made that are appropriate to the child's anticipated outcomes	8.06	Develop and monitor outcomes for children subject to a child protection plan	• Success measures for family interventions developed	Sep 10	Dec 11	Debbie Haith	
			• Use of a tailored Strengths and Difficulties questionnaire and similar tools explored	Sep 10	Dec 10	Debbie Haith	
			• Selected tool implemented across the partnership	Jan 11	Sep 11	Debbie Haith	
			• Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers	Sep 10	Dec 10	Debbie Haith	
Improved outcomes for children and young people receiving Early Years services	8.07	Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	• Success Measures for Early Years interventions developed	Jan 11	Dec 11	Jane Elias	
			• Method developed for gauging clients experience of Early Years services	Jan 11	Dec 11	Jane Elias	
Increased number of appropriate referrals	8.08	Develop CAF performance management	• Performance management framework for CAF developed and implemented	Jun 10	Dec 10	Alison Botham	
			• Outcomes for children and young people who have been subject to CAF measured	Oct 10	Mar 11	Alison Botham	
An improved understanding of equalities information	8.09	Develop a greater understanding of equalities information	• Domestic violence equalities information analysed	Jun 10	Sep 10	Deirdre Cregan	
			• Equalities questions incorporated into customer satisfaction surveys	Jun 10	Dec 10	Arleen Brown	
			• Safeguarding Equalities Impact Assessments identified and agreed	Jun 10	Sep 10	Arleen Brown	
			• Equality performance indicators identified	Jun 10	Dec 10	Arleen Brown	
			• Findings from SCRs used as proxy	Sep 10	Oct 10	Deidre	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			measures			Cregan	

Performance Indicators to be used in the Safeguarding Plan for Haringey

National Indicator set

Our aspiration for performance against the national indicator set is based on the following principle:

- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

Target-setting has been completed with this aim in mind, however targets for future years will be subject to revision in light of 2009-10 performance, and trends in the performance of statistical neighbours. The primary focus of improvement work is on quality and this will impact upon performance in the short to medium term.

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10, 2010-11 and 2011-12.

National Indicator	Provisional 2009/10	2009/10	Target 2010/11	2011/12
Referral and Assessment				
NI 59 Percentage of Initial Assessments Completed in 7 days (LAA)	39.3%	53%	72%	-
NI 59 Percentage of Initial Assessments Completed in 10 days (new timescale)	-	-	TBA	TBA
NI 60 Percentage of Core Assessments Completed within 35 days (LAA)	50.3%	63%	81%	83%
NI 68 Referrals to children's social care going on to initial assessments	72%	58%	TBA	TBA
Adoption and Children in Care				
NI 61 Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children	50%	78%	80%	85%

National Indicator	Provisional 2009/10	2009/10	Target	
			2010/11	2011/12
who should have been placed within 12 months divided by number who ceased to be looked after)				
NI 62 Stability of placements of looked after children: number of moves (Percentage at 31 March with three or more placements during the year)	13.3%	11%	10%	9%
NI 63 Stability of placements of looked after children: length of placement (Percentage aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years)	71.8%	70%	72%	73%
NI 66 Looked after children cases which were reviewed within required timescales (LAA)	91.1%	97%	98%	99%
Child Protection				
NI 64 Child Protection Plans lasting two years or more	27.3%	5%	9.5%	7%
NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	9.3%	10%	10%	9.5%
NI 67 Child protection cases which were reviewed within required timescales (LAA)	95.5%	100%	100%	
CAMHS				
NI 51 Effectiveness of child and adolescent mental health (CAMHS) services (Based on four questions, each scored out of four, giving a maximum possible score of sixteen)		15	TBA	TBA
Hospital admissions				
NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people		22.68	TBA	TBA

Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training are used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by agency and by service) form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the revised monthly progress reports.

Local indicators – LSCB QA Sub-group dataset

The LSCB Quality Assurance sub-group dataset has been updated to include more indicators that monitor the quality of safeguarding practice. The group is also doing some work to develop a multi-agency audit tool. Findings from this work which provide evidence of progress against the safeguarding plan will be included in monthly progress reports as and when they become available.

Case audits

An improved audit tool for evaluating the quality of social work practice has been developed and a pilot audit of 30 cases completed. Staff will be trained in the use of this tool in September 2009, with regular qualitative and in-depth audits being undertaken from October 2009. In addition we will be running a series of quantitative audits from September 2009. The results from both of these audits will be included in the monthly progress reports for the safeguarding plan.

PAN London CAF QA Framework

The Pan London CAF Protocol comes into effect in September 2009. The Protocol represents an agreement between all London local authorities and partners delivering children's services to set in place minimum standards for all children, young people and families with identified additional needs. The protocol includes a CAF quality assurance framework to monitor the quality of the CAF process and identify improvements. The Integrated Working Steering Group is currently developing plans for local implementation of the framework, including identification of nominated auditors, and setting up of an evaluation team to consider outcomes. Implementation is scheduled for November 2009, and findings will be included in monthly progress reports as they become available.

Partnership staff survey

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their

work. The survey was carried out in spring 2010 with the results reported in a future progress report. A follow-up survey will be planned to monitor progress.

Service user and Stakeholder feedback

Where service user and stakeholder feedback provides information regarding the progress of the Safeguarding Plan, it will be included in monthly progress reports. Channels for this feedback include the following:

- The 'vulnerable children conversation' provides a rich source of information, primarily on the provision that schools make for vulnerable children, but also on their views of working with children's social care, the CAF process etc.
- Viewpoint is a computer based system for children in care to give their views online. An independent company collates the results and reports them to Haringey Council.
- For parents whose child is subject to a child protection plan, a revised questionnaire is in place for them to give their views following the first conference and the concluding conference.

Where possible performance information collected will enable a mix of quantitative and qualitative measures in order to ensure and demonstrate the continued improvement in services delivering tangible improvements in outcomes on the ground.

Further indicators have been reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms, which will be consistent across the partnership and involve the use of a scorecard / dashboard. This is development is contained within the performance management section of the action plan

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Rt Hon. Ed Balls, MP
Secretary of State for Children, Schools and Families
Sanctuary Buildings
Great Smith Street
London
SW1P 3BT

29 March 2010

Dear *Ed*,

Further to our meeting of 10th March I am writing to set out Haringey's proposals for the second year of our programme to build excellent children's services in the borough with specific focus on ensuring safeguarding continues to improve and perform at a much higher level.

As discussed with you, the Minister, and your DCSF officials we are pleased to have received the positive report from Ofsted based on their visit in February. We certainly feel that progress is now becoming embedded and we are heading in the right direction. However now is not a time for us to be complacent as there are still key issues to address including securing a permanent management presence at different levels within the service, and the more important job of ensuring progress is sustained. To this end we are proposing a revision of our Children's Safeguarding Plan and Peter Lewis has already started work on this process. This plan will establish the key tasks and performance milestones for the second year of the improvement programme.
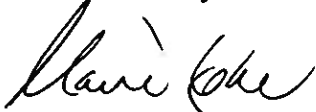
We think that it is important that this plan and work is informed by support and challenge from the local government family and to this end I am establishing a monthly performance board which I will chair. The membership of the board is included in the annex to this letter but it is basically designed to ensure that I have the advice of the IDEA and another external DCS which I believe when combined with that of the new Chief Executive, Kevin Crompton, and Peter Lewis, will assure me that progress is well planned, appropriately targeted and delivered at reasonable pace.

I recognise also the importance of maintaining contact and accountability with you and your officials at DCSF, and others. To this end I am proposing the establishment of a quarterly 'towards excellence in children's services board' with membership and terms of reference as set out in the annex to this letter. I am suggesting that this board be independently chaired by a knowledgeable individual whom we will jointly appoint. The independent Chair would be asked to provide a written report to you and I every 6 months

I also wish to note that we are grateful for the continued financial and other support from the DCSF which is so important for our continued improvement. I believe that the progress we have made confirms that we are on the road to improvement and that the partnership approach I have outlined to you above is acceptable as the basis for the next steps.

I envisage, subject to your agreement that the first 'Excellence Board' will meet and sign of the improvement plan by 31st May. If by then we have not yet identified a suitable Chair I propose to Chair the first meeting to enable our speed of progress to be maintained

Yours sincerely

Councillor Claire Kober
Leader

Encs

**HARINGEY TOWARDS EXCELLENCE IN CHILDREN'S SERVICES BOARD
TERMS OF REFERENCE**
March 2010

1.   Introduction

1.1   In November 2008, following the tragic case of Peter Connelly (Baby Peter), the Secretary of State for Children Schools and Families commissioned a Joint Area Review of Haringey's Services for Children and Young People, with particular reference to safeguarding. This was carried out by Ofsted, the Commission for Healthcare Audit and Inspection and HMIC and the report was published on 1st December 2008. The report found safeguarding services overall to be "inadequate" and identified significant multi agency failings leading to that judgement. As a result the Secretary of State issued two directions to the Council in December 2008, which included requiring the Council to appoint Graham Badman as independent Chair of the Local Safeguarding Children Board and Peter Lewis as Director of Children's Services.

1.2   The Council and its partners (principally Haringey NHS and the Metropolitan Police) developed a safeguarding action plan setting out a three year improvement plan to ensure children in the borough were safe and that safeguarding would become a service characterised by excellent standards. In order to monitor progress, provide support and challenge, two principal boards were established.

1.2.1.   Monthly "performance challenge" meetings were held between the DCS, Haringey PCT, the Metropolitan Police and officials from GOL and DCSF, chaired by the Government Office for London and with peer DCS challenge

1.2.2.   Haringey Council established a Quality Outcomes Board with the support of Capital ambition and the Idea to provide peer support and challenge specifically in respect of the safeguarding action plan but also in other areas of concern in the borough for example Housing.

1.3   Both boards have received regular progress reports from the DCS containing performance information and updates on all aspects of the safeguarding action plan.

1.4   In addition regular 1:1s were held between the DCS and the Chief Executive and other smaller groups were established to support the improvement journey.

1.5   A progress inspection by Ofsted in June 2009 concluded that despite changes in staff, political leadership, and the efforts of partners, that progress was still "limited". Further recommendations were made and action undertaken across the partnership. In February 2010 Ofsted made a further progress inspection

which concluded that "good progress" had been made and that there were good prospects for further improvement.

1.6   In the light of these welcome conclusions from Ofsted, and in order to drive forward most effectively, the next phase of the improvement journey, it is proposed to establish new arrangements for supporting, monitoring and accounting for progress and performance. Whilst across all five Every Child Matters outcomes, the principal vehicle for monitoring will be the normal arrangements that are in place in respect of Haringey's Children's trust. It is recognised that Haringey's safeguarding services continue to require however, specific and separate arrangements in the light of the particular improvement journey involved and of the DCSF intervention.

1.7   It is proposed therefore to establish the Haringey Towards Excellence in Children's Services Board, specifically to ensure that safeguarding in particular becomes an excellent service.

1.8   The proposed arrangements will not duplicate the work of the Local Safeguarding Children's Board but complement it by providing both direct accountability to the Leader of the council and the Secretary of State and in addition provide peer and other expert advice on the improvement journey.

2.   **Overall purpose**

2.1   The Board will provide support and challenge to the Haringey partnership in its ambition to secure excellent safeguarding services in Haringey, ensuring that current progress is sustained, further improvements are delivered, and a rapid pace of change is maintained. .

2.2   The Board will be chaired by an independent Chair jointly appointed by the Secretary of State and the Leader of Haringey Borough council. The Chair will provide a written report jointly to the Leader of Haringey Borough Council and the Secretary of State every 6 months.

3.   **Role and responsibilities**

The Board will:

3.1 Agree at its first meeting (to be held no later than May 31st 2010), the actions set out in the Haringey Safeguarding Plan which is to be revised by the Director Children and Young Peoples Services by that date to include:
- A detailed response to recommendations of the Ofsted monitoring report;
- Updated performance targets designed to reflect current progress and to set 'smart' targets for the next two years;
- Updated timescale for the delivery of all actions;
- A clear outline of what 'excellence' will look like and the milestones to be reached to ensure that this will be achieved by 1st January 2012;

3.2 Advise on implementation of the Plan, assessing risk and considering issues that arise and advising on capacity to deliver the plan – including egg the number and quality of front line practitioners, supervisors and managers;

3.3 Oversee delivery of the Plan and its impact on overall performance of Haringey's safeguarding services – including monitoring targets, timeliness, quality and engagement of front line practitioners and families;

3.4 Assess the performance of the Children's Trust partnership in leading the performance improvement needed.

3.5 Receive reports from any sub-groups of the Board interrogating monthly and other performance data and, as appropriate from individual partners or from the LSCB;

3.6 Support the Chair in agreeing the key issues to be reported to the Secretary of State and the leader of the Council on progress made and in doing so consider when proposals should be made for exiting intervention;

3.7 Consider reports from the Council and its partners, as may be required, on the wider children's services agenda.

4. Administration

4.1 The Board will meet quarterly starting in May 2010 and more frequently if the Board agrees that is appropriate. The Board will remain in place pending a review of the effectiveness of these arrangements following further Ofsted reports in 2011. The board will be administered by Haringey Council who will, in consultation with the Chair, be responsible for the preparation of the agenda and papers for the meetings of the Board, which are to be received by Board Members at least three working days in advance of the meeting. LBH will also be responsible for the administration, clerking and hosting of the Board meetings and will ensure that minutes are taken and distributed to Board members, attendees and any others agreed by the Board, within one week of a Board meeting. The Chair should agree minutes before circulation.

5. Membership

5.1 The Board's membership shall be as follows:

Chair:

The Board will be independently chaired by an individual with professional knowledge of the issues involved. The Chair will be appointed jointly by Haringey Borough Council and the DCSF

Board Membership:

Representing Haringey Borough Council
• Leader of Council
• Chief Executive

- Lead Member for Children's Services
- Director Children's and Young People's Services

    Representing Haringey NHS
- Chief Executive or Deputy Chief Executive

    Representing Metropolitan Police
- Borough Commander or his Deputy

    Others in Attendance:

    Department for Children, Schools and Families
- To be nominated

    Government Office for London
- To be nominated

    Audit Commission
- CAA Lead or nominee

5.2 Other colleagues from Haringey Council, NHS Haringey and the Metropolitan Police will attend as necessary for key items. External consultants will attend for reporting purposes and others may be invited to attend as necessary.

6. **Quorum:**

6.1 The Board has no quorum. Each meeting will need to consider progress and make necessary decisions; the work cannot be held up due to the absence of any member. For this reason, it is essential that if a member of the Board cannot attend, a deputy or alternative representative who has decision-making power attends in their absence. Such alternatives/deputies should be agreed at the first meeting of the Board.

7. **Membership and role of Haringey Council performance group**

7.1 The political and professional leadership of Haringey borough council is committed to providing strong support and challenge within the council in the interests of ensuring success. To this end the Council will establish a performance group to exercise this function and to ensure that our plans can benefit from peer support from the local government family.

7.2 The group will focus on ensuring that the our plans and approach benefit from the best practice available, that appropriate support is in place for the DCS to ensure that plans are properly resourced, that performance data is robust, that performance issues are identified, and dealt with, and that progress with the safeguarding plan is on track.

7.3   The group will meet monthly and will be administered by the Council.

Membership.

Leader of Council
Chief Executive
Lead Member
Director Children and YP
Idea lead for safeguarding
Practising or recently retired DCS

7.4   It is also envisaged that the DCS will continue to establish such meetings with Haringey Partners as are necessary to ensure progress against the plan.

Agenda item:

[No.]

| Cabinet | On 13 July 2010 |

| Report Title. | **Housing Strategies: Move-on Strategy 2010-15 and the Rough Sleepers Strategy 2010-12** |

Report of the Director of Urban Environment, Niall Bolger

Signed :

Contact Officer : Rosie Green
Housing Strategy & Partnerships Manager
Rosie.green@haringey.gov.uk
020 8489 4526

| Wards(s) affected: **Not applicable** | Report for: **Non key-decision** |

1. Purpose of the report (That is, the decision required)

1.1. The purpose of this report is to seek approval for both the Rough Sleepers Strategy 2010-12 and the Move-on Strategy 2010-15. Both strategies have been developed by the Integrated Housing Board and agreed at their meeting on 14th June 2010.

2. Introduction by Cabinet Member

2.1. **The Rough Sleepers Strategy.** Rough sleepers in Haringey are among the most vulnerable groups in the Borough, many have high support needs resulting from dependence on alcohol and drugs or have mental health issues. Whilst we need a

zero tolerance approach to rough sleeping we must ensure that effective support networks are in place to help former rough sleepers sustain accommodation in the long term.

2.2. **The Move-on Strategy.** There are significant numbers of residents in short-terms supported housing that are ready to move-on but can't due to barriers preventing them from doing so such as the shortage of available tenancies. The resulting blockage in this valuable resource means that vulnerable people who need to access short-term supported accommodation are prevented from doing so. The Move-on Strategy aims to identify and provide solutions to these barriers.

3. **State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. As sub-strategies of the Homelessness Strategy 2008-11 these strategies will support the delivery of a number of key objectives, namely

Objective 1: Actively support and promote a partnership approach to preventing homelessness
Objective 2: Invest in early intervention and effective homelessness prevention
Objective 4: Provide choice and encourage independence
Objective 7: Work proactively to safeguard children and vulnerable adults

3.2. The outcomes of these strategies will help meet the following priorities in the Council Plan

- **Priority 2** - Creating a Better Haringey: cleaner, greener and safer

The Rough Sleepers Strategy will ensure that interventions are put in place to prevent people from ending up on the streets and ensure that those who do are given realistic options to enable them to stop sleeping rough.

The strategy will positively contribute to tackling anti-social behaviour associated with rough sleeping and the street drinking population.

- **Priority 3** - Encouraging lifetime well-being, at home, work, play and learning

The strategies will link to opportunities for skills development, education and training to encourage life-time wellbeing.

- **Priority 4** - Promoting independent living while supporting adults and children when needed

By assisting planned move-on from short-term supported housing the Move-on Strategy will enable some of the Boroughs most vulnerable residents to plan

their lives and work toward independent living.

The Rough Sleepers Strategy will ensure that a case-by-case approach is taken to establish offers of support/options based on circumstance.

- **Priority 5** - Delivering excellent, customer focused, cost effective services

By making the best use of short-term supported housing the Council will be able to free up valuable stock for those that need it most, including rough sleepers. Greater value for money from the Supporting People budget will be realised by ensuring that accommodation based support is not being given to those who are ready to move-on.

4. Recommendations

4.1. It is recommended that the Cabinet

(a) Approves the Rough Sleepers Strategy 2010-12 for adoption subject to the inclusion of any case studies to be agreed by Cabinet Member for Housing

(b) Approves the Move-on Strategy 2010-15 for adoption subject to the inclusion of any case studies to be agreed by Cabinet Member for Housing

(c) Notes the feedback from the strategy consultation

5. Reason for recommendation(s)

5.1. The development of strategies to address move-on from short-term supported housing and rough sleeping is prioritised through the Homelessness Strategy 2008-11.

5.2. The introduction of procedures to increase the flow of clients through short-term supported housing is a Supporting People Strategy 2005-10 priority.

5.3. A detailed audit of short-term supported housing has been undertaken, suggesting that over 2010-11 there will be an estimated 237 people ready to move-on but unable to access appropriate accommodation. The Move-on Strategy will increase the availability of sustainable housing solutions.

5.4. The development of a strategy to tackle rough sleeping is in line with the government's 'No One Left Out' agenda to reduce and sustain the incidence of rough sleeping to as close to zero as possible by 2012.

5.5. An increase in the number of rough sleepers from the eastern European countries and a correlated increase in the incidence of violent crime make a strategic multi-

> agency approach to rough sleeping an imperative.

6. Other options considered

6.1. Not applicable

7. Summary

7.1. These strategies will expand on the work already being done through the Homelessness Strategy 2008-11, they will seek to improve the lives of some of the most vulnerable homeless groups in Haringey.

Rough Sleepers Strategy 2010-12

7.2. The Rough Sleepers Strategy 2010-12 will seek to ensure that Haringey's reduces and sustains the number of people sleeping rough in the borough to as close to zero as possible by 2012.

7.3. Rough sleepers in Haringey are among the most vulnerable groups in the Borough; many have high support needs resulting from dependence on alcohol and drugs or have mental health issues. Whilst we need a zero tolerance approach to tackling rough sleeping we must ensure that effective support networks are in place to help former rough sleepers sustain accommodation in the long term.

7.4. Over the last four quarters the number of clients seen rough sleeping by outreach services has remained at a fairly constant level, between 17 and 23. However, there have been confirmed reports of a significant influx of rough sleepers from central and eastern European countries which now poses a significant problem especially in relation to an increase in the incidence of violent crime (particularly murders) among this group.

7.5. The strategy will bring together all agencies dealing with rough sleepers to provide effective support in terms of detox programmes and to facilitate reconnection to country of origin in the case of rough sleepers with no recourse to public funds.

7.6. The singular identified outcome for the Rough Sleepers Strategy is;
"Through a zero tolerance approach to rough sleeping, reduce and sustain the numbers of people sleeping rough on the streets of Haringey to as close to zero as possible by 2012"

Move-on Strategy 2010-15

7.7. The Move-on Strategy 2010-15 aims to provide solutions to the barriers that

prevent clients in short-term supported housing from moving on. It will also free up valuable provision for those that need accommodation based support.

7.8. Short term supported accommodation, funded by Supporting People, aims to help people move to independent living and prevent homelessness. By working with service users to develop their skills and confidence most aspire to moving into long term or permanent housing. Unfortunately, due to barriers this is not always possible and service users can remain in supported accommodation for too long, therefore blocking up this valuable resource.

7.9. Nationally, it is estimated that 45% (46% in London) of short term supported housing units are occupied by people who are ready to move on but do not have the accommodation or support to enable them to do so. This is because of barriers such as lack of alternative accommodation, affordability and the lack of necessary support. These blockages are not a new issue, constituting a problem for many years.

7.10.   In development of the strategy Haringey carried out an audit of all short term supported housing and those clients ready but unable to move on. Headline results of the audit indicated that;

- 176 clients were ready to move-on from short-term supported housing but had no accommodation to move into.
- An estimated further 242 clients would be ready to move-on at some point during 2010/11
- There is an existing shortfall of 176 tenancies rising to a potential 237 over 2010/11

7.11.   Two outcomes have been identified through the Move-on Strategy, that

- The annual availability of short term supported housing is increased for those who need it

And

- No one remains in short term supported housing for longer than they need

8. **Chief Financial Officer Comments**

8.1. The proposals set out in this report will be delivered within existing approved budgets within Housing Services or approved external funding from DCLG. However some of the funding is time limited and costs incurred in respect of these measures must be limited to the funding available and should cease when the funding runs out, unless further bids for funding are successful. Commitments should take account of the one –off nature of some of the funding, particularly any additional staffing costs where contracts should be of a fixed term nature linked to the funding timescales

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted in the preparation of this report.

9.2. The need for the Council to adopt strategies in respect of Rough Sleepers and Moving-On is driven by the Central Government objectives that are set out in the report. These strategies underpin the Council's Homelessness Strategy and support the delivery of some of the key objectives in the Council Plan.

9.3. Effective non-statutory consultation has taken place with Partner Organisations and Stakeholders (including the public) in line with the Council's Consultation Framework and Compact Agreement and there are no further legal implications arising.

10. Head of Procurement Comments –[Required for Procurement Committee]
10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. Equalities Impact Assessments (EIA) have been completed for each of these strategies

11.2. Recommended actions resulting from the EIAs have been incorporated into each of the Action Plans

12. Consultation

12.1 Extensive consultation has been carried out on each of these strategies with several interest groups, namely:

- Integrated Housing Board
- Supporting People Partnership Board
- Supporting People Provider Forum
- Supporting People Team
- Strategic & Community Housing Services
- Corporate Policy & Performance Team
- Safer, Stronger Communities Service
- Haringey Drug & Alcohol Team
- Haringey Advisory Group on Alcohol
- Met Police
- Communities & Local Government

- Homelessness Strategy Delivery Groups
- Thames Reach
- UK Border Agency
- Bubic
- Homelessness Strategy Delivery Groups
- Homeless Link
- Short-term supported housing service users

12.2 The consultation carried out on both these strategies has demonstrated that there is widespread support for both.

12.3 Consultation reports for both strategies are appended to this report

13. Service Financial Comments

13.1. Although there are some costs involved in the delivery of these strategies (outlined below) the delivery of most of the actions will need to be contained within existing budgets and through forming effective partnerships with other services. These actions could be affected by future funding cuts resulting in changes to staffing structure.

13.2. An extended outreach service for rough sleepers providing a faster and more targeted approach has been funded by Communities & Local Government at a cost of £27,928. This enhanced service will run until 31st December 2010. Further external funding will be sought for an extension of this service if, after evaluation, there is still a need.

13.3. Funding has been secured for a deposit guarantee scheme to last 12 months. £70,000 through the Supporting People budget will cover staffing costs. A total of £35,000 will constitute the pot from which any claims will be paid; £25,000 from Communities & Local Government from two pots (small grants bid for rough sleepers & funding for social excluded groups) and £10,000 from Strategic & Community Housing Services.

13.4. Benchmarking from other local authorities indicates a possible 20% claim rate; effective monitoring systems as well as robust procedures will need to be put in place to minimise as much as possible the risk of tenancies failing and claims being made.

13.5. Possibilities for underwriting the scheme should be explored with partner agencies to further mitigate of risk.

13.6. Future funding for this scheme cannot be guaranteed so it is recommended that potential external funding sources are explored as well as any future input from Supporting People should the scheme prove effective and value for money.

14. Use of appendices /Tables and photographs

    14.1. Copies of the Move-on and Rough Sleepers Strategies plus the consultation reports are available in the Members rooms

15. Local Government (Access to Information) Act 1985

    15.1.   Not applicable

MINUTES OF THE CABINET MEMBER SIGNING
FRIDAY, 4 JUNE 2010

Present: Councillor Claire Kober (Leader of the Council)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
1.	**PARTNERSHIP AGREEMENT – SECTION 75 OF THE NATIONAL HEALTH SERVICE ACT 2006 (FOR INTEGRATED SERVICES FOR ADULTS WITH LEARNING DISABILITIES** (Report of the Director of Adult, Culture and Community Services – Agenda Item 3):	
	It was noted that the Haringey Learning Disability Partnership had been established in October 2003 under Section 75 of the National Health Service Act 2006 between the Council and the two local National Health Service (NHS) trusts (NHS Haringey and Barnet Enfield & Haringey Mental Health NHS Trust).	
	The current Section 75 Agreement had been due to expire on 31 March 2009 but had been extended at that time, initially for 6 months (to 30 September 2009) and subsequently for a further 6 months (to 31 March 2010) to allow time for a comprehensive review of the Learning Disabilities services, which included wide consultation with all stakeholders (including service users and carers). This period had been further extended to allow time for the final negotiations between the three partner organisations.	
	It was also noted that the Section 75 Agreement had now been comprehensively reviewed, revised and extensively discussed with all partner agencies with whom it had been agreed to establish a Pooled Fund under Section 75 of the Act and the Partnership Regulations in accordance with the terms and conditions contained within the Agreement. The Agreement would be for a period of three years up to 31 March 2013 with the option to extend for up to a further 12 months and would be subject to annual periodic review. The Agreement committed the Council to contribute £5.28 million per annum for which there was provision in the Adult, Culture and Community Services Directorates annual budget allocation. It set out the arrangements by which the Haringey Learning Disability Partnership would establish and maintain a pooled fund for the delivery of services for people and the carers of people with learning disabilities, with the Council acting as 'lead' partner. Partners were required to ensure that they were operating within the context of the Agreement by the Department of Health's deadline of 8 June 2010.	
	RESOLVED	
	That approval be granted for the Council to enter into an agreement with NHS Haringey PCT and Barnet, Enfield and Haringey Mental Health NHS Trust pursuant to Section 75 of the National Health Service Act 2006 to enable the partners to establish and maintain a Pooled Fund and to formalise and develop the services known as the Haringey Learning Disability Partnership.	DACCS

MINUTES OF THE CABINET MEMBER SIGNING
FRIDAY, 4 JUNE 2010

CLAIRE KOBER
Leader of the Council

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
MONDAY, 21 JUNE 2010

Actions arising from Cabinet Procurement Committee are monitored and progress reported by Corporate Procurement. Officers must therefore ensure that all actions assigned to them, are fully addressed and signed off with the Contracts Management Officer in the Corporate Procurement Unit.

Councillors   *Goldberg (Chair), *Bevan,* Kober and *Reith

*Present

MINUTE NO.	SUBJECT/DECISION	ACTION BY
PROC01.	**DECLARATIONS OF INTEREST** (Agenda Item 2)	
	Councillor Bevan in relation to agenda item 6 – Broadwater Farm Integrated Learning Campus.	HLDMS
PROC02.	**WOOD GREEN CEMETERY BURIAL PROVISION** (Report of the Director of Adult, Culture and Community Services - Agenda Item 4) The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. We noted that tenders for this work had been invited on the basis of six Options and that Option A (including 2 vaults deep burial chambers and traditional burials with a contract period of 12 weeks) was considered to offer the best overall combination. Bids had been returned by five contractors on the Construction Procurement Group's Major Work Construction framework agreement list following which had been the subject of an evaluation based on 60% quality and 40% price. In response to questions raised we were informed that charges for the sale of new burial plots had been set at a level which over a 2-4 year period would yield sufficient income to pay back the borrowed capital and borrowing costs as well as make a contribution to the budget income in Bereavement Services. With regard to available burial space there was little available in Wood Green Cemetery and the Council's other cemeteries the proposals now before the Committee were intended as a short term measure to provide additional capacity by the end of August. A feasibility study carried out at Enfield Crematorium Cemetery indicated that the longer term issues in relation to capacity for new burials highlighted in a recent Scrutiny Review could be addressed using space there. We also noted that the cost of the new burial spaces was contained in the 2009/10 capital programme. However, because the scheme had slipped it was now the subject of a budget carry forward request which would be considered by the Cabinet on 13 July as part of a review of the capital programme. The project was planned to be funded from Un-	

	Supported (Prudential) Borrowing and could only be approved subject to submission by the Service of a business case which demonstrated that borrowing costs were affordable and able to be met from an income stream that the project generated. **RESOLVED** That, subject to the Cabinet agreeing to the capital budget carry forward request, approval be granted to the award of the contract to extend burial space at Wood Green Cemetery to T&B Contractors Ltd. on the terms and conditions set out in the Appendix to the interleaved report in accordance with Contract Standing Order 11.03.	DACCS
PROC03.	**EXTENSION OF CURRENT INTEGRATED HOUSING SUPPORT SERVICES CONTRACT FOR 18 MONTHS** (Report of the Director of the Children and Young People's Service - Agenda Item 5) The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. We noted that the existing Semi Independent contract was due to expire on 30 June 2010. The contract having originally been let for three years and extended for a further two years approval of our Committee was required to extend the contract further. We also noted that the needs of the service have changed following the recent 'Southwark Ruling' which had resulted in higher volumes of young people requiring semi independent accommodation. Concern having been expressed about spot purchases being made outside the contract we were informed that the Placements Service was aware that spot purchases outside of the contract did not provide value for money for the Council and would seek to ensure that all teams making referrals contacted providers on the framework in the first instance. The Service would also be working with the existing providers and encouraging them to make more provision available. We noted that there were 101 After-care 18+ clients residing in semi independent provisions and we asked to be supplied with the number who were awaiting allocation of permanent Council accommodation. Disquiet was voiced that greater efforts had not been made to ensure that value for money was achieved and that market testing of the current arrangements had not been market tested for 5 years. To this end we asked that officers explore whether, through the contract extension variation, a discounted rate could be negotiated with the existing providers to reflect a further period of 18 months as the Council's preferred supplier for these services. We also asked that officers explore the feasibility of undertaking a joint tender process with neighbouring boroughs to allow the aggregation of demand and the obtaining of the best market rate.	DCYPS

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
MONDAY, 21 JUNE 2010

		RESOLVED	DCYPS
		That in accordance with Contract Standing Order 13.02 approval be granted to the extension of the existing Semi Independent contract with the providers below on the existing framework for a period of 18 months commencing on 1 July 2010 to allow for a new tender for semi independent provisions to be agreed -	
		• Christopher House, TA Limelight Properties • Allison Lodge (formerly MG Supported Housing) • Atlas Properties • Phoenix Community Care • Andrew Stevens • Atlantic Lodge	
PROC04.		**BROADWATER FARM INCLUSIVE LEARNING CAMPUS** (Report of the Director of the Children and Young People's Service - Agenda Item 6) Councillor Bevan declared a personal interest in this item by virtue of being Chair of the London Housing Consortium. The Appendix to the interleaved report was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person. We noted that with regard to the Chief Financial Officer's comments in relation to the capital implications of the scheme additional financial information had come to light since the production of the report. The Cabinet would now be reviewing the Council's capital programme including the Children and Young People Service's element on 13 July and that this should be reflected in the Committee's decision. In response to a question about the provision of a sprinkler system we were informed that this was necessary to meet the insurance requirements. We were also informed that part of the site not required for the Campus would be available for other purposes and it was confirmed that a review of the London Housing Consortium Network framework arrangements had been carried out and goods and services where applicable had been applied. **RESOLVED** That subject to the Cabinet agreeing to the revised capital budget and funding sources for the project approval be granted to the award of the building contract of the Broadwater Farm Inclusive Learning Campus to Mullalley & Co. Ltd. on the terms and conditions set out in the Appendix to the interleaved report in accordance with Contract Standing Order 11.03.	DCYPS

MINUTES OF THE CABINET PROCUREMENT COMMITTEE
MONDAY, 21 JUNE 2010

The meeting ended at 20.05 hours.

JOE GOLDBERG
Chair

Agenda item:

[No.]

| Cabinet | 13 July 2010 |

| Report Title. URGENT ACTIONS TAKEN IN CONSULTATION WITH CABINET MEMBERS |

| Report of Assistant Chief Executive (People & Organisational Development)

Signed : |

| Contact Officer : Richard Burbidge

Telephone: 020 8489 2923 |

| Wards(s) affected: **Not applicable** | Report for: **Information** |

1. Purpose of the report

1.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

1.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 03 and 04 (2010 -11) have not previously been reported.

2. Introduction by Cabinet Member (if necessary)
2.1. Not applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:
3.1. These are contained in the individual consultation forms.

4. Recommendations

4.1. That the report be noted

5. Reason for recommendation(s)

5.1. Not applicable.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 To inform the Cabinet of urgent actions taken by Directors in consultation with Cabinet Members.

7.2 The report details urgent actions taken by Directors in consultation with Cabinet Members since last reported. Item numbers 03 and 04 (2010 -11) have not previously been reported.

8. Chief Financial Officer Comments

8.1. These are contained in the individual consultation forms.

9. Head of Legal Services Comments

9.1. These are contained in the individual consultation forms.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. These are contained in the individual consultation forms.

12. Consultation

12.1. Details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 <u>Background Papers</u>
The following background papers were used in the preparation of this report;

Cabinet Member Consultation Forms
Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2010-11

Exempt forms are denoted by ◆

No	Directorate	Date received by Cabinet Committees Team	Date approved by Director	Date approved by Cabinet Member/ Leader	Title	Decision
3.	Children & Young Peoples	21.06.10	P. Lewis 18.06.10	C. Kober 18.06.10	**Waiver of Contract Standing Orders for the Procurement of Asbestos Abatement Services**	Approval to a waiver of Contract Standing Order 6.05 (Requirement to Tender) in order to regularise the procurement of contracts for the provision of emergency asbestos abatement works commissioned by the Children and Young People's Directorate.
4.	Urban Environment	29.06.10	N. Bolger 28.06.10	J. Bevan 29.06.10	**Approval for Compulsory Purchase Action – Empty Properties**	Subject to the confirmation of the CPO by the Secretary of State to approve the disposal of a property to a Registered Social Landlord where possible, or to an individual or Private Developer (in which case the sale would be by way of auction) with covenants applied to bring the property back into use as soon as possible. The best market value to be obtained for the property and thus avoid any disposal at an under value.

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2010-11

Exempt forms are denoted by ◆

No	Directorate	Date received by Cabinet Committees Team	Date approved by Director	Date approved by Cabinet Member/ Leader	Title	Decision

1. ACTION TAKEN UNDER URGENCY PROCEDURES – 2010-11

Exempt forms are denoted by ◆

No	Directorate	Date received by Cabinet Committees Team	Date approved by Director	Date approved by Cabinet Member/ Leader	Title	Decision

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Haringey Council

Agenda item:

[No.]

Cabinet	13 July 2010

Report Title. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS
Report of the Assistant Chief Executive (People & Organisational Development) Signed :
Contact Officer : Richard Burbidge Telephone: 020 8489 2923

Wards(s) affected: **Not applicable**	Report for: **Information**

1. Purpose of the report

1.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

1.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. These are contained in the individual action forms.

4. Recommendations

4.1. That the report be noted

5. Reason for recommendation(s)

5.1. Not applicable.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 To inform the Cabinet of delegated decisions and significant actions taken by Directors.

7.2 The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

8. Chief Financial Officer Comments

8.1. Where appropriate these are contained in the individual delegations.

9. Head of Legal Services Comments

9.1. Where appropriate these are contained in the individual delegations.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. Where appropriate these are contained in the individual consultation forms.

12. Consultation

12.1. Where appropriate details are contained in the individual consultation forms.

13. Service Financial Comments

13.1. Where appropriate details are contained in the individual consultation forms.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 <u>Background Papers</u>
The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms
Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

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CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions – Delegated Action 2010/11 –April 2010

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1. ◆	18.04.10	Approval for award of contract under CSO 11.02 re: E-mail Security Content Management.	For the Director of Corporate Resources to award the contract for the Council's E-mail Content Security Management service for a period of two years with an option to extend for a further period of one year.

Delegated Action

Type	Number
Request for waiver of CSO 6.04 under CSO 7 re: Focus group research into temporary accommodation, signed by Interim ACE (PPP&C) 01.04.10.	1
Request for waiver of CSO 6.05 as allowed under 7.02 re: Broadwater Farm Campus Telecommunications Backbone Cabling, signed by Interim Chief Financial Officer for DCR 01.04.10.	1
Request for implementation of CSO 6.3 re: DVD Licensing – Motion Picture Licensing Company (MPLC), signed by DCR 15.04.10.	1
Request for implementation of CSO 6.03 re: Internal decoration works, Apex House, signed by DCR 15.04.10.	1
Approval for award of contract under CSO 11.02 re: Consultant for a Strategic Construction Model for London, signed by DCR 18.04.10.	1

Submission authorised by: J. Parker 5|5|10.

CORPORATE RESOURCES AND CHIEF EXECUTIVE SERVICE

Significant decisions – Delegated Action 2010/11 – June 2010

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision

Delegated Action

Type	Number
Approval for award of contract under CSO 11.02 re: 5 yearly fixed wired electrical testing (2), Corporate Landlord Portfolio, signed by DCR 01.06.10	1
Approval for award of contract under CSO 11.02 re: Fraud Management System, signed by DCR 01.06.10.	1
Approval for award of contract under CSO 11.02 re: Mobile Security Guarding – Marsh Lane Site, signed by DCR 06.06.10.	1
Approval for award of contract under CSO 11.02 re: River Park House Smart Working (power and data cabling), signed by DCR 11.06.10.	1
Request for waiver of CSO 6.05 under CSO 7 re: Installation of Voltage Optimisation at Highgate Wood School, signed by DCR 16.06.10.	1
Approval for award of contract under CSO 11.02 re: Application Upgrade to Web Impulse, signed by DCR 20.06.10.	1

Submission authorised by:

J Paris 28/6/10

DIRECTOR OF URBAN ENVIRONMENT

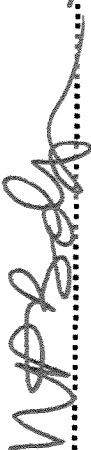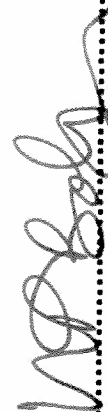## Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	05/02/10	Creation of new post – Future Jobs Fund co-ordinator	To create new post – Future Jobs Fund co-ordinator to manage and co-ordinate the new Future Jobs Fund programme that will create 221 new jobs across the borough (155 within the council).
2.	11/02/10	Report of Statutory Consultation for the extension of Highgate Station Outer CPZ	To report the feedback of statutory consultation carried out in May/June 2009 for an extension to the Highgate Station Outer CPZ. To extend the Highgate Station Outer CPZ to Denewood Road, Stormont Road and Sheldon Road as outlined under Option 2 in para 11.3 of the delegated report. Also to inform residents of the council's decision.
3.	15/03/10	Council mortgage interest rate from 01 April 2010 to 30 September 2010	That the Council declared Local Average of Interest to be applied to all variable rate mortgages with effect from 01 April 2010 to 30 September 2010 should reduce to 7.03%.
4.	28.03.10	Sustrans DIY Streets Neighbourhood Project	To request approval to waive Contract Standing Order 6.05 (requirement to tender) as allowed under CSO 7.02 and in accordance with waiver requirements noted under CSO 7.03. This is a unique project run solely by Sustrans so it is not possible to enter into a tendering process, value of contract over a 2 year period will be £137k.
5.	06.04.10	Re-tendering of the contract for the management and operation of Community Safety CCTV Service	To re-tender the contract for the management and operation of Community Safety CCTV Service for a period of 2 years, plus provision to extend for up to 2 years (subject to satisfaction) and to agree the timetable for tendering exercise to commence in April 2010.
6.	13/04/10	Cycle Training and Dr. Bike Contract for 2010 to 2012	To provide one to one cycle training for children and adults to cycle safely.

DIRECTOR OF URBAN ENVIRONMENT

Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
7.	14/04/10	Purchase of specialist consulting engineering services from Derek Drew-Smith	To approve expenditure of TfL funding allocated 2009/10 to 2010/11 to enable continuation of the implementation of a 7 year A406 complementary traffic management and calming project.
8.	14/04/10	Creation of 5 temporary posts in Strategic and Community Housing Service	To create 5 temporary posts on six month contracts to support the core team working on the PSL Renewals and TA Reduction Project
9.	21/04/10	Addition of full time Social Worker post for Hearthstone	Addition of full time Social Worker post for Hearthstone. Post will be located at Hearthstone but will have dual reporting lines to the Hearthstone Manager and a Manager in CYPS. New post agreed as part of business planning process.
10.	23/04/10	To seek Director's agreement to extend contract for Alfie Environment for 3 months (Waste Management Service)	To seek Directors agreement to implement Standing Order 13.01 – to allow Director to grant a single extension for external support for the procurement of the New Waste Contract.
11.	30/04/10	Traffic Enforcement Systems, Mobile Enforcement CCTV Vehicle lease	To further extend the current lease for a further 2 months from 30 April 2010. This is necessary due to technical difficulties in respect of the new procurement procedures that have held up the process
12.	17/05/10	Hornsey Town Hall – Decentralised Energy feasibility study	To award a contract to consider second phase assessment of a combined heat and power solution for the proposed new development at Hornsey Town Hall.

DIRECTOR OF URBAN ENVIRONMENT

Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
13.	21/05/10	North London Pledge 2	Authorisation for agreeing contracts with 3 Haringey Guarantee partners/providers to deliver the Haringey Element of the LSA funded ULV sustainable employment pilot programme North London Pledge 2.

Delegated Action	
BUILDING CONTROL – FEBRUARY 2010	
Type	Number
Building Regulation applications – Full Plans approved	12
Building Regulation applications – Full Plans conditional	1
Building Regulation applications – Full Plans rejected	9
Building Regulation applications – Building Notices accepted	76
Completions	54
Dangerous Structures	33
DEVELOPMENT MANAGEMENT – FEBRUARY 2010	
TYPE	Number
Planning application decisions – Granted	74
Planning application decisions – Refused	29
Planning application decisions – Permitted Development	7
Planning application decisions – Raise No Objections	1

Submission authorised by: ....

Niall Bolger, Director of Urban Environment

DIRECTOR OF URBAN ENVIRONMENT

Significant decisions – Delegated Action 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	28th June 2010	Approval for Compulsory Purchase Action – Empty Properties	Approval of the disposal of 160 Seaford Road N15, following the Compulsory Purchase of the property as approved by Cabinet on 16th June 2009
2.	28th June 2010	Memorandum of understanding for Tottenham Hale Gyratory Works	To authorise the Director of Urban Environment to sign a non-legally binding Memorandum of Understanding which outlines the overarching principles of the funding and collaboration agreements required for this scheme.

Delegated Action

BUILDING CONTROL – April – June 2010	
Type	Number
Building Regulation applications – Full Plans approved	48
Building Regulation applications – Full Plans conditional	19
Building Regulation applications – Full Plans rejected	25
Building Regulation applications – Building Notices accepted	182
Completions	145
Dangerous Structures	50

Submission authorised by: ....

Niall Bolger, Director of Urban Environment

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Haringey Council

Agenda item:

CABINET	On　13 July 2010

Report Title: Enfield Crematorium Burial Provision and Redevelopment Plan

Report of ：**Mun Thong Phung, Director of Adult, Culture & Community Services.**

Signed : _____

Contact Officer :　John Morris, Assistant Director Recreation Services
　　　Tel: 020 8489 5602　email: john.morris@haringey.gov.uk
Tim Baker, Project Manager, Parks and Bereavement Services
　　　Email: tim.baker@haringey.gov.uk

Wards(s) affected: **All**	Report for Key Decision

1. Purpose of the report (That is, the decision required)

1.1 To provide an assessment of the current performance and investment needs of the service

1.2 To identify options to secure future viable and sustainable service delivery

1.3 To approve the recommended options for the Council to cease its Bereavement Services operation and dispose of the Enfield Crematorium site.

2. Introduction by Cabinet Member (if necessary)

2.1 We are clearly faced with a very difficult and challenging decision in determining how we secure a viable solution for the Council. We need to bring about investment and maintain the revenue surplus, whilst also enabling the ongoing provision of cremation and burial choices for residents in the borough.

I believe that the proposals and recommendations, set out in this report, provide the most realistic solution and we should progress immediately to minimise any short term revenue loss, achieve the best value for money and secure ongoing provision.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 Links to:
Greenest Borough Strategy – Priority Two
LB Haringey – Asset Management Plan
LB Haringey – Capital Strategy and Revenue Plan

4. Recommendations

4.1 Consider the options appraisal set out in the feasibility report and approve the following.

4.2 That the Council ceases to directly provide cremation and cemetery services at Enfield Crematorium.

4.3 That the Council moves to a leasehold agreement for the Enfield Crematorium site, with a specialist operator.

4.4 That subject to recommendation 4.7, the Enfield Crematorium and Cemetery be disposed of as a going concern for best consideration, and delegated authority is given to the Director of Corporate Resources and to agree the terms of such disposal.

4.5 That approval is given to the disposal on the open market of 1 and 2 Grenville Cottages located at the north-east end of the Enfield Crematorium site.

4.6 That the Council continues to provide services and manage provision at Wood Green and Tottenham cemeteries.

4.7 That prior to any disposal, officers progress and secure a detailed Planning Permission for the new burial provisions at Enfield Crematorium Cemetery.

5. Reason for recommendation(s)

5.1 Enfield Crematorium requires a minimum capital investment of £6.6m to sustain its ability to provide cremation and burial services that return a revenue surplus to the Council. This investment is needed to upgrade cremation equipment to comply with new emissions standards, and provide new burial space.

6. Other options considered

6.1 Maintain Council operation and prioritise capital investment of up to £13.4m (excludes possible borrowing costs) to upgrade cremation equipment, provide further burial space and upgrade site infrastructure at Enfield Crematorium

6.2 Offer Enfield Crematorium site only for sale to an external bereavement services operator, via a tender process, whilst retaining ownership of Wood Green and Tottenham Cemeteries

6.3 Offer Enfield Crematorium site, with Wood Green and Tottenham Cemeteries for sale to an external bereavement services operator, via a tender process.

6.4 Offer Enfield Crematorium site with Wood Green and Tottenham Cemeteries for lease to an external bereavement services operator, via a tender process.

6.5 Do nothing. This option will result in the service operating at a net loss within a few years.

7. Summary

7.1 Executive Summary

7.1.1 Bereavement Services is a discretionary commercial service with a budgeted net income to the authority, and operating in an increasingly competitive market.

7.1.2   The Service is largely administered from Enfield Crematorium, managing burial, cremation and memorial activity on this site, together with Tottenham and Wood Green Cemeteries.

7.1.3   The Council has a predominantly 'operator' responsibility, whilst the London Borough of Enfield is the 'regulatory' authority in relation to the crematorium.

7.1.4   The recent trend in both burials and cremations is down, whilst memorials income is relatively stable. The 'efficiency savings' led price increases in the last 3 years has partly masked the downturn in business volumes.

7.1.5   The key reasons for this downturn are:
- Increased life expectancy and reduced death rate;
- Reduced supply and choice of burial provision;
- Crematorium 'fitness for purpose' and ability to meet today's customer expectations.

together with the imminent challenge and requirement to meet new environmental legislation to tackle mercury emissions from crematoria.

7.1.6   To better understand these challenges and explore possible solutions, the Council has commissioned and undertaken 5 pieces of work, the conclusions of which are reflected in the feasibility report (see appendix B), which include:
- Assessment of mercury emissions plant/ equipment upgrade;
- Feasibility of developing new longer term burial provision at Enfield Crematorium;
- Crematorium redevelopment and upgrade;
- Valuation of Enfield Crematorium and Cemetery;
- Appraisal of future delivery options.

7.1.7   This work clearly identifies both the investment need and potential of between £6.6m - £13.4m, with a minimum requirement to meet environmental legislation compliance and future burial supply / net income target. To do nothing is 'NOT AN OPTION'.

7.1.8   The options available to the Council are:
- Council In House with reduced revenue budget surplus target;
- Council In House with Prudential Borrowing Investment of between £6.6m - £13.4m;
- Long Term Lease to a specialist operator;
- Sale to a specialist operator.

7.1.9   Given the balance of provision and administrative requirements, there are some economies of scale,which would be lost if the service and related sites are broken up. The Council would need to make alternative suitable administrative arrangements for managing the burials and memorials business at Wood Green and Tottenham Cemeteries.

7.1.10 A lease based agreement with an external operator will enable the Council to build in controls, to ensure the ongoing effective management and maintenance of the sites Clauses would be included to cover:
- Opening hours and access to facilities;
- Maintenance standards – horticultural and infrastructure;
- Safety and security;

- Informal /passive recreational use;
- Future use of existing grave space.

7.1.11 The key questions to be considered in selecting the appropriate course of action include:

- Is this a key Council priority and activity?
- Is this a statutory or discretionary activity?
- What is the Council's position on demand, asset and financial risk?
- Is the Council in a position to prioritise capital investment?
- What are the implications for staff?
- The opinion and perception relating to the disposal of Tottenham (and Wood Green) cemeteries?
- How do we meet the 'mercury emissions' implementation deadline of December 2012?

8. Chief Financial Officer Comments

8.1 Bereavement Services produces a surplus of income over expenditure. However, in recent years this surplus has begun to decline due to the reasons set out in the report. The net income budget for 2010/11 is £515k. However, current projections show that this is not expected to be achieved and the service is anticipating an income shortfall of approximately £420k this year.

8.2 Whilst 132 additional spaces are to be made available at Wood Green Cemetery during the year the revenue surplus after borrowing costs will be £188k over the life of the new space, 2-4 years. Assuming a 3 year life, income shortfalls will be mitigated by £62k per annum.

8.3 This report recommends that the Council ceases to provide bereavement services from the Enfield Crematorium site and that this service/ site as a whole is either disposed of or externalised. The financial implications of these options follow.

8.3.1 Lease service to external Crematorium/Cemetery Operator
This option allows for an external organisation to pay a rent to the Council on a long-lease basis, in return for operating the site as a private cremation and burial business, outside of the control of Haringey. This option would reduce the risk of a further decline in income for bereavement services and give certainty long term. In addition, there may be the possibility of re-using the site in future years and the lease option would give Haringey the opportunity to benefit from this income.

8.3.2 Dispose service to external Crematorium/Cemetery Operator
This option allows for an external organisation to purchase the site from the Council to operate as a private crematorium and burial business, outside of the control of Haringey. This would be a one-off capital receipt and would not address the net income budget. Haringey would lose any option to re-use this site in the future and forego any potential income associated with this in the long term.

8.3.3 For either of the options above it will be necessary to dispose of the 2 properties at the north-east end of the Enfield Crematorium site. This will give the Council a one-off capital receipt.

8.4 The report recommends that the Council continues to directly operate and manage both Wood Green and Tottenham Cemeteries. The proposal to only dispose of Enfield Crematorium as opposed to the entire bereavement service means that there will be a significant funding shortfall and currently no alternative funding source for this has been identified.

8.5 Alternative options considered:

8.5.1 Do minimum – install mercury abatement equipment
The cost of these works is circa £1.2m, plus the cost of any civil engineering and building works which is currently unknown. In order to finance this cremation charges would need to be increased. It is possible that an increase in charges will cause clients to use other more competitively price crematoria. This option in itself would not increase income and may in fact give rise to a decline in cremations while work is completed. This option has been discounted.

8.5.2 Remodelling the site
In addition to the mercury abatement equipment detailed above a further proposal is to improve the existing crematorium building, either a brand new cremation facility or refurbishing existing facilities. The cost range for this is £2.6m to £6.8m. It would potentially increase the number of clients using services, but again would require prudential borrowing and the impact on prices could dissuade clients. This option has been discounted.

Neither of the above options would address the current lack of grave spaces and income targets associated with burials.

8.5.3 Council investment and retain Bereavement Services
A further option would be for the Council to invest and retain operation of bereavement services. The minimum investment required for mercury abatement equipment and additional burial spaces would be £6.6m, £1.2m and £5.4m respectively. The maximum investment would include the full remodelling of cremation facilities at an additional cost of £6.8m and thus a total investment required of £13.4m. If funding this through prudential borrowing the full cost of repayment would be between £9.6m and £19.4m. This would have an impact on prices as described in 8.4.2 above. In early years the price increase would be approximately 64%, based on 2009/10 actual income. Bereavement Services offer a number of different options but an indication of the impact on prices can be seen below.

Service	2010/11 Price £	64% Increase £	Indicative Price £
Adult cremation with organist	535	342	877
Vault - Parishioner	3,620	2,317	5,937
Vault – Non-Parishioner	4,700	3,007	7,707

8.6 It should be noted that significant costs have been incurred on this project to date. Approximately £73k in 2009/10 and a minimum of £126k in 2010/11 in order to obtain the necessary planning permission for the site prior to disposal. To date costs have been met by prudential borrowing, however, it is recommended that these one-off costs are met by any future receipts secured as a direct result of the project.

8.7 Commercially sensitive information (Exempt) is detailed in Appendix A.

9. Head of Property Services Comments

9.1 The HPS fully supports the analysis and option appraisal carried out by NPS showing the options to lease or dispose of the crematorium and cemeteries site are the most economic and financially viable.

9.2 1 and 2 Grenville Cottages can be sold at an open market value, separately from the disposal of the crematorium and cemetery sites, under s.123 Local Government Act 1972.

9.3 The sale of Granville Cottages will result in revenue implications as the current rent receivable from the occupying tenant will no longer be received. An adjustment will therefore need to be made to the budget for this loss of income following disposal of these properties. The loss in revenue will be £1814.88

10. Head of Legal Services Comments

10.1 The Council may dispose of the business of cremation and burial service carried out at the Enfield Crematorium, the Tottenham and Wood Green Cemeteries as a going concern. The business and equipments must be valued separately from the properties;

10.2 The Council may dispose of the Enfield Crematorium, the Tottenham and Wood Green Cemeteries and separately the two Grenville Cottages but must in all instances obtain the best consideration that can reasonably be obtained. A disposal includes a sale of the Council's freehold interest or the grant of a lease for a term exceeding 7 years.

10.3 Members should note that the disposal of the business and of these premises means the Council will cease to offer such services to its residents.

10.4 The proposed sale/lease of Enfield Crematorium and Wood Green and Tottenham Cemeteries consists of the sale of a business to which the supply of services are incidental. Therefore any such sale would not be subject to the European procurement regime.

10.5 **TUPE implications**
The recommended course of action would appear to involve a relevant transfer for the purposes of the Transfer of Undertakings (Protection of Employment Regulations) 2006 (TUPE) by reason of a service provision change within the meaning of Regulation 3(1)(b)(i). In such circumstances the team of 18 posts identified in paragraph 3 of the feasibility report will constitute an "organised grouping of employees" whose principal purpose is that of carrying out the functions subject to the transfer. Thus the transfer of the functions to an external bereavement services operator will also involve the transfer of staff from that "organised grouping" in post

immediately before the transfer to the employment of the service operator on the terms of their contract of employment in force at that point.

10.6 Regulation 13 of the 2006 Regulations places a duty on the Council to consult representatives of the employees affected by the proposed transfer or by measures taken in connection with it. Such consultation shall commence in sufficient time to allow for proper consultation with those representatives, including the consideration of representations made, before the date of transfer. Although not expressly required by Regulation 13, it would be advisable for the consultation exercise to extend to the members of staff affected as well as their representatives.

10.7 In the event that the outcome agreed by Members is one included in the list of options at paragraph 7.1.8, advice should be sought from Legal Services on the employment implications of that course of action.

11. Equalities and Community Cohesion Comments

11.1 Bereavement Services has always been able to reflect the diverse needs of its clients by working with funeral directors to ensure that cremation and burial facilities meet these requirements. This is particularly the case at Wood Green cemetery and the intention is to encourage the development of Enfield Crematorium site to equally cater to the needs of the local community.

12. Consultation

12.1 Throughout the process of this review of bereavement services, staff have been briefed about the context and potential implications and outcomes. In addition, the views of various technical services have been sought to enable a complete picture of future provision to be formed. These have included cremation and burial specialists, civil and structural engineers, the local planning authority, the Environment Agency, landscape designers and other cremation and burial authorities in London.

12.2 It is expected that further consultation on site facilities will occur prior to any approach to the market to specify any Council requirements and those of stakeholders.

12.3 Clearly, subject to Cabinet consideration of the proposed option, the Council will establish and undertake full consultation with staff and trade union representatives in implementing the project.

13. Service Financial Comments

13.1 Bereavement Services in 2009-10 had a budget shortfall of £160k as burial space at Enfield Cemetery was completely depleted and cremations were down. It is anticipated that in 2010-11, the budget shortfall will be increased to £420k as in addition to Enfield Cemetery, Wood Green Cemetery also ran out of burial spaces. Although a new provision at Wood Green Cemetery is being sought, it will not be in time to revert the whole shortfall. Additionally, it is only a short term solution as the new provision will only provide spaces for approximately 2.5 years. The recommended option in this report will provide a much longer term solution for addressing the budget shortfall.

14. Use of appendices

14.1   More detailed information is contained in the Feasibility Report (Appendix B) and Appendices C – I).

14.2   List of Appendices
        Appendix B   Feasibility Report
        Appendix C   Enfield Crematorium site plan
        Appendix D   Tottenham Cemetery site plan
        Appendix E   Wood Green Cemetery site plan
        Appendix F   Staff establishment and structure
        Appendix G   Service Volumes
        Appendix H   Crematoria provision in London
        Appendix I   Grenville Cottages (Enfield Crematorium) site plan

15.Local Government (Access to Information) Act 1985

15.1   Exempt information is contained in appendices A and J-M and background documents.

EXEMPT

15.2   Appendix A   Chief Financial Officer comments

15.3   (List of Feasibility Report appendices)
        Appendix J   Service Income
        Appendix K   Service Profit / Loss
        Appendix L   Enfield Crematorium Strategic Review
        Appendix M   Valuation Summary

15.4   Background Documents
        ▪ The installation of abatement equipment at Enfield Crematorium by The Institute of Cemetery and Crematorium Management: May 2009
        ▪ Feasibility Study at Enfield Crematorium New Burial Facility by NPS Group: April 2010
        ▪ A review of options for the future operation of Enfield Crematorium – NPS Property Consultants: May 2010
        ▪ Valuation: Enfield Crematorium and Cemetery, Wood Green Cemetery and Tottenham Cemetery. – DVS March 2010

NOT FOR PUBLICATION: The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972) : Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Feasibility Report
Enfield Crematorium Burial Provision and Redevelopment Plan

Contents

1. Enfield Crematorium, Tottenham and Wood Green Cemeteries

a)The Enfield Crematorium (see appendix C)
Enfield Crematorium is owned and managed by this Council and is located at the northern end of the Great Cambridge Road EN1 4DS and is one of London's largest. The crematorium has two chapels which can both hold approximately 150 people for religious or non-religious services. There is approximately 50 acres of space, most of which is dedicated to the Gardens of Remembrance. The site has a lawn cemetery which is now full and a feasibility study for extending the cemetery into the adjacent land filled site has recently been completed. The details of this are within this report.

b)Tottenham Cemetery (see appendix D)
Tottenham Cemetery is owned and managed by this Council and is located in White Hart Lane /Creighton Road N17. Tottenham Cemetery effectively has no accessible new grave spaces available. However, there is still a regular demand for re-opening of existing graves. The site covers approximately 62 acres. There are two chapels on site with the west chapel available for burial services.

c) Wood Green Cemetery (see appendix E)
 Wood Green Cemetery is also owned and managed by the Council and is located in Wolves Lane N22. It is the Council's newest cemetery and was opened in 1996. It pioneered the use of concrete burial vaults in Haringey which have proved very popular. It also has a dedicated Muslim section. Although the cemetery currently has no more grave spaces available, a project is underway to provide a further 132 new plots, consisting of both traditional dig and concrete vault graves. The works were authorised by Procurement Committee on 21.6.2010 and will start in July 2010 and complete in September 2010.

2. Statutory Requirements for Service Provision

2.1   The Council, in keeping with all Local Authorities, is not required to provide cemeteries and crematoriums as a statutory duty. The requirement is discretionary and the Local Authorities' Cemeteries Order 1977 (LACO77) states that a Local Authority **may** provide and maintain cemeteries inside or outside of its area. Article 4(1) of LACO77, however, requires that a Local Authority must keep any cemetery that they are responsible for in good order, including buildings and infrastructure.

2.2   As a Burial Authority, the Council is also entitled to own and operate crematoria and charge such fees as it sees fit. Other areas of legislation cover the statutory requirements for keeping registers and plans of sites, the cremation of human remains, as well as compliance with the Environmental Protection Act 1990 (EPA1990) covering crematorium emissions. For the latter, the local authority Environmental Health office (which in the case of Enfield Crematorium is the London Borough of Enfield) grants an annual operation certificate based on recordings of emissions submitted.

2.3   In addition to the above, the requirements of the Public Health (Control of Disease) Act 1984 need to be met. Under this legislation, a Local Authority becomes responsible for the disposal of any person who dies within its boundary where no suitable funeral arrangements have been made. Currently, the Council, via the Coroner's Office and Urban Environment Enforcement Service, undertake approximately 12 of these "Parish Funerals" per year at an average annual net cost of £2,500. This sum is comparatively low because, in many cases, estates of the deceased eventually yield the required payments.

3. Service Delivery

For service delivery, the Council is based in offices on site at Enfield Crematorium on Great Cambridge Road in Enfield. From here, the burial services at Wood Green, Tottenham and Enfield cemeteries are administered as well as the cremation services at Enfield.

The whole service is delivered by a dedicated Council team of 18 FTE staff (see appendix F). A change in the management and ownership of the operation to an external crematorium operator, has TUPE implications and would thus require appropriate consultation before any disposal can take place.

4. Service Volumes (See Appendix G)

4.1 Cremations

There were 2,070 cremations carried out during the financial year 2009-10, against a target set of 2,260. There has been a downward trend in cremations in recent years from over 3,000 in 1996. This is partly attributable to a reduction in the national and local death rates as well as a demographic trend towards a younger population as older residents move from urban to more rural locations. The total for 2009-10 represents 56% of current cremation capacity and approximately 50% of all deaths in the Haringey, Enfield and Hatfield areas.

There are twelve other crematoria in the region (see Appendix H). The number of cremations undertaken at each of these (except Parndon Wood) for the years 2008-09, compared with 2007-08, shows that nine crematoria increased cremations, with Enfield being one of four crematoria with a reduction in numbers between the two years. However, only three crematoria showed changes outside the range of +/- 5%, and, of these, the most significant was the increase of 10.12% recorded in respect of Forest Park Crematorium in Ilford, where the number of cremations increased from 1,086 to 1,186 during the 2009-2010 financial year.

4.2 Burials

The service data (see appendix G) show the recent volume and trend in burials for the Council. The trend is generally downwards. This has been caused by a combination of falling death rates, a shortage of burial space and a continuing trend towards cremation rather than burial. However, the demand for new burial space remains and the Council has always offered a choice. The balance between burials and cremations is actively managed and encouraged. In 2009-10, burials amounted to 189, or 9 per month, down from 15 per month in 2006-07.

Wood Green Cemetery experienced a higher demand for new graves during 2009-10 as Enfield Cemetery became full and Wood Green provided the only spare capacity for the Borough. However, since then, all three cemeteries have nearly exhausted new grave spaces.

The supply shortage is being addressed in Wood Green via the procurement of 132 new grave spaces, the completion of which are expected in September 2010. This additional capacity is expected to last two to four years. For Enfield Cemetery a feasibility study (May 2010) has concluded that a further 1,791 new grave spaces can be created, providing approximately 17-20 years of additional burial capacity. Once this additional capacity has been exhausted, there will be no additional space on that site for further burials.

At present, the demand for grave re-opening for subsequent interments to an existing grave remains fairly stable. In 2009-10 this accounted for 30% of burial operations for the Council with 52% of reopens being second interments.

5.   Service Quality

The service provided by the Council from Enfield Crematorium is highly regarded and valued by funeral directors and clients. In 2010, the Bereavement Services team were awarded the Front-line Customer Service Team of the Year at the National Customer Service Awards. Also, there were nine WOW award winners in 2008 with a further two this year, as well as an XtraMile Award winner in 2009.

Wood Green Cemetery is the recipient of numerous awards including Green Flags in 2009 and 2010, ICCM Best Cemetery in 2006 and 2007 and an Award for Community Involvement in 2009.

Tottenham Cemetery won the Best Improved Cemetery award at the ICCM Cemetery of the Year Awards in 2008.

6.   Operational Challenges

The Council faces a number of challenges which may be categorised as follows:

- The need to comply with impending mercury emissions targets
- A shortage of burial spaces
- Asset condition of Enfield Crematorium buildings
- Local competition
- User and stakeholder expectations

6.1 Mercury Emissions

The UK Government is a signatory to the OSPAR Convention for the Protection of Marine Environment of the North East Atlantic (Oslo-Paris Agreement) (1992), which addressed international concerns over pollution to the marine environment. Under this signatory countries undertook to cease all mercury emissions into the atmosphere by 2020. In relation to this, the Defra (Department for Environment, Food and Rural Affairs) 2004 Process Guidance Note 5/2(04) has provided the legislative framework for achieving a 50% national reduction in crematoria mercury emissions by 31st December 2012, with a further reduction to 100% by 2020.

Enfield Council is the regulatory authority for Enfield Crematorium, whilst Haringey Council is the operating authority. It is the responsibility of Enfield Council to issue the permit for this Council to operate the Enfield Crematorium and it is Enfield Council's responsibility to supply information to Defra about the current status of the crematoria in their area, regarding mercury abatement progress. In February 2009 the Council notified Enfield of its intention to seek 100% abatement of mercury emissions from cremations carried out at Enfield Crematorium.

Authorities that declare themselves unable to meet the 50% target will be able to make payments to a burden sharing scheme (CAMEO - Crematoria Abatement of Mercury Emissions Organisation) the receipts from which will be shared among those authorities meeting or exceeding the target. Whilst the Council may be able to revise its intention, it is important to note that if the CAMEO burden-sharing scheme cannot secure the required 50% reduction in mercury emissions then Defra can issue a directive requiring all crematoria above a certain size to install abatement equipment. It has been suggested that the volume threshold for mercury abatement crematoria will be 2,000 cremations per annum. Currently, Enfield Crematorium's volume is in excess of this and, thus, may be subject to any Defra

directive. In any case, there is a Defra target to achieve 100% abatement of mercury emissions by 2020, so the CAMEO solution can only be a temporary measure.

The reduction in mercury emissions is achieved through the installation of additional filtration plant connected to the cremators and can be linked into heat-exchange boiler systems.

An ICCM (Institute of Cemetery & Crematorium Management) report that was commissioned by the Council in May 2009 advised that, as the existing cremators were due for replacement in 2012, the installation of filtration equipment should accompany the provision of three new cremators.

The overall purchase price for the cremation plant and equipment was taken at an indicative figure of between £1.1m and 1.4m. However, this did not take into account the cost of any civil engineering and building works that were likely to be needed to install the equipment in the existing crematory at Enfield.

Additional challenges are presented by this requirement, not least the need to address service continuation during the works and a potential supply bottleneck as burial authorities across the country seek to be compliant by January 2013. The ICCM advise a likely procurement duration of 12-18 months. This would indicate that procurement of mercury abatement equipment should start no later than June 2011.

Whether the Council invest in new plant and equipment or pay into the CAMEO burden-sharing scheme, the expectation is that the end-user pays for the mercury abatement arrangements through higher cremation charges.

6.2 Burial Provision

The Council has nearly exhausted its existing supply of new grave spaces. Enfield Crematorium cemetery ceased to offer new plots from January 2009. Tottenham cemetery is also nearly full with a limited number of new plots established in recent months. Most burial operations in this borough are now confined to re-opening of existing graves and the 'Baby' cemetery at Enfield.

The Council is addressing this shortage with two projects; one at, a) Wood Green cemetery and one at b) Enfield Crematorium cemetery. The prospect of re-using existing graves could provide extra capacity in the future and this is set out in paragragh c) below.

> **a) Wood Green Cemetery Extension**
> A total of 132 new grave spaces are planned to be made available within the existing cemetery at Wood Green. A technical specification for constructing 28 traditional graves, 104 vaulted chambers and retaining structures has been produced and has formed the basis of a contract to supply and install. This contract has been tendered with a provisional start date of August 2010, following Procurement Committee contract award on 21 June 2010. This project is being supported through the existing Prudential Borrowing capital allocation.
>
> It is envisaged that this work, once complete, will offer burial provision for up to four years. This is based on the grave usage rate from 2007-08, when grave space at Wood Green was previously in plentiful supply. Prudential borrowing will be required to support the construction of this extension. It is estimated that the construction work will cost £340k which, once interest and fees are added, will require repayments of £457k over two years. With an expected income of £645k from the sale of graves over this period, the overall revenue surplus should be around £188k.

b) Enfield Crematorium Cemetery Extension

In May 2010 the Council completed a feasibility study for extending the existing cemetery into an unused area of the site. This area was previously used for domestic landfill and is unsuitable for traditional dug graves.

The feasibility study was commissioned to address the apparent unsuitability of the only available ground. It details the surveys that have been undertaken and the consequent engineering solution proposed to enable new graves to be provided on the site.

The study and its proposed engineered solution conclude that it is financially and technically viable to create additional grave spaces on the site. This proposal has been examined by the Environment Agency whose role is to ensure that there is no risk of pollution to controlled waters as a result of cemetery development. They have confirmed that they would have no objection to a planning application for this cemetery extension. The local planning authority, Enfield Council, also supports the proposal, in principle.

The project cost has been estimated at £5.4m. This would deliver an additional 1,791 grave spaces, the majority of which would be double vaulted chambers. It is estimated that this would provide burial provision on the site for the next 17 to 20 years. The source of funding could be prudential borrowing. Including interest payments, the total cost of the new cemetery would be £7.6m all of which could be recovered during the first 10 years of the life of the cemetery. It is estimated that the current price of a double burial chamber would need to rise by 57% to £6,251, and thereafter by 3.3% per annum, in order that the current level of income for the service is maintained.

c) Grave Re-use

This is a relatively recent approach for tackling the nationwide problem of cemetery capacity shortages. The powers to re-use graves are as follows:

> *"The subject of re-using existing graves has been the subject of an ongoing discussion since 1994. In London Section 9 of the greater London Council General Powers Act 1976 enables borough councils to reclaim and reuse a grave where rights of interment have not been exercised for 75 years and specified Notice has been published and the right of burial extinguished. Similar powers exist for the City of London Cemetery. Should any proper objections be received and not withdrawn the re-use is not permitted. Burials may thus be carried out in existing graves without disturbing human remains.*
>
> *Under S74 of the London Local Authorities Act 2007 in certain circumstances borough councils have power to disturb human remains, in contrast to above, in graves older than 75 years where a burial authority wishes to deepen the grave to enable more burials, the 'lift and deepen approach'. This is subject to compliance with conditions largely contained in the earlier legislation above. The outstanding debate is for areas not covered by these Acts and some possible relaxation but to date is not resolved .It is reported that some boroughs and the City of London cemetery have availed themselves of these powers."*

(Source: District Valuer Service – March 2010)

So, whilst it is possible to create additional grave space by re-using old graves, it is not a methodology that is widely used at present. In addition to the potential

consultative and administrative burden that such a method presents, there is also likely to be a cost involved in the grave recovery. A further obstacle to exercising this option is that of public resistance to such a scheme.

6.3 Asset Condition – Enfield Crematorium

The original Crematorium buildings were completed in 1938. The accommodation includes two chapels for services, four cremators, site offices and welfare offices in the main block with a columbarium and additional offices in the West Chapel building, which was opened in 1955. The site management offices and public toilets are located to the rear accessed directly off the parking area. The external appearance of the main building is dominated by a prominent brick chimney in line with the entrance roadway.

There is a detached three-bedroom house at the site entrance; currently occupied by the site manager. There are also two three-bedroomed, semi-detached houses (see appendix I "1&2 Grenville Cottages") adjacent to the north-eastern entrance. One of these is occupied by a Council tenant, the other is used as a staff welfare and storage facility. Both of these houses are considered surplus to the requirements of the bereavement services operation.

The existing network of site carriageways is restricted and limits access to parts of the site. It is frequently congested with mourners' vehicles for which there is inadequate parking.

A condition survey of the buildings on the site was undertaken by Property Services in January 2010. It concludes that buildings are in a reasonable condition. The survey identifies some minor repair requirements over the next five years, to the value of £39k with £23k indicated for the current financial year (2009-10).

This condition survey indicated that further surveys need to be undertaken to identify works that may be required to meet statutory compliance standards, including a DDA survey, Fire and Water Risk Assessments and an updated Asbestos Survey.

The condition survey has identified the need for maintenance but not for building improvements. As a minimum, staff facilities and public toilets, in particular, need a significant upgrade to meet current expected standards.

The age, design and external appearance of the Crematorium buildings, create an austere impression, reinforced by the central positioning of the chimney in line with the entrance driveway, though this effect has been softened through use of sympathetic planting. The Service Chapels have relatively little natural light and a similarly austere feel.

6.4 Local competition and client expectations

There are twelve crematoria in the vicinity of Enfield Crematorium (see Appendix H). These represent an element of competition for Enfield Crematorium as many of them have in recent years been refurbished, improved and, in the case of Forest Park in Hainault, are brand new facilities. In effect, it is usually the family who make the choice of site for cremation, and, usually, this is based on proximity of residence of the deceased and their immediate family, where they may have existing family laid to rest, and the recommendation of the funeral director. Other factors that will inevitably influence that choice, though, will be the price of service/memorials[1], attractiveness of the grounds and buildings, availability and quality of

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[1] Cremation Pricing

Enfield Crematorium's 2009/10 fee was £510 (Now £535). This compares with other providers as follows:

All 24 London Crematoriums	Average fee £478	Range:	£340 - £575
Nearest 12 Crematoriums	Average fee £497	Range:	£420 - £600

public facilities, access by road, availability of parking and the quality of service provided by staff and management. It follows that any perceived reduction in quality for any of these factors will reduce demand for services at that crematorium.

Changing client expectations over the years have led to more contemporary designs for crematoria which tend towards a more sympathetic and informal feel, with, for example, much greater use of natural light within the Chapels. In order that Enfield Crematorium retains its position of choice for the local area, it will require some investment to modernise its facilities, offer a greater range of services and improve vehicle access and parking on site. The requirement for major civil works to enable the mercury abatement equipment to be fitted presents a good opportunity to address the need for better buildings and infrastructure. In addition, the proposal for further burial facilities includes a new roadway that will alleviate the traffic congestion problems that are currently experienced on the site.

7. Financial Analysis

7.1   Cremations and burials are operated as a commercial service which is reflected in the base budget. The service is completely self-financing and has, as an average of the last four years, produced a revenue surplus. The main revenue streams are from cremations, burials and memorials.

7.2   <u>Cremations Income</u> (Appendix J)
The income received for cremation services for the last four years averages just over £1m.

Whilst the number of cremations over this period has declined slightly the income has been supported by a steady increase in cremation charges at a rate significantly over the rate of inflation during the same period. This has been linked to the planned budget expectations and the requirements of the efficiency savings decisions. The current charge for a cremation is £535, up from £440 in 2007-08. Income targets for cremations are set on an annual basis. In 2009-10 income was short of target by 6%. In the previous three years, income exceeded target by 12% (2006-07), 2% (2007-08) and 3% (2008-09)

7.3   <u>Burials Income</u> (Appendix J)
The total annual income for burials (both new graves and re-opened graves) is now in decline as new grave burial space has been significantly reduced. Unless new grave spaces are created, burial income will largely be dependant upon continuing demand for re-opened graves, although this only represents about 12% of total burial income. The advent of new burial chambers at Wood Green had mitigated somewhat against this downward trend. These chambers are very popular with clients and generate more than double the unit revenue compared to traditional dig graves. However, because there is very limited capacity remaining, income in 2010-11 will be reduced compared to previous years, pending completion of additional capacity in mid 2010/11. In previous years income exceeded target by 27% in 2006/7 and 4% in 2007/8, whilst 2009/10 was 0.5% short of target.

7.4   <u>Memorials Income</u> (Appendix J)
A range of memorial items are available for clients to purchase. The vast majority of this income is generated at Enfield Crematorium and related, in volume and income to the cremation service. This is an important, and, until recently, relatively stable, revenue stream for the operation. In 2009-10 income was down 11%. In the previous

three years income targets had been achieved, or virtually achieved, with a range of +1% to -2% against budget.

7.5 Profit and Loss (Appendix K)

Analysis of the operations trading performance is set out in the Appendix.

8. Enfield Crematorium and Burial Provision Feasibility Studies

8.1 Given the performance challenges and changing environmental protection legislation the Council commissioned two further pieces of work during 2010 aimed at the need to invest in building, infrastructure and equipment as well as reducing or eliminating the financial risk posed by lack of burial space.

1) Production of a series of options for safeguarding the provision of all Council services from the Enfield Crematorium site
2) Assessment of the feasibility of extending the cemetery at Enfield Crematorium

8.2 Enfield Crematorium Strategic Review (Appendix L)
This report, "A Review of Options for the Future Operation of Enfield Crematorium" was written by an NPS property consultant and was published in May 2010. It was commissioned by The Council to define what site developments should and could be instigated as a way of securing service provision from the site over the next 25 years, in the face of local competition, mercury emissions compliance requirements and revenue surplus expectations.

This review concludes that engagement with the market to transfer the operation to a third party, either on a long operational lease basis or through a sale of the freehold interest, represents the recommended route for the future operation of the Enfield Crematorium site.

The conclusions of the Strategic Review Report can be summarised as follows:

▪ There is a requirement to renew cremators at the Crematorium and fit mercury abatement plant to comply with emissions targets

▪ The volume of cremations at Enfield is reducing due to demographic reasons although the lack of investment in buildings and infrastructure on the site cannot be ruled out as a contributory factor

▪ There are two main options available for the Council to pursue against this background, one of which is to undertake capital investment to improve the site facilities and the other is to investigate market interest in buying or leasing the site so that an external operator can manage it as a private crematorium and cemetery business, outside of Haringey Council control

▪ As a result of an initial options appraisal, the option to refurbish the site appears less favourable than that to either dispose of or lease out the site. To test this conclusion, the Council should engage with the market

▪ The burial feasibility study, the site review and the two other cemeteries should be brought together into an integrated approach towards the future of the burial and cremation operation in Haringey

Evidence collected during this Review suggests that external operators would be willing to invest in refurbishing crematoria and cemeteries given sufficient length of lease to make this viable. Whereas standard local authority leases tend to be 25 to 30 years, an external operator may be looking for a lease of 90 or above.

8.3 Burial Extension Feasibility
This report, produced by NPS, concluded the following, in its Executive Summary:

▪ The project is technically viable. The construction can be achieved by stabilising the existing landfill ground, creating a concrete base over this and installing concrete burial chambers, with appropriate surface landscaping, upon this new base.

▪ Following a series of groundwater pollution risk assessments, the Environment Agency have reported that they would have no objection to a planning application for this cemetery extension.

▪ The project cost would be £5.4m. Construction should be divided into an initial phase, to provide the site infrastructure, and subsequent phases to provide burial chambers as necessary.

9. Enfield Options Appraisal Outcome (Appendix M)

9.1 The NPS report identified a series of options for equipping Enfield Crematorium site for future operations to enable continual service provision over the next 25 years. These ranged from a Do Minimum option, to address mercury emission requirements, through a medium-term option, to remodel and improve existing buildings to a long-term option for completely rebuilding the Crematorium. In addition, an option to dispose of the Crematorium to an external operator to manage as a private business, either through sale or leasing, was identified.

Following an options appraisal process the Lease or Disposal options was identified as providing the best overall value for money for the Council.

9.2 Options Appraisal Process
The option appraisal process was carried out according to Treasury Green Book guidelines.

To enable the analysis to occur, a list of service objectives were compiled as follows:
▪ Maintain/ increase proportion of total cremations in relation to total number of cremations in local area
▪ Upgrade staff facilities to ensure that suitable over period of review
▪ Modernise site to improve user experience and meet expectations over review period
▪ Meet mercury abatement standards
▪ Improve environmental performance with emphasis on carbon reduction
▪ Improve car parking allocation(150-200cps)
▪ Ensure ongoing/uninterrupted operation of site during any works

These objectives were then prioritised according to importance and weighted. Then, the costed options available were scored against the above objectives to analyse the contribution that each chosen option would make towards objective achievement. Thus, each of the options was appraised on the basis of cost vs benefit and then discounted in order to compare the costs and benefits that would occur over a 25 year period.

The discount rate of 3.5% (Net Present Value (NPV)) is set by the Government and is used to convert all costs and benefits to present value so that they can be compared.

The Lease or Disposal options from this analysis returned the most favourable NPV results and highest scores against the non-financial objectives. The other options would involve a capital contribution from the Council and are therefore seen as a 'cost' whereas the lease/disposal option is seen as a benefit.

10.   Consideration of Wood Green and Tottenham Cemeteries

The work commissioned by the Council to examine the feasibility of investing to secure the future of service provision was centred around Enfield Crematorium. However, Wood Green and Tottenham cemeteries also need to be considered.

Notwithstanding short-term investment to provide additional burial space at Wood Green, these two cemeteries represent some elements of service delivery that will continue even when new burials are no longer taking place. Clients will continue to require a burial service for subsequent interments, both to traditional dig and burial chamber graves. Visitors will rightly expect that the standard of grounds maintenance will be sustained even when grave space has been exhausted. People will also expect that they can continue to access and enjoy the site as a public amenity space. With this in mind, the memorial safety inspection programme will need to continue. Finally, the future re-use of existing graves cannot be ruled out as a method for creating burial space capacity to meet continuing demand. For these reasons, both Wood Green and Tottenham Cemeteries should be regarded as a part of the package of service delivery alongside that at Enfield Crematorium.

This view is endorsed by DVS (District Valuer Service). With reference to two recent, comparable, transactions by Torbay Council and North Somerset Council they say:

> "The characteristic of these collaborations is the fact that the operator takes over the service provision as a whole and not on an individual site basis reflecting the ability of the sustainable crematoria element of the business to subsidise those parts which are either wholly maintenance burdens or have a limited or low and uncertain income producing potential."

In relation to Wood Green and Tottenham Cemeteries, they advise the following:

> In the light of the information provided it is apparent that the most sustainable and profitable element of the Council's current operation is the crematoria and cemetery at Enfield. Wood Green has potential for a good income stream in the immediate future but will then be dependent on the less certain income from re-openings. Tottenham is already in this situation.

> Having regard to the foregoing and the appendix reports it is considered that the best option for the Council in order to secure the long term future of it's service can only be to offer, by tender, a package of the three sites based upon a minimum of a 15 year agreement subject to annual review, the current surplus, the extension potential and with provision for inflation. The Lodge House on the crematorium site is regarded as beneficial to the service and should be included within the package offered.

11.   Consideration of 1 and 2 Grenville Cottages

Where once these properties would have been for the use of service staff attached to the Enfield Crematorium operation, this is no longer the case. The properties are considered to be surplus to Council requirements and, therefore, should be sold, as a pair, as a separate exercise to that of the remainder of the Enfield Crematorium site. A valuation of the properties was carried out in March 2010 giving a general guide value.

12. Change Implementation

In order to progress the disposal of the business and the three sites, it is proposed that a project team be established to oversee the change implementation process. This team should be sponsored by AD Recreation Services and report into the Regeneration Programme Board, via the Capital and Assets Strategy Board. The team will be multi-functional and consist of officers from Corporate Resources as follows: HR, Procurement, Legal Services and Property Services, as well as Recreation Services.

Initially, Expressions of Interest will be sought from appropriate external bereavement services operators. . Operators interested in leasing or buying the package of sites and operations from the council will then be asked to participate in a formal tendering process, led by Corporate Property Services.

It is estimated that the whole process, including the gaining of planning permission, would take about 18 months from the date of Cabinet approval. Detailed design work has already commenced to secure planning permission from Enfield Council for the Enfield Cemetery extension. Recreation Services will continue to be responsible for this element. This is being pursued now so that the site can be leased or sold with the benefit of planning permission. This would be seen as advantageous to any interested external organisation, especially given the challenging nature of the land available and the detailed work that has already been done to gain approval from the Environment Agency and an endorsement of new burial provision from Enfield Council.

In addition, it is planned that groundwater testing and monitoring is maintained on the basis that this would become a planning condition at the request of the Environment Agency. This monitoring will shorten the elapsed time between planning permission being granted and new grave space being available for use. This, in turn, would make the site more attractive for any potential external operator.

Other key tasks will include dealing with any TUPE implications, gaining vacant possession of the properties to be sold and disposing of the sites.

13. Project Costs

The Council has incurred professional fees and surveying costs to prove the feasibility of burial provision construction and to investigate the options for Enfield Crematorium, funded from the 2009/10 capital allocation. Further costs for the detailed design of the burial provision will need to be incurred, leading up to planning permission approval. It is assumed that these will be funded corporately. The costs are summarised below:

Description	2009-10 Cost	2010-11 Cost
Enfield Burial Provision		
Management fees	28,506	43,250

Design and QS consultancy	8,090	77,980
Ground Surveys	21,149	4,875
Crematorium Study		
ICCM Report	1,200	
NPS Report	10,000	
District Valuer Report	4,500	
Site Disposal		
Management Fees		TBA
Other Fees		TBA
Total	**73,445**	**126,105**

14. Outcomes and Implications

In 2009-10 the Council produced a revenue surplus from joint operations at the Enfield Crematorium site and its other two cemetery sites. This surplus is at risk and can only be sustained through capital investment in new cremation equipment (£1.4m), enhanced site facilities (minimum £2.6m) and a new cemetery (£5.4m).

The investment required by the Council (min. £9.4m) to safeguard this annual revenue and to provide an ongoing service for, say, the next 25 years would have to be funded by prudential borrowing which not only adds to the overall cost of investment but is required to be self-financing. With a nominal pay back period of 10 years, such borrowing would add approximately £1.25m annual costs to the operation, or £12.5m in total. As an alternative, a longer borrowing term, to match that of the life-span of improvement, say 20 years, may be considered. This would result in a total of £15.7m, or £787k per annum. These additional cost burdens would inevitably result in current revenue surplus targets being more at risk.

The prospect of a sale or lease of the Council's Crematorium and cemetery sites to a 3rd party operator, to mange independently of Council control, addresses some of the pressures currently facing the Council's operation. By engaging with the market for the provision of these services and a return of revenue (or capital receipt) to the Council, with an ambition to match the existing surplus, a transfer of risk can be anticipated for the following investment decisions:

- Mercury abatement filtration equipment and new cremators
- Improvements in buildings and site infrastructure
- New burial provision

The investment in these areas could only be justified on the basis that costs can firstly be controlled in the short-term and, secondly, recovered in the long-term, by ensuring that service demand matches the necessary income targets. This demand would need to be generated by improved facilities on site, improved customer experience, service pricing and appropriate marketing.

The implications of 3rd party ownership and operational management include:

- Staff transfer under TUPE rules
- Relinquishment of operational control, ownership and pricing
- Public attitude to asset transfer
- Public and Council concerns about quality of service

- ▪ Ability of external operator to manage the service profitably
- ▪ Loss of amenity value of site(s)
- ▪ Enhanced amenity value of site(s)

15. Conclusions

The Enfield Crematorium site is facing an uncertain future unless significant capital investment is made towards improving cremation and burial services delivered from it. The revenue surplus that this service has traditionally returned to the Council is now at risk unless the appropriate investment is made.

An appraisal of the options available for safeguarding the future operations on site has concluded that attracting market interest for the sale or lease of the site to an external operator provides the most advantageous financial and operational outcomes for the Council. Such an approach would transfer the investment risk to a private sector operator who would then be responsible for operating and managing their own, profit-making business independently of Council control. This arrangement can either return a capital receipt or an annual revenue stream to the Council, whilst complying with the necessary crematorium and burial legislation and regulations.

Appendix C – Site plan Enfield Crematorium
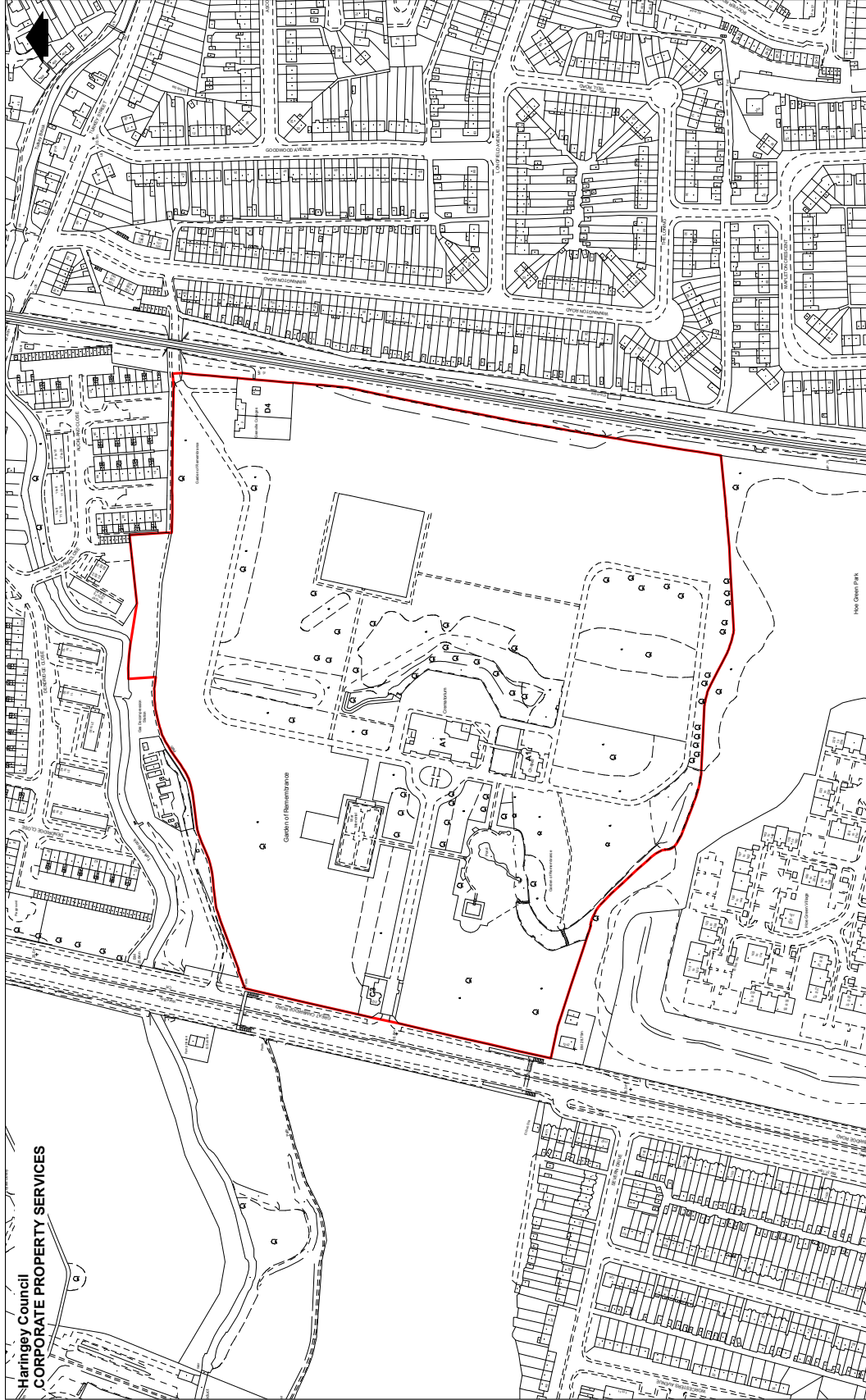
Haringey Council
CORPORATE PROPERTY SERVICES

Enfield Crematorium & Cemetery
Great Cambridge Road
LONDON

Enfield Crematorium Burial Provision and Redevelopment Plan

Site area in hectares : Total 14.9352ha

Scale 1:2500

BVES Drawing No. A3 0135c

Deed Document No.

Title No.

CPM no. 0057

Overlay : Environment - misc.

Plan produced by Janice Dabinett on 26/01/2010

1 of 8

APPENDIX D – Site plan Tottenham Cemetery

Deed document no.

Title no.

CPM no. 0823

Overlay : *Environment - misc.*

Plan produced by Janice Dabinett on 15/06/2010

Site area in hectares : 18.1452 ha

Scale 1:2500

BVES Drawing No. A3 0244c
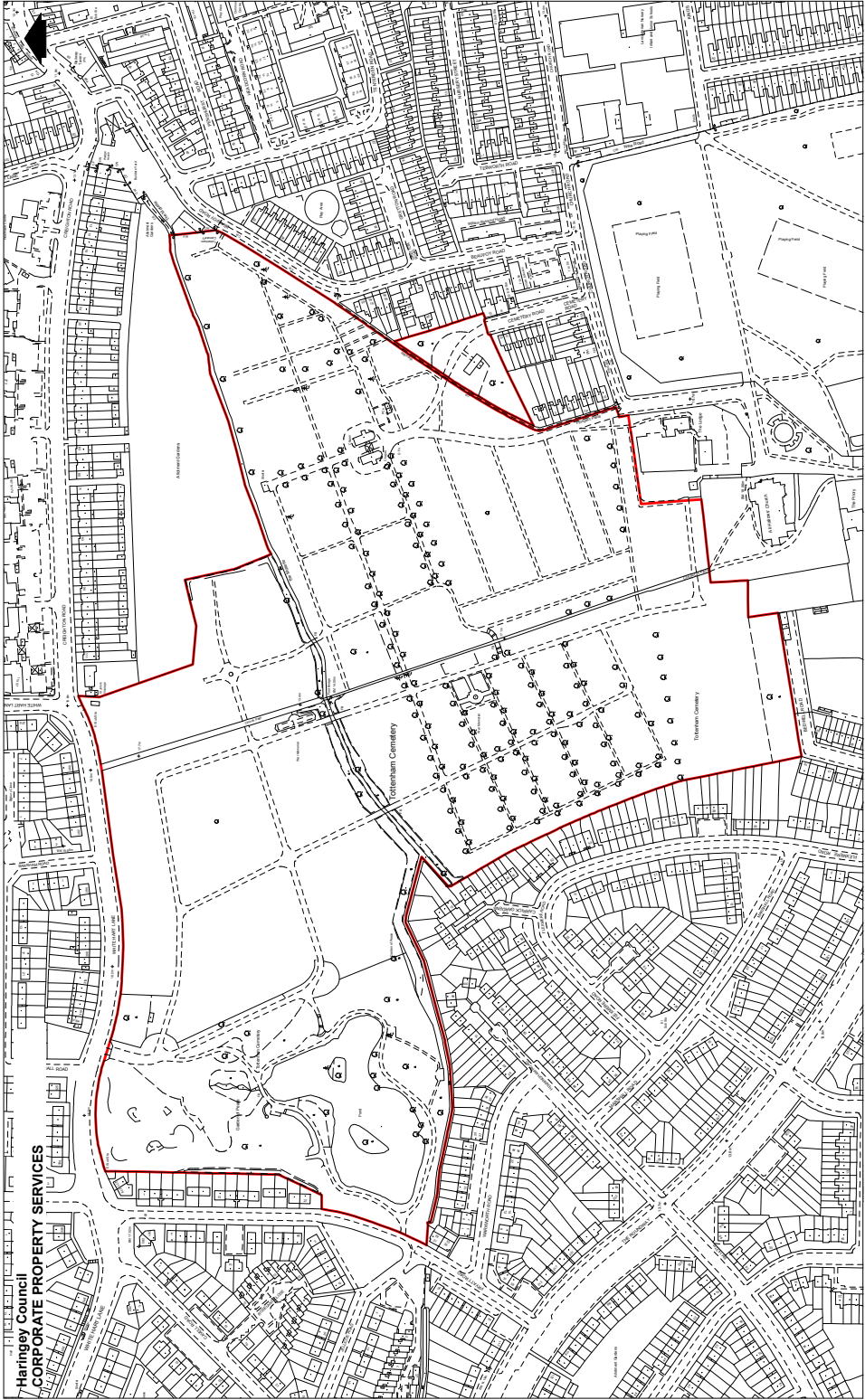
Tottenham Cemetery
White Hart Lane
LONDON
N17

Haringey Council
CORPORATE PROPERTY SERVICES

2 of 8

Enfield Crematorium Burial Provision and Redevelopment Plan

APPENDIX E – Site plan Wood Green Cemetery
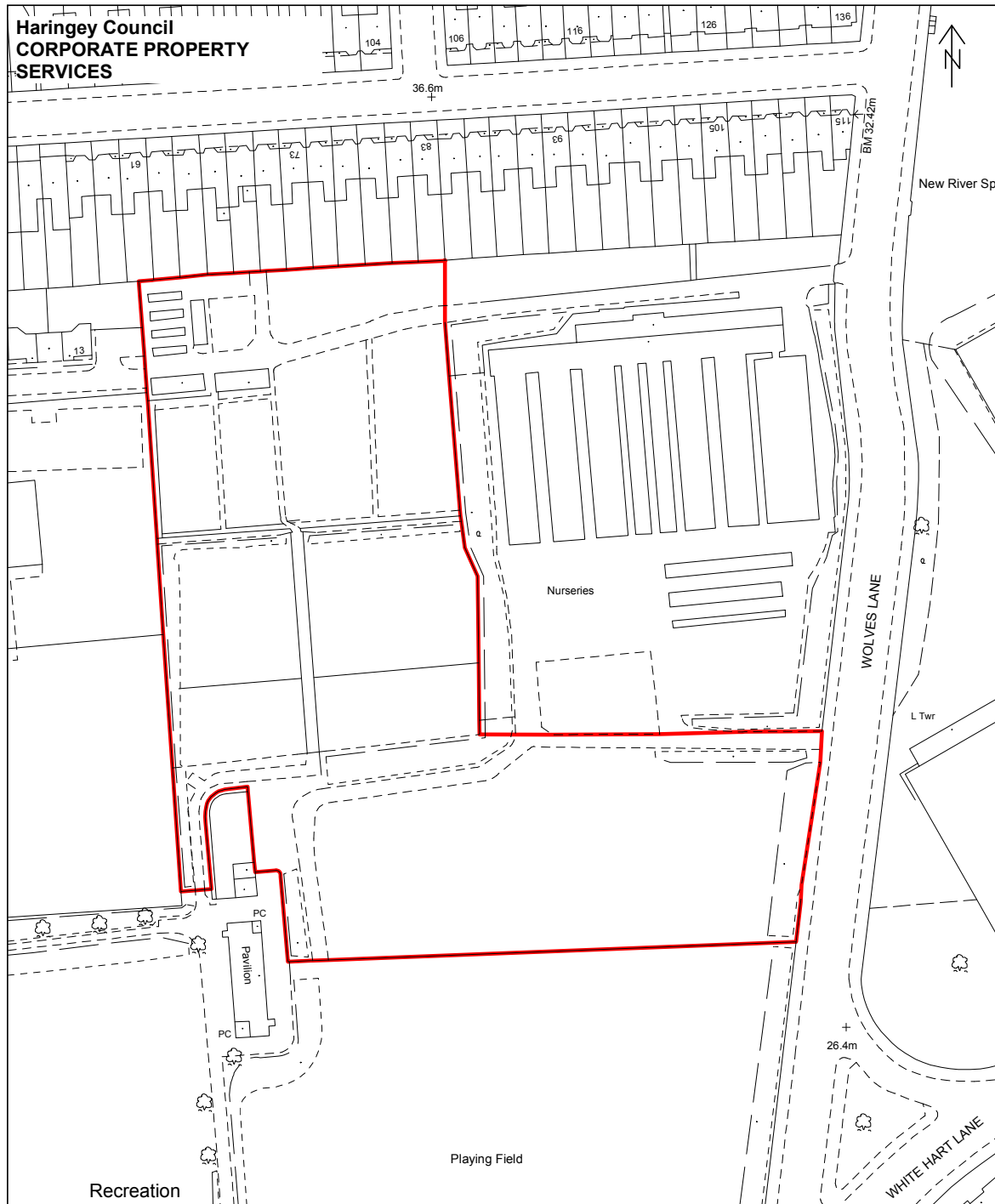
This product includes mapping data licenced from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office Crown Copyright 2007 LBH. All rights reserved. Licence no. 100019199

**Wood Green Cemetery
(adjoining Wolves Lane Nursery)
Wolves Lane
Wood Green
LONDON
N22**

Edged Red - Whole Site : 1.412ha (14120.7sq.m.)

CPM No. 0252

ASSET VALUATION PLAN

Overlay : Asset Valuations

Scale   1:1250

Plan produced by Kevin Lincoln on 04/12/2007

Drawing No. BVES A4 2509

APPENDIX F – Staff establishment and structure

Service Head	1 Post
Admin team	4 Posts
Crematory team	4 Posts
Site maintenance	1 Post
Grounds Maintenance	6 Posts (1 vacancy)
Grave digging	2 Posts (1 vacancy)
Total Staff	**18 Posts**
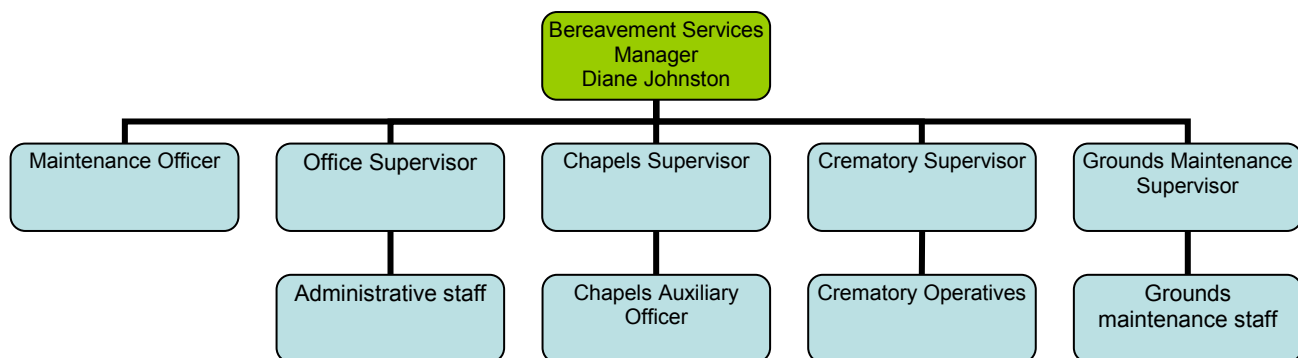
APPENDIX G - Service volumes

Cremations
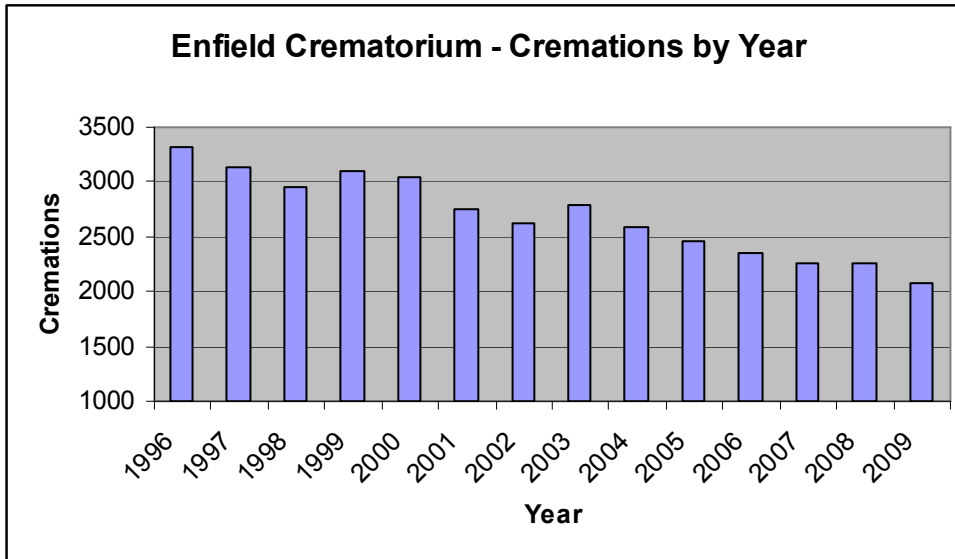
Graph: Enfield Crematorium Volumes 1998 to 2009

Burials

	Wood Green	Enfield	Tottenham	TOTAL
2006-07	116	50	19	**185**
2007-08	78	54	28	**160**
2008-09	84	28	19	**131**
2009-10	105	3	4	**112**
TOTAL	**383**	**135**	**70**	

Table: Burials, by year, by cemetery (New grave spaces only)
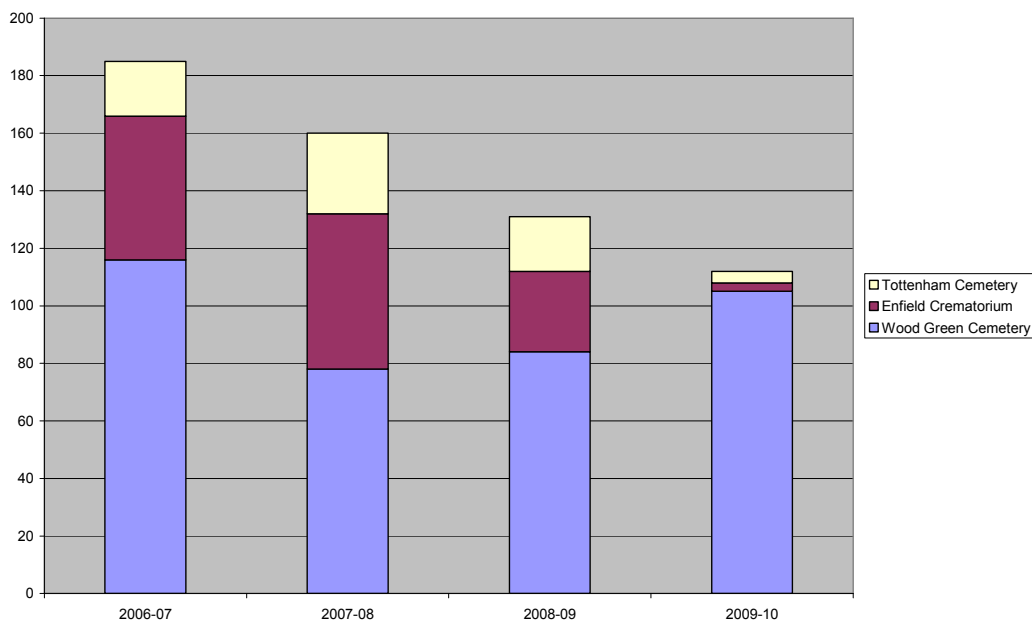
Graph: Burials, by year, by cemetery (New grave spaces only)

New Graves	Wood Green	Enfield	Tottenham	TOTAL
2006-07	116	50	19	**185**
2007-08	78	54	28	**160**
2008-09	84	28	19	**131**
2009-10	105	3	4	**112**
TOTAL	**383**	**135**	**70**	**588**

Table: Burials, by year, by cemetery (New grave spaces only)
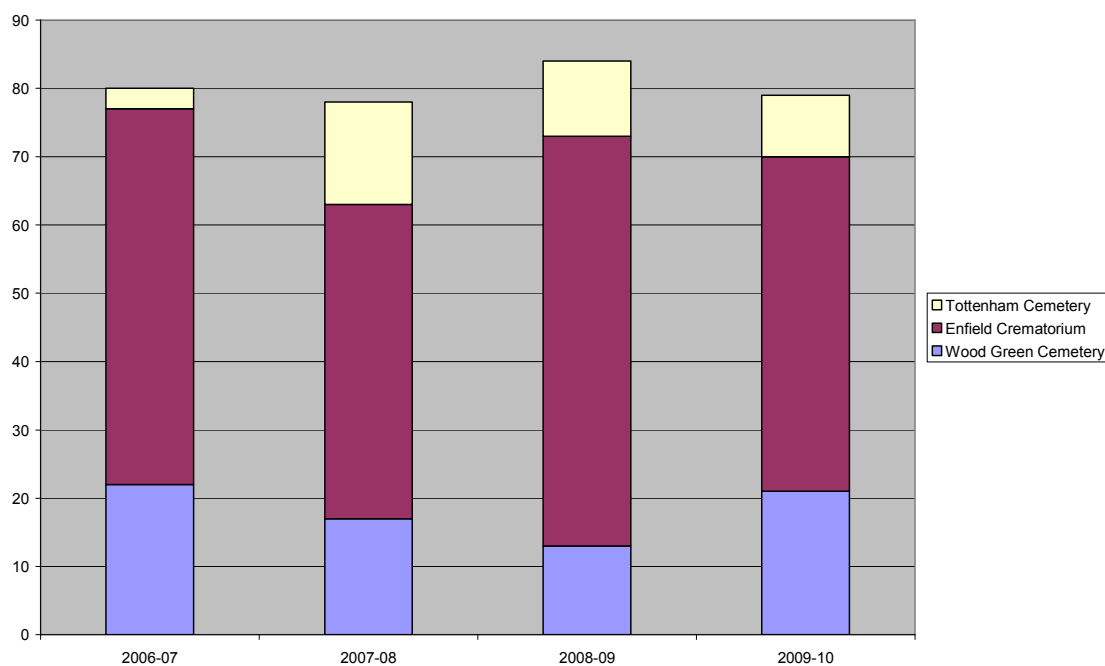
Graph: Grave Re-opens, by year, by cemetery

	Wood Green	Enfield	Tottenham	TOTAL
2006-07	22	55	3	**80**
2007-08	17	46	15	**78**
2008-09	13	60	11	**84**
2009-10	21	49	9	**79**
TOTAL	**73**	**210**	**38**	**321**

Table: Grave Re-opens, by year, by cemetery

APPENDIX H – Crematoria Provision in London
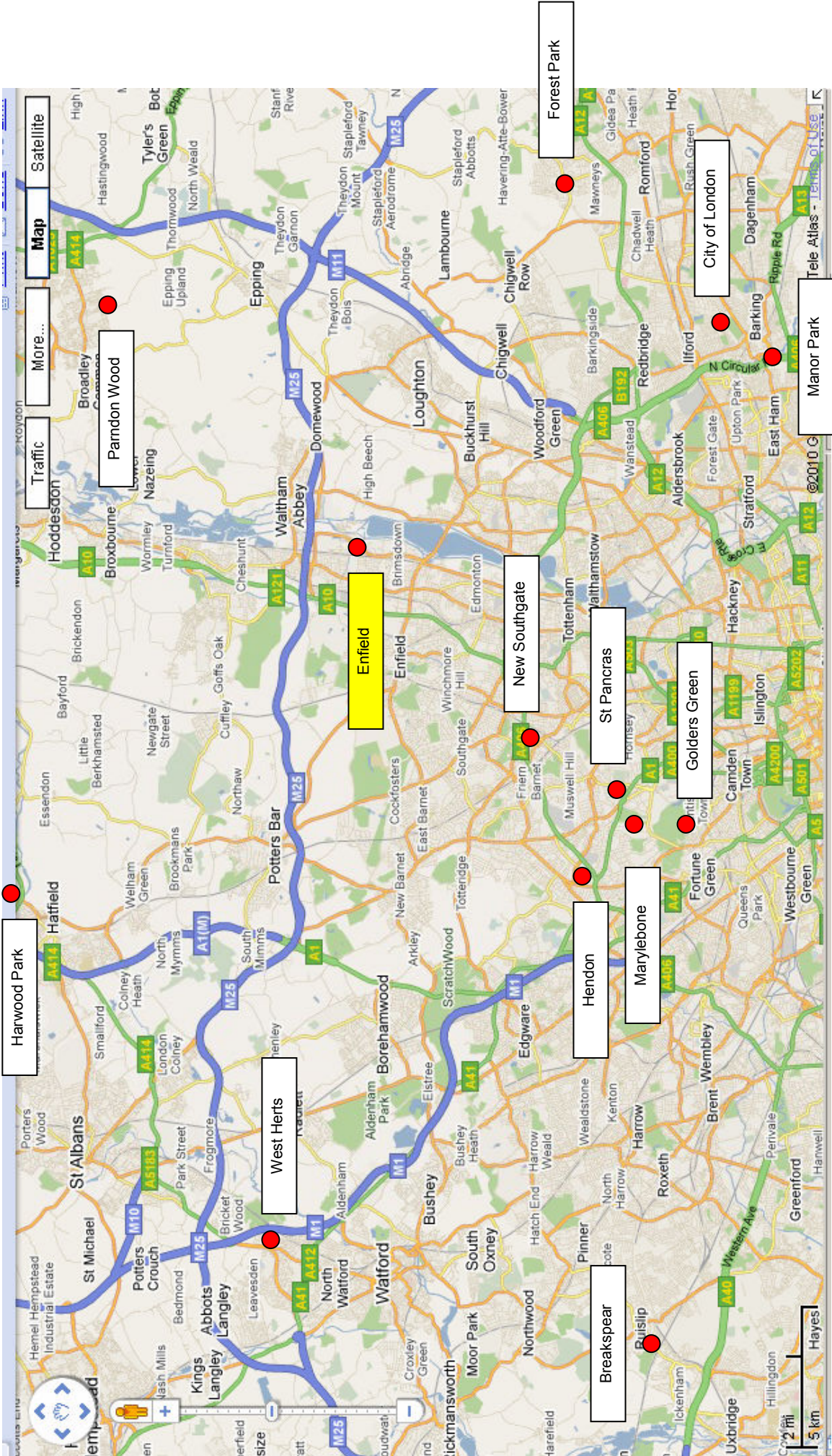
APPENDIX I – Site plan Grenville Cottages, Enfield Crematorium

Haringey Council
CORPORATE PROPERTY SERVICES

Garden of Remembrance

Grenville Cottages

WINNINGTON ROAD

1 & 2 Grenville Cottages
Enfield Crematorium & Cemetery
Great Cambridge Road
LONDON
EN1

Deed document no.:

LR title no. : Freehold

CPM No.

Site Area (hectares) :

Overlay : Environment - misc.

Scale   1:1250

Plan produced by Janice Dabinett on 14/06/2010

Drawing No. BVES A4 0482a

Enfield Crematorium Burial Provision and Redevelopment Plan

8 of 8

Agenda Item 20

Agenda item:

[No.]

| Cabinet | 13 July 2010 |

Report Title: **Hornsey Central Depot**

Report of: **Dinesh Kotecha – Head of Corporate Property Services**

Report authorised by: **Julie Parker – Director of Corporate Resources**

Signed: **Date:**

Contact Officer: Olayinka Jawando
Position: Senior Development Officer
Telephone: 020 8489 2179
E-mail: olayinka.jawando@haringey.gov.uk

| Wards(s) affected: **Hornsey** | Report for: **Key Decision** |

1. Purpose of the report

1.1. Outline the proposed scheme for regenerating the former Hornsey Depot site in conjunction with the adjoining land owned by Sainsbury's Supermarkets Ltd ("Sainsbury's").

1.2. Set out the proposed development route to delivering the regeneration benefits for residents and the area and

1.3. Seek Cabinet decision to dispose the Council's site by entering into a sale and purchase agreement ("Land Agreement") with Sainsbury's on terms agreed with them and signed off by the Council's external valuers as representing best consideration.

2. Introduction by Cabinet Member

2.1. The proposed scheme will regenerate the area by providing a food store, much needed improvements to the High Street and homes for the borough. The

1

scheme is to be developed in compliance of all the relevant policies and council priorities including affordable housing. I am pleased that through collaboration with the adjoining owner we will see a comprehensive redevelopment of these sites which have been vacant for many years.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. The disposal of the site forms part of the Council's planned programme of disposals which will help to underpin the Council's social, economic and environmental regeneration objectives including the delivery of new housing units.

3.2. Proposals within this report are designed to make best use of the Council's property assets by divesting, as appropriate, to ensure that the property holdings are aligned to council priorities.

4. Recommendations

4.1. Authorise the Head of Corporate Property Services, in consultation with the Director of Corporate Resources and Cabinet Member for Finance and Sustainability to negotiate and enter into a Land Agreement with Sainsbury's for the disposal of the former Hornsey Central Depot (shown coloured yellow on the attached plan) in pursuance of the Council's regeneration objectives and in accordance with the appended Heads of Terms (exempt appendix 4).

5. Reason for recommendation(s)

5.1. To achieve social, environmental and community benefits for the area by resolving the status of this underutilised site and generate optimum capital receipts for the Council.

6. Other options considered

6.1. The Cabinet report of 16 December 2008, considered the following other options.
   ▪ Defer the disposal and development
   ▪ Re-market the whole site and
   ▪ Phased disposal/development

6.2. However, as there is still a positive momentum by both the Council and Sainsbury's, to achieve respective corporate objectives with negotiations progressing in the right direction (Heads of Terms now signed by Sainsbury's), it is not recommended to revisit or reconsider any of the above options.

6.3. In addition, as part of the valuation of the site to ensure Council is achieving best consideration, the further option of developing the site in isolation was assessed. The conclusion based on advice from the Council's external surveyors Knight Frank is that whilst it is feasible to develop the Council's site in isolation, this

does not fully meet the Council's regeneration objectives.

7. Background

7.1. The site of the former Hornsey Central Depot measuring 1.3138 hectares (including the Coroner's Court and Mortuary and 54/56 Myddleton Road) shown 'yellow' on the OS plan (appendix 1) is owned freehold by the Council. The site has been surplus to requirement for over 15 years and has been designated a key site for development to promote economic, social and physical regeneration.

7.2. The adjacent land measuring 0.7924 hectares and shown coloured 'pink' on the attached plan (appendix 1), is owned freehold by Sainsbury's Supermarket Limited.

7.3. There has been a long and protracted history of development proposals for this site spanning over 15 years and whilst the broad components of the development proposals have remained the same, policy framework has been changing making the negotiation complex and drawn out.

7.4. Following the downward revision by the previous preferred developer of their bid, the Council and Sainsbury reviewed their positions.

7.5. Both landowners confirmed the intention to continue but in view of the property market and the need for certainty, it was agreed to work together to design a mutually acceptable scheme and secure planning consent. It was envisaged that delivery of the scheme was likely to be in phases, with the store being the first phase. Sainsbury agreed to fund the design of the scheme at their risk.

7.6. The Cabinet of 16 December 2008 resolved to take this project forward as a regeneration activity led by the Council in collaboration with Sainsbury (as joint landowners) to secure planning consent for the whole site to be developed in phases comprising a food store and residential dwellings.

7.7. Pursuant the above, a collaboration agreement requiring both parties to co-operate exclusively with each other in developing various options and development proposals for the site was signed on 23 January 2009.

8. Report

The report outlines the proposed scheme, the delivery process, the structure of the commercial deal and associated risks as detailed below:

➢ **Regeneration Scheme Proposals**

8.1. Sainsbury's have worked up a scheme (scheme 4 – Appendix 2) in consultation with the Council, which broadly meets both the Council and Sainsbury's corporate objectives. However, the scheme will evolve as part of the process of working it up into a detailed planning application, which will need to be consulted

upon before the scheme is submitted for planning consent.

8.2. The broad scheme components currently scheme 4 consists of:

- A supermarket of 3,239 m^2 gross
- A separate retail unit of 550 m^2.
- Surface car parking of 116 cars (non residential use)
- 230 residential units (720 habitable rooms) to comprise of private and affordable housing split 50/50 by habitable rooms and in mixed tenure arrangements to prevent segregation and promote integration of the private and affordable housing in accordance with Haringey's Housing SPD, space standards, Lifetime Home Standards with 10% being fully wheelchair accessible.
- Under croft residential car parking

8.3. The sketch proposals by Sainsbury's have been to develop the site as one comprehensive scheme rather than in phases. This is due to the way the scheme has evolved with joint infrastructure (access road, car parking, utilities, etc) servicing both phases, and with phase 1 (retail and private housing) being integrated with phase 2 (affordable housing) as one comprehensive scheme. This approach meets the Council's regeneration aspirations for the comprehensive development of the whole site and planning conditions on affordable housing.

8.4. At Project Team meetings, the Planning Service confirmed that the principles of the sketch proposals (Scheme 4) are broadly acceptable and in taking forward the pre-application discussions, the Developer will be asked to carry out the following essential requirements:

- A Retail Impact Assessment demonstrating the need for additional retail floor space and the impact on existing local businesses
- A residential mix that accords with Haringey's Housing SPD and meets Haringey's minimum space standards, achieve Lifetime Home Standards with 10% being wheelchair accessible
- Details on the location and number of cycle parking spaces to be provided.
- The entrance off the High Street to be sensitively considered and not become a utilitarian highways element.
- The development of a convincing conservation strategy in order to ensure the protection and enhancement of the conservation area.
- High sustainability standards to be met on site, with residential units achieving Code Level 4 and the retail units achieving BREEAM Excellent standard.
- Detailed pre-planning consultation and engagement with residents, businesses and stakeholders in line with the Council's consultation plan/strategy prepared in consultation with Sainsbury's.
- A Transport Impact Assessment evaluating the impact the traffic generated by the store will have on the local transport network, including the public

4

transport system (buses, rail) and local highways and the opportunities for improving the traffic flows and links of the High Street with the wider area.

8.5.   Sainsbury's have welcomed the above requirements and have agreed to continue working closely with the Council's Planning Service and the procured Developer. Sainsbury's will also continue to be involved in pre-planning meetings as detailed designs evolve in order to ensure compliance with the store requirements and the development of an acceptable scheme.

8.6.   Sainsbury's have continued to demonstrate a strong commitment and an active role in the project going forward including taking responsibility for funding, assembling the necessary resources to take forward the regeneration of the site, securing Board approval to treat with the Council on 25 March 2010 and signing the Heads of Terms.

8.7.   Once the Council as landowner is reasonably happy with the evolved scheme content, design and quantum of the development, the procured Developer will be required to undertake a pre-planning consultation exercise in accordance with the Council's consultation plan/strategy prepared in consultation with Sainsbury's to engage with local residents, businesses and stakeholders as part of the planning application process prior to submitting a planning application. The details of the consultation process and content will be subject to the approval of the Council.

➢   **Delivery**

8.8.   It was previously envisaged that the phased development will be carried out by Sainsbury's as a 'special purchaser' who in effect would be the developer of phase1 (as reported to the Members on the 16 December 2009).

8.9.   Having now worked through the design of the scheme, the landowners have reviewed the delivery process based on respective corporate objectives to optimise value whilst achieving certainty over delivery with the associated risks.

8.10. It is now proposed that the development will be delivered through a Developer following a competitive marketing exercise by Sainsbury's in consultation with the Council see appendix 3 – flow chart.

8.11. The Developer working closely with the Council and Sainsbury's will be responsible for working up the scheme and to undertake a pre-planning consultation exercise.

8.12. Upon receipt of a satisfactory planning permission, the Developer will commence the development of the site in a comprehensive manner in accordance with the planning permission.

8.13. (Exempt Information)

The Land Agreement

8.14. Sainsbury's and the Council have agreed to enter into a Land Agreement (as opposed to a Development Agreement as reported to Members on 16 December 2009) based on the Heads of Terms signed by Sainsbury's, which has the approval of their Board and is now subject to Cabinet approval.

8.15. Under the Land Agreement the Council will sell its freehold interest to Sainsbury which will then allow Sainsbury to pool the two pieces of land, and for Sainsbury's (in consultation with the Council) to procure a Developer and enter into a Conditional Contract with obligations on the Developer to obtain planning permission and complete the development, in accordance with the obtained planning consent.

8.16. The terms of the Land Agreement and offer to the Council (signed off by Knight Frank as being Best Consideration) which is subject planning consent for the proposed development (scheme 4) as evolved is summarised as follows:

Financial
i. The actual amount of capital receipt will be determined by the bid submitted by the successful purchaser following the competitive marketing exercise and assessment.
ii. (Exempt information)
iii. (Exempt information)
iv. (Exempt information)
v. (Exempt information)
vi. (Exempt information)

Mechanism

i. The pooling together of both parties freehold interests for a disposal to a Developer.
ii. Sainsbury in consultation with the Council will procure a Developer to obtain planning permission and undertake the development of the whole site, under a Conditional Contract.
iii. Sainsbury will step in and complete the entire development if the Developer does not.
iv. Sainsbury will pay an agreed premium for a long leasehold interest at a peppercorn rent for a store (shell & core) that meets their specification and accords with the planning permission.
v. Residential units to be built above the store and the remainder of the Council's land, in accordance with planning permission.
vi. On satisfaction of all the conditions within the Land Agreement (including receipt of an offer that meets the Council's required guaranteed minimum

land price), the Council will be obliged to transfer its freehold interest in the land to Sainsbury's or directly to the developer if so required by Sainsbury's in order to benefit from the most tax efficient structure.

vii. (Exempt Information)

viii. The Land Agreement will also contain a reverter clause which will allow the Council to buy back its land if the land is not redeveloped within a certain period of time. The price to be paid will be equivalent to the purchase price paid to the Council under the Land Agreement.

ix. The Council's lawyers will approve the form of legal agreement between the Council and Sainsbury's

x. Planning powers will be relied on to ensure that the Development is planning compliant.

9. Risks Management

9.1. Property development by its nature has high risks. In addition to development constraints which may emerge once detailed surveys have been carried out and works are progressing on site, the economic market can also impact on the viability of a scheme. Under the proposed structure, the Council will be transferring some of the impact of these risks.

9.2. The long history of this project, the recent abortive negotiations and sharp down turn in the property market caused by the failure of the market brings into sharp focus the need for the Council to take a strong risk management approach and learn lessons in taking the project forward.

9.3. The risk of an unsustainable offer or an unviable scheme is much reduced by treating with the adjoining landowner, Sainsbury, as a special purchaser and obtaining independent external valuation advice on this. This advice has been obtained from Knight Frank, who confirm that Sainsbury are a special purchaser and there is additional marriage value in the land ownerships being progressed and developed on the basis agreed in the Heads of Terms.

9.4. With the previous approach, the selected purchaser was responsible for obtaining planning consent and agreed to be bound to a purchase contract at the bid price. Whilst the Council worked with the selected purchaser on the scheme development to take away the planning risk, the market risk was to remain with the Council until the contract was exchanged and became unconditional.

9.5. With the proposed regeneration led approach, the Council is in effect taking a more proactive approach to de-risking the site disposal.

9.6. By requiring Sainsbury's to enter into a conditional contract with the developer at an early stage, the risk of impact of the planning condition is much reduced to the Council, and the Council maintains control over the timing of the property transactions to achieve an optimum financial outcome. In addition, a Planning

Performance Agreement will normally be required which helps with timescales.

9.7. Planning risks – these remains with the Council until planning consent is granted. If the scope of planning does not meet the landowner's aspirations, then in a worse case scenario the project will not proceed. In this event, the Council will need to revisit the alternative options outlined in section 6.

9.8. Intensive discussions have been held with Sainsbury to secure confirmation that this store is a priority at this time and that they are committed to the regeneration led approach for which they have Board approval. It is proposed that this commitment is demonstrated by the signing of the Land Agreement which will include a programme for procurement of a Developer and key milestones, which will enable the Council to take decisive action to trigger alternative options if pre-development conditions are not met or performance is not satisfactory.

Requirement to provide Vacant Possession

9.9. One of the key obligations of the Council on entering into the Land Agreement will be to provide vacant possession of its land including the area currently occupied by the Re-Use & Recycling Centre and temporary letting by the longstop date of December 2011.

9.10. The Council have acquired a suitable site at Cranford Way and officers are working towards relocation of the Re-Use & Recycling Centre by the longstop date.

9.11. (Exempt Information)

9.12. (Exempt Information)

9.13. A risk register is being maintained and will be continually updated during the course of the project.

10. Financial Provisions

10.1. Exempt information.

10.2. Exempt information

10.3. Exempt information

10.4. Exempt information

10.5. Exempt information

10.6. Exempt information

10.7. There are ongoing site holding costs associated with the depot site including National Non Domestic Rates and security costs partially off set by income from temporary lettings. The Council will consider options to further mitigate these costs including erection of hoardings and possibly earlier demolition and site clearance on entering into the Land Agreement if there is a financial benefit.

11. Key Milestones and Indicative Timetable – In Line with Flow chart (Appendix 3)

Indicative Timetable:

- Ward Member consultation – June 2010
- Cabinet decision – July 2010
- Enter into Land Agreement with Sainsbury's– September 2010
- Sainsbury's commence marketing of site to secure a Developer – October 2010
- Sainsbury enters into Conditional Contract with Developer – December 2010
- Consultation with residents, businesses and stakeholders – January – March 2011
- Developer submits a Planning Application – April 2011
- Planning Permission granted – July 2011
- Completion of land transfer and receipt of capital receipt – January 2012
- Start on Site – March 2012
- Practical completion: December 2014

12. Chief Financial Officer's Comments

12.1. As outlined in section 7.3, this site has been surplus to requirements for more than 15 years and has been designated a key site for development to promote economic social and physical regeneration.

12.2. Over that time, a number of offers have been made of varying monetary values and in the meantime, the site has been partially used for a re-use and recycling centre serving the west of the borough.

12.3. In agreeing to the recommendation to enter into a land agreement with Sainsbury's for the disposal, the Council has to be confident that the minimum land price proposed represents best consideration as well as delivering the regeneration outcomes.

12.4. The Council has used Knight Frank as external valuers to challenge and confirm that the recommended agreement does represent best consideration (exempt Appendix 5).

12.5. (Exempt information)

12.6. (Exempt information)

12.7. There are a number of risks in a disposal of a complex site such as this both in terms of certainty over level of receipt, delivery timescales and regeneration outcomes and the current approach has sought to reduce the overall risk to the Council. The main risks and mitigation are set out in section 9 much of which can be managed through the conditions of the Land Agreement.

12.8. The one risk within the Council's control is to achieve vacant possession by the longstop date, which essentially requires the Cranford Way site becoming operational by January 2012 as indicated in section 11.

13. Head of Legal Service's Comments

13.1. The Council holds the land for planning purposes and has power to dispose under planning legislation with specific requirement to:
i.   Secure the best use of the land or any buildings that are to be erected on the land; or
ii. Secure the erection, construction or carrying out on it of any business or works needed for the proper planning of the area; and
iii. Obtain the best consideration that can reasonably be obtained.

13.2. The Council will be entering into a sale and purchase contract which will be conditional on the Council agreeing the financial provisions of any development agreement between Sainsbury and the developer, and the obtaining of detailed planning permission. Once these conditions are satisfied, the Council will be under an obligation to transfer its freehold interest in the land to either Sainsbury or the developer (as the case may be) for the premium. These conditions together with the purchase price set out in this report will satisfy the statutory requirements in 13.1;

13.3. (Exempt Information)

a. (Exempt Information)
b. (Exempt Information)

13.4. Members should be aware that the sale of the Council's land is with vacant possession and that all occupiers (including the Recycling Centre) must vacate the land before completion of the transfer takes place. Failure to do so will be a breach of contract and Sainsbury will be entitled to compensation.

14. Assistant Director for Planning, Regeneration and Economy's Comments

14.1. The site of the former Hornsey Depot forms part of the wider Haringey Heartlands regeneration area. The Haringey Heartlands Regeneration Framework sets out the future development and regeneration objectives for this area of the Borough.

14.2. Within the Framework, the Hornsey Depot site is identified for mixed-used

development including residential, employment, retail and health care and community facilities. The Planning Service is in support of the broad principles of development set in the Appendix to this report. The development and regeneration of this site must make a positive contribution in delivering the objectives set out in the Regeneration Framework and in creating a quality environment. The site also fronts on to the High Street that is within the designated conservation area. The future development of the site should respect and enhance the historic and architectural merits of the area.

14.3. Whilst there is overall support for the principles of development, however the future development will be subject to formal community and neighbourhood consultation when the planning application for the development of the site is submitted by the developer.

15. Equalities &Community Cohesion Comments

15.1. The proposals within this report will provide a major economic boost to a deprived area providing additional social housing, improving the local environment and assist some of the most disadvantaged sections of the community.

15.2. The site is vacant other than for the Re-Use & Recycling Centre a Council run service to be re-provided at Cranford Way Industrial Estate. The proposal within this report will not have a detrimental impact on the service provision nor will they result on any communities being displaced.

16. Communication & Consultation

16.1. The regeneration objectives for this site are already well known by virtue of the long history and as a consequence of specific pre-planning public consultation undertaken by the previous selected developer in 2008.

16.2. There has been communication and extensive public consultation pursuant the adoption of the current Unitary Development Plan and the adopted Haringey Heartlands Development Framework.

16.3. The Council jointly with Sainsbury's will issue appropriate press releases to inform the public on the progress of the scheme, timescales for consulting, where information can be assessed and how they can make comments and give their feedback including websites.

16.4. Officers and Sainsbury's design team have briefed Ward Members and Cabinet Members for Housing and Regeneration and further Ward Member consultation will be arranged as appropriate.

16.5. The Council as land owner will require as part of the marketing exercise for Sainsbury's and the successful developer to sign up to and comply with a pre planning consultation plan/strategy pursuant to carrying out detailed

consultation and engagement with local residents, businesses and stakeholders prior to submitting a planning application. This will involve an analysis of the impact of the store and traffic generated on local businesses, ways to mitigate any detrimental impact and opportunities for improving the traffic flows and links of the High Street with the wider area. This will lead to an evolved scheme, which will require approval of the Council as landowner under the Land Agreement prior to submitting a planning application.

16.6. The Council will prepare the consultation plan/strategy in consultation with Sainsbury's and further contribute to the consultation process through the project team.

16.7. Sainsbury's have confirmed they will undertake consultation pursuant any demolition and/or site clearance work they may carry out.

16.8. There will be further specific public consultation on the final proposals as part of the considerations for planning permission led by the Council as Statutory Planning Authority.

17. Use of appendices /Tables and photographs

17.1.   Appendix 1 – Site & Ownership Plan
17.2.   Appendix 2 – Scheme 4 Ground Floor
                        Residential Level
                        Under-croft Level
17.3.   Appendix 3 – Flow Chart
17.4.   Appendix 3A – (Exempt Information)
17.5.   Appendix 4 – (Exempt information)
17.6.   Appendix 5 – (Exempt information)

18. Local Government (Access to Information) Act 1985

18.1. **Background papers**
The following reports are exempt from the requirement to be made public.
Report to former Policy and Strategy Committee on 24th October 2000.
Report to former Policy and Strategy Committee on 27th March 2001.
Report to the Executive 8th January 2002.
Report to the Executive 20th July 2004.
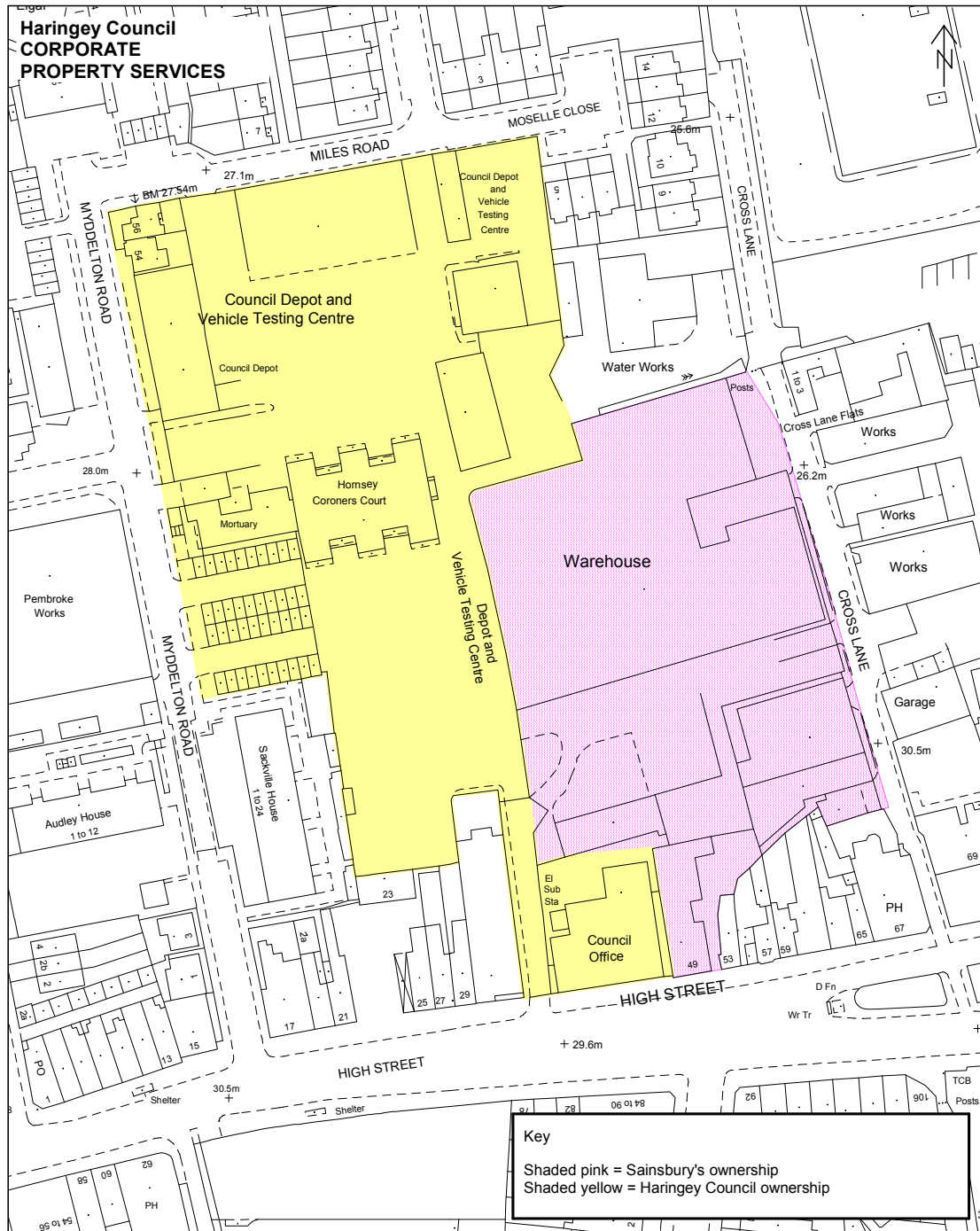Report of the Executive 21 November 2006

The following reports are publicly available.
Report to Planning Committee 25 March 1998
Determination of the Secretary of State's planning inspector, 8th June 2000.
Report to Planning Committee 26 November 2002 (New River Village)
Cabinet Report 26 July 2007 (as amended)
Delegated Decision Report on Hornsey Depot 4th November 08

Cabinet Report 16 December 2008

18.2. This report contains exempt and non exempt information. Exempt information is contained within Appendix A and **is not for publication.** The exempt information is under the following category (identified in amended schedule 12A of the Local Government Act 1972)

S. (3) Information relating to financial or business affairs of any particular person (including the authority holding that information).

Appendix 1 – Site & Ownership Plan

Haringey Council
CORPORATE
PROPERTY SERVICES

Key

Shaded pink = Sainsbury's ownership
Shaded yellow = Haringey Council ownership

**Hornsey Depot Development &
Adjoining Land
High Street
Hornsey
LONDON N8**

Scale   1:1250

Overlay : Environment - Depots

CPM No.

Plan produced by Kevin Lincoln on 15/03/2007

Drawing No. BVES A4 1493zi

Appendix 2 – Scheme 4 Proposed Ground Floor

Ground floor level

Key

01 Residential blocks

02 Residential core

03 Entrance to residential car park

04 Promenade

05 Sainsbury's store

06 Sainsbury's entrance

07 Sainsbury's car park

08 Sainsbury's loading bay

09 Retail unit

10 Residential Amenity Space

11 Communal residential amenity space

15
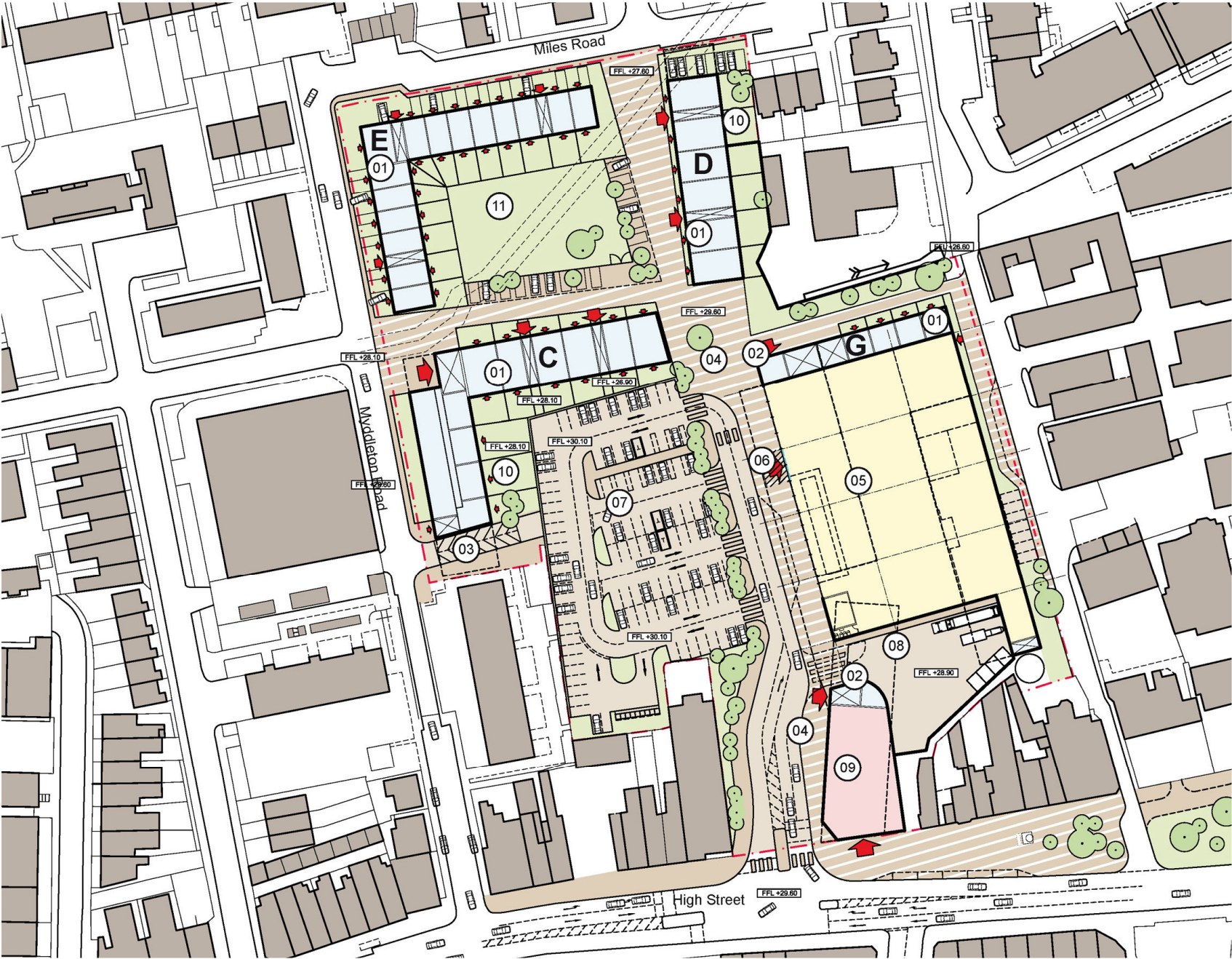
Appendix 2 – Scheme 4 Proposed Residential Level

Typical residential level

Key

01 Residential blocks

02 Residential core

03 Promenade

04 Shared residential amenity space at roof level

05 Communal residential amenity space

06 Residential Amenity Space

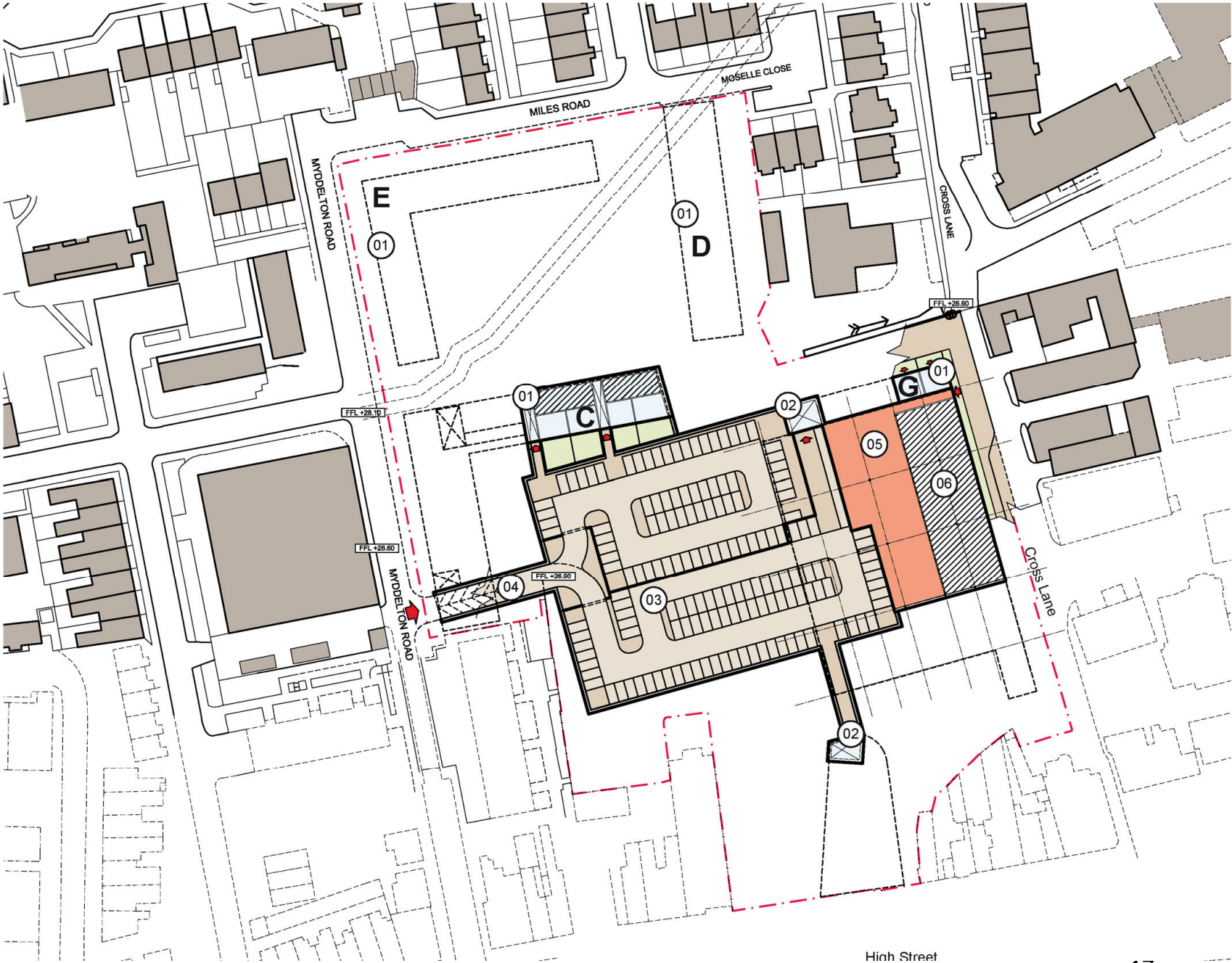# Appendix 2 – Scheme 4 Proposed Under-croft Level
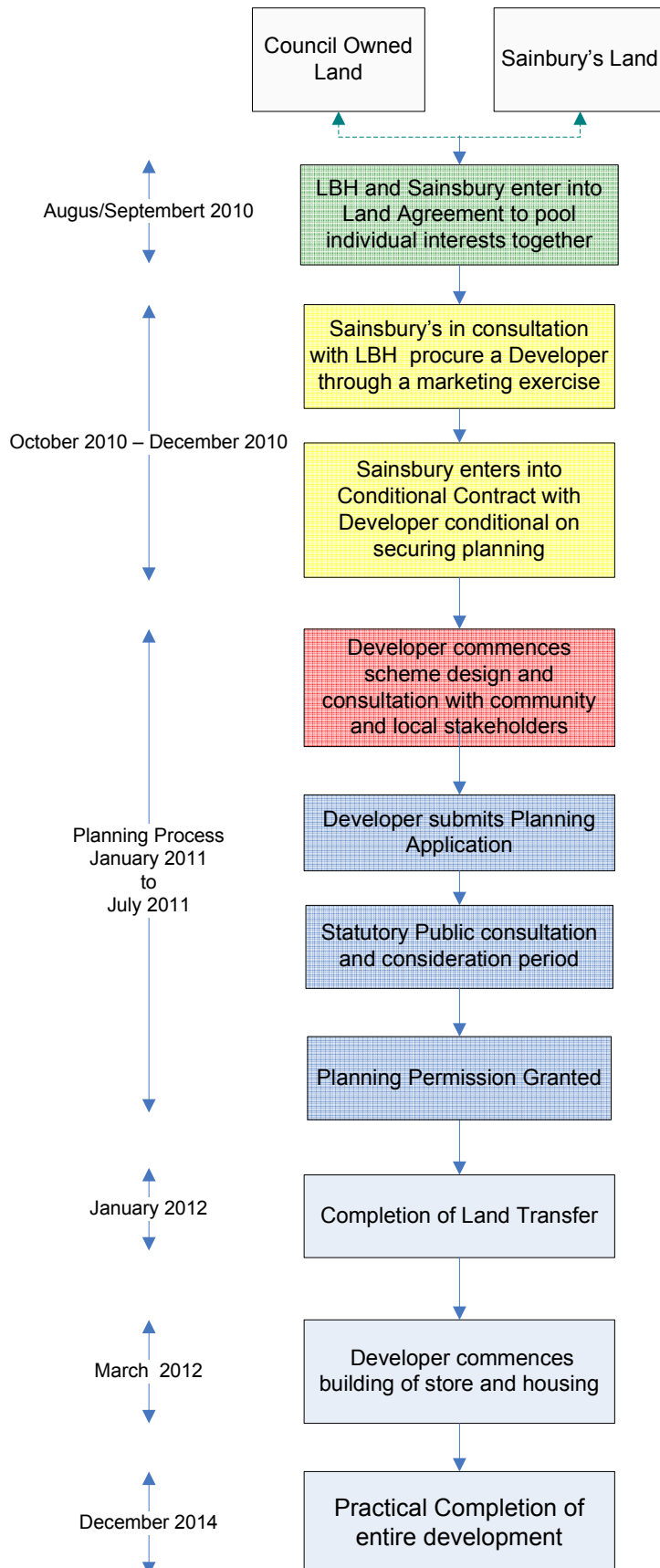
Basement level

Key

01 Residential blocks

02 Residential core

03 Residential car park

04 Ramp into residential car park

05 Energy centre

06 Extent of undercroft to be confirmed by survey

MILES ROAD

MOSELLE CLOSE

CROSS LANE

MYDDELTON ROAD

Cross Lane

High Street

E

D

C

G

01

02

03

04

05

06

FFL +26.60

FFL +28.10

FFL +28.60

FFL +26.90

17

Hornsey Central Depot – Development Delivery Mechanism & Indicative Timescale

```
        ┌─────────────────┐       ┌─────────────────┐
        │ Council Owned   │       │ Sainsbury's Land│
        │ Land            │       │                 │
        └─────────────────┘       └─────────────────┘
```

Augus/Septembert 2010

LBH and Sainsbury enter into Land Agreement to pool individual interests together

Sainsbury's in consultation with LBH procure a Developer through a marketing exercise

October 2010 – December 2010

Sainsbury enters into Conditional Contract with Developer conditional on securing planning

Developer commences scheme design and consultation with community and local stakeholders

Planning Process
January 2011
to
July 2011

Developer submits Planning Application

Statutory Public consultation and consideration period

Planning Permission Granted

January 2012

Completion of Land Transfer

March 2012

Developer commences building of store and housing

December 2014

Practical Completion of entire development

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Agenda Item 24

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Agenda Item 25

Document is exempt

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